



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

FY 2024-2025 Consolidated Annual Plan

Date:	April 28, 2025
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INSTRUCTIONS:

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

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

The rest of this document is a standardized template for a consolidated county plan. Please use this template or ensure your submission meets the accessibility standards by reviewing either the Microsoft Word or Adobe PDF checklists published by the U.S. Department of Health and Human Services website here [Accessibility Conformance Checklists | HHS.gov](#). Your submission will be posted to the OYCR website once it is confirmed to meet the accessibility standards.

Once the report is complete, attach the file to an email and send it to: OYCRgrants@chhs.ca.gov.

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Part I. Service Needs, Priorities & Strategy – (Government Code Section 30061(b)(4)(A))

A. Assessment of Existing Services

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

In 2022, the Department of Children, Youth, and their Families (DCYF) completed the Community Needs Assessment (CNA), which is the first phase of San Francisco's five- year funding cycle for youth service delivery, and the foundation of efforts that ensure that youth in San Francisco with high needs, including justice involved youth, benefit from services and programs. Through the CNA, DCYF collected data and engaged with San Francisco's communities directly to understand the status of the City's children, youth and families, and their needs. The CNA also included an equity analysis of the disparities between low-income neighborhoods and disadvantaged communities and the City as a whole.

DCYF's CNA found that interactions with law enforcement and ongoing involvement in justice systems introduce numerous adverse experiences and risks into a young person's life. Multiple studies have observed a close relationship between justice system involvement and increased risks of experiencing homelessness, justice system reinvolvement, decreased educational attainment, lower wages, and diminished quality of general health. Given the myriad risks and hazards introduced by exposure and continued interaction with law enforcement and courts, nurturing youth who experience justice system involvement requires effective coordination across communities, supportive City service systems, and the adults who lead them.

The second phase of DCYF's planning cycle was the Services Allocation Plan (SAP), which identified strategic funding priorities for the types of programs that can best address San Franciscans' needs and disparities. The SAP's goals, priorities, and approaches ultimately guided DCYF's 2024-2029 request for proposals (RFP) including the Justice Services area.

The CNA and SAP include summaries of community demographics, data on juvenile offenses and arrests, race/ethnicity of youth in the system compared to the youth population in San Francisco, and information on detention utilization, as well as characteristics of current youth programs and participants. Multiple city departments participated at varying levels in these planning phases, including but not limited to the San Francisco Juvenile Probation Department, Office of the District Attorney, Public Defender's Office, Sheriff's Office, Private Defense Bar, Superior Court, School District, and other government partners and community-based providers.

Existing services reflect the CNA, SAP, and collaborations with diverse city departments. There is a continuum of services for justice-involved youth and their families that provide supports and resources at every stage of involvement, from initial police contact, to navigating and completing court requirements, to being in custody, to personal goal completion and when youth age out of programming. Services are all aimed at reducing recidivism and diverting youth away from further justice system involvement.

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

DCYF continues quarterly convenings with leaders from the City's broad continuum of community-based organizations that provide services for at-risk youth, justice system-involved youth, and their families. DCYF also convenes key Justice Services Departments on a quarterly basis. These meetings allow stakeholders to identify potential service improvements and opportunities for refining strategies for funded community-based providers. They offer shared technical assistance and capacity building training offerings that strengthen and align department staff and community-based organization staffs' skills and approaches for serving at-risk youth, justice system-involved youth, and their families.

Additionally, the Juvenile Probation Department (JPD) and DCYF convene with community partners such as the Juvenile Justice Providers Association (JJPA) to support the needs of system-involved youth and their families.

B. Identifying and Prioritizing Focus Areas

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

Current reports surface disproportionate rates of contact at the neighborhood level. Among San Francisco youth referred to JPD, residents originate predominantly from the City's Bayview/Hunters Point, Visitacion Valley, Mission, Excelsior, and SOMA (South of Market) neighborhoods. These same neighborhoods also contain higher concentrations of the City's Black, Indigenous, and person of color (BIPOC) residents. Survey responses collected for DCYF's 2022 CNA resonate with these patterns. Among youth surveyed, only 47% agreed with the statement "I feel safe in my community." On the topic of feeling safe in varied City neighborhoods, respondents indicated feeling less safe in spaces along San Francisco's southern and eastern segments, which correspond to the neighborhoods named above.

C. Juvenile Justice Action Strategy

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

This year's update to the county's multi-agency Local Action Plan is based on DCYF's 2022 Community Needs Assessment (CNA) and Service Allocation Plan process (SAP), through which DCYF collected data and connected with San Francisco's communities directly to understand the status of the City's children, youth, and families and their needs, conducted an equity analysis of the disparities between low-income neighborhoods and disadvantaged communities and the City as a whole, and identified strategic funding priorities for the types of programs that can best address San Franciscans' needs and disparities.

Through the CNA and SAP process, DCYF listened directly to community members to understand the strengths, challenges, and needs of justice-involved youth and their families. Additionally, this multi-year and multi-phased planning process involved the San Francisco Juvenile Probation Department, Office of the District Attorney, Public Defender's Office, Sheriff's Office, Private Defense Bar, Superior Court, School District, other government partners, and community-based providers. This process helped identify strategic funding priorities that best address the identified needs and disparities. The Justice Services area is also informed by the recommendations of the Mayor's Juvenile Justice Reform Blue Ribbon Panel and the Board of Supervisors' Close Juvenile Hall Working Group, as well as San Francisco's DJJ Realignment Plan. Through this comprehensive, community-driven process, DCYF's Justice Services funding area establishes a continuum of services for justice-involved youth and their families, designed to divert system-involved youth away from further engagement with the juvenile justice system and reduce rates of recidivism.

San Francisco is now implementing priority strategies outlined in the DCYF 2024-2029 RFP. Strategies include system-level strategies that support service coordination, professional development and capacity building efforts for the juvenile justice workforce, and collaboration and connection. Direct service strategies are designed to deter youth from deeper involvement in the justice system and to successfully complete court requirements; provide opportunities for justice-involved youth to engage in educational opportunities; and provide positive skill building activities. These strategies include the San Francisco Community Assessment & Referral Center (CARC), Justice Services Care Coordinators, Custody-Based Services, and Credible Messenger Life Coaches.

D. Comprehensive Plan Revisions

Describe how your Plan has been updated for this year:

As described above, this year's update to the county's multi-agency Local Action Plan is based on DCYF's 2022 CNA and SAP. DCYF's Justice Services Area of grants is also informed by the recommendations of the Mayor's Juvenile Justice Reform Blue Ribbon Panel and the Board of Supervisors' Close Juvenile Hall Working Group, as well as San Francisco's DJJ Realignment Plan.

DCYF is currently investing JJCRA funding in the following Justice Services strategies and initiatives: the San Francisco Community Assessment & Referral Center (CARC), Justice Services Care Coordinators, Custody-Based Services, and Credible Messenger Life Coaches.

If your Plan has not been updated this year, explain why no changes to your plan are necessary:

Because we are still in the beginning of the funding cycle, we do not see the need to shift implementation strategies at this point.

Part II. Juvenile Justice Crime Prevention Act (JJCPA) – (Government Code Section 30061(b)(4))

A. Information Sharing and Data

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

San Francisco's assorted community-based providers employ multiple information systems for measuring the success of juvenile justice programs and their participants. The San Francisco Department of Children, Youth, and their Families (DCYF) continues capturing participation data from juvenile justice programs in its Contract Management System (CMS). CMS holds participant demographics, frequency of participation, and descriptions of services received. Data entered into CMS originates from staff at agencies funded by DCYF.

San Francisco's Juvenile Probation Department (JPD) continues to use their case management system, AutoMon, to track information related to youth referred to the department. JPD's system captures demographic data for all youth referred to the juvenile justice system; referral charges; assessments and case plans; admissions, releases, and commitments to Juvenile Hall and the Secure Youth Treatment Facility; petitions filed, petitions sustained, and petition dispositions; supervision contact information; and referrals to services.

To facilitate the data sharing across agencies for evaluation and program improvement purposes, DCYF and partner justice agencies will identify a new research and evaluation strategy to gather, merge, and analyze data from multiple agencies' information systems, following all statutory requirements of the Welfare & Institutions Code.

B. Juvenile Justice Coordinating Councils:

Does your county have a fully constituted Juvenile Justice Coordinating Council (JJCC) as prescribed by Welfare & Institutions Code Section 749.22?

Yes No

If no, please explain what vacancies exist on your JJCC, when those vacancies began, and your plan for filling them:

Not applicable.

C. Funded Programs, Strategies and/or System Enhancements

Using the templates below, provide details for each program, strategy, and/or system enhancement that will be funded by the Juvenile Justice Crime Prevention Act (JJCPA), identifying any program that is co-funded with Youthful Offender Block Grant (YOBG) funds.

To include multiple programs, copy and paste the template fields "1. Program Name," "2. Evidence Upon Which It Is Based," and "3. Description" as many times as necessary.

JJCPA Funded Program, Strategy and/or System Enhancement

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

1. Program Name:

San Francisco Community Assessment & Referral Center (CARC)

2. Evidence Upon Which It Is Based:

Numerous studies have found that community-based diversion for low- to mid-level-offenses can provide the best context for optimal outcomes (American Institutes for Research).

CARC, which resulted from extensive collaborative planning across city agencies, community-based organizations, and the public to develop a new continuum of care for SF's juvenile justice system, has been an anchor point in San Francisco's juvenile justice system since it opened its doors in 1998. It was designed to respond to the need for a central intake point for arrested youth to receive comprehensive assessment. Since that time, its focus has been on diversion and service connection for young people arrested by the police for misdemeanors and low-level felonies.

In the last five years, multiple planning initiatives and stakeholders have called for an expansion of CARC to become the point of entry for all youth with any police contact.

3. Description:

The San Francisco Community Assessment and Referral Center (CARC) serves as the central hub for the intake, assessment, and referral of all youth who come into contact with law enforcement in San Francisco, including youth who are diverted by the police, youth who are cited, and youth who are booked into the Juvenile Justice Center. At CARC, youth go through an intake process and assessment that result in referrals to Justice Services Care Coordinators in

the community. CARC ensures that all youth are connected to community-based case management at the earliest possible point in the juvenile justice process.

1. Program Name:

Justice Services Care Coordinators

2. Evidence Upon Which It Is Based:

System-involved young people and their families need support navigating the juvenile justice system and completing court-mandated requirements. San Francisco has a long history of partnering with community-based case managers to provide services and support to justice involved young people. Through multiple planning initiatives (e.g., Close Juvenile Hall Workgroup, Mayor's Blue Ribbon Panel on Juvenile Justice Reform), stakeholders have collectively identified that young people navigating the juvenile justice system need to be connected to community as early as possible following their contact with law enforcement. Stakeholders proceeded to note that meeting this need relies on the support of case managers who can connect young people and their families to the diverse array of community services offered across San Francisco to meet their needs and interests. Additionally, these processes and stakeholders have identified the need to create meaningful linkages that will outlive the young person's time in the juvenile justice system. In designing the Justice Services Care Coordinators set of grants, DCYF and San Francisco's Juvenile Probation Department identified the following evidence-based best practices for grantees to integrate into their services: (1) intensive case management, (2) relentless outreach, (3) continuous systems communication, and (4) cognitive-behavioral therapy (CBT).

3. Description:

The Justice Services Care Coordinator strategy is designed to be an integral part of a broader network of coordinated support for justice-involved and system-impacted youth and their families. Justice Services Care Coordinators will be principally responsible for providing Case Management services to youth under their care, leading the connection and referrals based on assessments that link young people to additional supports, education, enrichment, and work-related opportunities that are available throughout the city. Care Coordinators will engage with system-involved youth as early as possible in their justice involvement, collaborate with youth, family, and system partners in developing plans of community-based support, and supporting youth and families as they navigate the juvenile justice systems. Justice Services Care Coordinators work in coordination with the San Francisco Community Assessment and Referral Center (CARC) to ensure that every youth who is diverted by the police, cited, and/or booked into the Juvenile Justice Center is paired with a community-based case management agency and adult guidance.

1. Program Name:

Custody-Based Services

2. Evidence Upon Which It Is Based:

Youth need diverse enrichment programs that aim to expose them to new experiences, fostering personal growth and promoting pro-social skills. While in custody, every youth deserves access to quality programs that boost vital life, hard, and soft skills such as communication, digital literacy, problem-solving, and emotional intelligence. Custody-based services also address youths' need to access vital services immediately upon release from custody. San Francisco has historically invited community organizations for programming and services for young people detained at the Juvenile Justice Center, and we continue to be deeply committed to bringing community in, building on this history, and deepening the impact at a scale that works for our current detained population. In designing the Custody-Based Services set of grants, DCYF and San Francisco's Juvenile Probation Department identified the following evidence-based best practices for grantees to integrate into their services: (1) incentivizing engagement and advancement, (2) promoting self-management, (3) nurturing social awareness, (4) establishing positive relationships, (5) offering tailored support, and (6) providing violence prevention and intervention programming.

3. Description:

The Custody-Based Services Strategy, formerly referred to as Detention-Based, is developed to reinforce programs that foster meaningful opportunities for youth to develop skills and knowledge as well as for young people to explore their interests while in custody at the Juvenile Justice Center (JJC). This strategy seeks to provide a network of support and community that helps mitigate isolation and provides enrichment and skill building opportunities, while promoting pro-social skills and resiliency in partnership with staff of the facilities and other on-site partners. For youth in the JJC, there are two models: (1) Services for Youth Detained at JJC/Juvenile Hall and (2) Services for Committed Youth in JJC/Commitment Units.

1. Program Name:

Credible Messenger Life Coaches

2. Evidence Upon Which It Is Based:

Emerging research has found that life coaching approaches, including credible messenger mentoring, benefits young people by building trusting relationships with adults and providing support in identifying and working toward positive goals (American Institutes for Research).

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 to our justice-involved youth population. San Francisco's DJJ Realignment

Subcommittee identified a distinct need for young people in justice systems to be connected to and supported by credible messenger life coaches who have been directly or indirectly impacted by the juvenile justice system, have a deep understanding of and commitment to working with this population of young people, and have sustainably transformed their lives.

Additionally, in community engagements conducted for DCYF's 2022 CNA, youth described challenges in receiving services from staff with limited or no understanding of the complex circumstances that vulnerable communities face. For system-impacted and system-involved youth especially, the ability for staff to connect and relate around shared experiences was described as a major factor in sustaining engagement in services. Facing a combination of destabilized connection to school and community, as well as heightened monitoring of behaviors for potential violations, system-impacted and system-involved youth hold an ongoing need for positive adult support and access to community resources and opportunities.

While there are meaningful programs that employ case managers and other staff with similar lived experience, this strategy will specifically support credible messenger life coaches that can work with youth throughout their justice system involvement and until they age out of the programming or successfully complete or surpass their personal goals. Having these adult supports anchored in a relationship founded on shared understanding of experiences is key for maintaining engagement over a longer time. In designing the Credible Messenger Life Coach set of grants, DCYF and San Francisco's Juvenile Probation Department identified the following evidence-based best practices for grantees to integrate into their services: (1) programming that supports youth well-being and (2) cognitive-behavior theory (CBT).

3. Description:

The Credible Messenger strategy is designed to support system-impacted and system-involved youth. Coming from similar backgrounds and speaking the same language as the young people they serve, credible messengers are able to connect with young people in the juvenile justice system and form powerful, transformative, personal relationships. Two models are funded under this strategy: (1) In-Custody Life Coach and (2) Community-Based Life Coach.

1. Program Name:

Out of Home Placement Strategies

2. Evidence Upon Which It Is Based:

The Out of Home Placement program seeks to reduce and minimize the use of secure detention and achieve better outcomes for justice involved youth who are disproportionately impacted by out of home placement and detention, particularly Black youth, Indigenous youth, and youth of color. This program provides alternative residential services that support family preservation and reunification, and advances San Francisco's JJCBA Plan priorities to establish a continuum of

services for justice-involved youth designed to divert youth away from further engagement with the juvenile justice system and reduce rates of recidivism.

3. Description:

The Boys' Home, operated by Catholic Charities, is San Francisco's only licensed short-term residential therapeutic program (STRTP). The Boys' Home serves juvenile justice-involved boys up to their nineteenth birthday who have histories of trauma, and experience mental health and educational challenges. Youth are often ordered by the court to the Boys' Home during the pre-adjudication phase as an alternative to detention. San Francisco Juvenile Probation provides funding to the Boys' Home to support operations and program enhancements. Due to the small census, state funding is insufficient to sustain full time operations.

The Boys' Home program focuses on achieving personal stability for each client and working on restoring a healthy and successful relationship between the client, their family, and the community in a short-term, community-based program offering a home-living environment.

All youth ordered by the Juvenile Delinquency Court to out of home placement are supported by Eligibility Workers, who ensure that they receive all of the benefits they are due to support their wellbeing and success.

Part III. Youthful Offender Block Grant (YOBG) – (Welfare & Institutions Code Section 1961(a)).

A. Strategy for Non-707(b) Offenders

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

San Francisco pursues diversion opportunities for youth referred for non-707(b) offenses wherever possible at every stage of the juvenile justice process. The Juvenile Probation Department has collaborated with our justice system and community partners to develop a continuum of diversion models, including restorative justice programs, supported by services and interventions to deter deeper justice system involvement.

For over twenty years, the Community Assessment and Referral Center (CARC) has served as San Francisco's primary diversion program and alternative to detention for non-707(b) offenses. Starting in Fiscal Year 2024-25, all youth who come into contact with law enforcement in San Francisco, including youth who are diverted by the police, youth who are diverted by probation, youth who are cited, and youth who are booked into the Juvenile Justice Center go through CARC's intake and assessment process, resulting in referrals to Justice Services Care Coordinators in the community. Justice Services Care Coordinators are principally responsible for providing Case Management services to youth under their care, leading the connection and referrals based on assessments that link young people to additional supports, education, enrichment, and work-related opportunities that are available throughout the city.

Deputy Probation Officers leverage this new juvenile justice service model to develop case plans to address youth needs, identified through risk/needs assessment, with input from youth and families. Based on the San Francisco Juvenile Probation Department's (SFJPD) commitment to positive youth development, whole family support, and racial equity, case plans emphasize connections to a wide array of community-based services that can support youth and their families throughout the court process and beyond.

As described below, this Plan supports the Community Assessment and Referral Center (CARC) and the Justice Services Care Coordinators strategy, as well as other complementary supports to help juvenile justice involved youth succeed.

B. Regional Agreements

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

Not applicable.

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

Using the templates below, provide details for each program, strategy, and/or system enhancement that will be funded by the Juvenile Justice Crime Prevention Act (JJCPA), identifying any program that is co-funded with Youthful Offender Block Grant (YOBG) funds.

To include multiple programs, copy and paste the template fields "1. Program Name," "2. Evidence Upon Which It Is Based," and "3. Description" as many times as necessary.

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

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

1. Program Name:

San Francisco Community Assessment & Referral Center (CARC)

2. Evidence Upon Which It Is Based:

Numerous studies have found that community-based diversion for low- to mid-level-offenses can provide the best context for optimal outcomes (American Institutes for Research).

The Community Assessment and Referral Center (CARC), which resulted from extensive collaborative planning across city agencies, community-based organizations, and the public to develop a new continuum of care for SF's juvenile justice system, has been an anchor point in San Francisco's juvenile justice system since it opened its doors in 1998. It was designed to respond to the need for a central intake point for arrested youth to receive comprehensive assessment. Since that time, its focus has been on diversion and service connection for young people arrested by the police for misdemeanors and low-level felonies.

In the last five years, multiple planning initiatives and stakeholders have called for an expansion of CARC to become the point of entry for all youth with any police contact.

3. Description:

CARC serves as the central hub for the intake, assessment, and referral of all youth who come into contact with law enforcement in San Francisco, including youth who are diverted by the police, youth who are cited, and youth who are booked into the Juvenile Justice Center. At CARC, youth go through an intake process and assessment that result in referrals to Justice Services Care Coordinators in the community. CARC ensures that all youth are connected to community-based case management at the earliest possible point in the juvenile justice process.

1. Program Name:

Justice Services Care Coordinator

2. Evidence Upon Which It Is Based:

System-involved young people and their families need support navigating the juvenile justice system and completing court-mandated requirements. San Francisco has a long history of partnering with community-based case managers to provide services and support to justice involved young people. Through multiple planning initiatives (e.g., Close Juvenile Hall Workgroup, Mayor's Blue Ribbon Panel on Juvenile Justice Reform), stakeholders have collectively identified that young people navigating the juvenile justice system need to be connected to community as early as possible following their contact with law enforcement. Stakeholders proceeded to note that meeting this need relies on the support of case managers who can connect young people and their families to the diverse array of community services offered across San Francisco to meet their needs and interests. Additionally, these processes and stakeholders have identified the need to create meaningful linkages that will outlive the young person's time in the juvenile justice system. In designing the Justice Services Care Coordinators set of grants, DCYF and San Francisco's Juvenile Probation Department identified the following evidence-based best practices for grantees to integrate into their services: (1) intensive case management, (2) relentless outreach, (3) continuous systems communication, and (4) cognitive-behavioral therapy (CBT).

3. Description:

The Justice Services Care Coordinator strategy was designed to serve as an integral piece of a broader network of coordinated support for justice-involved and system-impacted youth and their families.

Justice Services Care Coordinators are principally responsible for providing Case Management services to youth under their care, leading the connection and referrals based on assessments that link young people to additional supports, education, enrichment, and work-related opportunities that are available throughout the city. Care Coordinators engage with system-involved youth as early as possible in their justice involvement, collaborate with youth, family, and system partners in developing plans of community-based support, and support youth and families as they navigate the juvenile justice systems. Justice Services Care Coordinators work in coordination with the San Francisco Community Assessment and Referral Center (CARC) to ensure that every youth who is diverted by the police, cited, and/or booked into the Juvenile Justice Center is paired with a community-based case management agency and adult guidance.

1. Program Name:

Custody-Based Services Strategy

2. Evidence Upon Which It Is Based:

Youth need diverse enrichment programs that aim to expose them to new experiences, fostering personal growth and promoting pro-social skills. While in custody, every youth deserves access to quality programs that boost vital life, hard, and soft skills such as communication, digital literacy, problem-solving, and emotional intelligence. Custody-based services also address youths' need to access vital services immediately upon release from custody. San Francisco has historically invited community organizations for programming and services for young people detained at the Juvenile Justice Center, and we continue to be deeply committed to bringing community in, building on this history, and deepening the impact at a scale that works for our current detained population. In designing the Custody-Based Services set of grants, DCYF and San Francisco's Juvenile Probation Department identified the following evidence-based best practices for grantees to integrate into their services: (1) incentivizing engagement and advancement, (2) promoting self-management, (3) nurturing social awareness, (4) establishing positive relationships, (5) offering tailored support, and (6) providing violence prevention and intervention programming.

3. Description:

The Custody-Based Services Strategy was developed to reinforce programs that foster meaningful opportunities for youth to develop skills and knowledge as well as for young people to explore their interests while in custody at the Juvenile Justice Center (JJC). This strategy provides a network of support and community that helps mitigate isolation and provides enrichment and skill building opportunities, while promoting pro-social skills and resiliency in partnership with staff of the facilities and other on-site partners. Community-based providers are supported and facilitated by Juvenile Justice Center staff.

San Francisco's Juvenile Justice Center (JJC), which is comprised of Juvenile Hall and the Secure Youth Treatment Facility, urgently requires an overhaul of its Central Control system. Additionally, San Francisco stands alone in California in operating a youth detention facility without security cameras to record daily operations.

The Juvenile Justice Center (JJC) Central Control Upgrade Project includes implementation of a video surveillance system to replace security cameras and expansion of the existing obsolete system. The project aims to install approximately 175 new security cameras with an integration capacity of video, audio, and analytics into a monitoring and central control system. We will obtain architectural, engineering, and construction expertise for the project. This will support all aspects of daily operations, including in custody programming and the movement of community-based providers throughout the facility.

1. Program Name:

Credible Messenger Life Coaches

2. Evidence Upon Which It Is Based:

Emerging research has found that life coaching approaches, including credible messenger mentoring, benefits young people by building trusting relationships with adults and providing support in identifying and working toward positive goals (American Institutes for Research).

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 to our justice-involved youth population. San Francisco's DJJ Realignment Subcommittee identified a distinct need for young people in justice systems to be connected to and supported by credible messenger life coaches who have been directly or indirectly impacted by the juvenile justice system, have a deep understanding of and commitment to working with this population of young people, and have sustainably transformed their lives.

Additionally, in community engagements conducted for DCYF's 2022 CNA, youth described challenges in receiving services from staff with limited or no understanding of the complex circumstances that vulnerable communities face. For system-impacted and system-involved youth especially, the ability for staff to connect and relate around shared experiences was described as a major factor in sustaining engagement in services. Facing a combination of destabilized connection to school and community, as well as heightened monitoring of behaviors for potential violations, system-impacted and system-involved youth hold an ongoing need for positive adult support and access to community resources and opportunities.

While there are meaningful programs that employ case managers and other staff with similar lived experience, this strategy will specifically support credible messenger life coaches that can work with youth throughout their justice system involvement and until they age out of the programming or successfully complete or surpass their personal goals. Having these adult supports anchored in a relationship founded on shared understanding of experiences is key for maintaining engagement over a longer time. In designing the Credible Messenger Life Coach set of grants, DCYF and San Francisco's Juvenile Probation Department identified the following evidence-based best practices for grantees to integrate into their services: (1) programming that supports youth well-being and (2) cognitive-behavior theory (CBT).

3. Description:

The Credible Messenger strategy is designed to support system-impacted and system-involved youth. Credible Messengers come from similar backgrounds and speak the same language as the young people they serve and connect with young people in the juvenile justice system to form powerful, transformative, personal relationships. Two models are funded under this strategy: (1) In-Custody Life Coach and (2) Community-Based Life Coach.

1. Program Name:

Out of Home Placement

2. Evidence Upon Which It Is Based:

The Out of Home Placement program seeks to reduce and minimize the use of secure detention and achieve better outcomes for justice involved youth who are disproportionately impacted by out of home placement and detention, particularly Black youth, Indigenous youth, and youth of color. This program provides alternative residential services that support family preservation and reunification, and advances San Francisco's JJCBA Plan priorities to establish a continuum of services for justice-involved youth designed to divert youth away from further engagement with the juvenile justice system and reduce rates of recidivism.

3. Description:

The Boys' Home, operated by Catholic Charities, is San Francisco's only licensed short-term residential therapeutic program (STRTP). The Boys' Home serves juvenile justice involved boys up to their nineteenth birthday who have histories of trauma, and experience mental health and educational challenges. Youth are often ordered by the court to the Boys' Home during the pre-adjudication phase as an alternative to detention. San Francisco Juvenile Probation provides funding to the Boys' Home to support operations and program enhancements. Due to the small census, state funding is insufficient to sustain full time operations.

The Boys' Home program focuses on achieving personal stability for each client and working on restoring a healthy and successful relationship between the client, their family, and the community in a short-term, community-based program offering a home-living environment.

All youth ordered by the Juvenile Delinquency Court to out of home placement are supported by Eligibility Workers, who ensure that they receive all of the benefits they are due to support their wellbeing and success.