

# **(2024-2025) Annual Plan**

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County Name: San Francisco

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## **Instructions:**

Government Code Section 30061(b)(4) and Welfare & Institution 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 following is a standardized template for a consolidated county plan. If you find it helpful to use this template, please do so. Each field must be completed before submitting your plan to the BSCC. If you have nothing to report for a field, please indicate 'N/A'. At the end of the template please press the 'Submit' button to be recorded with the BSCC. Your work will be saved each time you log in, if you need to make any edits.

Your Submission will be posted, as submitted, to the BSCC website.maria.mckee@sfgov.org

**If you have any questions on completing your annual plan, or wish to use your own plan, please email:**

**JJCPA-YOBG@bscc.ca.gov**

## **Juvenile Justice Plan**

### **Part I. Countywide Service Needs, Priorities and Strategy**

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- B. Identifying and Prioritizing Focus Areas
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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 to ensure that youth in San Francisco with high needs, including justice involved youth, can benefit from services and programs. Through the CNA, DCYF collects data and connects with San Francisco's communities directly to understand the status of the City's children, youth and families, and their needs. The CNA also includes an equity analysis of the disparities between low-income neighborhoods and disadvantaged communities and the City as a whole.

As described in the DCYF CNA, interactions with law enforcement and ongoing involvement in justice systems introduce numerous adverse experiences and risks into a juvenile's life. Multiple studies observe a close relationship between justice system involvement and increased risks of experiencing homelessness, reinvolved with the justice system, 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 is the Services Allocation Plan (SAP), which identifies 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.

**Describe what approach will be used to facilitate collaboration among 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 juveniles, juvenile offenders, 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 juveniles, juvenile offenders, 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.

These Justice Services meetings will continue as DCYF's new five-year funding cycle begins July 1st.

**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 zip codes that correspond with the City's Bayview/Hunters Point, Visitacion Valley, Mission, Excelsior and SOMA neighborhoods. These same neighborhoods represent geographies with higher concentrations of the City's Black, Indigenous, and person of color (BIPOC) residents. Survey responses collected for DCYF's 2022 Community Needs Assessment 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 overlap with the zip codes and 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 to serve juvenile justice-involved youth is based on DCYF's Community Needs Assessment (CNA) and Service Allocation Plan process (SAP), through which DCYF collects data and connects with San Francisco's communities directly to understand the status of the City's children, youth and families and their needs, conducts an equity analysis of the disparities between low-income neighborhoods and disadvantaged communities and the City as a whole, and identifies 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 to 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 will focus on implementing priority strategies outlined in the DCYF 2024-2029 RFP which includes system-level strategies that will support service connection and coordination, supporting a trained and supported 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 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 RevisionsDescribe 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 to serve juvenile justice-involved youth is based on DCYF's most recent Community Needs Assessment (CNA) and Service Allocation Plan process (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 will invest JJCPA 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.**

Not applicable.

**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) will continue 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 will continue to use their case management system, AutoMon, to track information related to juveniles 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 sharing of data across agencies for evaluation and program improvement purposes, DCYF and partner justice agencies will seek to 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 Council (JJCC) as prescribed by Welfare & institutions Code 749.22?**

yes

**If no, please list the current vacancies that exist on your JJCC, when those vacancies occurred, and your plan for filling them.**

Not applicable.

## **C. Funded Programs, Strategies and/or System Enhancements**

# **JJCPA Funded Program(s), Strategy and/or System Enhancement**

**Below are JJCPA funded programs reported by the county.**

## **Program Name:**

San Francisco Community Assessment & Referral Center (CARC)

## **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.

## **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.



**Program Name:**

Justice Services Care Coordinator

**Evidence Upon Which It is Based:**

System-involved young people and their families need support in 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).

**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.

**Program Name:**

Custody-Based Services

**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) incentivize engagement and advancement, (2) promoting self-management, (3) nurturing social awareness, (4) establishing positive relationships, (5) offering tailored support, and (6) violence prevention and intervention.

**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: Services for Youth Detained at JJC/Juvenile Hall and Services for Committed Youth in JJC/Commitment Units.

**Program Name:**

Credible Messenger Life Coaches

**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) support well-being and (2) cognitive-behavior theory (CBT).

**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: In-Custody Life Coach and Community-Based Life Coach.

**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.**

For youth referred for non-707(b) offenses, San Francisco pursues diversion opportunities 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 will go through CARC's intake and assessment process, resulting in referrals to Justice Services Care Coordinators in the community. 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.

Deputy Probation Officers will 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 SFJPD's 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.

# **YOBG Funded Program(s), Placement, Service, Strategy and/or System Enhancement**

**Below are YOBG funded programs reported by the county.**

## **Program Name:**

San Francisco Community Assessment & Referral Center (CARC)

## **Evidence Upon Which It is Based:**

San Francisco Community Assessment and Referral Center (CARC) is one of the primary juvenile justice strategies identified in the JJCPA Plan. For over twenty years, CARC has served as San Francisco's primary diversion program and alternative to detention for non-707(b) offenses. As such, CARC also serves as a strategy of San Francisco's Youthful Offender Block Grant program.

## **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.

**Program Name:**

Justice Services Care Coordinator

**Evidence Upon Which It is Based:**

The Juvenile Justice Care Coordinator model is one of the primary juvenile justice strategies identified in the JJCPA Plan. Care Coordinators will work in tandem with the Community Assessment and Referral Center (CARC) to connect juvenile justice involved youth to the services they need to succeed. As such, the Juvenile Justice Care Coordinator model also serves as a strategy of San Francisco's Youthful Offender Block Grant program.

**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. 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.

**Program Name:**

Custody-Based Services

**Evidence Upon Which It is Based:**

The Custody-Based Services model is one of the primary juvenile justice strategies identified in the JJCPA Plan. Custody-Based Services will provide an array of vital programming for youth detained at the Juvenile Justice Center. As such, the Custody-Based Services model also serves as a strategy of San Francisco's Youthful Offender Block Grant program.

**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. Community-based providers are supported and facilitated by Juvenile Justice Center staff.



**Program Name:**

Credible Messenger Life Coaches

**Evidence Upon Which It is Based:**

The Credible Messenger Life Coach model is one of the primary juvenile justice strategies identified in the JJCPA Plan. These mentorship and life coaching services are delivered by people with similar lived experiences to our justice-involved youth population, both in the Juvenile Justice Center and in the Community. As such, the Credible Messenger Life Coach model also serves as a strategy of San Francisco's Youthful Offender Block Grant program.

**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: In-Custody Life Coach and Community-Based Life Coach.

**Program Name:**

Out of Home Placement

**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, Indigenous, and youth of color. This program provides alternative residential services that support family preservation and reunification, and advances San Francisco's JJCPA Plan priorities to establish a continuum of services for justice-involved youth designed to divert system-involved youth away from further engagement with the juvenile justice system and reduce rates of recidivism.

**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.