

San Francisco's Juvenile Justice Realignment Block Grant Annual Plan

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County Name: San Francisco

Contact Name: Chief Katherine Miller

Telephone Number: 415-753-7566

E-mail Address: Katherine.miller@sfgov.org

Background and Instructions (from WIC 1995):

Welfare & Institutions Code Section(s) 1990-1995 establish the Juvenile Justice Realignment Block Grant program for the purpose of providing county-based care, custody, and supervision of youth who are realigned from the state Division of Juvenile Justice or who would otherwise be eligible for commitment to the Division of Juvenile Justice prior to its closure.

To be eligible for funding allocations associated with this grant program, counties shall create a subcommittee of the multiagency juvenile justice coordinating council to develop a plan describing the facilities, programs, placements, services, supervision and reentry strategies that are needed to provide appropriate rehabilitative services for realigned youth.

County plans are to be submitted and revised in accordance with WIC 1995, and may be posted, as submitted, to the Office of Youth and Community Restoration website.

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Part 1: Subcommittee Composition (WIC 1995 (b))

List the subcommittee members, agency affiliation where applicable, and contact information:

Agency	Name and Title	Email
Chief Probation Officer (Chair)	Katherine Weinstein Miller	katherine.miller@sfgov.org
District Attorney's Office Representative	Jean Roland	jean.roland@sfgov.org
Public Defender's Office Representative	Patricia Lee	patricia.lee@sfgov.org
Department of Social Services Representative	Joan Miller	joan.h.miller@sfgov.org
Department of Social Services Representative (Alternate)	Jessica Mateu-Newsome	jessica.mateu-newsome@sfgov.org
Department of Mental Health	Mona Tahsini	mona.tahsini@sfgov.org
Office of Education Representative	Rachel Noto	notor@sfusd.edu
Court Representative	Honorable Monica Wiley	mwiley@sftc.org
Community Member (JJCC Member)	Denise Coleman (Huckleberry/CARC)	dcoleman@huckleberryyouth.org
Community Member (JJCC Member)	Angel Ceja, Jr. (Juvenile Advisory Council)	angelceja29@yahoo.com
Community Member (JJCC Member)	Ron Stueckle (Sunset Youth Services)	ron@sunsetyouthservices.org

Additional Member Seat Added to DJJ Realignment Subcommittee¹:		
Attorney Administrator (Delinquency) for the Indigent Defense Administration (IDA) of the Bar Association of San Francisco (BASF)	Carla Gomez	cgomez@sfbay.org
Additional Community Member Seats Added to DJJ Realignment Subcommittee and selected by members through an application process²:		
Community Member: Community-based provider who serves justice-involved young adults and has expertise in housing and/or workforce development	Liz Jackson-Simpson (Success Centers)	ljackson-simpson@successcenters.org
Community Member: Individual with lived experience in a secure youth facility	Will Roy	will.roy@safeandsound.org
Community Member: Caregiver or loved one of children impacted by a secure youth facility	Tiffany Sutton	tiffany.sutton@sfgov.org
Community Member: Victim/survivor of community violence	Chaniel Williams	chanielw88@gmail.com

¹ All subcommittee community member seats, including those added by the already established subcommittee, satisfy the statutory requirement in WIC 1995, that, “the subcommittee shall also include no fewer than three community members who shall be defined as individuals who have experience providing community-based youth services, youth justice advocates with expertise or knowledge of the juvenile justice system, or have been directly involved in the juvenile justice system.”

² All subcommittee community member seats, including those added by the already established subcommittee, satisfy the statutory requirement in WIC 1995, that, “the subcommittee shall also include no fewer than three community members who shall be defined as individuals who have experience providing community-based youth services, youth justice advocates with expertise or knowledge of the juvenile justice system, or have been directly involved in the juvenile justice system.”

Part 2: Target Population (WIC 1995 (C)(1))

Briefly describe the County's realignment target population supported by the block grant:

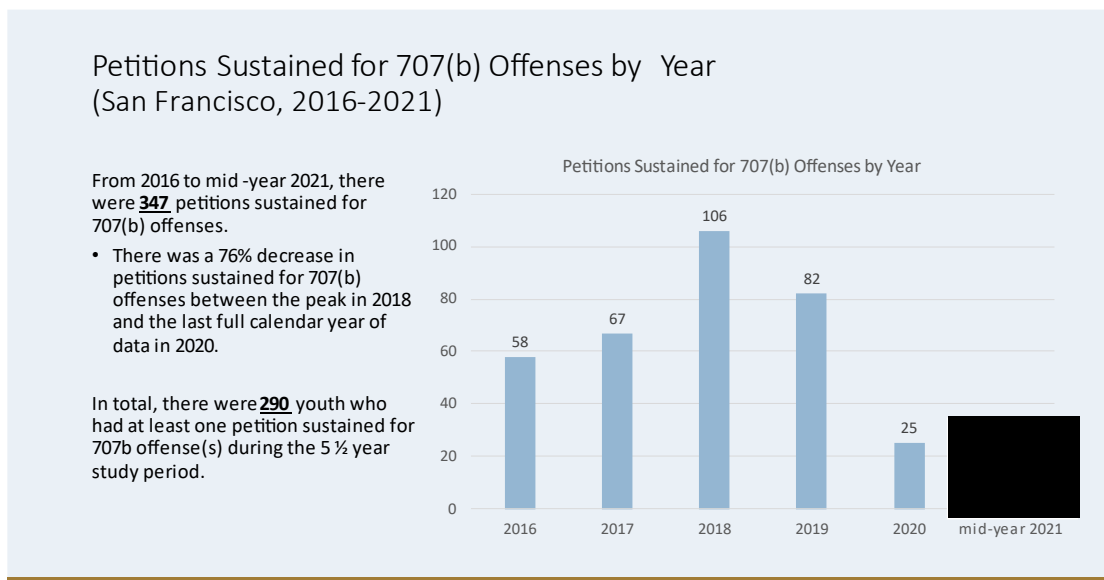
San Francisco City and County will utilize the Juvenile Justice Realignment Block Grant (JJRBG) to support young people who were otherwise eligible for commitment to the Division of Juvenile Justice (DJJ) prior to its closure. These young people could range in age from 14 to 25 and will have been adjudicated to be a ward of the juvenile court based on an offense described in subdivision (b) of Section 707 or on an offense described in Section 290.008 of the Penal Code.

JJRGB funds may also be used to support youth who have previously been adjudicated to be a ward of the court based on a 707(b) offense but have come back into custody on a new warrant. San Francisco will need to provide age-appropriate programs and services for this realigned population as well.

Demographics of identified target population, including anticipated numbers of youth served, disaggregated by factors including age, gender, race or ethnicity, and offense/offense history:

WIC 1995 asks each county across California to create a plan for the realignment target population articulated above. For San Francisco's planning process, our subcommittee has looked at the demographics and disposition types of the young people in our jurisdiction who have historically had petitions sustained for 707(b) offenses. We have supplemented that information with more recent data (discussed below), to project the anticipated number of young people who will be impacted by our new continuum of services, supports, and interventions in the future.

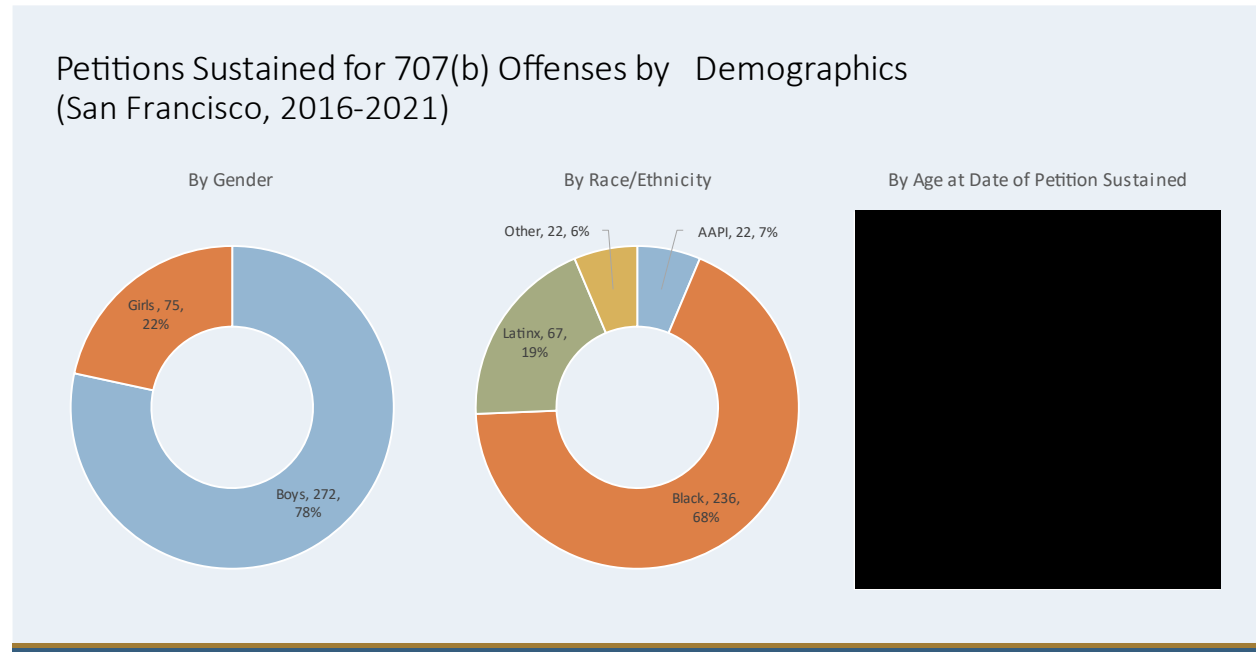
Figure 1



Over the last five and a half years, the San Francisco juvenile court has sustained a total of 347 petitions for 707(b) offenses representing 290 individual youth (Fig. 1). Over that same period, San Francisco has seen a vast reduction in petitions sustained for 707(b) offenses, from a peak of 106 petitions in 2018, [REDACTED] as of June 2021.

Of the 347 petitions sustained for 707(b) offenses since 2016, 78% have been boys, 68% have been Black, 19% have been Latinx, and 90% have been under 18 years old (Fig. 2). The glaring racial disparity in San Francisco's juvenile justice system cannot be overlooked. In a city and county where Black or African American residents make up just 5.3% of the population^{1,3} every response in San Francisco's realignment plan must acknowledge these disparities and include equity-based and equity-driven solutions. Similarly, although girls only make up 22% of the realignment population, San Francisco is committed to using a gender specific lens to examine every barrier in our planning process to ensure gender-responsive solutions.

Figure 2



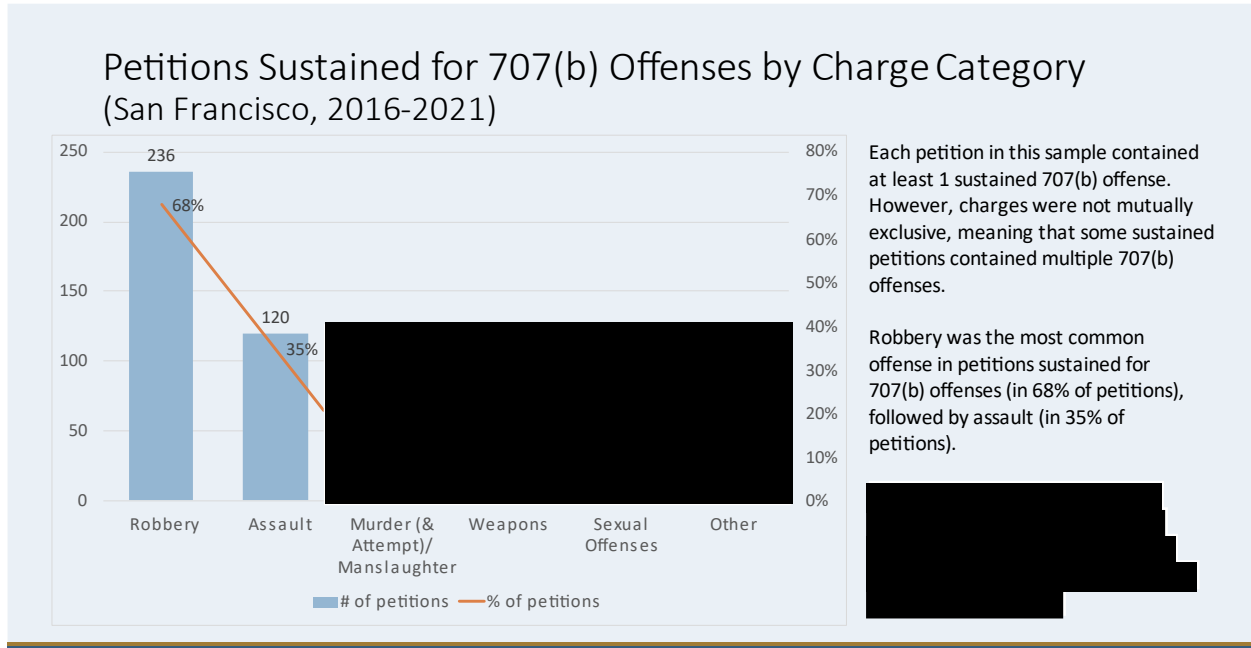
The most common sustained 707(b) offense types were robbery (68%) and assault (35%), with murder, weapons, and sexual offenses each making [REDACTED] (Fig. 3).

At the time of the preparation of this plan, the court had issued dispositions for 334 of the 347 petitions sustained for 707(b) offenses (Fig. 4). For our planning purposes, San Francisco looked at the first disposition, as it is the most representative of court decision-making based on the case rather than subsequent factors. For instance, a young person may initially be ordered to

³ U.S. Census Bureau (2021). Race and Ethnicity in the United States 2010 and 2020. Retrieved from [Race and Ethnicity in the United States: 2010 Census and 2020 Census, https://www.census.gov/library/visualizations/interactive/race-and-ethnicity-in-the-united-state-2010-and-2020-census.html](https://www.census.gov/library/visualizations/interactive/race-and-ethnicity-in-the-united-state-2010-and-2020-census.html), accessed 18 October 2021.

wardship probation (first disposition) and then, if not successful, subsequently ordered to out of home placement (subsequent disposition).

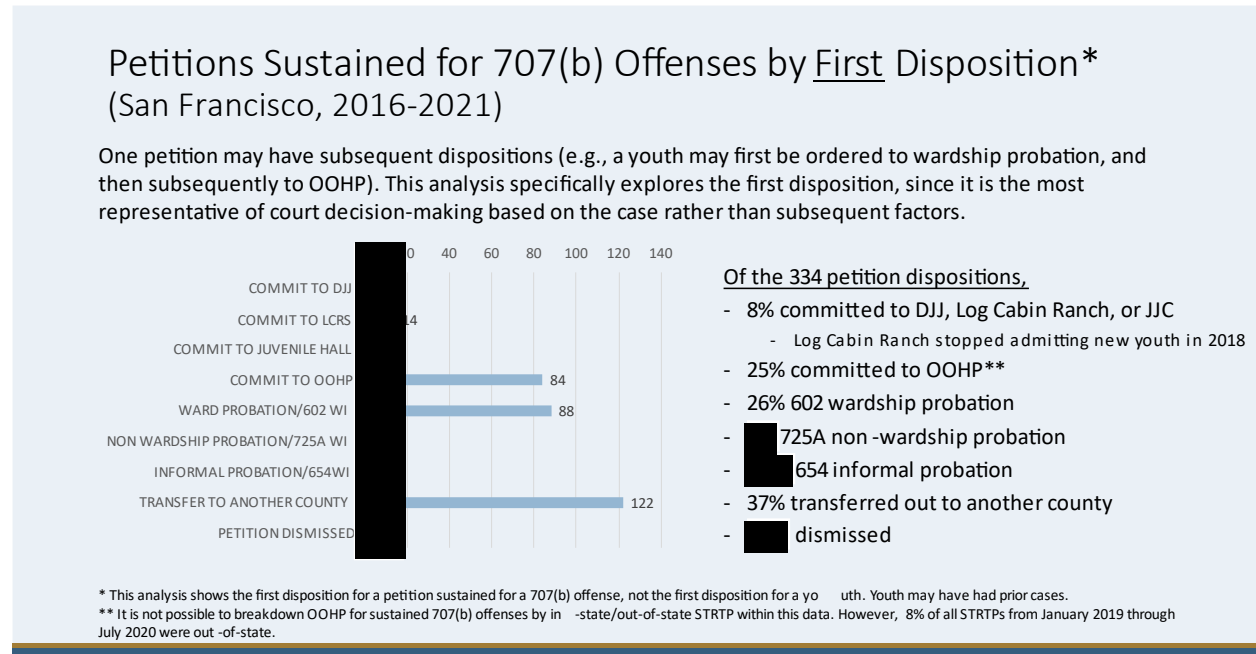
Figure 3



As displayed below, 26% of young people with petitions sustained for 707(b) offenses are ordered to 602 wardship probation, which means they will live at home under the supervision of the Juvenile Probation Department (Fig. 4). Twenty-five percent of these young people are ordered to out of home placement (OOHP), which could mean living with a resource family in a foster home or in a Short Term Residential Therapeutic Program (STRTP), commonly referred to as a group home.

Prior to 2020, some young people in this population were ordered to STRTPs outside of California, but this practice has stopped statewide, with very limited exceptions. Eight percent of petitions sustained for 707(b) offenses since 2016 have been ordered to DJJ, committed to San Francisco's juvenile hall, or ordered to San Francisco's now shuttered Log Cabin Ranch. San Francisco's largest disposition category by far was "transfer to another county" (37%). This is in line with Juvenile Probation's regular caseload numbers, which routinely find that 34% of young people referred to our system live outside of the city and county. We anticipate that these out of county numbers will stay relatively high, as San Francisco is the metropolitan hub of the region, and there are many young people who no longer live here but still identify as San Franciscans, and come into the city to go to school, to be with their circles of support, their family, and to maintain other connections.

Figure 4



San Francisco also specifically examined our historical commitments to DJJ. Since 2016, San Francisco has committed [redacted] young people to DJJ. As we contemplate realignment today, there are no young people from San Francisco in secure detention at DJJ. Overwhelmingly, young people from San Francisco have been sent to DJJ because their immediate sustained petition is serious and violent, or because that young person has a long history of serious and violent behaviors paired with unsuccessful out of home placements.

Of [redacted] commitments, the range of sustained charges include:

- Violent Offense: [redacted]
- Attempted Homicide/Homicide: [redacted]
- Gun Offense: [redacted]
- Sex Offense: [redacted]
- Probation Violation: [redacted]

The prior system involvement of [redacted] young people include:

- Prior Referrals/Arrests: [redacted]
- Prior Referral for Violent Offense: [redacted]
- Prior Referral for Sex Offense: [redacted]
- Prior Out of Home Placement: [redacted]

Young people are often 18 or older when they are committed to DJJ, and all of [redacted] commitments have been young men. [redacted] young people committed to DJJ between 2016-2020 have been African American, [redacted] been Latinx, [redacted] Pacific Islander, and [redacted] white. Finally, and important to our planning, most young people sent to DJJ from San

San Francisco stay at least two years, ranging from a minimum of nine months to a maximum of 3.4 years.

San Francisco must contemplate a continuum of responses for this realigned population who the court would have previously committed to DJJ. This population, most of whom will have serious histories and high needs, will be very small in number, and made up primarily of transitional-aged youth (TAY) who will need to progress into successful adulthood when they are released. Additionally, we must examine every component of this continuum through a racial equity lens in order to address the stark racial disparities among the young people who have been sent to DJJ from San Francisco, particularly for Black or African American young men.

While San Francisco has not sent a girl to DJJ since at least 2016, it is possible that the court may order a girl, transgender, or gender expansive young person to a Secure Youth Treatment Facility in the future, and so we must be prepared to offer meaningful, responsive options should that happen. Additionally, although San Francisco has not sent any young people to DJJ since 2019, there are [REDACTED] young people who have been committed to our juvenile hall, [REDACTED] ordered to a Secure Youth Treatment Facility imminently, and [REDACTED] currently facing homicide charges. San Francisco recognizes that it is imperative that we have a Secure Youth Treatment Facility and step-down options available for this population. These options must be as safe, healthy, and as similar to life in the community as is possible in a secure or residential setting.



From supervision in the community, to out of home placement, to secure commitment, San Francisco intends to develop a comprehensive, culturally responsive, healing-centered array of options for young people who have sustained petitions for 707(b) offenses, that emphasizes the least restrictive alternative, and ensures the safety and wellbeing of youth and community.

Describe any additional relevant information pertaining to identified target population, including programs, placements and/or facilities to which they have been referred:

Network of Community Based Organizations & Support

For the more than 25% of young people with sustained petitions for 707(b) offenses who are court ordered to wardship probation supervision, there is a wide spectrum of well-established community-based programs available in San Francisco, funded primarily by the City and County, specifically to support justice-involved youth and young adults. These programs include detention alternatives, such as diversion, home detention, and electronic monitoring, community-based case management; and services, supports, and programming grounded in positive youth development, cultural relevance, and enduring relationships. The City and County also funds an even broader array of community-based services that provide workforce development, recreation, education supports, therapeutic interventions and support, as well as connective services. This broad array of services, built out over the last 20 years, has an annual investment of over \$54 million, and plays an integral role in San Francisco's juvenile justice

system. These programs and services, which also serve young people in out of home placement and in San Francisco's juvenile hall, are discussed in Section 3.

Out of Home Placement

In San Francisco, out of home placement (OOHP) is only used for young people who have committed serious offenses or multiple repeated offenses, and accounts for about 25% of all dispositions for young people with sustained petitions for 707(b) offenses. Data on the full juvenile court history of 92 young people in San Francisco who had OOHP dispositions in 2019 and 2020 show that these young people had a median of eight referrals to Juvenile Probation each (including referrals for new offenses and for probation violations), and a median of three sustained petitions. On average, this cohort was booked into juvenile hall five times. All young people ordered to OOHP had at least one sustained petition for a 707(b) offense.

The racial disparities in San Francisco's OOHP population are even greater than those of the overall probation population, which is 53% Black or African American and 95% young people of color. Similarly, 95% of all young people with OOHP dispositions since January 2019 are youth of color, and 63% of those young people are Black or African American. This reinforces that racial equity, including the express goal to reduce racial disparities, must be at the center of this planning process.

Over the last 18 months, there have been many changes to the landscape of out of home placement options for young people with sustained petitions for 707(b) offenses. In December 2020, after reports of rampant abuse and neglect, the California Department of Social Services (CDSS) decertified out-of-state group home placements, with very limited exceptions. Through the first half of 2020, there were an average [REDACTED] young people from San Francisco in an out-of-state STRTP on any given day. This number dwindled, initially because of the COVID-19 pandemic, and then ultimately fell to zero once the CDSS decision was finalized. Though not relied on heavily in recent years, out-of-state placements have been used for young people who the court otherwise would have committed to DJJ. For example, of the 15 DJJ recommendations made to the court by Juvenile Probation from 2018-2020, [REDACTED] out-of-state placements. In 2020, there were no DJJ recommendations made by the department, but there [REDACTED] out-of-state placements.

Out of home placement is also changing in California as a result of federal and state legislative shifts. The new federal requirements associated with the Families First Prevention Services Act (FFPSA), intended to reduce foster care placements in group homes and ensure that congregate care is both necessary and the most effective option, have resulted in the following changes:

- STRTPs must provide trauma-informed treatment and services, 24/7 access to a licensed or registered nurse, and discharge planning and family-based aftercare
- STRTP placements must be approved by a trained professional or licensed clinician who is not an employee of the placement agency and who is not affiliated with any placement setting utilized by the county
- STRTP placements require additional oversight & documentation.

In San Francisco, we have also steadily increased our reliance on resource families (foster families), particularly kinship resource families, both in and out of county, rather than STRTPs, as it becomes increasingly clear that being in a home with a family is healthier for adolescent development. San Francisco has recently piloted a foster care-resource family program of dedicated placements for young people in the juvenile justice system, which provides culturally responsive, youth-centered strategies, including 24/7 case management and services for youth and resource families. Finally, it is worth noting that San Francisco has a dearth of in county placements, both resource families and STRTPs, for a variety of reasons including the cost of housing and real estate, and low referral numbers.

Log Cabin Ranch

In 2018, San Francisco closed our juvenile ranch, Log Cabin Ranch (LCR), after a series of young people ran away from the program. While initially intended to be a temporary move, the high cost and time required to bring the facility back online, combined with low population projections, has led the City and County to contemplate other uses for the property. Prior to its closure, the court had used LCR for young people who otherwise would have been eligible to be committed to DJJ. Along with the decertification of out of state placements, the closure of LCR represents another option taken off the table for the court to consider for the realignment population.

DJJ Commitments

In San Francisco, young people are typically ordered to an out of home placement when they have had multiple petitions sustained and have not had success on wardship probation supervision. Prior to its closure, young people committed to DJJ often had a series of unsuccessful terms of probation or placements, or their immediate offense was serious enough that the court found a secure facility commitment appropriate. This is true [REDACTED] young people committed to DJJ between 2016-2020, discussed above, and their offense, supervision, and placement history. Young people also engaged in programming offered at DJJ which included the following:

- *Education:* [REDACTED] young people had completed some educational programming while in DJJ [REDACTED]
 - Engaged in high school and/or some college courses
- *Training/Certification:* [REDACTED] youth had received at least one certification while at DJJ [REDACTED]
 - [REDACTED] youth received their forklift certification; [REDACTED] firefighting certification
- *Employment:* [REDACTED] young people had employment while at DJJ [REDACTED]
 - [REDACTED] worked in general maintenance, three in food services, [REDACTED] landscaping, and [REDACTED] firefighting – these are not mutually exclusive as some youth worked multiple jobs
- *Programming:* All youth had participated in several programs while at DJJ [REDACTED]
 - Most common programming included: Counter Point, Aggression Interruption Training, Interactive Journaling (What Got Me Here, Victim Awareness), group/individual therapy.

Closure of Juvenile Hall

San Francisco has undertaken a local process to close the current juvenile hall and reimagine what a non-institutional place of detention will look like for young people who require secure holding. This local process coincides with statewide DJJ realignment, and demands that we are creative, thoughtful, and intentional in designing the full continuum of care for justice involved young people. The legislation requires that the hall close on December 31st, 2021, but at the time of the drafting of this plan, there is not clarity regarding the future of San Francisco's juvenile hall. In the interim, San Francisco's DJJ Realignment Subcommittee has determined that we will use juvenile hall as San Francisco's interim SYTF and revise the SYTF plan once City leadership makes decisions regarding San Francisco's place of detention; to recommend to City leadership to consider co-locating San Francisco's SYTF and San Francisco's future place of detention; and that regardless this place should be healing-centered, family-centered, community-connected, and culturally responsive.

Increase in Young Adults

San Francisco's juvenile justice involved population of Transitional Age Youth (TAY) has grown over the last few years, particularly post SB 823, with TAY now making up over a third of our juvenile hall population and nearly two-thirds of Juvenile Probation's caseload. The juvenile court and Juvenile Probation have extensive experience working with young people as they transition into adulthood, and especially with young people in extended foster care. What is new in San Francisco is to have the highest-level interventions and/or placements for young adults over 18 years old in our own county.

Out of County Young People

As mentioned above, approximately 34% of young people referred to Juvenile Probation live outside of San Francisco. We see similar representation for 707(b) dispositions, 37% of which result in transfers to other counties. It is imperative that our programs and services take this regionality into consideration.



San Francisco faces DJJ Realignment at a time when there are fewer high-level intervention and placement options for young people with sustained petitions for 707(b) offenses.

Simultaneously, there are young people currently going through the court process who may be ordered to higher-level interventions and/or placements. Though our numbers for these highest-level interventions are low, it is essential that San Francisco have a variety of settings and options for young people with sustained 707(b) offenses that emphasize the least restrictive option possible, and that are individualized, culturally responsive, gender-specific, healthy, and safe. Regardless of the disposition, every young person should have the opportunity to grow and transition successfully into adulthood as close to home as possible.

Part 3: Programs and Services (WIC 1995 (c)(2))

Provide a description of the facilities, programs, placements, services and service providers, supervision, and other responses that will be provided to the target population:

Dispositions for young people with sustained petitions for 707(b) offenses usually fall into one of three settings: 1) wardship probation supervision in the community (26%), 2) out of home placement (25%), or 3) a secure facility (8%). San Francisco already leverages a broad array of programs, placements, facilities, services, supervision strategies, supports, and resources for young people with petitions sustained for 707(b) offenses in each of these three settings, and will continue to do so post DJJ realignment. Concurrently, San Francisco's DJJ Realignment Subcommittee has engaged in a collaborative planning effort to examine existing programs and practices, identify and address gaps, and implement new approaches that are culturally responsive, healing-centered, family-centered, and grounded in partnership between government and community stakeholders to provide services in each setting.

Wardship Probation in the Community: As detailed in Section 2, the majority of young people with sustained petitions for 707(b) offenses are placed on wardship probation in the community, in which the young person lives at home under a set of probation conditions supervised by Juvenile Probation. As of late 2020, deputy probation officers (DPOs) are assigned vertically at intake and stay with each young person through adjudication, and post disposition when applicable. Through this model, DPOs have the opportunity to form a relationship with each young person and their family far before disposition and develop a strong sense of their strengths and needs. Wardship probation should also involve the fostering of connections to community programming, either through prior relationships, probation, defense counsel, or the court.

Out of Home Placement: When a young person with a sustained petition for a 707(b) offense is ordered to out of home placement (OOHP), that young person lives either with a resource family or in a Short Term Residential Therapeutic Program (STRTP) for a period of time prescribed by the court, while under the supervision of Juvenile Probation. Unlike young people who are ordered to wardship probation, young people ordered to OOHP first work with a DPO in one of the Vertical Units during the pre-adjudication phase, and are then transitioned to a DPO in the Placement/JCRU unit post disposition for the duration of their placement and their reentry back home.

Placements may be in San Francisco, in another Bay Area County, or, sometimes, further away in different regions of California or even, for some resource families, out of state. If a young person stays in San Francisco, then all of the City's investments, programs, and services are available to them. If a young person is sent to a placement out of county, there are fewer programmatic and service options from the San Francisco network, and it is much more challenging for San Francisco-based programs to provide services. At STRTPs, the facility is required to provide services to meet each young person's needs. For young people living in resource families, with

the support of their DPO and community partners or service providers, the young person and their resource family can access services in other counties. DPOs also initiate Medi-Cal transfers to the county where a young person resides so that they can receive physical and behavioral health services. The Juvenile Probation Department facilitates regular Child and Family Team meetings for all youth ordered to out of home placement, regardless of the placement location.

If a young person turns 18 while in out of home placement, they become eligible for extended foster care (AB12), enabling them to receive benefits, and access supportive and transitional housing options, along with specialized services and supports. Once they have completed probation, they can stay in extended foster care until age 21, if they so wish, and work with a JPD social worker, who provides support and guidance, and ensures that they continue to meet AB12 eligibility requirements.

Typically, when a young person is getting ready to return home from out of home placement, the DPO submits a referral to the Juvenile Collaborative Reentry Unit (JCRU) Case Coordinator at the Center on Juvenile and Criminal Justice (CJCJ), a community-based partner who has long served young people in San Francisco's juvenile justice system. Once the JCRU Case Coordinator receives the referral, they meet with that young person and help them prepare for their transition home. This Case Coordinator supports them with gathering vital documents, employment, acquiring life skills, transitioning into a special housing program, and whatever else they might need. San Francisco has a dedicated JCRU court calendar, which includes "pre-court" the day before hearings, during which the judge, Juvenile Probation, CJCJ, the District Attorney's Office, the Public Defender's Office, and other community providers come together to discuss the young person, their plan, progress and challenges, and troubleshoot solutions to better support the reentry process.

Juvenile Hall: Juvenile hall is the official reception and detention center for youth detained as a result of an arrest for alleged delinquent misconduct or a juvenile court order in San Francisco. The court may also commit a youth to placement at juvenile hall for a prescribed period of time as a disposition, for example for a sustained petition for 707(b) offenses. The San Francisco Juvenile Probation Department, in partnership with the San Francisco Unified School District, Department of Public Health, and 17 community-based organization partners, currently provides evidence-based and culturally responsive programs and services to youth housed in juvenile hall (see Appendix B). All young people committed to the hall are eligible to participate in these programs and leave their living unit to access the education center, the library, the gymnasium, the large outdoor recreation and garden space, and the multipurpose classroom setting where their educational, recreational, and programming needs are met.

While at the hall, young people are engaged in individualized education plans with the goal of achieving their high school diploma. There are GED and HiSET options available for youths whose educational goals would be best served in these formats. For high school graduates, there is access to online community college classes through the City College of San Francisco, and we are working to identify additional post-AA higher education and vocational training opportunities with colleges, universities, and CBOs in the Bay Area.

Currently, the Department of Public Health and community-based organizations provide a variety of programs and services that encourage literacy, self-expression, critical thinking skills, and life skills, and promote job readiness, as well as social-emotional skills like communication, problem-solving, and self-assessment. All young people committed to the hall and the interim SYTF will be able to engage in this programming array. We will continue to identify and implement long-term programming for young people committed to the facility with a focus on programming that is developmentally aligned, trauma informed, culturally responsive, and grounded in positive youth development, explored in more detail below. In addition, given that young people committed to the hall and the interim SYTF will face longer periods in the facility, we are expanding our visitation policies to ensure connections to their families and circles of support.

Secure Youth Treatment Facility: San Francisco's DJJ Realignment Subcommittee has voted to use juvenile hall as San Francisco's interim Secure Youth Treatment Facility (SYTF) and to revise our SYTF plan once City leadership makes decisions regarding San Francisco's current juvenile hall and future place of detention; to recommend to City leadership to consider co-locating San Francisco's SYTF and San Francisco's future place of detention; and that regardless this place should be healing-centered, family-centered, community-connected, and culturally responsive. While San Francisco utilizes our juvenile hall for this population as the interim SYTF, young people will have access to all of the services and programming described above. Though the Subcommittee has not identified any specific out of county SYTF options to use at this time, San Francisco will utilize out of county options when and where appropriate, should they align with our values.

When a young person with a sustained petition for a 707(b) offense is ordered to a secure youth treatment facility (SYTF) by the court, the young person will live in a secure facility for a period of time prescribed by the court. While incarcerated, that young person will be assigned a DPO in the Placement/Juvenile Collaborative Reentry Unit (JCRU). Previously, when this small population of young people were sent to DJJ, they were assigned a JCRU DPO who visited them monthly. Also, while at DJJ, that young person was assigned to a parole agent, with whom the JCRU DPO would communicate to help address any issues, champion successes, and help prepare that young person for the parole board. DJJ provided annual progress reports to the Juvenile Probation Department for each young person from San Francisco. Young people returning from DJJ would also go through the Collaborative Reentry Court process detailed above.

As a result of DJJ Realignment, DPOs will have much closer contact with young people ordered to SYTF, as they will be housed, for now, in our juvenile hall. In partnership with the young person being committed, their family, community programs and partners who have been supporting them, and juvenile hall staff, the assigned Vertical Unit DPO will help create an Individualized Treatment Plan (ITP). This ITP will be submitted to the court for approval and the young person will then transfer to the Placement/JCRU DPO who will support them in implementing their plan while in the SYTF, along with their network of support. The court will be required to review that young person's progress every six months and determine if they are ready to be "stepped-down"

to a non-secure facility, an OOHP, to live with a family member, transition into independent living, or shorten their SYTF commitment term.



Current Investments Across Probation, Out of Home Placement, & Secure Youth Treatment Facility

Current Investments in Justice-Involved Youth Serving Community-Based Organizations

San Francisco has a robust array of community-based programming and services for young people who are justice-involved. San Francisco invests over nine million dollars from the local Children's Fund (a voter-approved property tax allocation), JPD general fund, and the state JJCPA and YOBG apportionments in services and programs specifically for justice-involved young people in both the juvenile and adult system. The bulk of this funding is administered by the Department of Children, Youth and Their Families (DCYF) through their Justice Services portfolio, which funds the following strategies:

Table 1 Justice Services

Strategy Area	Overview	# of Programs Funded	Total Annual Investment
Cultural Programming	Designed to address the unique needs of youth of color who are pre- and post-adjudicated or are court referred and disconnected TAY who have been charged, indicted or are on active probation by leveraging culturally based approaches designed to reduce the chance of further involvement in the justice system through case management, mentorship, skill building opportunities, educational reengagement, access to resources, life skills workshops and other support.	9	\$1,974,000
Detention-Based	Designed to support programs that help build pro-social skills and resiliency for youth in juvenile detention and disconnected TAY in adult detention. Programs engage participants in positive activities such as enrichment programming, skill and knowledge building activities and other opportunities to build resiliency and see beyond their current circumstances.	9	\$1,433,200
Girls' & Young Women's Programming	Designed to address the unique needs of girls who are pre- and post-adjudicated or are court referred and disconnected transitional age young women have been charged, indicted or are on active probation. Programs focus on promoting the development and resiliency of girls and young	7	\$1,788,000

Strategy Area	Overview	# of Programs Funded	Total Annual Investment
	women by helping them build the skills and knowledge needed to increase their chance of future success. Programs provide a range of services including case management, mentorship, skill building opportunities, educational reengagement, access to resources, life skills workshops and other supports.		
Multi-Service Programs	Designed to reduce recidivism, ensure successful reentry and help youth and disconnected TAY who have made formal connection with the juvenile or criminal justice systems build the skills and resiliency to prevent further engagement. Multi-Service programs provide a wide range of services including, but not limited to, case management, supportive services, mentorship, skill building opportunities, educational reengagement, access to resources, life skills workshops and connection to other positive activities that will help participants complete court mandates and permanently exit the justice system. Multi-Service programs also provide services that are gender responsive and/ or culturally based and may include family partnership activities as a part of their approach.	6	\$3,823,000
Young Adult Court Case Management	Supports young people in the criminal justice system participating in Young Adult Court.	1	\$800,000

In addition to these specific programs and services for justice-involved young people, DCYF has a series of broader investments that young people can access and leverage which includes the following service areas and strategies:

Table 2 Youth Workforce Development

Strategy Area	Overview	# of Programs Funded	Total Annual Investment
High School Partnerships	Designed to provide the opportunity for students at Downtown, John O'Connell, Phillip and Sala Burton, and SF International high schools, as well as June Jordan School for Equity to benefit from work-based learning and career exposure experiences that are embedded and intentionally connected to the school day. Programs work closely with school site staff to	5	\$2,043,000

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Strategy Area	Overview	# of Programs Funded	Total Annual Investment
	ensure the work-based learning opportunities align to students' school-day curricula and support the development of college and career readiness skills.		
Youth Workforce Development	Designed to provide youth ages 14 to 17, justice-involved youth ages 14 to 24, and disconnected TAY ages 18 to 24 with the knowledge, skills, abilities, and experiences that will prepare them for the world of work. Programs offer job readiness and other training, work-based learning experiences and transition planning activities all intended to expose youth to jobs and careers, provide work experience and help them begin to connect their long-term goals with the educational and employment steps needed to achieve them.	34	\$8,729,000
Mayor's Youth Employment & Education Program (MYEEP)	Citywide collaborative youth employment program that supports the positive development of 9th and 10th graders who have no previous work experience. The MYEEP program provides initial exposure to the workplace, entry-level job readiness training, educational support, youth leadership development activities and meaningful work-based learning opportunities in the non-profit, government and private sectors.	1	\$5,605,000
YouthWorks	Citywide year-round program that teaches 11th and 12th graders crucial job skills while sparking their interest in public service careers. The program provides work-based learning opportunities for participants at a San Francisco City government department, job readiness training and support to ensure that youth are developing career-related knowledge and skills.	1	\$1,720,000

Table 3 Educational Supports

Strategy Area	Overview	# of Programs Funded	Total Annual Investment
Academic Supports	Designed to provide programming that helps youth get back on track academically and make successful transitions within their academic careers. Programs provide academic support to African American, Hispanic/Latino and Pacific Islander youth that are struggling academically as well as disconnected TAY	17	\$3,236,000

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Strategy Area	Overview	# of Programs Funded	Total Annual Investment
	who are looking to reengage with the educational system and/or working to attain a High School Equivalency credential.		
Alternative Education	Designed to provide opportunities for youth and young adults to obtain their High School diplomas. Programs target youth who are off-track, have attended multiple schools, are suspended or expelled for disruptive and/or delinquent behavior, or have generally been unsuccessful at learning in a mainstream or traditional educational environment.	2	\$1,013,000

Table 4 Enrichment, Leadership, & Skill Building

Strategy Area	Overview	# of Programs Funded	Total Annual Investment
Identity Formation	Designed to provide opportunities for middle and high school youth to increase their self-esteem and sense of purposefully belonging by focusing on the resiliency, strengths and assets of their personal identity. Programs provide project-based activities that help participants understand the social and historical contexts that influence the many parts of their personal identities. Through these experiences participants analyze systems of power and oppression, develop relationships with positive peer and role models and build self-identity and self-esteem.	18	\$2,850,000
Arts & Creative Expression	Designed to provide elementary, middle, and high school youth and disconnected TAY with opportunities to explore one or more forms of artistic and creative expression. Arts and Creative Expression programs provide project-based activities that allow participants to learn skills and express their creativity while engaging in an artistic discipline.	33	\$4,758,000
Science, Technology, Engineering, & Math (STEM)	Designed to provide learning opportunities related to science, technology, engineering, and math that will help elementary, middle, and high school youth develop 21st-Century skills and competencies. Programs are project-based, hands-on and collaborative and allow youth to work together to investigate a problem, develop possible solutions or	17	\$1,902,465

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Strategy Area	Overview	# of Programs Funded	Total Annual Investment
	explanations, make observations, test out ideas, think creatively and evaluate their findings and process.		
Service Learning	Designed to provide opportunities for elementary, middle, and high school youth and disconnected TAY to practice civic engagement by linking learning with active engagement in their communities. Programs provide project-based activities that foster civic engagement beyond traditional community service with the goal of transforming both the participant and the communities where they reside. Participants conceive, plan, implement and evaluate service-learning projects that produce concrete community impact.	10	\$1,862,000
Sports & Physical Activity	Designed to provide opportunities for elementary, middle, and high school youth, especially girls, to engage in competitive and noncompetitive sports and physical activities and to develop key skills such as teamwork and collaboration. Programs help participants positively connect with their peers and develop increased social awareness, emotional bonds, and self-esteem.	19	\$2,716,000
Youth Leadership, Engagement, & Organizing	Designed to foster youth leadership and encourage middle and high school youth and disconnected TAY to take an active role in their communities. Programs provide project-based opportunities for young people to initiate, participate, lead, and make decisions on projects that are meaningful and have impact beyond one individual.	13	\$1,878,000
Youth-Led Philanthropy	Designed to educate high school youth and disconnected TAY about the process of grant making by training them to administer and support grants to other young people for youth-led projects. Youth-Led Philanthropy programs help participants develop skills related to philanthropic deliberation, decision-making and the implementation of peer support systems. By providing their services to other youth leaders in San Francisco, who are encouraged to solicit grant applications to implement projects that they envision and create, Youth-Led Philanthropy programs provide tangible skill building opportunities as well as the ability to make a real	3	\$1,200,000

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Strategy Area	Overview	# of Programs Funded	Total Annual Investment
	impact both in the lives of young people and in their communities.		

Table 5 Mentorship

Strategy Area	Overview	# of Programs Funded	Total Annual Investment
Mentorship	Designed to provide middle school girls who are African American, Hispanic/Latino, Pacific Islander or low-income Asian, children of incarcerated parents or disconnected TAY with opportunities to become connected to caring adult role models who can support them in their upward mobility and success. Mentorship programs offer activities that support the development of caring relationships between youth and mentors, individual and group support, connection to needed services and resources and positive social and emotional learning.	5	\$865,000
Connective Services	Designed to provide at-risk youth and disconnected TAY with opportunities to connect to caring adult role models who can help them achieve their goals and build their self-esteem. Connective Services programs promote positive social and emotional learning and use a range of programming models that includes mentoring, activities that help develop caring relationships between youth and staff, individual and group support, connection to needed services and resources, restorative justice practices, positive youth development activities and culturally focused programming.	4	\$343,000

Table 6 Community Collaboratives

Collaborative Name	Overview	# of Programs Funded	Total Annual Investment
Black To The Future	A citywide, community-driven collaborative that aims to achieve better outcomes for high need, multiple system involved African American youth, transitional age youth and their families. Black to the Future utilizes a network of community-based organizations, coordinated by Young Community	1	\$4,071,596

Collaborative Name	Overview	# of Programs Funded	Total Annual Investment
	Developers, to provide services that address the disparities that affect the African American community in San Francisco.		
Roadmap to Peace	A citywide, community-driven collaborative that is holistic and coordinated and uses restorative justice, resiliency, trauma-informed and intergenerational principles to transform the health and safety outcomes of disconnected Latino youth and transitional age youth. Roadmap to Peace utilizes a network of community-based organizations, coordinated by Instituto Familiar de la Raza, to provide services that address the disparities that affect the Latino community in San Francisco.	1	

San Francisco is fortunate to have both the will and commitment of our residents and community to invest so heavily in our nonprofit, community-based agencies through our historic Children’s Fund, as well as the network of support, relationships, care, and love that our community providers tirelessly give to San Francisco’s young people.

Current Investments in Mental Health

For young people with sustained 707(b) petitions who are ordered to wardship probation, reentering from out of home placement (OOHP), or reentering from the Secure Youth Treatment Facility (SYTF), there are a series of investments, jointly funded by the Department of Public Health (DPH) and DCYF, that provide intensive supervision and case management services (ISCS), as well as behavioral health services for justice-involved young people and their families. Additional programs funded by DPH for justice-involved young people include TRACK, targeted substance abuse and dual diagnosis services; and, FIRST, which provides community based intensive family therapy for youth committed to OOHP. FIRST services begin while youth are in placement and continue for an additional 6-8 months after the transition back home.

All young people in San Francisco, including young people with petitions sustained for 707(b) offenses, can access DPH’s Outpatient Community Clinics across the city, which have language capacity and culturally responsive treatment models, and provide outpatient individual, group, and family therapy. Young people can also access medical services through DPH’s Community Health Programs for Youth (CHPY), which provides primary care medical services for young people ages 12-25 and has several community clinics throughout the city.

Specifically for transitional age youth (TAY), DPH has:

- *DPH TAY FSP (Full Service Partnership)*: Wraparound services for higher acuity TAY, including medication management, case management, and linkages to housing and any other treatment needed
- *Felton FSP*: Pre-psychosis program that provides similar wraparound services as above to TAY who are experiencing pre-psychosis symptoms.

For young people with sustained 707(b) petitions ordered to out of home placement, the opportunities for mental health services depend on where that young person has been placed. If still in San Francisco through an STRTP or with a resource family, they can access all the services detailed above, as well as engage in the FIRST program while in placement. There are only two STRTPs operating in San Francisco, one of which provides intensive clinical and behavioral services. The court may also order the highest needs youth experiencing mental health challenges to a Community Treatment Facility, which provides 24-hour non-medical care and mental health treatment services to children in a secure environment, which are less restrictive than a hospital.

For young people with sustained 707(b) petitions who are ordered to an SYTF in San Francisco's juvenile hall, there are many programs and services to support them through DPH, DCYF, and JPD investments.

Special Programs for Youth (SPY) is a DPH-staffed program providing primary, medical, dental, and behavioral health services for youth in juvenile hall. SPY mental health services include:

- Assessment
- Individual therapy
- 24/7 crisis intervention, including risk assessment and safety planning
- Family engagement practices, including staying in touch with families, updating them, and keeping them in the loop regarding their young person
- Group therapy utilizing evidence based and culturally responsive curriculums
- Experiential programming/therapy, including activities that facilitate social skills and executive functions, such as cooking or playing games
- Sex offender treatment (described below)
- Psychiatry services
- Care coordination, including keeping DPOs updated on client's progress, relaying important information back to the young person, connecting with all stakeholders involved in young person's case, sharing information as appropriate, and linking young person back to any community provider

SPY also provides medical services to young people in the hall which include:

- Annual physical exam and onsite care with medical provider
- 24/7 onsite medical services
- Coordination to subspecialty services and/or youth's private provider
- Dental services
- Immunizations

- Reproductive health services

SPY services are delivered by culturally and linguistically diverse staff, trained in trauma-informed healing practices. Many program staff have pre-existing relationships with young people and their families. SPY has a collaborative relationship with community-based providers, including shared electronic health records, especially in service of supporting young people's aftercare plans during their reentry into the community. All SPY services meet BSCC Title 15 and Title 24 standards.

For those young people who require a higher level of care than SPY and juvenile hall can provide, there is only one acute psychiatric hospitalization and treatment facility in San Francisco, which often does not accept justice-involved youth.

Sex Offender Treatment

SPY is also the main Sexual Risk provider serving young people detained for sexual offenses. SPY refers the young person to a specialized unit at DPH that does psychological testing and assessment to determine risk level and level of care, including whether inpatient or outpatient treatment is appropriate. These assessments and findings are then submitted to the court. If the court orders Juvenile Sexual Risk treatment, SPY then will initiate treatment, and may refer out to other providers, depending on the needs of that young person.

Current Investments in Healthy Adolescent & Young Adult Development

San Francisco has deep investments in programs and services that promote healthy adolescent development for youth and young adult development across the city. These investments are funded by a range of agencies, including the Department of Children, Youth, and Their Families, Human Services Agency, Juvenile Probation Department, the Department of Public Health, the District Attorney, the Public Defender's Offices, and the Recreation and Parks Department. For the realignment population, there are varying degrees of investment at each setting level (wardship probation, OOHP, secure facility), with some programs and services that specifically serve justice involved youth, and others that serve young people broadly.

For young people with sustained 707(b) petitions who are ordered to wardship probation or are transitioning home from OOHP or an SYTF, there are a wide array of programs and supports, many of which are detailed in the sections above and below. These include programming and services for job training, placement and employment, sports, music, arts, and other enrichments, direct support for young people and their families, restorative justice, school reentry, youth advocacy and support, detention alternatives, and case management support for young people. Other supports and services, some of which are not directly funded by the city, include faith-based community support and informal neighborhood gate keepers, who are influential supports and advocates for many of these young people.

For young people with sustained 707(b) petitions ordered to out of home placement, if they are placed in San Francisco, they have access to all the programs and services listed above. We know

that San Francisco is rich in resources in a way that many of our neighboring counties are not. In some cases, young people ordered to OOHP in another county can continue working with their community-based case manager, which ensures continuity of relationships and services. There are also some OOHPs that coordinate services with some of San Francisco's community based organizations, but it is not consistent across all OOHPs or community-based programs.

For young people with sustained 707(b) petitions who are ordered to an SYTF in San Francisco's juvenile hall, there are programs and services that promote healthy adolescent development including support, self-esteem, and confidence building groups; music and arts programs' meditation and yoga; school and workforce development programs; limited college courses; and, access to therapy. There are also case managers from community organizations who work with young people in the SYTF, youth advocates who support them, and faith communities that bring in services and supports throughout the week. Some staff who work in the SYTF also develop deep connections with young people while they are there and are a source of support throughout their time in custody.

Current Investments in Family Engagement

The juvenile justice system in the United States has historically failed to adequately support, collaborate, leverage, and communicate with families and loved ones of young people in this system, and San Francisco is no exception. There are currently no direct investments in young people's families or loved ones during their justice system involvement. While there are peer supports and system navigation assistance, this work is done entirely on a volunteer basis, with no funding. The community collaboratives and case managers mentioned in Part 3 work with young people who are justice-involved as well as with their families and loved ones, but ultimately the focus is on the young person. The same is true for other system stakeholders, such as defense counsel and probation officers, who may offer support to the family, but whose responsibility centers around the young person.

Family support is critical to supporting young people in this realignment population. Regardless of where the court orders a young person with a sustained petition for a 707(b) offense, there is enormous work that San Francisco must do to include families, communicate, support, and counsel them, and incorporate them as a critical part of a young person's case plan.

Current Investments in Education

San Francisco invests millions of dollars to provide meaningful educational, workforce, and housing opportunities to young people across the city, mostly through the San Francisco Unified School District (SFUSD) and the Department of Children, Youth and Their Families (DCYF).

For young people with sustained 707(b) petitions who are ordered to wardship probation, many continue to attend a traditional SFUSD high school or an alternative or continuation high school. SFUSD has counselors who support young people's transitions back into school if their time in the system has kept them from attending. DCYF invests over \$4 million dollars in community

organizations that deliver education-related programming and services to San Francisco's most vulnerable young people. These programs and services include culturally responsive academic support, social and emotional awareness and skill-building, career and college awareness, tutoring, and mentoring. DCYF also funds alternatives to traditional high school education that include a charter high school that houses a dorm on its Treasure Island campus, and specifically targets young people who have been failed by public systems; GED prep and test-taking programs; and, alternative-to-high school diploma programs and resources. There are additional local and state investments in San Francisco City College, San Francisco State University, and UC Berkeley that offer current or previously justice-involved high school graduates postsecondary academic opportunities with targeted support and guidance from credible messengers and peer mentors.

For young people with sustained 707(b) petitions ordered to out of home placement, academic continuity and opportunities depend on where that young person has been placed. If housed with a San Francisco STRTP or resource family, they can access all the services detailed above. If they are out of county, they may be placed in an STRTP that has its own school on campus or, if with a resource family or placed in an STRTP that does not have an academic program, the young person will be enrolled in a local high school in the county where they reside, with support provided by their DPO.

For young people with sustained 707(b) petitions committed to an SYTF in San Francisco's juvenile hall, there are multiple investments in education. SFUSD and the San Francisco County Office of Education, in collaboration with other community organizations, deliver an academic day program that every young person in the hall is required to attend if they have not completed the requirements to earn a high school diploma. Each student has an individual educational plan (IEP) that includes a connection to an SFUSD school that will be the best fit to help that young person graduate from high school. Every class in juvenile hall has a general education teacher and a special education teacher who assess youth who have not previously been identified for special education, develop that student's IEP, and monitor IEPs and student performance through a co-teaching model.

In addition to academics, education and enrichment programming in the hall includes:

- Social emotional learning
- Health and nutrition, including food, exercise, and effects of drugs and alcohol on the brain and body
- College and career exploration
- Basic writing skills, including research and creative writing opportunities
- Job readiness skills, including resume building, interview prep, soft skills, and other communication skills
- Gardening
- Library periods
- Cinema studies
- Visual arts

- Sketch comedy program
- Computer literacy workshop series

During the pandemic, education program staff developed virtual reality programming as a part of lessons delivered in the quarantine unit, which allow students to walk in civil rights marches, swim underwater, and be immersed in other places, cities, and environments. Once students have completed their high school diploma requirements, they can attend classes virtually at San Francisco City College using SFUSD laptops and Wi-Fi. These students also receive support from SFUSD teachers and juvenile hall counselors as they complete their coursework.

Current Investments in Workforce & Employment

San Francisco is rich in resources and opportunities for workforce development and employment support for young people, adults, and their families, investing over \$172 million in resources per year across 22 City Departments. The bulk of the investments for young people come from the Office of Economic Workforce and Development (OEWD) and the Department of Children, Youth and Their Families (DCYF), which fund organizations to deliver these programs and services in custody as well as in the community. San Francisco also participates in federal reentry grants, though not as much as neighboring counties.

For young people with sustained 707(b) petitions who are ordered to wardship probation, or are transitioning from an OOHP or SYTF back to the community, DCYF funds career exposure and work-based learning opportunities that are developmentally appropriate. Their continuum of programs encompasses a range of services, including opportunities for early career introductions, job skills training, exposure to the private sector and career-oriented employment, and targeted programming for high needs young people. Workforce development programs help prepare young people for adulthood by providing opportunities for exposure to career options, teach skills and competencies that are relevant to both education and employment, and ensure that young people have the ability to navigate the labor market. Some of these programs are specifically for justice-involved young people, while others serve all young people in the community. For young adults, there are One Stop Career Centers throughout the city that have linkages to reentry opportunities, and provide job readiness support, as well as opportunities to learn and earn certifications. Many programs offer stipends for internships and job readiness courses, which is imperative so that young people can earn money while they learn as well.

Current Investments in Transitional Housing

San Francisco has a few different investments across the city that support housing for transitional age youth (TAY) including justice-involved TAY, but none that have been specifically designed with them in mind. Most of these investments are funded through San Francisco's Department of Homelessness and Supportive Housing (HSH) or through SF's Human Services Agency (HSA) in partnership with community-based organizations.

Within San Francisco city and county limits, these include emergency or crisis shelter beds for young people who need an immediate place to stay, a TAY-specific navigation center which offers stabilizing services for homeless young people, personalized support, and connections to education and employment, as well as long-term transitional housing opportunities for young people exiting foster care. Additionally, there are other Transitional Housing Plus housing options for young people exiting foster care outside of San Francisco that are accessible to all AB12 eligible young people.

Current Investments for Culturally Responsive Programming

San Francisco's juvenile justice system has stark racial disparities. Black young men are the most disproportionately represented and make up over 50% of the young people on Juvenile Probation's active caseload. This disproportionality requires a particular, specific, and targeted investment. San Francisco has deep investments in programs and services that are culturally responsive to young people from diverse backgrounds. These investments are funded by a range of agencies, including the Department of Children, Youth and Their Families (DCYF), Department of Public Health, District Attorney, Public Defender, and the Recreation and Parks Department, and include many of the community collaboratives and programs detailed above. Given the glaring racial disparities present in this population of young people, all of our interventions and solutions must be culturally responsive – especially for Black and African American, Latinx, and AAPI young people. For the purposes of our population of young people with sustained petitions for 707(b) offenses, there are varying degrees of investment at each setting level (wardship probation, OOHP, secure facility), with some programs and services specific to the juvenile justice system.

For young people with sustained 707(b) petitions who are ordered to wardship probation, there are a rich array of community-based resources that are culturally responsive in their staffing, services, and delivery model for Black and African American, Latinx, and AAPI young people that include case management, education support, workforce development and job connections, mental health services, identity formation services (as detailed in DCYF's portfolio above), immigration support, recreation activities, mentorship, and culturally responsive services specifically for girls and gender expansive young people. Many of these programs have deep roots in the neighborhoods and communities where the majority of young people in the realignment population come from, and are best suited to be their support, guidepost, and anchor during their system involvement.

For young people with sustained 707(b) petitions ordered to out of home placement, there are some investments that are specifically designed for and culturally responsive to the realignment population. This is the case with the new resource family pilot program, which provides additional investment in resource families to create dedicated placements for young people in the juvenile justice system. The program also provides culturally responsive, youth-centered strategies, including 24/7 case management and services for youth and resource families, and resource family recruitment from communities most impacted by the justice system. Some

formerly impacted young people have found the STRTPs in county to be culturally responsive as well, in identifying and working with young people through their trauma and having culturally competent staff.

For young people with sustained 707(b) petitions committed to an SYTF in San Francisco's juvenile hall, young people have access to community-based services that are trauma-informed and provide programming through the lens of racial equity. As described earlier in the Mental Health section, there is culturally responsive mental and medical health care available for young people while they are in the SYTF. The school in the SYTF delivers an inclusive and culturally diverse and responsive curriculum to students and ensures that young people are assigned a liaison who will help them reconnect with the school district when they are released. Several JPD staff who work in the SYTF in juvenile hall are from the San Francisco communities most impacted by the justice system, including some who were involved in the juvenile justice system themselves as young people. Juvenile hall staff are 69.5% male, 50% are Black or African American, and 88.5% of staff in juvenile hall are BIPOC. These staff play an important role as culturally responsive mentors and role models.

Current Investments for Girls & Gender Expansive Young People

San Francisco invests specifically in girls and gender expansive young people who are involved in the juvenile justice system. Most of these investments are made by DCYF and DPH, and delivered by culturally responsive, gender specific programs with a long history of providing programming, services, and safe, stable, supportive relationships to young women and gender expansive young people across San Francisco. These services include case management, basic needs barrier removal, paid internships, paid participation in groups, mental health and substance abuse counseling, and an array of services specifically designed for young people who have experienced commercial sexual exploitation. All of these services are available for young women and gender expansive young people, regardless of whether they are on probation in the community, in out of home placement, or in an SYTF.



In San Francisco, our realignment population is comprised primarily of boys and young men of color. This means that we must commit to ensuring that every gap identified by the subcommittee and every solution prioritized to address those gaps must be responsive to the needs of these young people. Additionally, although girls and gender expansive young people make up less than a quarter of the realignment population, San Francisco is committed to ensuring that every solution is considered and examined through a gender-specific lens. Across all settings, San Francisco needs to value and embed choice, voice, basic needs, procedural justice, and culturally and gender-specific resources and supports.

Part 4: Juvenile Justice Realignment Block Grant Funds (WIC 1995 (3)(a))

Overview of Investments:

As described in the following sections, San Francisco will make investments with the Juvenile Justice Realignment Block Grant (JJRBG) that will prioritize the primary gaps identified by the DJJ Realignment Subcommittee. Our investment in *credible messenger life coaches* aims to build trusting relationships for young people, across all settings, with adults who have similar lived experiences in order to support youth engagement, success with their case plan, and a healthy transition into adulthood. Investments in *whole family support* aim to empower families to be advocates for their loved one, give them a voice in their young person's plan, and provide the resources to support their loved one. *Flexible funding*, including direct support for young people and their families, seeks to address emergent and basic needs so that young people and their families are able to fully participate in their case plan. *Collective training* will include all stakeholders and professionals who interact with this population of young people in the juvenile justice system, and seeks to create a shared approach to best serve young people. Finally, an investment in *personalized programming* in the SYTF will ensure that the individual needs and strengths of each young person, as identified in collaboration with them and their families, can be supported.

Describe how the County plans to apply grant funds to address the mental health, sex offender treatment, or related behavioral or trauma-based needs of the target population:

As described in the following sections, San Francisco's JJRBG investments will prioritize the primary gaps identified by the DJJ Realignment Subcommittee—including services that directly or relatedly address behavioral and trauma-based needs, mental health, and sex offender treatment. San Francisco will also leverage our jurisdiction's existing investments in these service areas to support the realignment population.

All of San Francisco's JJRBG investments will emphasize the Center for Disease Control and Prevention's six principles of trauma-informed care:

- Safety
- Trustworthiness & transparency
- Peer support
- Collaboration & mutuality
- Empowerment & choice
- Cultural, historical & gender responsiveness

All of San Francisco's investments aim to promote healing and wellness for young people and their families in a historically traumatic system.

Describe how the County plans to apply grant funds to address support programs or services that promote healthy adolescent development for the target population: (WIC 1995 (3)(B))

San Francisco's juvenile justice involved population of Transitional Age Youth (TAY) has grown over the last few years, particularly post SB 823, with TAY now making up half of our juvenile hall population and nearly two-thirds of Juvenile Probation's caseload. The Juvenile Court and Juvenile Probation have extensive experience working with young people as they transition into adulthood, and especially with young people in extended foster care. What is new for us is to have the highest-level interventions and/or placements for juvenile justice-involved young adults over 18 years old in our own county.

San Francisco will use a portion of our JJRBG to provide *collective training opportunities to all system stakeholders who work with the realignment population*, including, but not limited to:

- Probation staff (both juvenile hall/SYTF counselors and deputy probation officers)
- Community program partners
- Judges and other court staff
- Defense attorneys
- Prosecutors
- Police officers/law enforcement partners
- Department of Public Health staff
- School staff
- Neighborhood gatekeepers
- Credible messengers

Multi-disciplinary training of system stakeholders will ensure that all adults providing services or interacting with the realignment population has the mindset, framework, collective language, and operating lens of positive healthy youth and young adult development. This could include, but is not limited to, trainings on cultural responsiveness, gender-responsivity, racial equity, young adult development, positive youth development, cognitive behavioral approaches, and therapeutic interventions. These trainings will also allow system stakeholders the opportunity to learn and work together in service of young people.

Describe how the County plans to apply grant funds to address family engagement in programs for the target population: (WIC 1995 (3)(C))

To date, San Francisco has not adequately supported families of young people in our system. This huge, persistent gap in our funding and service structure was identified over fifty times by our subcommittee membership and must be remedied. To that end, San Francisco will dedicate a portion of our JJRBG to fund *whole family support for young people in the realignment population and their families*, across all settings (wardship probation, out of home placement, and in the Secure Youth Treatment Facility). This will include a more expansive definition of family to include individuals identified by the youth as playing a key role in their wellbeing and success.

San Francisco is also dedicated to *expanding family voice* in the juvenile justice process, especially for the realignment population, which includes many communication, coordination, process, and policy based changes to come. For example, including family members as partners in creating their loved one's Individualized Treatment Plan, and expanding who can visit a young person in an SYTF. Some of the elements San Francisco will explore to use JIRBG funding for include:

- Developing a peer mentorship program for family members with young people in the realignment population, so that families are supported in caring for their loved one
- Developing a process to directly support the whole family of a young person, including distributing resources for basic needs
- Developing a family therapy component in custody that can continue in the young person's home, and community to support a successful transition back home
- Creating opportunities for young people and their families to participate in activities together beyond family therapy
- Creating and distributing incentives for families to encourage their participation in therapy, activities, bonding experiences, etc.
- Creating and incorporating alternative, indigenous, mindfulness practices, programs, and services for young people and their families
- Honoring and actively supporting the relationships that families may already have with smaller, less funded programs in their communities.

San Francisco will also use JIRBG funds to create a *flexible funding mechanism* to support basic and emergent needs of youth and their families, such as tools and supplies for work, books for school, transportation assistance, etc.

Describe how the County plans to apply grant funds to address reentry, including planning and linkages to support employment, housing and continuing education for the target population: (WIC 1995 (3)(D))

The small projected number of young people who will be committed by the court to an SYTF offers San Francisco the exciting opportunity to place *youth voice and choice* at the center and make programming and support for young people *personalized* in a way we haven't been able to previously. As evidenced in Part 3, San Francisco has a wealth of resources for behavioral health, education, workforce, housing, and enrichment support. However, we lack programming in specific areas of note, such as parenting for young adults and higher education opportunities, especially four-year degrees. Based on a young person's personalized plan, San Francisco will ensure that each young person receives the most appropriate program, service, or support that is needed or desired for their growth while in the SYTF, and that those programs and supports follow that young person as they transition to other settings and back into the community. San Francisco will use our JIRBG funds to leverage or augment the services of current and future community program partners, on an individual basis, to ensure that the young people in the SYTF have the services and supports they have identified so that they can thrive, and ultimately transition back into the community successfully.

Personalized programming and support will include, but is not limited to:

- *Education*: Including two- and four-year college, intensive tutoring and support
- *Workforce*: Including certification opportunities and vocational support
- *Behavioral health and wellness*: Including indigenous, nontraditional approaches
- *Parenting*: For young parents in the SYTF
- *Substance Abuse*: Including harm reduction and holistic approaches
- *Reentry/Transition*: Including life skills and financial literacy support.

Describe how the County plans to apply grant funds to address evidence-based, promising, trauma- informed and culturally responsive services for the target population: (WIC 1995 (3)(E))

San Francisco will use a portion of our JJRBG to support *credible messenger life coaches for young people in the realignment population*, across all settings. While San Francisco has a wide array of services, there is a lack of specific and intentional mentorship or life coaching programs and services delivered by people with similar lived experiences. This gap is particularly salient for the largest subset of our realignment population: transitional age young Black men. While San Francisco has high quality programming like this for young women and gender expansive young people, and while there are meaningful programs that employ case managers and other staff with similar lived experience, San Francisco will specifically support credible messenger life coaches that can work with young people regardless of where they are: on probation, in out of home placement, or in an SYTF, and who will work with them throughout their time in the system and beyond. It is the vision of this subcommittee that credible messengers, with the right funding and support, are the best positioned adults in our community to continuously engage with young people, become trusted confidants and advisors, and help young people in a time of crisis to navigate their circumstances through the system, through their challenges and triumphs, and into a successful adulthood.

Describe whether and how the County plans to apply grant funds to include services or programs for the target population that are provided by nongovernmental or community-based providers: (WIC 1995 (3)(F))

As evidenced throughout this plan, San Francisco has a rich history of investing in and relying on nongovernmental agencies and community-based providers as a core part of programming, services, resources, and support for young people in the juvenile justice system. The DJJ Realignment Subcommittee intends to continue that strategy as we build out new parts of our continuum for realigned young people.

Across the continuum of options for this group of young people, San Francisco's community based organizations provide the bulk of services, support, case management, enrichment, and programming. Community based organizations run our music and arts enrichment programs, our academic support and workforce development programs. Our community partners are the case managers, the group facilitators, the substance abuse counselors supporting this group of young

people. They are integral parts of this work. Clear, consistent, and communicative relationships between City and County agency staff and community based organization staff are necessary to ensure that these young people successfully transition into adulthood and out of the juvenile justice system, whether they are ordered to wardship probation in the community, to an out of home placement, or to San Francisco's Secure Youth Treatment Facility.

Based on the funding priorities detailed above, San Francisco plans to invest most, if not all, JIRBG funds in community programs and services. Investments in credible messenger life coaches, whole family support, collective training, flexible funding—including direct support for emergent and basic needs to young people and their families—and personalized programming in San Francisco's SYTF will all be investments directly into community programs, young people, and their families. This aligns with our belief that investing in community, young people, and their families is the single most effective way to support our realignment population, their families, and their communities, and promote community safety and wellbeing.

Part 5: Facility Plan

Describe in detail each of the facilities that the County plans to use to house or confine the target population at varying levels of offense severity and treatment need, and improvements to accommodate long-term commitments. Facility information shall also include information on how the facilities will ensure the safety and protection of youth having different ages, genders, special needs, and other relevant characteristics. (WIC 1995 (4))

Facility Description

San Francisco will use our juvenile hall as our interim SYTF and will revise the SYTF plan once City leadership makes decisions regarding San Francisco's current Juvenile Hall and future place of detention. We will recommend that City leadership consider co-locating the SYTF and San Francisco's future place of detention and that regardless of where it is, the SYTF should be healing-centered, family-centered, community-connected, and culturally responsive.

Though San Francisco will be using our juvenile hall as the interim SYTF, as there are no other secure spaces in the county, we recognize that juvenile halls were not designed to house young people for long periods of time and are not the ideal setting for a long-term facility. The decision to utilize juvenile hall as the interim SYTF was made with the recognition that part of navigating our best work means doing right by the young people who are currently in the system, while also planning for larger, transformational juvenile justice reform. In San Francisco, this means that we must recognize and fulfill our commitment to every young person in our interim Secure Youth Treatment Facility (SYTF) inside our juvenile hall today, as well as commit to planning and executing creative, innovative, and equity-based options for the future. Where possible, we will make investments that can be transferrable to other spaces or facilities, and we will continue to work to identify, create, and reimagine what an SYTF will be in San Francisco.

Based on historical data, San Francisco anticipates that a small number of young people with petitions sustained for 707(b) offenses will be ordered to an SYTF, with most, if not all, over 18 years old at time of commitment. Because the numbers are so small, we will house young people committed to the SYTF based on their needs and characteristics, such as level of schooling, age, and/or gender. This means that they may be folded into the general population of our juvenile hall, when appropriate. This approach will ensure that we are able to create a pro-social community, based on youth needs and strengths, that fosters curriculum-based programming, and allows young people the opportunity to live in community with one another. Each young person committed to the SYTF will live in a single occupancy room and will have an Individual Treatment Plan that addresses their programming, service, and support needs.

San Francisco's juvenile hall has a variety of spaces that young people committed to the SYTF will be able to access including:

- *Merit Center*: Space for young adults to interact with staff in a neutral space where they can play table tennis, foosball, video games, table games such as dominoes, chess, card games, bingo, various puzzles, etc.; participate in basic cooking skills; receive personal

telephone calls or virtual visits; record music in a recording booth; and, receive haircare or nail services (female)

- *Education Center*: Dedicated space for age-appropriate educational services (high school diploma, GED/Hi-SET, college education services, and vocational training services)
- *Outdoor Space*: Includes a garden which is part of a school program, horticultural services, culinary arts program, gym, and basketball court
- *Library*: Facilitated by the San Francisco Public Library
- *Multi-Purpose Room*: Space for a wide range of on-site programming provided by community partners, including music recording and larger group sessions.

Though San Francisco plans to co-house our SYTF commitments with other young people in the hall who have similar needs or characteristics, we recognize that sometimes interpersonal conflicts might prevent young people from being co-located on same unit. Where necessary, we will take the following measures: make sure each young person can live safely, which may require separation; and 2) employ a model launched this year in our hall, in which credible messengers from the community, hall staff, and young people sit in circle to resolve conflicts. These interpersonal conflicts and relationships are dynamic and because young people may be living together for extended time periods, we must support them in finding a way to do so safely and in community with one another.

Per regulation, San Francisco's juvenile hall classifies young people when they get booked, and re-classifies, at a minimum, every 30 days. Classification is based on age, offense type, and prior system involvement. If classification reveals that there are young people who cannot be safely housed together, we will transfer them to another unit, or open a vacant unit, to allow for a period of separation. The San Francisco juvenile hall is a BSCC-approved secure facility in accordance with Title 24 and Title 15 regulations and requires no facility changes to meet regulation standards.

During the hours that youth are awake, one wide-awake youth supervision staff member is on duty for each five youth in detention, and during the hours that youth are confined to their room for the purpose of sleeping, one wide-awake youth supervision staff member is on duty for each ten youth in detention. Both staffing ratios are higher than regulation standards.

For now, San Francisco's juvenile hall is the only facility that has been identified to house young people with sustained petitions for 707(b) offenses for whom the court has ordered a commitment to an SYTF. We have not yet identified step-down facilities, but we are committed to identifying additional non-secure programs with robust support and services and will update this plan as those become available. Similarly, San Francisco does not currently plan to create specific facilities for, nor have we identified any specific facilities to which we will send, any special populations such as young people with sex offenses, young people with severe and persistent mental health needs, and girls and gender expansive young people. However, the subcommittee voted to use out of county facilities when and where appropriate, and will develop a process to approve other counties' SYTFs and other non-secure facilities, so that the

court has an array of options based on the needs and preferences of young people and their families.

Improvements to Accommodate Long Term Commitments

As is true for many other counties across California, San Francisco's juvenile hall was never intended to house young people for long periods of time. For this reason, San Francisco plans to make investments to the space using both the BSCC's Youth Program and Facilities Grant funding as well as leveraged funding from other sources, to make the hall as trauma-informed, home-like, and enriching as is possible in a secure setting until a permanent SYTF is identified. We are committed to making transferrable improvements to the extent possible, so any furniture and/or materials purchased for juvenile hall will be able to move to a permanent location.

These upgrades will include updating furnishings on the units to be more comfortable and home-like, such as couches and chairs as well as furnishings, materials, and supplies in our Education Center, including college-style study carrels and upgraded technological equipment. We also plan to invest in transferrable outdoor materials, like outdoor kitchen equipment for a culinary program and upgraded sports equipment for recreation.

San Francisco will also invest in different types of clothing for young people in juvenile hall to wear for different activities. For example, work clothes and work gear, loungewear, school clothes, etc. that create opportunities for youth to express choice and preference. San Francisco will invest in better bedding, including thicker mattresses, for the young people staying in our juvenile hall. For these kinds of investments, we will leverage existing funding to ensure that all young people in juvenile hall, not just those under commitment to the SYTF, benefit from the upgraded materials and supplies.

As referenced earlier, San Francisco will invest in comprehensive training for all professionals and stakeholders who work with this population of young people on healthy adolescent and young adult development, equity, relationship-building, etc. so that every hall counselor, program provider, and volunteer operate with the same knowledge, have a shared language when interacting with young people, and do their best work. As also addressed in an earlier section, San Francisco will make investments with JIRBG funds to ensure that programming is personalized to each young person's individual treatment plan, needs, and interests.

Part 6: Retaining the Target Population in the Juvenile Justice System
Describe how the plan will incentivize or facilitate the retention of the target population within the jurisdiction and rehabilitative foundation of the juvenile justice system, in lieu of transfer to the adult criminal justice system: (WIC 1995 (5))

San Francisco has not arraigned a youth in adult court since 2017 and it is the intent of all juvenile justice system stakeholders to continue this practice. Both the juvenile and adult justice systems in San Francisco are committed to responding to young people in a developmentally appropriate way. San Francisco’s Young Adult Court, which is a collaborative court model for transitional age young people, ages 18-25 years old, facing felony charges, is evidence of this commitment.

Since 2017 and the passage of Proposition 57, which shifted the discretion of whether a juvenile case should be tried in juvenile or adult court from the prosecutor to the judge, San Francisco has arraigned zero juvenile cases in adult court. Even in previous years, the number of such cases were low. San Francisco is committed to keeping juvenile cases in the juvenile system despite DJJ’s closure.

Table 7 Young People Arraigned in San Francisco Criminal Court Prior to Their 18th Birthday, 2012-2021⁴

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Arraigned										
Convicted										

To prevent such transfers from happening in the future, San Francisco will provide a robust continuum of options for young people who commit serious offenses, including a Secure Youth Treatment Facility that has rehabilitative underpinnings, and programming and services that show a true belief in young people’s capacity to change and grow. With this continuum, we are confident that we can give the court the array of options needed to make an appropriate disposition order without transferring the case to adult court.

In the past, and in other counties, transfers to the adult system often happen because there is a desire for longer term commitments. By offering a commitment facility described above, San Francisco will demonstrate that we can serve this population, while also retaining young people in the juvenile system and giving them a real chance at success when they are released.

⁴ Data does not delineate between cases that were direct files to the adult criminal court and cases that were transferred from juvenile court to adult.

Part 7: Regional Effort

Describe any regional agreements or arrangements supported by the County's block grant allocation: (WIC 1995 (6))

As of the drafting of this plan, San Francisco has not embarked on any formal regional agreements or arrangements with other counties. However, the subcommittee has determined that we will send young people out of county when and where appropriate, and will develop a process to approve other counties' SYTFs so that the court has an array of options based on the needs and preferences of young people and their families. San Francisco is especially interested in exploring these for special populations such as girls, transgender and gender expansive young people, young people with sustained petitions for sex offenses, and young people with severe and persistent mental health needs.

Part 8: Data

Describe how data will be collected on youth served by the block grant: (WIC 1995 (7))

The San Francisco Juvenile Probation Department (JPD) implemented a web-based automated case management system in 2018 that enables us to collect and report a comprehensive array of data regarding all youth we serve, including those youth served with JJRBG funds. Categories of data collected include demographics (age, gender, race/ethnicity; zip code); risk/needs assessment outcomes; case data from referral through post-disposition (arrests/referrals, charges, petitions, dispositions); electronic monitoring; out of home placement (placement type, location); secure detention/commitment data (average length of stay, average daily population); case plans; Child and Family Team meetings; contacts/visits; and program/service/treatment utilization (referrals, providers, program types/modalities, outcomes). Data is entered by probation officers, social workers, and support staff, as part of their job functions. Each month, JPD prepares a statistics report for the Juvenile Probation Commission covering nearly all of the categories listed above, that is shared with the public and posted on our web site. This report, as well as the Department's annual report, will be expanded to include descriptive statistics about the realignment population, in addition to the outcome measures described in the next section.

Describe outcome measures that will be utilized to determine the results of the programs and interventions supported by block grant funds: (WIC 1995 (7))

San Francisco is committed to developing outcome measures that reflect the guiding values used by the DJJ Realignment Subcommittee in developing this plan. The strategies we have proposed are youth-centered, healing-centered, family-centered, community based, and culturally responsive; with a focus on orienting services around the youth—rather than the stage of their case, preventing deeper system involvement, and addressing racial disparities. As a part of this commitment, San Francisco's DJJ Realignment Subcommittee will form a data working group to further define outcome measure methodology and validate findings.

As described in earlier sections, the San Francisco juvenile justice system experiences longstanding and pervasive racial disparities, particularly for African American or Black young people. These disparities become more severe at each stage of the justice process and are particularly egregious among young people for whom the court sustains 707(b) offenses. It is imperative that JPD continuously monitor racial disparities across all aspects of the juvenile case process, particularly for the realignment population, and for each of the measures defined below. On a monthly basis, JPD will generate statistics including, but not limited to the following:

Case Statistics

By monitoring the following case statistics, San Francisco will remain attentive to racial disparities, as well as any possible net widening for the realignment population, and protect against transfers of realigned youth into the adult criminal justice system.

- Number of petitions sustained (total)
- Number of petitions sustained for 707(b) offenses
- Of petitions sustained for 707(b) offenses, breakdown by number and percentage:
 - Primary sustained offense category
 - Disposition type (wardship probation, out of home placement, juvenile hall, SYTF)
 - Demographics of youth in realignment population: gender, race/ethnicity, age, zip code
- Number of transfers into the adult criminal justice system.

Case Planning & Programming

In order to ensure that we are implementing the JJRBG in line with the subcommittee's guiding values, JPD will also generate statistics on the following case planning and programming activities for the realignment population across all settings:

- Number of case plans developed for the realignment population
- Number of individual rehabilitation plans developed for youth committed to SYTF
 - Percentage of individual rehabilitation plans completed within 30 days of SYTF disposition)
- Program referrals for youth in the realignment population to address the following:
 - Mental health, sex offender treatment, or related behavioral or trauma-based needs
 - Support programs or services that promote the healthy adolescent development
 - Family engagement in programs
 - Reentry, including planning and linkages to support employment, housing, and continuing education
 - Evidence-based, promising, trauma-informed, and culturally responsive
- Outcomes for the program referrals listed above.

Secure Youth Treatment Facility Commitments & Outcomes

For youth committed to SYTF, JPD will also provide statistics on the following:

- SYTF Terms ordered at disposition (Range, Average, Median)
- Length of stay in SYTF (Range, Average, Median)

- Number of young people placed in less restrictive programming to serve the remainder of their baseline term or modified baseline term, and types of less restrictive programming. For youth placed in less restrictive programming: subsequent juvenile referrals, petitions filed, petitions sustained.

**APPENDIX A: GAP ANALYSIS FOR SAN
FRANCISCO'S DJJ REALIGNMENT POPULATION**

Cross Cutting Gaps Across Investment Areas & Settings

Despite this robust array of investments and programs, there are still gaps between what currently exists in San Francisco and the program, services, and coordination that this population of young people ordered to wardship probation needs to be successful. Some of the challenges that the DJJ Realignment Subcommittee has highlighted at a high level are:

- Lack of flexible funding, including direct support to young people and their families
- Lack of whole family support and service models
- Not enough coordination and collaboration between
 - Juvenile Probation Department and Community Based Organizations
 - All system partners
- Need credible messengers to support young people and their families

There are certainly gaps between what currently exists in San Francisco and across California and the placements, programming, services, and coordination that this population of young people ordered to OOHP need to be successful. Some of the challenges that the DJJ Realignment Subcommittee has highlighted at a high level are:

- Lack of sufficient STRTP/RFA options, particularly in or near San Francisco
- Break in community-based relationships, services, and programming when young person is placed outside San Francisco
- No juvenile ranch or camp option
- Lack of TAY-specific options and support

Some of the largest gaps in programming, services, service delivery, and support identified by the DJJ Realignment Subcommittee were for the SYTF, especially given that San Francisco has never before operated a longer-term secure commitment program. Some of the challenges that the DJJ Realignment Subcommittee has highlighted at a high level are:

- Need for Credible messengers/mentoring (Same language as above)
- Need for higher education opportunities, especially for four-year degree and vocational training options
- Programming and curricula designed for young people who will have long stays in the facility
- TAY specific programs and services
- Lack of parenting programs for incarcerated parents
- Uncertainty regarding the juvenile hall closure and whatever new secure facility may come online – both in terms of location, facility attributes, and timeline

In San Francisco, our realignment population is comprised primarily of boys and young men of color. This means that we must commit to ensuring that every gap identified by the subcommittee and every solution prioritized to address those gaps is responsive to the needs of these young people. Additionally, although girls and gender expansive young people make up less than ¼ of the realignment population,

San Francisco is committed to ensuring that every solution is considered and examined through a gender-specific lens. Across all settings, San Francisco needs to value and embed choice, voice, basic needs, procedural justice, culturally and gender-specific resources and supports.

Mental & Behavioral Health Gap Analysis:

Summary of Gaps (Mental & Behavioral Health)

Although San Francisco has these investments outlined above, there are still persistent gaps that our DJJ Realignment Subcommittee identified. For young people on wardship probation in the community or transitioning home from an OOHP or SYTF, there are often issues of timely access such as:

- waiting lists to get into some of the programs discussed above, especially psychiatry services and programs that can meet specific language capacity needs
- delays from when a young person is released from a SYTF to when services begin
- difficulty linking to psychiatry services in the community as well as access to those services in a timely manner
- Lack of effective and engaging anger management programs

There are also challenges related to delivery of programming and services such as:

- High staff turnover at programs detailed above
- Fragmented services – young people having different providers that aren't coordinating with other services or connecting with family
- Difficulty connecting young to culturally appropriate mental health and medical services, including language capacity of providers
- A lack of African American providers
- Inconsistent and variable modalities between agencies

Finally, it is often difficult to identify and connect higher acuity young people under 18 years old and their families to services. Conversely, for transitional age youth and young adults, most programs serve those with higher acuity mental health needs and the city lacks targeted services for those with less acute mental health needs.

As briefly mentioned above, where a young person with sustained 707(b) offenses is ordered to OOHP greatly contributes to the mental health services and programming they receive. If young people are placed in San Francisco, they have access to the services noted above with all of the attending gaps also identified. STRTPs deliver therapeutic interventions and services as a part of their model. Resource families, with the support of the DPO and any community partners working with that young person, can gain access to programs and services in the county where they live. Gaps persist, however, including that it is not always clear what treatment modalities are being utilized at STRTPs, there are often issues of language capacity, and consistent difficulty in linkage and access to psychiatry services in the community, both in San Francisco and outside the county.

Though there are many services provided by SPY in San Francisco's Juvenile Hall, the DJJ Realignment Subcommittee identified a series of gaps and challenges in mental health programming and services for young people committed to a secure facility that include:

- Inability to provide regular family therapy in current SYTF
- Lack of targeted substance abuse/dual diagnosis treatment
- Lack of specific and targeted TAY mental health programming curriculum
- Inability for existing provider to continue treatment with young people and their family during term of commitment

Outside of the hall, there are also limited adolescent psychiatric beds available in San Francisco and across the state. Even when one of these beds becomes available, justice-involved youth committed to a secure facility are often not accepted to hospitals for being considered "too acute or violent." This means that overall, there are a lack of locked treatment facilities across the state for justice-involved youth with more acute mental health needs.

Identified Solutions (Mental & Behavioral Health)

San Francisco's DJJ Realignment Subcommittee identified the following strategies to close the gaps discussed above that cut across all settings (wardship probation, OOHP, or SYTF) that young people with sustained petitions for 707(b) offenses may be ordered to:

Solutions that require changes in policy, process, communication, or coordination:

- Require that all services are family focused and not solely focused on individual young person
- Create and ensure that there are spaces, across all settings, that promote healing and don't produce more trauma
- Provide same level of care that young people receive in custody once out of custody
- Connect with community provider of care while still in custody without gap in services and facilitate warm handoffs
- Ensure young people and families continue to have services provided after probation term has ended

Solutions that require funding:

- Incorporate credible messengers, mentors who have previously been involved in the juvenile or criminal justice systems, in connecting young people to or delivering mental health services
- Ensure assessment tools are culturally appropriate and delivered by clinician in a culturally appropriate manner
- Create and incorporate alternative, indigenous, and mindfulness practices, programs, services for young people and their families for both mental and physical health
- Blend, find, and fund alternative funding streams, as well as prevent funding gaps, so that agencies and clients are not only reliant on Medi-cal which can limit access and opportunities for mental health services and programming
- Ensure and honor medical privacy of young people and their families and maintain separate professional duties of medical professionals and law enforcement

The DJJ Realignment Subcommittee identified the following strategies to close the gaps above specifically for young people ordered to wardship probation in the community or transitioning from OOHP or a SYTF:

- Train DPH and community contracted providers to implement Multisystemic Therapy (MST), an evidence-based program to be used in OOHP and SYTF
- Provide adequate funding for providers to deliver high quality services and prevent high staff turnover
- Create and fund development opportunities for mental health provider workforce to increase representation of African American providers
- Consult with programs currently working with the justice-involved adult population to see what lessons can be learned for our population

The DJJ Realignment Subcommittee identified the following strategies to close the gaps above specifically for young people with sustained 707(b) petitions who are ordered to an OOHP:

- Expand treatment options for OOHPs to use and have access to in SF
- Support OOHPs, resource families and STRTPs, with access to primary care and psychiatry services
- Identify and pursue additional options for designated short term psychiatric beds for young people and long- term treatment programs as an alternative placement for the most acute young people instead of OOHP

The DJJ Realignment Subcommittee identified the following strategies to close the gaps above specifically for young people with sustained 707(b) petitions who the court commits to a SYTF:

- Partner with community organizations who have a specialty in substance abuse treatment to co-develop in-custody treatment program
- Develop family therapy component in custody and that can continue in the young person's home and community to support a successful transition back home
- Consult other Ranch and detention treatment models in Bay Area
- Consult with San Francisco County Jail re-entry programs to determine if services can be extended to young people over 18 years old in custody
- Review juvenile hall facility through a trauma-informed lens to inform what should be changed to make it less traumatic and more healing-centered

Outstanding questions that the DJJ Realignment Subcommittee will have to answer include, 1) what oversight will look like and how to ensure services are delivered appropriately and 2) what does success, healing, and wellness look like beyond abstention from crime and lower recidivism?

Healthy Adolescent Development Gap Analysis:

Summary of Gaps (Healthy Adolescent Development)

Though San Francisco has many individual programs and services that aim to help young people transition successfully into adulthood, the largest gap identified by the DJJ Realignment Subcommittee for this group of young people is the lack of shared knowledge, language, communication, and coordination of the supports surrounding them. Professionals working with these young people in the community, in their out of home placement, in the secure youth treatment facility and all along the way need to have a shared orientation toward healthy adolescent and young adult development through a trauma-informed and healing-centered lens and all need to be at the table together to support young people. Every single part of a young person's support network needs to be trained together, relying on shared knowledge, using shared language, and communicating consistently with each other and the young person they are working to support. This means staff in the out of home placement and in the secure facility, program partners visiting young people in those placements and working with young people in the community, probation officers, justice system staff, therapists, etc. should all be interacting with this population with a trauma-informed and healing-centered approach that has, at its core, healthy adolescent and young adult development principles woven throughout every single interaction. Historically, there has been a huge gap in communication between the Juvenile Probation Department and community-based organizations serving justice-involved young people. This lack of communication, shared knowledge, set policies and working agreements has been emphasized in other planning process that the City and County has undertaken, specifically the Mayor's Blue-Ribbon Panel on Juvenile Justice and the Close Juvenile Hall Work Group's recommendations to the Board of Supervisors. Juvenile Probation is embarking on collaborative planning with community-based partners which aims to directly address these issues.

In practice, this includes responding to young people appropriately when they are in crisis, providing mentorship and peer support opportunities, finding opportunities for young people, especially in OOHPs and the SYTF to build trust and experience with their support network and their family, and giving young people the opportunity to fail in a safe and responsive space that simultaneously holds them accountable while encouraging reflection and growth.

Identified Solutions (Healthy Adolescent Development)

San Francisco's DJJ Realignment Subcommittee identified the following strategies to address the gaps discussed above that cut across all settings (wardship probation, OOHP, or SYTF) that young people with sustained petitions for 707(b) offenses may be ordered to:

- Create focus on consistency of adults in young person's life, not just that there is a circle of care, but that there is consistency throughout that circle
- Create training system for all adults working with this population of young people so everyone gets the same kind of training which will ensure that everybody providing services has mindset, framework, collective language, and lens of positive and young adult development
- Work more intentionally with, offer training, and coordinate better with neighborhood gatekeepers, defined above

- Find ways to ensure that the young person has trust in and confidence in the privacy of provider
- Establish gender-responsive, community-based credible messenger who is connected on the first day that a young person enters the system and sticks with them no matter what comes next regardless of their placement, their DPO, or their admission into a SYTF. This person becomes their advocate and case manager. This strategy must be implemented by an organization with experience, best practices, and who is a trusted partner in the community
- For young adults, access the CASC resources and opportunities
- Collaborate with other city, state, and federal agencies to ensure young people are accessing all the benefits they are eligible for

The DJJ Realignment Subcommittee identified the following strategies to close the gaps above specifically for young people with sustained 707(b) petitions who are ordered to an OOHP:

- Maintain and ensure facilitation of supportive and continuing relationships with community-based providers when youth are placed out of the home
- Design out of home placement options based on a healing and holistic approach
- Recognize AWOL behavior as developmentally normative and respond accordingly
- Intensive community family finding from earlier mentioned gender responsive community based credible messenger and building resources to reduce barriers for that family (funding, housing, etc.) Build additional funding streams
- Train families ahead of time to be prepared to support these young people and their individual needs
- Need to concentrate on alternative housing, RFAs, universal funding that follows young person and family in the community

The DJJ Realignment Subcommittee identified the following strategies to close the gaps above specifically for young people with sustained petitions for 707(b) offenses who are ordered to a SYTF:

- More opportunities for self-awareness and support groups
- Develop programming and custodial approach that emphasizes the value of trust via home passes, potential program furlough, as is happening in other counties
- Provide incentives for doing well that are aligned with young person's goals and interests
- Develop realistic step-down options, specifically in leveraging AB12, and stay aware of young person's age as plans are developed (where they are ordered on 18th birthday, what services they are eligible for if over 21 or 24 when released, etc.)
- Develop funding and/or other support that gives young people who miss AB12 eligibility comparable benefits and services

Family Engagement Gap Analysis:

Summary of Gaps (Family Engagement)

The juvenile justice system and the programs and providers serving young people in it, have not always considered, consulted, or specifically supported the young person's family while their loved one is involved in the court process or under court ordered programming, services, or supervision. Often, the system focuses solely on the young person and ignores and disregards the voice and needs of that young person's family. Across discussions in the Mayor's Blue Ribbon Panel, the Close Juvenile Hall Workgroup, and in San Francisco's DJJ Realignment Subcommittee, it is clear that this does not serve young people, their families, and the communities they come from and is detrimental to their success as they transition off of probation and into adulthood. There are pervasive gaps across all settings that the Subcommittee identified and those include:

- Family is mostly defined as biological relatives and/or legal guardians and does not extend to the loved ones a young person identifies as family
- Families have very little support or help navigating the system, the court process, and supporting their loved one while they are on probation, in OOHP, or in a SYTF
- Lack of family input and voice on case plans for young people
- Lack of parenting classes for young parents on probation, in OOHP, or in a SYTF
- Not enough whole family counseling opportunities and approaches
- Need for support for the whole family including resources for basic needs
- Few opportunities for young person and their family to interact and participate in activities together on probation, in OOHP, or in a SYTF
- While there are a wide array of programs serving young people, there are smaller, less funded programs, who already know and work with family members and need better resources and investment to grow their work and impact

Specifically, the DJJ Realignment Subcommittee identified a series of gaps and challenges in family engagement programming and practices for young people committed to an out of home placement that include:

- Not enough support for resource families taking care of young people
- Not enough support for kin families whose young people are in OOHP

The DJJ Realignment Subcommittee identified a series of gaps and challenges in family engagement programming and practices for young people committed to an OOHP *and* to a SYTF that include:

- Lack of adequate space and time for families to visit during a young person's placement or commitment period
- Point system to "earn" visits makes time with a family a privilege instead of a regular part of programming
- There are few spaces for young people to sit, reflect, and be calm after a visit or a difficult day in court
- There can be a lack of professionalism among staff
- Visiting time may not be accessible to all family members

- Safety concerns for individuals
- Families are not a part of the transition or transportation process to OOHP or a SYTF
- Missed opportunity for families with loved ones committed to OOHP or SYTF to engage in parenting classes during their loved one's commitment
- No current capability for existing provider to continue treatment with young person and their family once in an OOHP or SYTF

Identified Solutions (Family Engagement)

San Francisco's DJJ Realignment Subcommittee identified the following strategies to address the gaps discussed above that cut across all settings (wardship probation, OOHP, or SYTF) that young people with sustained petitions for 707(b) offenses may be ordered to:

- All family programming, services, and resources should, at their core, be transformative, restorative, and humane
- Define family members as who the young person identifies as family members, not defined by the system
- Use unrestricted, flexible funds to directly support young people and families of young people on probation, in OOHP, or in a SYTF
- Incorporate more credible messengers for young people and for families as both young people and adults need healing – create mentorship opportunities for families so that they have the support to support their loved one
- Create opportunities for young people and their families to participate in activities beyond family therapy together
- Create and distribute incentives for families to encourage their participation in therapy, activities, bonding experiences, etc.
- Be creative with different types of cognitive behavioral therapy for young people and their families
- Create a safe space for families to build trust and rapport with community programs and providers
- Ensure all mental and physical health services are family-focused
- Create and incorporate alternative, indigenous, mindfulness practices, programs, and services for young people and their families
- Families should be involved in creation of young person's case plans
- Ensure young people and families continue to have services provided after probation term has ended
- Youth focused/ youth empowered/ family centered educational plan that follows youth over time.
- Identify stakeholders, that are not teetering lines of being half foot in half foot out.
- Increase efficient system coordination so that families don't have to tell their story over and over again to different agencies and people
- Ensure that services and resources are not connected to probation or commitment term so that young people and their families continue to have access after their term has ended

San Francisco's DJJ Realignment Subcommittee identified the following strategies to address the gaps discussed above for young people with sustained petitions for 707(b) offenses may be ordered to OOHP:

- Intensive community family finding for young people ordered to OOHP and influx of resources to reduce barriers for that family to take that young person in (funding, housing, etc.)
- Train and recruit resource family from communities most impacted by the justice system, kinship or non-kinship, ahead of time, and throughout that young person's stay, to be prepared to support these young people and their individual needs including 24/7 case management and respite for families,
- Concentrate on alternative housing, resources families as opposed to STRTPs, along with universal funding that follows young person and family in the community
- Incorporate young person and their families voice and choice in placement locations

The DJJ Realignment Subcommittee identified the following strategies to address the gaps discussed above for young people committed to an OOHP and to a SYTF that include:

- Start working with family and young person at adjudication and throughout their placement in OOHP and SYTF so they have built relationships with providers and programs prior to reentry
- Recognize family communication, activities, and visits as a right, not a privilege a young person must earn and that family is integral to rehabilitation and the healing process
- Offer as many options as possible for communication with families including in-person visits, video calls, phone calls, texts, emails, letters, etc.

The DJJ Realignment Subcommittee identified the following strategies to address the gaps discussed above for young people committed to a SYTF that include:

- Implement a developmentally appropriate version of One Family programming for incarcerated parents in the SYTF
- Give a variety of visiting settings for families, i.e. walks outside, that do not include bringing families onto the unit
- Develop family therapy component in custody and in home/community to support successful transition back home for both the young person and their family
- Incorporate family members in the regular six month reviews in court
- Changing shackling policy so that young people are not shackled in court as it can be traumatizing to the family
- Create opportunities for young people to hug or touch their families when in court
- Create private space so that young people can take a minute to decompress after court hearing and before they go reenter shared space

Education Gap Analysis:

Summary of Gaps (Education)

Although San Francisco has these investments outlined above, there are still persistent gaps that our DJJ Realignment Subcommittee identified. These discussions elevated the need to work with and care for the whole young person, and their family, in order to prepare and support that young person to engage

with and excel in high school and postsecondary opportunities. These gaps are addressed at length in the healthy adolescent discussion above. In addition to those gaps, the Subcommittee identified the following gaps in educational programming and supports for young people ordered to wardship probation, in OOHP, and in a secure facility:

- Curriculum is not contextualized to be relevant to this population of young people, this includes teaching financial literacy, teaching authentic history as well as teaching history from the present and going back instead of the more traditional way of teaching history from the past and moving forward
- Lack of opportunities to access and utilize technology to gain exposure and skills across all settings
- Alignment needed for what educational programming is offered in secure facility and OOHP with what is offered in the community
- Continuity of educational programming and support for young people released from secure facility or returning from OOHP back to the community
- No deep relationships with existing postsecondary programs that target our population
- Lack of life skills training such as life social skills and etiquette, money management, budgeting, voter registration/voting, etc.
- Language capacity and lack of meaningful ESL coursework and opportunities

Specifically for young people ordered to a SYTF, the DJJ Realignment Subcommittee identified the following gap in educational programming:

- Lack of comprehensive and meaningful opportunities to earn credits toward an A.A. or B.A. degree program with higher education partner (i.e. San Francisco City College, SFSU, UC Berkeley, etc.)
- No supportive programming or services in place for young people pursuing postsecondary education
- Language capacity, ESL courses

Identified Solutions (Education)

San Francisco's DJJ Realignment Subcommittee identified the following strategies to close the gaps discussed above that cut across all settings (wardship probation, OOHP, or SYTF) that young people with sustained petitions for 707(b) offenses may be ordered to:

- Assign a mentor/tutor who can work with that young person across all possible settings
- Explore partner opportunities with Rising Scholars Network, a part of Youth Law Center Pathways to Higher Education at community colleges across California
- Ensure warm hand-offs to education programs and institutions when young person is transitioning from high school to college or from OOHP or SYTF back to the community – making those connections early on between young person and the educational institution.

- Recognize each young person’s hierarchy of needs and help that young person address those needs so that they can be prepared and able to prioritize education
- Ensure representation and cultural responsiveness in all educational programming
- Help young people to unlearn knowledge they learned to survive in the juvenile justice system so that they can be prepared to learn in an academic setting
- Engage young people in more financial literacy programs

The DJJ Realignment Subcommittee identified the following strategies to close the gaps above specifically for young people with sustained 707(b) petitions who the court commits to a SYTF:

- Invite credible messengers, formerly incarcerated people who have completed these targeted postsecondary degree programs, to speak with young people committed to SYTF about their experience
- Pilot a College Prep Class in which students would earn college credit while learning tools of how to be successful in college, as well as exploring best educational or career paths forward
- Intensive tutoring program to work with students one on one, in person, to tutor and support virtual college learnings
- Create reentry and step-down connections early and prepare warm handoffs in the community
- Ensure students make connection early on with an educational institution
- Pair students with college advisors, educational navigators, or educational advocates
- Ensure that educational plans are youth focused, youth empowered, family centered, and follows the youth over time
- Recognize that learning in secure facility is not designed to be the way that young people learn in the real world – ensure that is kept in mind when designing new programming or opportunities
- Young adults - education should be all day engagement; different components comprising full day

Workforce Development & Employment Gap Analysis:

Summary of Gaps in (Workforce Development & Employment)

Although San Francisco has deep investments outlined above, there are still persistent gaps that our DJJ Realignment Subcommittee identified. For young people on wardship probation in the community or transitioning home from an OOHP or SYTF, the following gaps were identified:

- Need for Transitional Employment Program that offers on the job training and pays a living wage rather than just a stipend followed by opportunities for young people after transitional employment period that provides upward mobility
- Need for exposure to financial literacy programming, so that young people understand money, finances, and long-term planning
- Need for enhanced education and job training opportunities that tie into careers and mirror the young person’s interests and talents

- Lack of entrepreneurial pathways in workforce development services and programming
- San Francisco doesn't take advantage of federal grants which can be used specifically for the justice-involved population, especially around reentry opportunities

Identified Solutions (Workforce Development & Employment)

San Francisco's DJJ Realignment Subcommittee identified the following strategies to close the gaps discussed above that cut across all settings (wardship probation, OOHP, or SYTF) that young people with sustained petitions for 707(b) offenses may be ordered to:

- Ensure that there is flexibility and variety of workforce development opportunities for young people and that engagement in these opportunities is led by youth choice
- Explore regional planning and referrals for workforce and employment opportunities across multiple industries
- Recognize each young person's hierarchy of needs and help that young person address those needs so that they can be prepared to engage in these workforce and employment opportunities
- Hold spaces in job programs for this population regardless of whether or not the spots are used so that there is guaranteed access when the need arises
- Adapt Life Learning Academy's Workforce Model for our population: 1) job readiness class, 2) on-site internships where young person can practice what they've learned, 3) externship with hourly living wage paid by the program paired with support from staff at program and a mentor at the jobsite

The DJJ Realignment Subcommittee identified the following strategies to close the gaps above specifically for young people with sustained 707(b) petitions who the court orders to wardship probation in the community:

- Better cross collaboration with department and agencies so that the funding best serves this population of young people
- Credit to organizations for cross referencing youth with compensation as well.
- Consistent work opportunities within behavioral health and education fields, as well as certification opportunities that tie into long term careers
- Explore opportunities beyond construction to include tech and other industries

The DJJ Realignment Subcommittee identified the following strategies to close the gaps above specifically for young people with sustained petitions for 707(b) offense who the court orders to a secure facility:

- Recruit and engage credible messengers to work inside the SYTF, with a living wage and in a sustainable way, to speak about their experience and the reality of what employment is like once they have been released as well as connect with young people as mentors to support young people inside and as they transition back to the community

- Embed internship, apprenticeship training, and exposure opportunities in the SYTF along with reentry opportunities when released and make sure opportunities pursued while in custody are available to continue once released
- Provide incentives to young people for participation in programs through which they can earn money and help to pay off their restitution
- Create a check list/central repository of potential services that young people think they may need when released so that relationships can be developed and resources can be gathered while that young person is still in custody to ensure that the work is continued once young person is released

Transitional Housing Gap Analysis

Summary of Gaps (Transitional Housing)

Although San Francisco has deep investments in housing, there are still persistent gaps that our DJJ Realignment Subcommittee identified for transitional housing for this population. For young people on wardship probation, committed to an OOHP, or to a SYTF, the following gaps were identified:

- To be eligible for housing through the Department of Homelessness and Supportive Housing, a young person has to be completely without a place to live. A young person who is unstably housed or couch surfing, returning to San Francisco from an OOHP, or released from a secured facility is not eligible for these services
- These young people often do not have the materials or knowledge they need to access housing resources such as government identification or personal documents.
- Very few affordable and permanent housing opportunities in San Francisco
- Lack of knowledge around financial literacy, credit building, saving, and the costs it takes to move into a new home
- Many programs who work with this population of young people also need the knowledge and access to housing services so that they can appropriately support their client
- Very few vouchers for housing available to this population
- The landscape of what is available to a young person under 18 is extremely limited and not the same as the resources available to someone over 18
- Juvenile court records may hold young person back from securing housing
- Some transitional housing is not in a safe neighborhood nor does it feel safe because of other young people at the housing site
- Overall lack of transitional housing for this population

For young people on wardship probation in the community or transitioning home from an OOHP or SYTF, the San Francisco DJJ Realignment Subcommittee identified the following gaps:

- For young moms on probation, the inability to access funding and housing is a recipe for emotional and physical abuse and has the potential to push that young person deeper into the system

For young people committed to a SYTF, the San Francisco DJJ Realignment Subcommittee identified the following gaps:

- If a young person turns 18 while in a SYTF, they are not eligible for AB12 services and benefits, including funding for transitional housing
- No transitional living or life skills program in SYTF which is especially important as young people will be reentering a world they may not recognize or be familiar with when they are released

Identified Solutions (Transitional Housing)

San Francisco's DJJ Realignment Subcommittee identified the following strategies to address the gaps discussed above that cut across all settings (wardship probation, OOHP, or SYTF) that young people with sustained petitions for 707(b) offenses may be ordered to:

- Directly invest in housing vouchers and choice for young people
- Work with HSH to ensure that this population is eligible for their services, regardless of their current living status
- Create ways to ensure stable housing for these young people so that they can engage in other growth opportunities such as workforce development or education
- Design and deliver a curriculum that teaches young people to independently identify, apply for, and secure housing across the spectrum of settings
- Incentivize and create independent, relational, supportive housing provided by providers who are building specifically for this population and create portal for housing throughout the Bay Area specifically for this population
- Incentivize landlords to take a chance on young people in our population
- Create and fund justice-involved TAY-specific housing options
- Create transgender and gender-specific housing options

San Francisco's DJJ Realignment Subcommittee identified the following strategies to address the gaps discussed above for young people with sustained petitions for 707(b) offenses that may be ordered to a SYTF:

- Ensure or provide access to AB12 equivalent services and benefits for young people who turn 18 in SYTF
- Fund housing case managers, or properly train and support current case managers, to meet with young person during the last three months of their commitment to help them get housing figured out before they are released and continue to work with that same case manager after leaving the facility.
- Convene a committee to think about safe transitional housing for young people in SF (considering neighborhoods, who already occupies the housing, what issues or challenges could arise, etc.)
- Transition support is a position(s) that needs to be staffed and well-resourced
- Extend access to JCRU for the realigned population in the SYTF as the young people returning from DJJ previously did
- Provide universal income to support young people reentering from a SYTF, who might otherwise be homeless, to ensure they have basic needs met

- Job program in SYTF where young people can learn skills and earn living wage so they have money available when they are released to go toward housing or anything else they might need
- Build in transition period with support, reentry, resources, services, programming in young person's commitment (possibly as part of step-down)
- Multi-Service Centers can serve young people up to age 24 and so each young person should be connected to a CBO to support and assist in housing
- Recognize there may be older young adults (outside of TAY age group) leaving SYTF who need support and services and help them identify these resources and access opportunities

Cultural Responsivity Gap Analysis:

Summary of Gaps (Culturally Responsive Programming & Services)

In San Francisco, our realignment population is comprised almost exclusively of boys and young men of color. This means that every gap identified by the subcommittee and every solution discussed to address those gaps must be responsive to the needs of these young people. San Francisco has deep investments in programs and services that are culturally responsive to young people from diverse backgrounds but the disproportionality in the juvenile justice system clearly shows that there are persistent gaps that need to be addressed. Most of these challenges exist across all the settings for this population and are exacerbated when a young person has deeper system involvement. Some of these challenges are specific gaps that can and should be addressed by better coordination and investment, but some are the underpinnings of the system itself and the other institutions to which it is adjacent. These overarching issues include:

- Starting with the behavior that led to the young person's system involvement
- Asking the young person, "what is wrong with you?"
- Expecting perfection which sets the young person up for failure;
- Inadequate mental health services for these young people who have complex or unique needs while they need to have access to the best trained and most experienced mental health care
 - High turnover rates of mental health professionals which means care is disrupted
- Inadequate access to medical care for young people who sometimes have never had access to preventative treatment, consistent medical care, immunizations, etc.
- Lack of diversity of staff and providers with lived experience or representation of the young people they are serving across all system settings
- Lack of diversity of options, access to, and opportunities for education, career development, or employment
- Lack of bi-lingual staff, especially in OOHP, JPD, clinicians, and therapeutic service providers.
- Lack of interventions that reduce and prevent poverty
- Lack of interventions to prevent displacement
- Lack of supports and interventions that heal the whole family instead of just the child
- Not enough coordination or communication among system stakeholders which leads to young person becoming confused and overwhelmed

To be culturally responsive to the young people in San Francisco who have petitions sustained for 707(b) offenses is to be trauma-informed, healing- and youth-centered, and individually focused. What is

evident from the overarching issues identified above is that the young people who are in our system have never been invested in or resourced the way their white, more affluent peers have been. These young people deserve the same care, access, and opportunities afforded to the rest of the young people in San Francisco so that they can thrive and transition successfully into a healthy adulthood. To be culturally responsive to this group of young people is to give each of them what they need individually, the way they need it, within or through their identity and cultural paradigm so that they can receive it, learn, and grow away from this system.

Additional, specific places where the DJJ Realignment Subcommittee received feedback and identified gaps in cultural responsiveness include:

Probation:

- Challenges with this model include that probation has historically:
 - not been systemically built for healing and restoration,
 - presented issues of trust that compromise treatment and positive youth development,
 - used the detention model in a manner that is not healing centered, family centered, or culturally responsive.
- There are persistent gaps in referrals from JPD to culturally competent programs and services
- Trust is lacking with law enforcement and government agencies so community programs should maintain sufficient independence to maintain efficacy and credibility.

Mental Health Services:

- Lack of culturally competent mental health services
- Lack of culturally competent Substance Abuse counseling
- Special Programs for Youth (SPY), San Francisco's juvenile hall mental and physical health services, provides services to custodial youth only; this causes a loss of service providers once minor is released
 - Unclear whether the medical/mental health staff is culturally responsive or reflects cultural and racial experiences into their treatment and diagnosis

Positive Youth Development:

- Using a points system so a young person can "earn" privileges, such as visits with family, is punitive and demoralizing
- Young people need to be kept occupied so they don't have time to get in trouble
- There are a lack of jobs, events, and sports for young people to engage in

Workforce:

- Need to include younger youth, who may not be able to legally work, in workforce development skill-building and find other ways for them to earn money

Unaccompanied Young People:

- Lack of U.S. Acclimation program for unaccompanied youth
- Lack of cultural programming that specifically addresses trauma, isolation from home communities, and family, that takes into account that these youth are more vulnerable to trafficking
- Significant educational gap for undocumented youth
- Lack of flexibility regarding realistic educational goals for these youth; some of these youth are illiterate, and many of them have not completed primary school
- Lack of educational plans that take into account the youth's needs and desires
- Lack of long-term employment opportunities for undocumented youth
- Lack of Trade Training & Life skills training tailored to their needs as these youth are more vulnerable to trafficking due to a lack of employment.
- Housing assistance
- Lack of TAY Services

Out of Home Placement:

- Need additional out of home placements *in the city* that are culturally responsive, so the court has options and does not have to resort to incarceration.

Secure Youth Treatment Facility:

Gaps identified by young people who have been directly impacted by a secure facility:

- Secure facility is a dehumanizing experience (timed showers, very uncomfortable environment)
- "It doesn't matter if you call yourself a counselor, we still know you are a guard"
- "It doesn't matter if you call it a room, we still know it's a cell"
- "Being locked up was bad. Having more freedom and a better environment would prevent kids from wanting to run off."

Gaps identified by other stakeholders:

- "If we were building a secure setting and system for my kids, what would it look like? I guarantee you it would be different"
- Secure doesn't have to be isolative or carceral
- Youth are deprived of sufficient parental caretaking; relationships that are protective are disrupted
- Juvenile hall detention is not working well for the target population from a racial equity perspective
- Domination/Behavior Control model is bad, i.e. putting facility in lock down because of the actions of one person – this breaks down trust and disrupts positive trajectory of the youth
- Need more than aesthetic change, also need structural and foundational change to secure settings including:
 - rules that govern the setting
 - the way behavior is addressed
 - the systems that guide its operation
- Lack of programs that provide in custody services through a cultural lens, especially services that help an unaccompanied young person acclimate to life in the U.S. and support pro-social learning and conduct.

- Service providers must work with the youth's level of acculturation while also taking into account the youth's level of acculturative stress.
- Providers must build rapport with the youth, their families, and the community
- If the community is involved in evaluating the need for detention in 707 cases, there may be solutions that achieve safety without requiring lock-up. Research has shown that intensive case management can be effective for young people who would have been detained but are released to the community

Identified Solutions (Culturally Responsive Programming & Services)

San Francisco's DJJ Realignment Subcommittee identified the following cross-cutting strategies to address the gaps listed above to make our programming, services, and facility more culturally responsive to the needs of the young people in the realignment population across all settings:

- Create individualized probation requirements, or SYTF Individual Treatment Plan (ITP) requirements, tailored to the young person's needs, goals, and work, school, or family schedules; give young person and family agency in their case plan.
- Connect all young people in the realignment population to a credible messenger or well-being advocate that can provide 1:1 culturally competent, organic, sincere, and relatable support, connections, and mentoring who:
 - Works collaboratively with other CBOs to identify young person's strengths and interests
 - Assists young person in forming better relationships with parents and peers
 - Support that young person with their academic performance
 - Helps guide young person to reduce and prevent risky behavior
- Hire and require bilingual staff across JPD, community organizations, and other city and county department partners
 - Use qualified interpreters as a last resort
- The plans, programs and settings must model what we want the youth to become. The goal should be self- sustainability and as such programs should foster life-long and self-motivated appropriate behaviors and decision making and draw from the village model and indigenous models to accomplish this
- Ensure that programs treat family as partners
- Create safe spaces for seeking help around difficult generational issues like alcoholism, substance abuse, abuse, neglect and abandonment, prostitution
- Collaborate and share resources and training across community-based organizations to increase cultural responsiveness and racial equity
- Create myth-busting opportunities across racial and ethnic backgrounds of young people and their peers including the misperception that experiences are monolithic
 - Recognize that some aspects of cultural responsiveness include being responsive to socio-economic status and situations
- Incorporate images, art, and other opportunities in facilities (such as SYTF, Juvenile Probation office building, court, etc.) in which young people can see themselves as successful while also addressing implicit bias, for young people and adults, through exposure to images that display the diversity of success
- As much as possible, provide programs, services, assessments, etc. in the youth's language of origin, unless the young person prefers speaking English and receiving services in English.

- Restorative Case Management. This means restorative healing with providers that have lived experience.
- Increase and improve coordination and communication between all community programs, juvenile probation, the DA's Office, Public Defender's Office, and the court. Without proper communication and integration of services, the youth become confused and overwhelmed—they don't know who to listen to. This means we need vertical representation.
- Leverage DCYF for services, resources and stipends for this population
- Assist young people in the procurement of documentation: birth certificate, ID card, school records etc.
- Use healing-centered approaches to help young people develop better decision-making skills and accountability mechanisms
- Invest in and fund existing organizations sufficiently to stop turn over and improve the training and experience of their workforce, including providing confidential and evidence-based treatment and care and, where authorized, objective reporting of attendance, engagement and progress to the judiciary without compromising content confidentiality
- Explore ways to include law enforcement and probation as support or mentors where they are not simply in a "guard" or "cop" role
- Support data tracking and reporting that demonstrates system and program performance
- Support input from the young person regarding the efficacy of programming

Additional, specific places where the DJJ Realignment Subcommittee received feedback and identified solutions for the gaps above include:

Mental Health Services:

- Therapy that takes into account their lifestyle and trauma, for instance, traumatic events are not isolated incidents for these young people
- Therapy that addresses exposure to substance abuse and mental health as co-occurring symptoms.
- Evidence-based therapy that incorporates cultural values into the therapeutic practice.
- Continuing therapeutic support past probation involvement so that young person can continue addressing their trauma long after probation and court involvement has terminated
- Develop a mental health care fund/collaborative that allows youth to access private and the best mental health services available

Unaccompanied Young People:

- Offer services and support through a cultural lens, especially services that help the youth acclimate to life in the U.S. and help with pro-social learning and conduct where:
 - service providers work within the young person's level of acculturation while also taking into account the young person's level of acculturative stress.
 - providers build rapport with the youth, their family, and community
- Conduct culturally modified assessments that integrate the family and provide therapeutic services that address:
 - Acculturation
 - Acculturative stress
 - Co-occurring trauma treatment

- Migration Trauma
- Family counseling
- Mentorship
- Life Skills
- Employment Skills
- Substance Abuse
- Mental Health
- Violence prevention
- Parenting classes
- Support legislation that allows undocumented youth to secure employment.

Wardship Probation:

- Optimize all diversion access points to reduce justice system involvement which disproportionately affects Black youth
- Provide and require access to counsel at arrest and at every juncture where a signature or waiver is requested
 - This includes requests for signatures from persons whose signature would impact youth rights, duties, and privileges (parent, guardian, or another responsible adult. In order to improve trust, transparency, and efficacy.

Out of Home Placement:

- Increase placement options, especially *in* San Francisco
- Include out of county options specifically:
 - to help youth get distance from local threats
 - when requested or agreed to by the youth and family
- Support and invest in resource families, especially kinship placements, to be as well-resourced as other resource families and STRTPs
- Explore Life Learning Academy on Treasure Island as possible placement
- Create housing options that are tied to programming

Secure Youth Treatment Facility

- Create a home-like setting with outdoor spaces and if possible, multiple buildings or sites for varied experiences and activities, like a small high school or college campus that:
 - allows youth to experience positive development in a realistic environment
 - emphasizes education and career development
 - facilitates greater access to their village – parents, family members, treatment providers, teachers, select friends.
- Reduce the punitive nature of the environment and increase the rehabilitative and restorative nature of the environment
- Incorporate trusted juvenile hall staff in the design and restorative planning
- Shared leadership between culturally competent CBO's working in the secure facility along with juvenile hall staff for programming.
- Ensure community programs are providing programming with young people during waking hours

- Ensure consistency with service providers that can work with young person in secure facility and continue relationship through reentry into the community
- Offer programming that provides restorative methods of healing, such as, drumming circles, art therapy, death doulas, and religious services.
- Ensure that Individualized Education Plans (IEPs) are tailored to meet the youth's needs, i.e. gaining literacy, learning English language, or learning a trade.

Solutions identified by young people who have been directly impacted by a secure facility:

- Stop institutionalizing youth
- Teach youth to govern themselves
- Include the 7 dimensions of wellness (physical, emotional, intellectual, spiritual, environmental, social, and occupational)
- Create opportunities for field trips and experiences outside the setting. Give kids experience with freedom so they could appreciate it and earn their freedom back.
- Having more freedom and a better environment would prevent kids from wanting to run off. It would improve the experience and engagement.
- Increase connections with the community, family, friends, mentors in the real world and engaging way.
- Incorporate access to religious and faith-based programming and mentors
- Identify more than one secure setting to use so the facilities can be tailored to young people's needs and issues and so they can feel safe.

Girls & Gender Expansive Young People Gap Analysis:

Summary of Gaps (Girls & Gender Expansive Young People)

Girls and gender expansive young people regularly make up about a quarter of the realignment population and although San Francisco does have investments in programming and services for these young people, there are still persistent gaps that our DJJ Realignment Subcommittee has identified. Though they are not the majority of the population, the subcommittee is committed to ensuring that every solution is examined through a gender-specific lens.

For girls and gender expansive young people on wardship probation, committed to an OOHP, or to a SYTF, the following gaps were identified:

- An overall lack of services that focus on:
 - Mental health services
 - Trauma treatment
 - CSEC services / intervention
 - Location of services (safety issues)
 - Life skills: financial literacy, independent living
 - Self-esteem building
 - Enrichment, incorporating arts & culture
 - Family counseling that addresses intergenerational trauma
 - Mentorship

For girls and gender expansive youth in the realignment population who are ordered to wardship probation the following gaps were identified:

- Need for access to long-term sustainable support for families recovering from lifelong trauma so young people don't have to try to figure it out on their own
- Not enough support for the whole family: basic resources, can't engage in other court ordered services if basic needs aren't met
- Challenging to get documentation quickly – rapid ID, access to SS card, birth certificate to enroll in school, get a job – coordinating with other govt agencies to get these
- Need access to income – so many girls have offenses related to money; access to universal basic income/meaningful income that does not require them to rely on someone else is essential
- Probation requirements are too extensive, including the additional stress of an ankle monitor for some young people
- Inability of young moms to access funding and housing which is a recipe for emotional and physical abuse and can push the young person deeper into system
- Not enough transitional housing, especially not enough that is independent, relational, supportive housing provided by providers who are building specifically for this population
- Education: probation often requires enrollment in regular SFUSD 8-3pm school – need flexibility individualized plans on needs, desires, positive assets and reinforcements

For girls and gender expansive youth in the realignment population who are ordered to out of home placement the following gaps were identified:

- Girls run from group homes most often – traditional out of home placement/groups homes *don't work*
- JPD currently drives the plan but does not need to drive the healing plan for this population
- Need a new model (see next section) for girls who formerly were sent out of state

For girls and gender expansive young people in the realignment population who are ordered to a secure treatment facility, the following gaps were identified:

- Transgender young people are often placed in the incorrect gender facility and kept in isolation
- Transgender young people lack access to gender affirming programming
- Transgender young people are harassed by staff and other individuals in the secure setting

Identified Solutions (Girls & Gender Expansive Young People)

San Francisco's DJJ Realignment Subcommittee identified the following cross-cutting solutions across all settings (wardship probation, OOHP, and SYTF) for the gaps identified above for girls and gender expansive youth in the realignment population:

- Ensure every young person is connected to a gender-responsive, community-based credible messenger on day one of that young person entering the system and *no matter what comes*

next, ensure that this relationship is not severed and cannot be severed by placement, DPO, SYTF

- becomes advocate and case manager
- must be implemented by an organization with experience, best practices, and who is a trusted partner in the community
- Need to think about programming and services for girls and gender expansive young people as a regional strategy, including the SYTF, so that should a young person need to be out of county, they will still have access to all of these resources and people
- Because so many of our young women and gender expansive youth are dealing with death, partner with different healers and trusted resources to provide mental and physical health services, dental, medical care, and other indigenous or faith-based exposure opportunities for healing and wellness
- Allocate resources to meet services needed (as described above) for girls between the ages of 12-25

San Francisco's DJJ Realignment Subcommittee identified the follow strategies to address the gaps above for girls and gender expansive young people who have been committed to wardship probation:

- Limit probation requirements, including electronic monitoring and when being stepped down from SYTF – keep requirements minimal, individualized, and customized
- Explore partnerships with arts nonprofits and tech programs to build out enrichment curriculum (ballet, dance, opera)
- Review existing services to see if staff can meet youth in the community (at school, etc.)

San Francisco's DJJ Realignment Subcommittee identified the follow strategies to address the gaps above for girls and gender expansive young people who have been committed to out of home placement:

- Conduct intensive community family finding, overseen by earlier mentioned gender responsive community based credible messenger, and build resources to reduce barriers for that family to take that young person into their home
- Create program to recruit and train gender-responsive, community based, credible messengers who can do this work
- Train families ahead of time to be prepared to support these young people and their individual needs
- Need to concentrate on alternative housing, RFAs, and create universal funding streams that follow the young person and family in the community
- Combine court, JPD, and child welfare resources and services to support this population

San Francisco's DJJ Realignment Subcommittee identified the follow strategies to address the gaps above for girls and gender expansive young people who have been committed to a SYTF:

- SYTF settings needs to consider possible trafficking issues that happen in secure settings
- Ensure gender-affirming, transgender housing, programming, services, and supports are available for whatever that young person might need while in their commitment

Settings Gap Analysis:

Stakeholders Input on Settings - November 9, 2021

Across all settings, we need to value and embed choice, voice, basic needs, procedural justice, culturally and gender-specific resources and supports.

“As we try things out – including designing a SYTF – we need flexibility on the back end to make adjustments.”

Design Philosophy

Physical infrastructure “guiding principles:

- *The facility is physically designed to foster relationship and connection;*
- *The Facility is designed not to strip away individuality but to foster positive self-worth;*
- *Every vestige of the traditional prison model that can be eliminated is eliminated.”*

“Following state law, how far can you push a model building?”

- Need to transform from a prison-type setting - look to settings in other countries enable people to “leave whole”
 - “Buildings that are more creative & inspiring - like a sculpture”
- What a youth first sees should give a sense of rehabilitation
- “Space that acknowledges I’m doing great work and I have resources at my disposal”
- “Am I seen as a threat? Or is this an environment where I can grow?”
- “Build some healing and opportunity” into a locked institution
- Use existing space in a way that is restorative and rehabilitative
- Concept of “user wellness”
- Activated spaces - every component is about well being
- Loss acknowledgment
- Architecture supporting continuum of care
- Need spaces and services designed to meet root cause
 - Safety is “the most important piece... remember some kids are also coming from families/homes that are unsafe. I’m grown now...I would never have said that before.”
- Safety is not just physical
- Home like setting with multiple buildings or sites for varied experiences and activities; something like a small high school or college campus
- What regulations do we comply with vs. what do we try to waive?
- The old layout of juvenile hall [cottages] “sounds better than the new one that I was in”
 - Opportunities to teach youth to care for their cottage
- The layout and design of Log Cabin Ranch could be a good model: outdoor space and activities; vocational training spaces, etc.
- Secure doesn’t need to be isolative or carceral
- Incorporate trusted JH staff in the design and restorative plan
- Architecture philosophy of controlling groups of people - these methods proving harmful
 - “It doesn’t matter if you call yourself a counselor, we still know you are a guard. It doesn’t matter if you call it a room, we still know it’s a cell”

- “How easily institutional trappings seep in” - there are safety concerns, but using the same carceral language when the whole goal is to reimaging what a secure facility might be seems counterintuitive.
- As much as possible, remove (or make less visible) the “fittings and practices that remind kids of the places they’ve been held before or heard about”

Design Details

- Representation is really important
 - People seeing selves celebrated – artwork, photos, and other ways.
- Vibe/energy matters
 - In Missouri, the perimeter was a fence with barb wire – but inside, there were bean bags, a meditation room, and other softening features
 - Real plants
- Indigenous practices that free up energy/”heal the juju”
 - Sage, restorative circles – helps even as symbolism
- Murals can be a reminder of what’s possible - and a motivation
 - Examples: mural of Black youth graduating from college, young Black man coding, holding stethoscope - helps youth realize there is a larger world out there
- Divide up spaces to give structure to the activities
- Use colors - “gray sends me into dull mode”
- Ergonomic furniture
- Acoustics need to be addressed - they are often awful in secure settings so it seems noisy, and voices carry, which makes it difficult for youth to discuss sensitive or private matters.
- Natural light needs to be emphasized - internal, intense bright white lights can feel like a hospital.
- Ventilation is important - youth in some facilities talk about how badly it smells.
- Turn Intake into a “Welcoming Center” - signs on the wall should list what “We do do”, not what “You don’t do”
- Be careful about:
 - Militaristic affectations
 - Too much metal, not enough fabric
- One facility “flips the locks” so community can use the education spaces in the evenings

Program Orientation

“The central problem with incarceration is that it disconnects the kids who are in greatest need of connection. I think that SF is in a great place to do something genuinely new on that front: to turn these secure facilities in[to] centers of connection”

- “Not just the lesser evil but actually a community hub that floods kids and families with connections and resources” from the minute a young person walks in the door in crisis, and continues after they leave.
 - Support kids in their existing relationships
 - Family therapy
 - Bring in pastor/community figure in the kid’s life

- “intake’ with the entire family, connect them with nonprofit service providers as well as city resources so the kid doesn’t return to the same set of problems that brought them there in the first place
- At CYA, youth were put in isolation when that was the opposite of what they needed – make sure there is a space/spaces for communal connection
 - We need to lean in instead of pushing youth away in difficult moments - and need spaces that support this
 - For some youth, indoors may be best; for others, outdoors is what they need (one example was playing 1:1 basketball with a counselor - it “meant so much”).
 - We need to incorporate choice into our space design
- In the old hall, counselors had to come physically unlock a youth’s door – this facilitated contact & connection. In the new hall, they can open the door with a push of the button, and this opportunity for connection is lost.
- Easier to encourage good behavior than to discourage bad ones. “Catching your child doing something right”
 - Where are we putting energy/paying attention?
 - The importance of positive acknowledgement by adults you know and respect
- With very small number of youth in SYTF/secure setting, opportunities for personalization
- Walls are meant not just to keep us in, they also keep the people who see our humanity out.
 - Could our youth join with larger groups – like big high school graduations?
 - Could we invite folks in for big events and promote healing for others as well?
 - Good use of space – and also contributes to energy
 - But there will be concerns about contraband
- Some detained youth reported that point systems are problematic because they are punitive & demoralizing - “earning things you should just have”
 - However, ██████████ who spent time in multiple halls preferred point system in Santa Clara hall because “it was clear what you had to do to earn things - [in SF] it’s more confusing”
- Could long-term kids be on their own unit? Have more privileges than short-term kids?

Sleep Space/Bedrooms

“Solitude without solitary confinement”

- How much agency can folks have over their space?
 - Make room for folks who are going to be there a while to make the space their own
- Don’t have window through which you can’t see anything – feels like intentional torture
- Once the door [to the bedroom/cell] closes, “it’s like solitary confinement”
- Fill their room with décor - or have youth create their own works - that make them consider what they have to do to succeed in the program, ground them in their purposes and goals
- Incorporate a blackboard wall or dry erase wall for drawing and writing
- Bring in own belongings
- Pencils and more books in rooms
- New mirrors in sleeping rooms: important for the youth to have one in their space, but a mirror etched with gang signs “means gangs never die”
- Bigger windows and windows you can see through

- No lights on for 24 hours (disrupts sleep) or cold air on all day AND night (not enough layers of clothes to stay warm)
- Better beds; mattress (opposed to thin pad/mat on concrete) and adequate bedding (blankets/pillows/sheets), etc.
- Ask youth for their perspective on choice - some prefer a single room “like a small college dorm room;” others want roommates or dorm style living.
 - Youth in CJHWG listening sessions suggested that if ample recreation/program time is available for youth to engage, individual rooms for youth are preferred, because there may be interpersonal issues and it allows for a safe space to reflect on actions and transition. However, if programming access and open recreation time is not consistent, youth prefer to have the option to select their sleeping arrangements, between an individual room or shared room with one other youth, of similar age range; depending on their safety risks.
 - Dorms - “everyone is on the same page” - but no privacy for normal private behaviors e.g. masturbation
 - Some youth want separate spaces: “Living family style, but we’re not a family”
- How can rooms be able to lock for safety (some youth want this) but not feel confined/in seclusion

Living Space

- Communal spaces that feel more like living rooms (furniture not bolted)
- Would prefer couches, like the Merit Center, “to chill”
- Real, comfortable furniture, no molded plastic chairs, less metal/more fabric
- Smaller spaces for 1:1 that “don’t resemble therapist offices (no bad art)”
- Avoid physical structure where staff podium is like “the throne”
- Loss of access to living (or other) space should not be used as punishment – it’s a need
- Have some space that’s truly for enjoyment; youth could earn time there as an incentive

Positive Youth Development/Program Space

- Build in capacity-building programming/spaces - how do we use space to make this happen?
 - How to feed self
 - How to care for self
 - How to establish relationships
- Merit Center: “I like the murals on the outside space - youth see those designs as representing them”
 - Like the colors, furniture, real plants
- Space for horseshoes & circles - message: “this is your space”
- Smaller spaces for 1:1 that “don’t resemble therapist offices (no bad art)”
- Spaces for sensitive conversations (vs. youth being asked to divulge info in line)
- Gym/fitness
- Library: do we have current law books?
- Access to art supplies & recording studio
- No limit to a variation of experiences and exposure to explore interests and career pathways; via choice in art, sports, technology, construction, coding, internships, etc.
- Need spaces for coaching and mentorship

School/Learning Space

- Integration of the latest technology and multimedia programs should be implemented and enhanced to improve approaches to distance learning education, training, literacy, programming, recreation/entertainment, and communication.
- “The [current] classrooms look good... just need to have good classes”
- Young adult with lived experience liked the idea of study carrels for the college students - not just to give them space, but to give them structure, responsibility and routine (turning on laptop, opening up books etc).
- Virtual reality capacity could make a difference; CTE classes online are not very immersive
- Need: VR, laptops, charging station; furniture that’s nice and a more adult experience
- Refurbish education center; reconfigure one of the classrooms for the college students; replace desks/tables with study carrels (they bought ones for Ida B. Wells Continuation School with mesh sides - would work well for the hall because the both offer privacy and supervision capacity)
- Keep the larger tables (bought for COVID) instead of traditional desks for the younger students; they offer better spaces for them to work.
- Movement is important. Noted a site where the teachers moved through classrooms but the kids stayed put - not a good plan for them

Vocational Space

- Tech/coding opportunities seem like a great fit for custodial setting - youth can do actual jobs from within the walls (or from home) - there is so much fear re: people with a history. Help them develop skills they can do from anywhere without being judged
- Opportunities to earn money while in SYTF
 - For restitution, saving and spending
 - Canteen as a short-term strategy/access to more things?
- Could we have a barbershop that the kids run?
- Could we have spaces outfitted for: exposure to union trades for young adults? Course certification for things like OSHA/machinery, i.e. forklift and crane? For silk roll training?
 - Can’t do restorative work alone; need mentorship and coaching, “sit with me”
 - Maybe decorate with pictures of and saying by coaches?
- Celebration spaces to highlight youth achievements and cultural events
- Can we have space on-site for institutions to come support our youth? Both for youth in SYTF and those on probation.
 - Banking
 - Social Security
 - City Hall liaison for services provided there

Decompressing/Meditative Space

- Space/time “to decompress” after court:
 - For both youth and parents
 - Time/space to say goodbye
 - “Don’t want to return to unit or school from court crying”
 - Can’t rely on other kids for support (sometimes kids do, but sometimes kids are mean, and no one wants to look weak); should have a third party who can be there for them

Dining Experience

“Family dinner’ can be magic, and especially with a mentor figure at each table, real conversation might happen in this setting.”

- Better food; larger portions or extra food, healthier, special dietary accommodations, etc.
- Importance of how meals are served
- “Decent food, not served on plastic trays - small tables (maybe four kids and a staff member or mentor/ally) with either plated meals or, even better, family style bowls passed around and shared.”
- Kids being fed but still hungry
- Youth to interview food services folks and advise on menus

Clothing

- Better clothing; new under clothes (new socks/boxers), proper size clothes that fit
- Jogger fit/track suit, “nothing wrong with pajamas”, different outfits for different activities, suggests each unit wears different colors
- Street clothes, not uniforms (which “impose an image of generic authority when it comes to the staff as well as erasing individuality when it comes to the kids.”)
- Clothing - likes the idea of more options/clothes tied to activities

Showers, Toilets & Hygiene

- Private or individual restroom (no windows to see youth using bathroom) and multiple showers, and preferably non metal toilets/sinks
- Privacy when doing bodily business or no windows in door of restrooms
- Would prefer the toilet not be in the sleeping room
- Girls need privacy when using the bathroom or showering while at JJC. “I feel like they should warn you. Especially when there’s male staff”
- Better hygiene products, soap, etc.

Outdoor Access & Space

- “Kids talk all the time about the importance of sunlight; what it means to see the sky.”
 - Backyard/courtyard/garden
 - Skylights
- Recreation time should include outdoor activities such as gardening, basketball, flag football, kickball, physical fitness, health & wellness, etc.
- Nature in the outdoor space within secure environment
- Have a formal garden shed/green house, hold visits outside
- Outdoor kitchen? Could get umbrella tables for outdoor visits
- Separately, can we develop ways that SYTF youth can participate in sports off-site?

Family/Support Contact

- Expanded phone call access to a small list of people in support circle (not just parent).
- Better treatment to parents/caregivers, no judgment when visiting/advocating, no mistreatment at facility in court and culturally responsive
- Transportation and expenses for visiting adults
- Entrance that is welcoming for families and other visitors
- Visitation used to be on the units. Parents would get very upset seeing the environment that their kids were living in - it would take a mental toll for some; for others it was too hard to even visit.
- Phones on the current units are “like prison” because of the cords and being stuck to the pole - can there be cordless phones?]
- Need variety of spaces for visits with children: softened spaces, outdoors, library
 - So a parent is not just associating one space with their child
 - Especially if that space is identified/associated with something else
 - Library: bring in staff, kids’ books from local library
 - Ability to see, touch is critical (and part of the SFCIPP bill of rights)

Facility Location & Type

- “Start the programming in the [current] SYFT and fill the void caused by closure of LCR and out-of-state placements.”
 - Short-term additions more individual; mid-range additions to include robust, longer-term curricula/programs
 - AND need a less restrictive alternative for the most serious cases
 - Geographically secure or actually secure, for kids who are both a high flight risk and high public safety risk
- We need the capacity to serve especially small groups of young people that need specific programming, such as girls - through agreements with other counties? Regional approach?
- If committed to keeping kids close, how do we design a space to benefit all populations there at the same time?
 - What are the opportunities for mixing?
 - How to convey short-term and long-term messages?
- “The plan that makes the most sense is to modify the hall” with services for long-term stays, better programming, spaces look more like college dorms - “less industrial, more comfortable”
- “We want to keep our kids in SF and we don’t at this time have an alternative that conflicts with Titles 15 & 24”
- Can we bring in modular buildings on the open space at the current site?
- “Onsite is the best possible outcome”
- Build a new, small home on the YGC property - maybe engage Designing Justice/Designing Spaces - and transform the old building inside and out to become a “monument to change”
 - “Bring in formerly-incarcerated artists to cover the building in murals, inside and out, so anyone driving by would see visual evidence of a transformation in attitudes”
 - Keep school portion; add law library? Theater? Tutoring center staffed by volunteers? Vocational classes beyond barbering & culinary arts?
 - Much of the space would go to CBOs - “if you’re going to take a kid out of the community, bring the community to the kids”

- Satellite offices to promote access for kids either in and/or exiting the secure setting (and coming from court/probation)
 - Ideally, kids could walk back and forth from the secure setting?
 - “connect instantly” once released
 - Place for family supports during young person’s incarceration
 - Peer support groups
 - Other resources
 - Childcare
- Why can’t the youth move from place to place?
 - Sleep in a homelike setting in SF, and come to the facility for everything else
 - How can this space be used for more than the small number of kids in secure detention/commitment
 - Education, recreation, therapeutically
 - Maybe young adults who haven’t done well in community setting?
 - Like “outpatient day treatment”
- One possibility for extremely serious crime or mental illness issues:
 - Start in “Alpha” home (on campus)
 - Then transition to “Beta” home, etc. (in community)
 - For cases where the judge wants the time (till 25)
 - “Timed stages”
- Facility with very few youth will be lonely, expensive
 - Could be available to any commits, not just secure commits.
- “Critical mass is a real concept” - need enough youth in one place to make programming meaningful. It’s tricky to have programming for so few youth
- Need to have many options [at each stage of the continuum] - case-by-case - “put it on the menu”
 - Need more than one secure setting - but this exacerbates the challenge of critical mass
- Maybe come up with a plan for when out-of-county SYTF will be approved in individual cases
 - Everyone signs on?
 - Give youth choices re: SYTFs? Agency & empowerment for the youth
- Design like a college campus - buildings for different purposes - “so don’t lose executive function”
- “Don’t want to walk away with people thinking we’re making it OK to stay in the current hall - align with CJHWG”.
 - Have a Plan A - e.g. for now we are using campus spaces this way....
 - Plan B for if campus closes.....
 - “Transferrable” plan for when it goes away
 - “Staged plan, with timeline”
- Need to have a “deep conversation” - “what’s wrong with making this a campus for our youth?”
 - Location - “I think it’s good”, “mind changing”, “leave your village where you’ve had trauma.”
 - Find bridges between campus and community - ways to give back to the community. “My mother has these needs...I’m going to help”, with the intention to return there, but get trained for a job in the meantime.
 - Acknowledge timing/gentrification/outmigration in youth’s community
 - Invest in CBOs that are there
- “Makes sense” to move out of (step down from) secure housing but still do program on-site
- On current site, use existing pods for services and CBO presence - and space for SFUSD too”
- Replace current hall building with Alpine Village type architecture that fits better in community “like Log Cabin Ranch but up here”

- If secure setting is outside SF, lose easy access to: family, SF-based service providers, community correction, court
- Negative consequences of sending a youth to a SYTF or OOHP in a more conservative jurisdiction - if they commit a delinquent act in that facility (e.g. assault facility staff), they are at the mercy of that court, prosecutor, local/community norms

Human Infrastructure

- “Everything I’ve seen and heard from young people tells me that the way the staff view and interact with them is more important than the structure or condition of the building.”
- Regardless of which setting/program type, the secret = the people
- Who youth and parents believe should work with youth in a non-institutional rehabilitative location:
 - Staff that has similar experiences as the youth and were able to transform their lives as living examples of success
 - Staff that could maintain a safe space and not take advantage of the power dynamics that naturally will exist among staff and youth
 - Staff that have a deep understanding of their role and purpose when interacting with youth
 - Staff that were free of paternalistic values and punitive practices
 - Staff that have a background in adolescent and youth development
 - Staff that have non-violence communication skills
- Staff need to understand the purpose of detention - if there is a need for youth to be in a secure setting this means that a youth’s life has reached a level of diverse needs.
- Interactions with staff should not reinforce negative and harmful stereotypes
- Girls expressed extreme discomfort interacting with male counselors in the hall
- “They need classes just how they give us classes while we are in there. I see them angry all the time.”
- Need counselors who care and want to do this work
- New, well-designed facilities - much lower turnover (increased staff stability)
- Need “people on site whose sole role is to connect with and support the kids”
 - Youth must understand that those service providers/mentors/allies are functioning independently of probation and have no formal power over them or their cases
 - “The community partners would not have correctional responsibilities, and they don’t get a say in when kids leave or whether they get some kind of disciplinary sanction or privilege....ideally...their relationship with the young people would be confidential - no joint staff meetings where the kid becomes a ‘case’”
 - Might deescalate or forestall situations
 - Credible messengers - equivalent of a “sober companion’ by their side”
 - “If someone has the keys to a building you can’t leave - and/or authority over things like whether you can see your family - there are going to be limits to any relationship you might build, however kind and well-intentioned that staffer might be.”
 - “No matter how good the therapist might be, if they were employed by either [the foster care or juvenile justice] system, the kids didn’t trust them - didn’t trust their sessions would be confidential and couldn’t see the therapist as ‘on their side.’”
 - Mentor/allies who are “at the site but not of it” and a “mechanism for relationships established at the facility to continue post-release.”

- Kids, even those who have a history of violence, should serve as peer support
- Family is an important part of the human infrastructure - but “family” might not look the same for everyone. Need to work with youth to identify their circles of support and have spaces for them to play a meaningful role on-site and during transition.
- Look to CBOs for reentry & credible messengers - invest in developing their capacity - also helps build racial equity
- Parent visiting: in the jail, CBO runs the program; admin staff/deputies in the jail are simply the “ushers”
- Many jails have Civilian Program Managers who are responsible for the programming of the facility

Transitioning Out/Stepping Down:

- If develop a good replacement for Log Cabin Ranch and out-of-state placement (a SYTF alternative), few kids will end up in secure track
 - Could start living in secure setting, and then move down to halfway house
- Can we use SF Victorians for community-based placement?
 - 3-4 stories
 - Dorm on top, kitchen middle, vocational/tech on the bottom
- How do you build connection with the person you’re going to call when you get out?
 - Like a CASA in the hall, but paid
 - Work with funded CBOs when they transition out
- Log Cabin Ranch is more compelling as a step down than a SYTF - as one of our options (if possible.)
 - If it is going to become a Conservation Corps site, could realignment funds be used to enhance Conservation Corps staff capacity to work with our youth?
- Step down planning for long (2-7 yr) commitments:
 - One way is to build in “RJ circles” that start in the SYTF, stay with the youth as they step down and through dismissal
 - Positive adult relationships
 - Circle could take the lead at the 6 month review hearings
 - Might open the door to victim engagement & forgiveness
- We need independent living opportunities for youth as they leave secure custody/placement, and guidance and support for youth seeking apartments, housing, or more structured transitional housing opportunities - inside and outside SF

Out of Home Placement

- Youth want to be part of the decision-making process for OOHP.
- Youth complained about not having enough food or other basic needs in group homes; staff were quick to call police to resolve issues; they did not feel safe in group homes (from youth or staff); they were not places to succeed
 - Youth who wanted to stay with her foster placement: “It should have been my option if I wanted to move back or not. I felt like I was forced to move back, and I really didn’t want to.”
 - Youth desired a more collaborative process around their placement - would have facilitated a more successful placement and less likelihood of feeling the need to run away.
 - “Don’t let me live in San Francisco because that’s where everything happens, good, bad.”
- Out-of-state OOHPs - not all were terrible; they play a role

- 6 months in OOHP is not long enough for youth needing intensive programming - secure track commitments may facilitate longer step-down placements (rather than staying in secure setting)
- Have seen older youth respond better to private school type setting than a family-type setting in the community
 - Those settings already haven't worked for them
 - As attorney, had clients that just weren't interested in another family
 - Private school/campus-type settings have levels, steps etc that family homes don't offer
- "run-of-the-mill group homes gone; that's OK"
- Turn Edgewood buildings over to HSA to run?
- "Having more freedom and a better environment would prevent kids from wanting to run off"
- Include out of county options only in specific situations:
 - When they are needed to help youth be away from local threats
 - When it is requested or agreed to by the youth and family.
- Why do we have a 2-tiered foster care system?
 - "Professional foster parents" who get intensive training, support and resources
 - Relatives who receive much less of this
- Youth placed in SF may have safety concerns:
 - If their location is known to others
 - Being transported through neighborhoods to school and other sites
- Group home point system: "you're gonna have bad days...." Once you have one and you've lost points, you know you'll lose weekend visits, so it goes downhill

Probation in the Community

- Youth want part of probation to be focused on enacting self-determined goals, to reduce excessive monitoring, and to focus on economic stability
- What they want:
 - Focus on strengths and positive reinforcement
 - Adults who visibly demonstrate that they care for them and are interested in their wellbeing
 - Programs and services that address the root cause of their delinquency involvement related to poverty and trauma
 - To receive support and services from CBOs located in their communities, where they felt safe and trusted the adults they worked with
- Electronic monitoring difficult because they struggle to keep it charged
- Programs that come to the youth's house can be helpful

Other Places/Models of Note:

- Missouri: buildings nothing special; staff interacted with youth "in a caring, respectful non-power oriented way that was very different from what I'd seen elsewhere"
 - "virtually impossible to create a new culture - no matter how well-designed the facility - unless there's also a new mindset among the people who work there."
 - "Culture trumps everything" - Dan Edwards, Missouri
- New York: Commissioner of Dept. of Correction brought in Ikea catalog to Riker's Island, involved incarcerated people in picking out new furnishings

- In Yolo County Juvenile Hall, common areas are split by room dividers into areas for study/work, leisure/recreation and work on computers/have quiet time - the spaces gave structure to the activities
- Camp Kilpatrick, Los Angeles:
 - 6 beds each side, dorm style
 - Comfortable common space like living room
 - ½ door to bathroom
 - Adjoining area private meetings
 - But - it's a small space - when kids had to move to an old campus due to the Malibu fire, they actually preferred the larger old dorm space
 - Visiting area redone to be less institutional
- Camp Kirby, Los Angeles:
 - Secure, mental health-oriented
 - Small "units" (e.g. cottages)
 - Services on site
 - Staffed by combo teams of counselors and mental health providers
 - Large, "beautiful" campus
 - Prom and other events
- El Dorado County: designing new hall to enhance homelike features and downplay security features
- Solano SP was noted as a proving ground for a lot of innovation, including CBO-run building

Contributing Stakeholders & Materials Reviewed for Settings Gap Analysis

- Academy of Architecture for Justice webinar: "Applying Trauma-Informed Design Concepts in Correctional Facilities"
- Nell Bernstein, author, *Burning Down the House: The End of Juvenile Prison*
- Mollie Brown, Juvenile Justice Providers' Association
- Rodney Bryant, Anti-Recidivism Coalition
- Alysse Castro, SFUSD/COE, DJJ Realignment Subcommittee
- Angel Ceja Jr., Juvenile Advisory Council, DJJ Realignment Subcommittee
- Hon. Roger Chan, SF Superior Court
- Close Juvenile Hall Work Group Youth Listening Sessions, as documented by Krea Gomez and Valentina Sedano
- Juvenile Probation Department members (5 internal input sessions)
- Dr. Monique Khumalo, listening session, "Trauma Responsive Practice in a Juvenile Justice Residential Setting"
- Lana Kreidie, Bar Association of San Francisco, DJJ Realignment Subcommittee
- Efrain Padilla, Anti-Recidivism Coalition
- Will Roy, Safe & Sound, DJJ Realignment Subcommittee
- Carlos Simpson, Anti-Recidivism Coalition
- Lisa Southwell, Board of State & Community Corrections
- Hon. Monica Wiley, SF Superior Court, DJJ Realignment Subcommittee

- Young Women’s Freedom Center, report, “Through Their Eyes: Stories of Reflection, Resistance, and Resilience on Juvenile Incarceration from San Francisco Cis and Trans Young Women & Girls, Trans Young Men & Boys and Gender Expansive Youth”

APPENDIX B:
Summary of Juvenile Hall
Programs

Programs and Services in San Francisco's Juvenile Hall



In addition to robust school and educational programming provided by the San Francisco Unified School District, Juvenile Hall offers 19 community-based programs and services and 3 programs facilitated by the Department of Public Health to enhance the skills youths and young adults need to make a successful transition to self-sufficiency and responsible adulthood.

The Juvenile Probation Department believes all youths have the potential to achieve long-term success in adulthood, and that the provision of meaningful in-custody programming grounded in positive youth development and community relationships is an essential component of our responsibility to young people.

Art Of Yoga Project

The **Art of Yoga Project's** approach combines yoga, meditation, creative arts and writing, and is the result of over a decade of experience teaching mindfulness-based practices to justice-involved youths. Their model combines gender-responsive best practices with trauma-sensitive yoga, developmental assets for healthy adolescent maturation, and contemporary neuroscience research on developmental trauma and the brain.



The Beat Within provides incarcerated youth with consistent opportunities to share their ideas and life experiences in a safe space that encourages literacy, self-expression, critical thinking skills, and healthy, supportive relationships with adults and their community. From these weekly workshops, The Beat Within produces their award-winning biweekly publication showcasing the writing and art.



Beat Within

City Youth Now

City Youth Now's Inside-Out Program provides academic, recreational, and therapeutic activities to all youths and young adults housed within Juvenile Hall. Activities include academic tutoring from college students and community members; musical performances, basketball games, and other social activities; a family holiday brunch; special meals for Black History Month; and a ZooMobile and Insect Discovery Lab to give youths and young adults a chance to interact with animals.



In the **Fresh Lifelines for Youth (FLY)** Law Education Program, their staff and highly trained volunteers teach a fun, interactive 6- to 12-week course using their nationally recognized law-related education curriculum. The curriculum covers relevant topics such as police encounters, accomplice liability, three strikes, theft, vandalism, drugs, gangs, and police arrests.



Fresh Lifelines for Youth

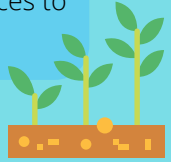


OTTP (Occupational Therapy Training Program) serves youth and young adults through an array of prevention, early intervention, school-based, workforce development, and after-care services. Their interventions include assessment, therapeutic individual intervention, therapeutic groups, psychotherapy, family therapy, employment, and case management. Therapeutic activities are hands-on, engaging, and meaningful to their clients.

OTTP

Omega Boys Club

The Omega Boys Club works to change beliefs, attitudes, values, and actions that promote violence. The Omega Boys Club identifies and addresses risk factors and the commandments of violence and counters them with rules for living that promote positive lifestyle choices to mitigate against the onset of the disease of violence.



New Door Ventures gives young people a way to get on track towards success. New Door uses innovative and evidence-based youth development strategies in their 14-week employment program.

New Door Ventures

Next Steps Project



Next Steps Project's Power Source curriculum is a proven, evidence-based social and emotional learning program for high-risk youth. Power Source equips adolescents with the social and emotional regulation skills they need to build healthy relationships, break intergenerational cycles of violence, addiction and other high-risk behaviors, and be successful in the workforce.

Next Steps Project's Life Planning and Mentoring consists of one-on-one sessions, in which young people discuss individual goals and develop a personal plan with staff. They help youth to consider personal challenges and identify specific steps needed to meet them. These discussions help youth to leave detention with a plan of action, increased confidence, and a sense of hope.

Block to Block's mission is to reach as many justice-involved youth through quality, Hollywood, faith-driven films. They are creating a bridge from the juvenile justice system to the workplace through mentorship programs within Juvenile Hall. Ripple Effect 22 leverages professional development and mentorship curriculum for juveniles who are transitioning from Juvenile Hall and curate partnerships between correctional facilities, churches, ministries, community organizations, film production companies, and corporate professionals to assist young people during reentry.



Ripple Effect 22: Block to Block

Comunidad San Dimas

Comunidad San Dimas offers religious services and strives to spread the message of forgiveness and promote restorative justice in San Francisco. Comunidad San Dimas provides support for at-risk youth, former gang members, formerly incarcerated men and women on probation or parole programs, and their victims. Their goal is to provide rehabilitation services that prevent and reduce recidivism and help the people they serve become productive citizens



Success Centers

Success Centers' Inside - Out intervention model provides an array of services to support youth in detention and continues those services in the community upon release.

Visual Art

In-person instructors teach the young people how to paint masks as well as watercolor painting.



Playwriting

The Sketch Comedy class consists of watching and studying sketch comedy video and the students writing out their own skits to be performed by actual actors.



Job Readiness

The Job Readiness Training and Keeping It Safe program helps young people recognize concepts that would have typically been provided by traditional familial role models including defining healthy, respectful personal relationships, recognizing the importance of pursuing employment opportunities that offer a living wage, and/or Post-Secondary Education including vocational skills.



Code On Point

Coding cohorts last for 8 weeks and consist of 60 minute workshops that are linked to a Microsoft Digital Literacy Certificate. Participants are encouraged to join Success Centers full Code on Point course upon release from Juvenile Hall.



In the **Digital Arts & Technology Program**, youth engage in creative self-expression and project-based learning through songwriting, digital recording and engineering, filmmaking, beat sequencing, DJ instruction, instrumentation, podcasting, and photography. Educated by industry professionals, youth gain marketable skills while laying the foundation for future employment.



Sunset Youth Services Case Managers offer highly relational, one-on-one support to assist youth set and reach their goals, overcome barriers, and begin to thrive. They also offer advocacy and support in navigating other systems.

Sunset Youth Services



Youth Narrative

The Youth Narrative empowers youth to explore identity and personal experience through creative writing. Publications of work completed by Juvenile Hall youths can be viewed at www.theyouthnarrative.com.



The **Young Women's Freedom Center (YWFC)** empowers and inspires cis and trans young women, trans young men, and gender-expansive young people who have been disproportionately impacted by incarceration, racist and sexist policies, the juvenile and criminal justice systems, and/or the underground street economy, to create positive change in their lives and communities. YWFC provides a curriculum to develop critical thinking skills, life skills, juvenile criminal justice system 101, building self-esteem and self-advocacy programming to youths and young adults in Juvenile Hall. YWFC also provides courtroom advocacy and continues their relationships with youths and young adults within the community.

Young Women's Freedom Center



Department of Public Health's Special Programs for Youth (SPY)

Girls' Circle



The Girls' Circle model is a structured support group for girls and youth who identify with female development which integrates relational theory, resiliency practices, and skills training in a specific format designed to increase positive connection, personal and collective strengths, and competence in girls.

Boys' Council



The Council for Boys and Young Men meets a male gender-specific need by addressing and challenging harmful masculinity beliefs and norms and supporting boys in developing safe, healthy identities and behaviors.

Aggression Replacement Training is a multi-component cognitive-behavioral treatment to promote pro-social behavior by addressing factors that contribute to aggression in adolescents including limited interpersonal social and coping skills, impulsiveness, over-reliance on aggression to meet daily needs, and egocentric and concrete values.

Aggression Replacement Therapy (ART)



Experiential Groups



SPY facilitates a variety of experiential groups that integrate a variety of different activities such as arts and crafts, cooking projects and media. These activities are an opportunity for youth to have pro-social interactions with peers, express themselves and learn practical life skills.



San Francisco's Juvenile Hall is currently located at 375 Woodside Avenue. Please visit our website at sfgov.org/juvprobation to learn more about San Francisco's Juvenile Probation Department.