



Relationship between Community-based Organizations and JPD

AGENDA ITEM 6

CHIEF KATHERINE W. MILLER

DECEMBER 14, 2022

Commission's Preliminary Goal: Community Based Services*

Maximize the utilization of community-based services that provide high quality care for all youth and their families throughout a young person's involvement in the juvenile justice system. Ensure that every youth has a strong connection to a community provider.

**adopted by Juvenile Probation Commission May 11, 2022*

JPD's Vision for Community Services

- **Meaningful connection** to broad array of community-based services
 - Justice-specific programs
 - Other positive youth development programs: leadership opportunities, education support, workforce development, arts & recreation
 - “Hub and spoke” models
- Probation, community organizations, youth and family **collaboration** to support short- and long-term success
 - Navigating the justice system and supporting youth/family needs and interests
 - Probation involvement aligned with risk level and court orders
- Connecting youth to community resources at **multiple “intersects”**
 - At (or instead of) arrest
 - At detention
 - At release
 - Throughout system involvement – including reentry and transition to adulthood
- **Shared leadership, mutual accountability, ongoing improvement**

Persistent Barriers

- Practice
 - Reliance on subset of system-established models
- Information Sharing
- Capacity
- Culture

Probation Program Referral Process

Derek Hom, Acting Director of Probation Services

Probation Program Referral Process: Overview

Probation program referrals to community-based services are facilitated by the Deputy Probation Officer (DPO)

- Programs can be court-ordered, or they can originate from risk/needs assessments, case plans, and Child & Family Team (CFT) meetings
- Most referrals occur at intake, but youth can also be referred during supervision and re-entry.

Community Programs Referral Process: In-Custody & Out-of-Custody

| In-Custody | Out-of-Custody |
|--|--|
| After booking, the youth is interviewed by the JPD Community Development Specialist and Probation Officer to identify support systems, pre-existing program involvement, interests, risk, and needs. | If the youth is cited and released during CARC hours (M-F, 9am-9:15pm), they are transported to CARC. |
| Once needs are identified, a youth & family driven program referral is made. | At the first scheduled meeting, the youth is interviewed by Probation Officer to identify support systems, pre-existing program involvement, interests, risk, and needs. |
| A release of information (ROI) is signed by parent and or/guardian (or youth, if 18+) in order to connect youth to the referral program(s). | Once needs are identified, a youth & family driven program referral is made. A release of information (ROI) is signed by parent and/or guardian (or youth, if 18+) in order to connect youth to the referral program(s). |

Alternative Routes to Referrals:

- If the youth requires **mental health** program referrals, the DPO will connect them to Assess, Identify Needs, Integrate Information, and Match to Services (**AIIM Higher**), a partnership between JPD and the Department of Public Health (DPH). AIIM Higher will conduct a separate assessment, known as the Child and Adolescent Needs and Strengths (CANS) assessment to determine risk and needs.
- In certain cases, community organizations may reach out to JPD to connect with a youth. Per policy and state confidentiality laws, the DPO is required to have the youth's parent/guardian sign a **Release of Information (ROI)** prior to sharing youth information with the community organization. Once the ROI is signed, the DPO will refer the youth to community-based services and programs.

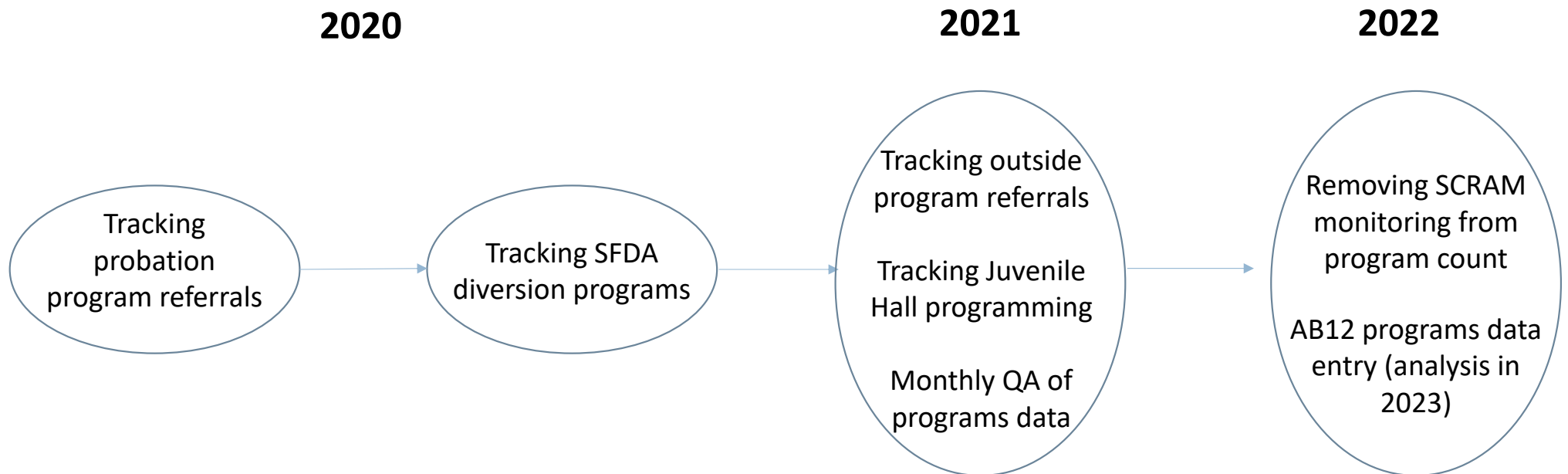
Probation Program Referral & Data Entry Process

1. Once the referral is accepted by the CBO, data entry is completed by DPO or support staff in AutoMon, JPD's case management system.
2. Outcome data is received from stakeholders and entered in AutoMon to terminate the program
 - Each provider/program has their own criteria of what defines success

Connection to Programs Data Analysis

Celina Cuevas, PhD – Research & Planning

Evolution of Programs Data Entry, Monitoring, and Analysis



Organization of Programs Data in JPD's Case Management System

Each row in the programs data represents a separate program referral
One youth in multiple programs will be in multiple rows of the data

| Youth Pin | Provider | Program | Program Type | Start | Termination | Outcome | Referred By |
|-----------|----------------------------|--|-------------------|------------|-------------|------------|-------------|
| 000123 | Success Centers | BT Express/ Community Service | Community Service | 03/07/2021 | 4/11/2021 | Successful | SFJPD |
| 000123 | Young Community Developers | Re-Entry Integrative Services for Employment | Case Management | 03/07/2021 | | | SFJPD |

Pin #s are the youths' unique ID numbers in the system

Both Provider and Program are tracked, as some providers overlap in the programs they provide (i.e., several providers have WRAP programs)

Currently, programs can only be tracked as one program type, even though many provide several types of services

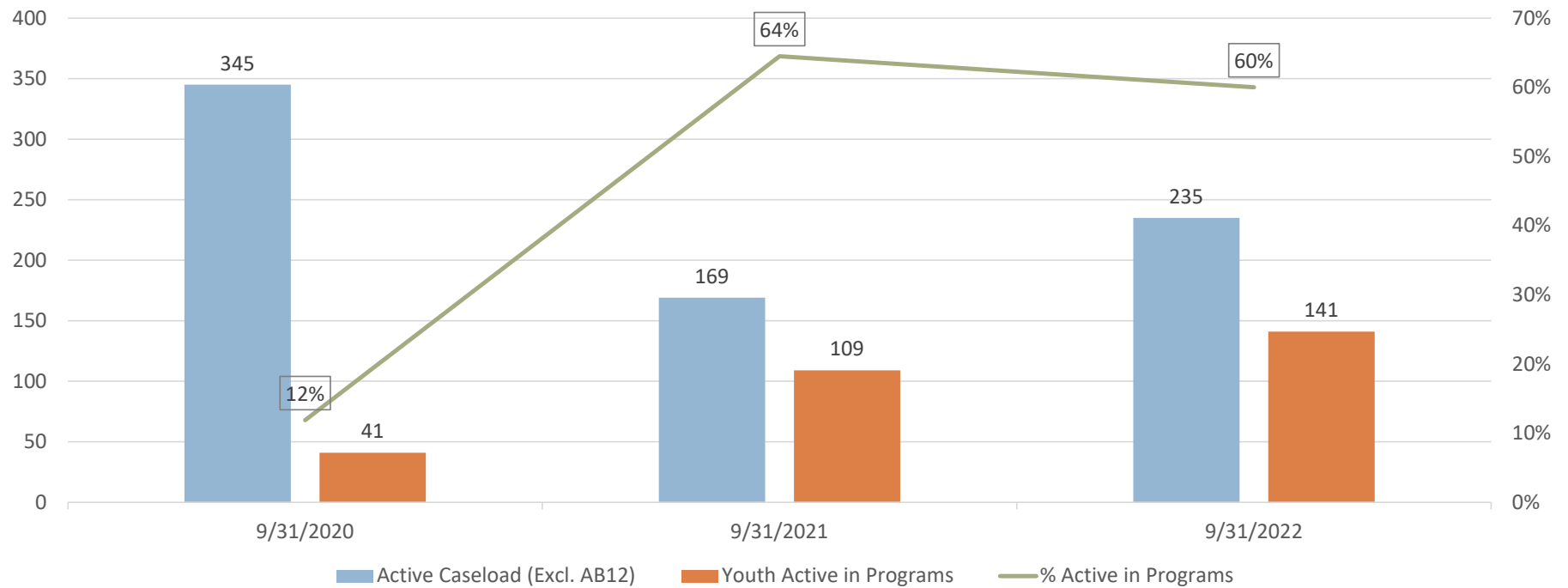
Start/Termination Dates determine LOS in a program. Termination from a program is either successful or unsuccessful. Termination dates and outcomes are determined by the program, not JPD

Referral captures whether programs originated from a JPD referral or an outside referral

Analysis Overview

- This is a point-in-time analysis of youth on active caseload on 9/30/2022 (excluding AB12) and their involvement with programming on that same day
 - Community programming and Juvenile Hall programming are explored separately
 - Community programming and Juvenile Hall programming are not necessarily mutually exclusive in the data – when a young person is detained, staff will often leave their active community programs open while they may also be participating in programs in Juvenile Hall
- Limitations of using point-in-time analysis on dynamic active caseload data
 - Supplemented with an analysis of case event notes
 - Programs captured only in case event notes would not be reflected in analyses of programs data
- Research Questions:
 - Which community-based organizations (CBOs) are youth active with?
 - What percentage of active programs are JPD referrals versus outside referrals?
 - What can we learn about the reasons why youth may not be linked to programs?
 - What can we learn about the profile of youth who are not linked to services?

Active Caseload Active in Programs Data 2020 - 2022



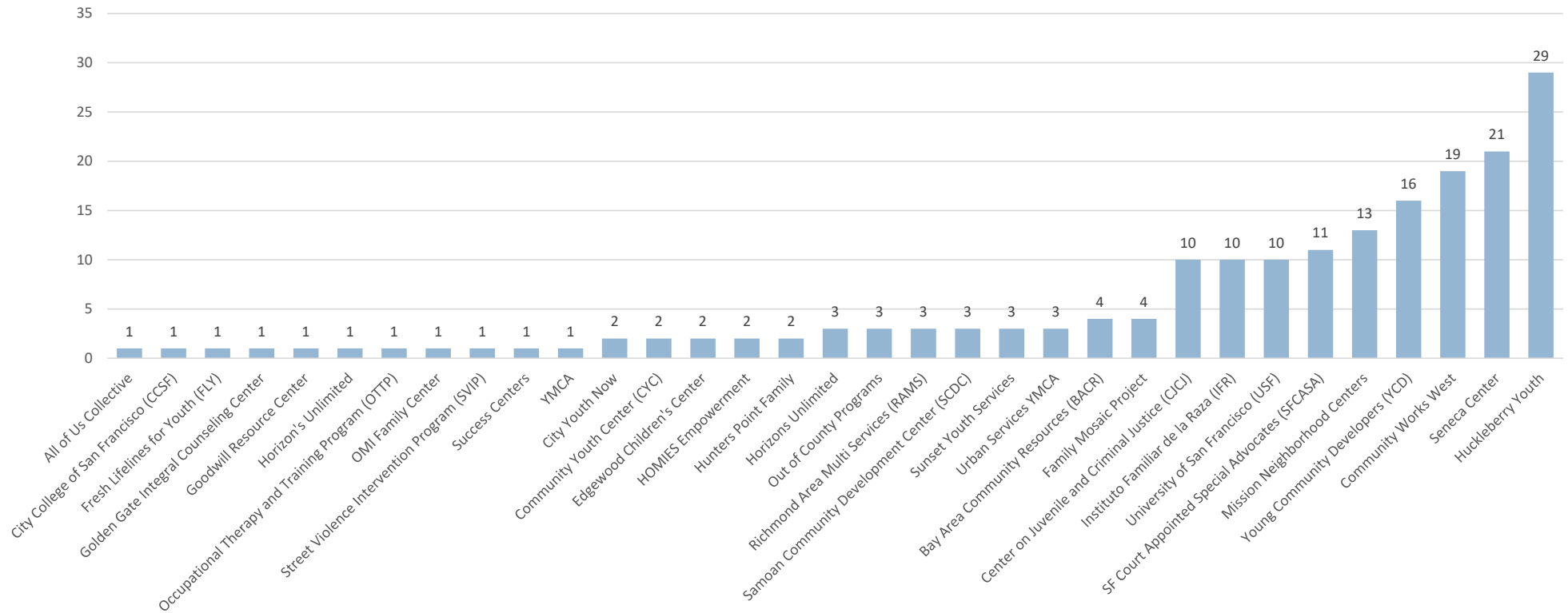
Notes: (1) Includes both community programming and juvenile hall programming (since 2021)
(2) SCRAM excluded from calculation of "Youth Active in Programs" in 2021 & 2022

Data Source(s): Programs data

Community Programs

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

Active Community Programs Data by Provider as of 9/30/2022 *(N=186 active programs)*

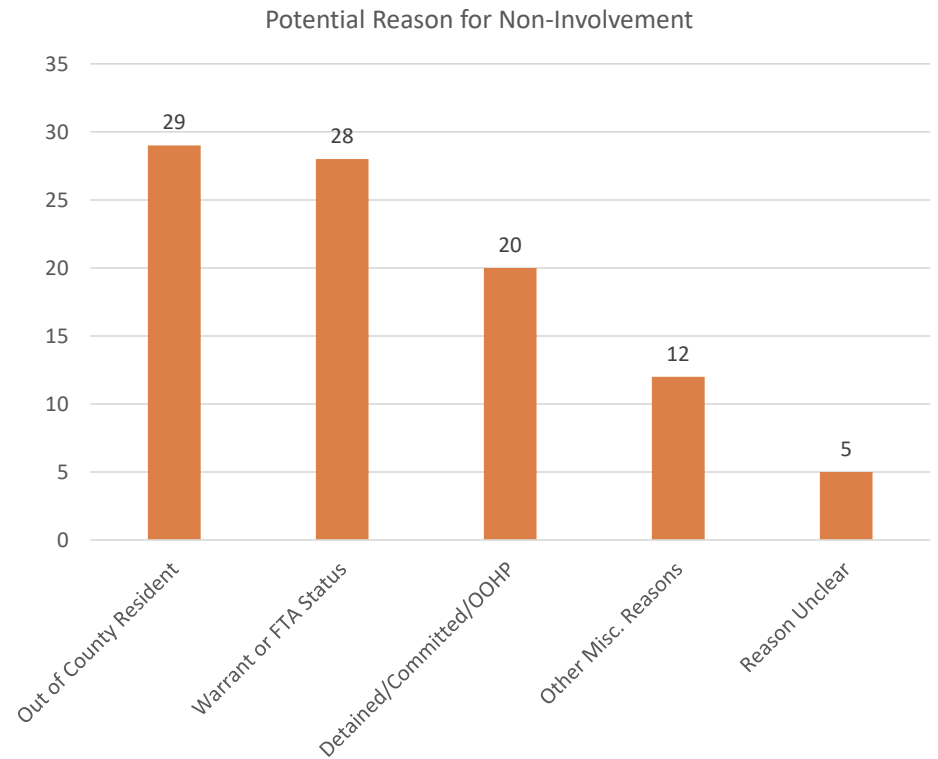
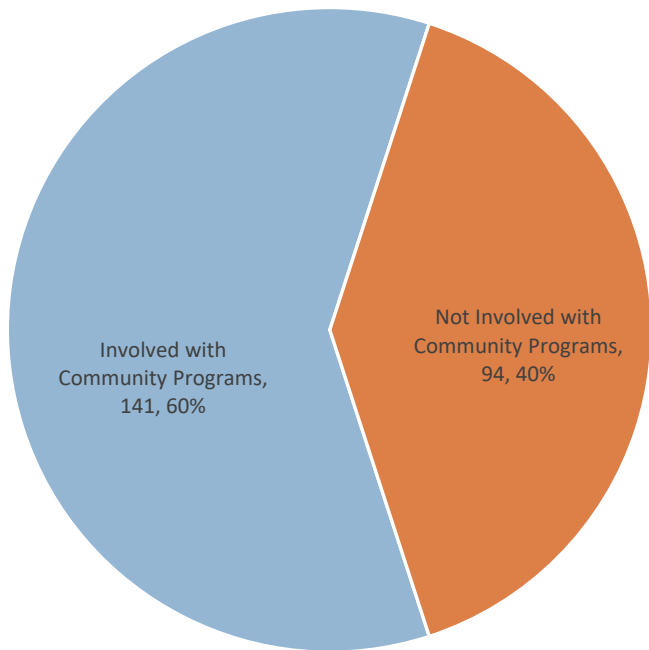


Data Source(s): Programs data

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

Active Caseload Active in Community Programs

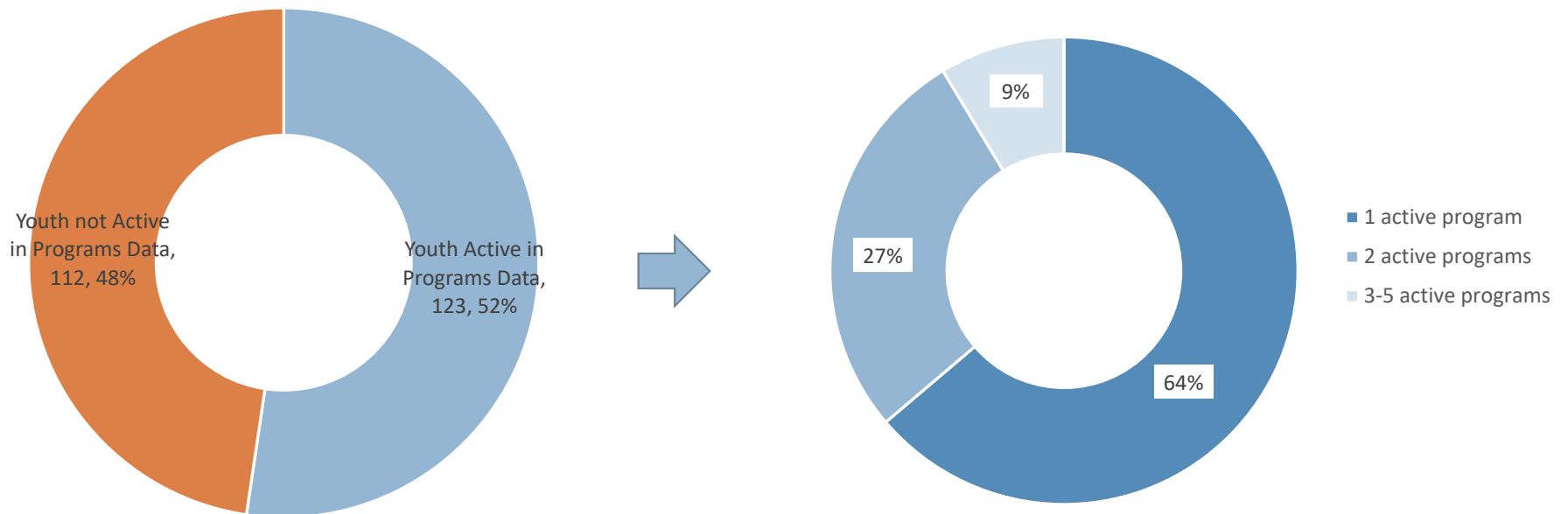
(N=235 youth)



Data Source(s): Programs data, supplemented with event notes data

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

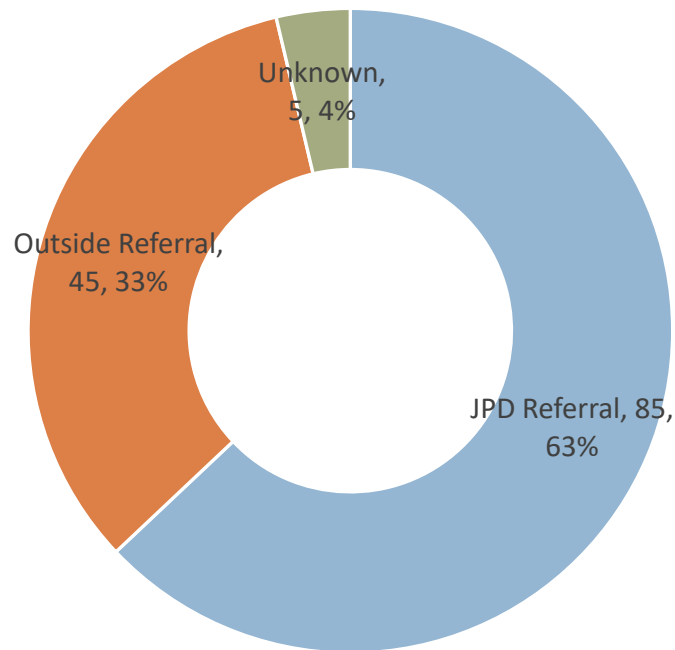
Youth Active in Community Programs Data by Number of Active Programs as of 9/30/2022 (N=123 youth)



Data Source(s): Programs data

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

Active Community Programs by Referral Source as of 9/30/2022 *(N=135 active programs*)*



Educational, employment/job training, and recreational programs accounted for a larger percentage of Outside Referrals (11%) than JPD Referrals (4%)

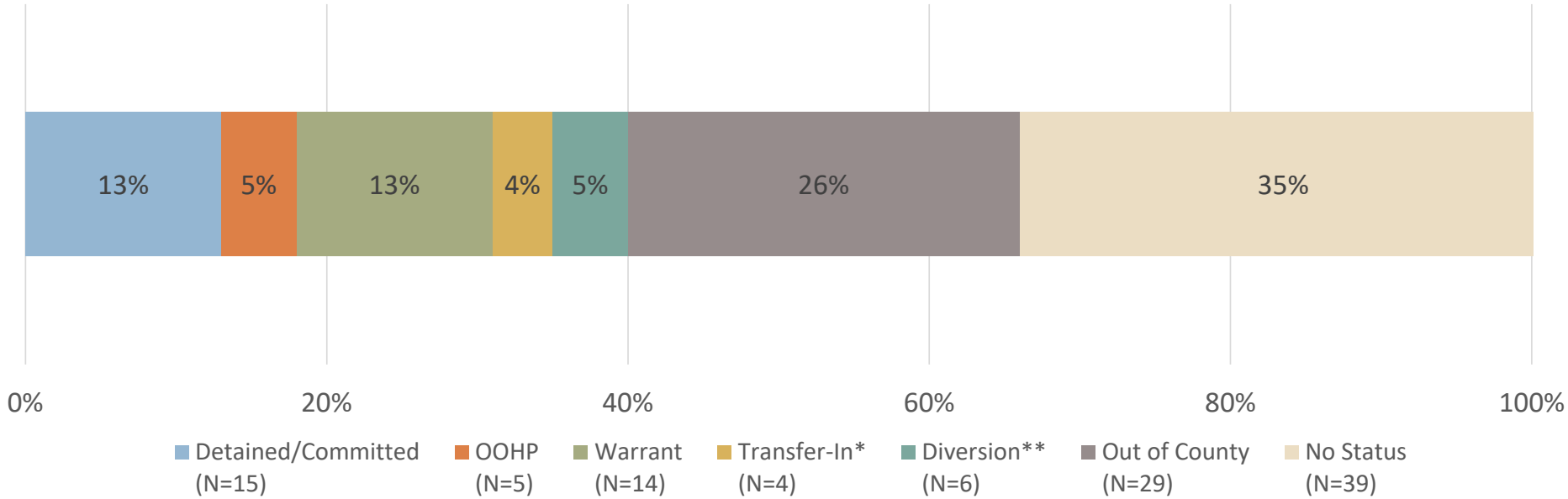
Mental health therapy and counseling programs accounted for a larger percentage of JPD Referrals (39%) than Outside Referrals (27%)

Case management, detention alternative, drug/alcohol outpatient programs accounted for similar percentages of referrals across referral sources

Data Source(s): Programs data

**Diversion program referrals were excluded from this analysis since those referrals are all either made by or facilitated by JPD
Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies*

Youth Not Active in Community Programs Data by Case Details & Residence Details *(N = 112 youth)*

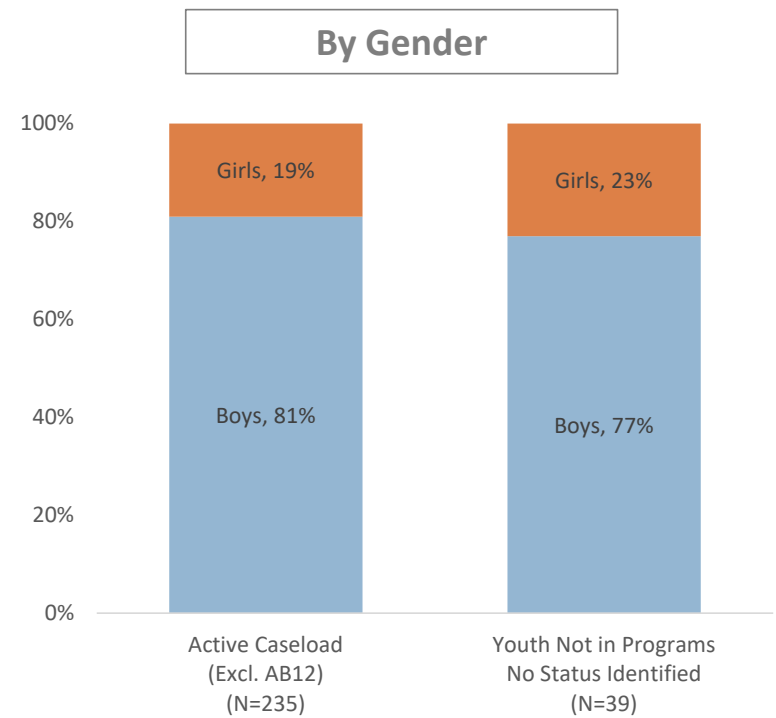
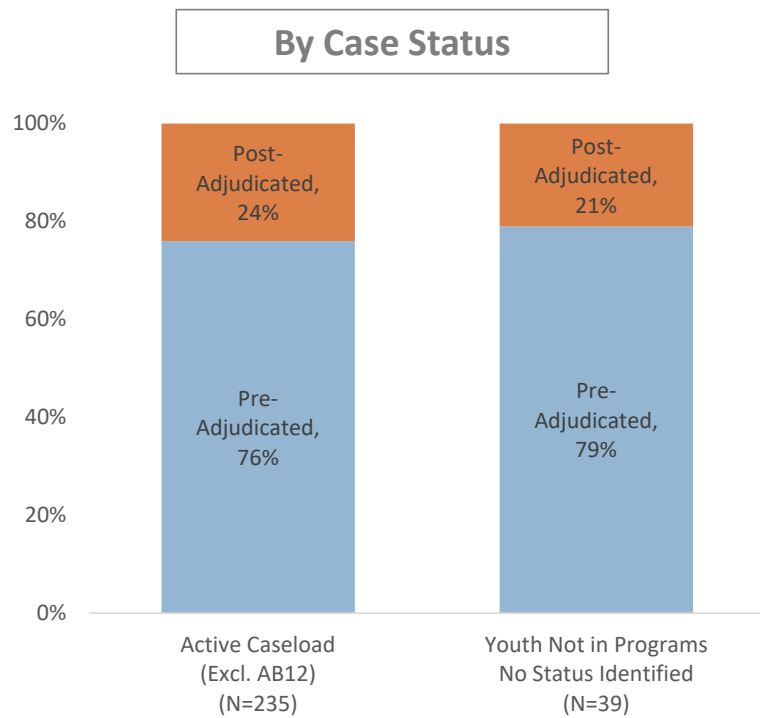


Data Source(s): Programs data

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

* Transfer-in cases were transferred-in post-adjudication and pending disposition
 ** Diversion cases can have a data entry lag due to collaboration across agencies

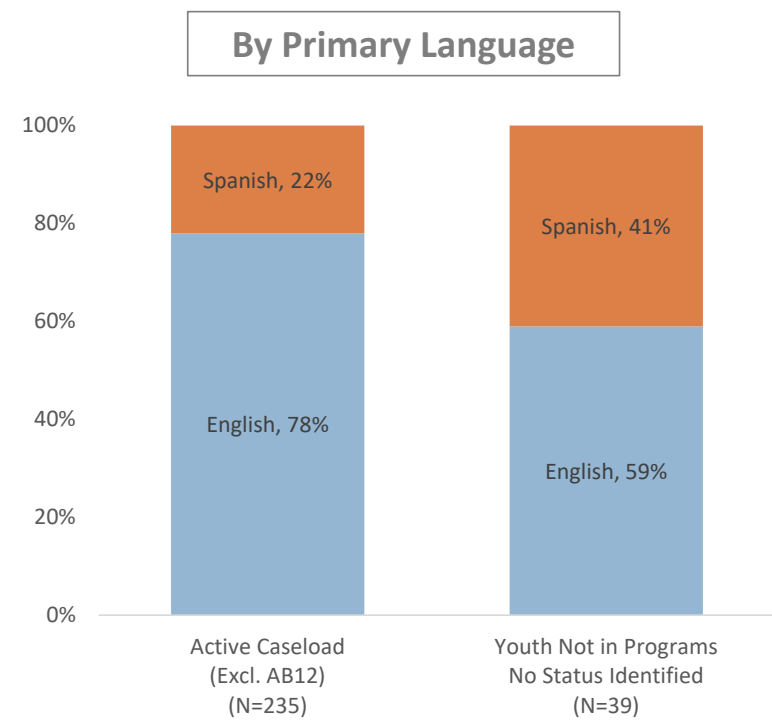
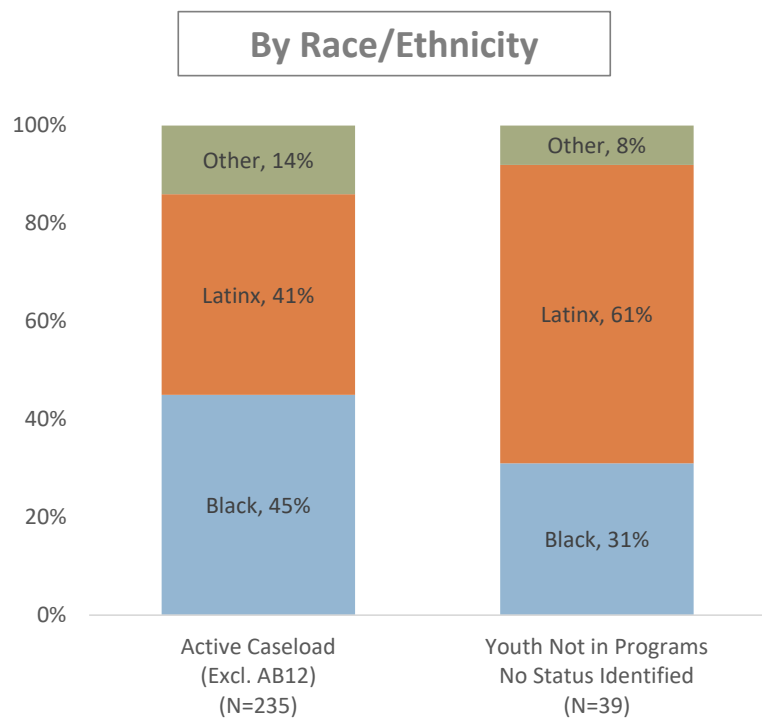
Profile of Youth Not Active in Community Programs with No Status Details Compared to Active Caseload Overall



Data Source(s): Programs data

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

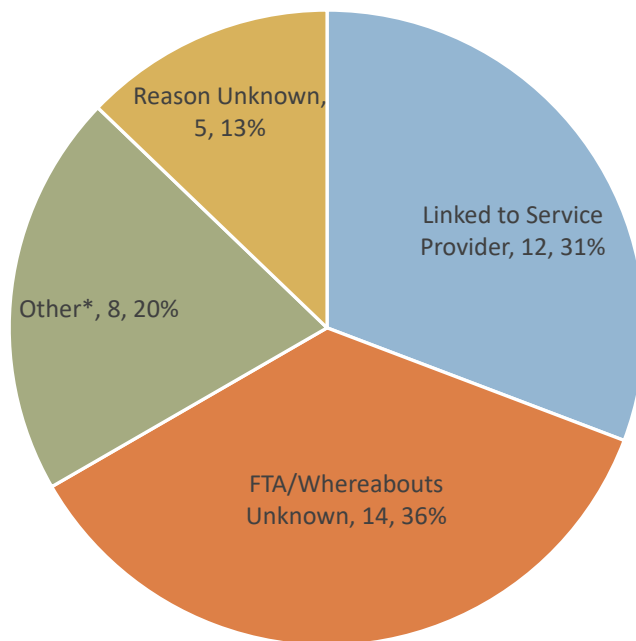
Profile of Youth Not Active in Community Programs with No Status Details Compared to Active Caseload Overall



Data Source(s): Programs data

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

Youth Not Active in Community Programs – No Status Event Notes Analysis *(N = 39 youth)*



FTA/Whereabouts Unknown (36%) were cases where the young person had stopped engaging with JPD altogether and whose whereabouts were unknown. Virtually all these cases were primarily Spanish speaking youth arrested on drug charges.

Linked to Service Provider (31%) included programs entered after the one-day snapshot when data was extracted and cases where data entry has not yet been done, but event notes describe youth participation in a community program.

Reason Unknown (13%) were cases where it was not clear from event notes why the young person was not involved in programming.

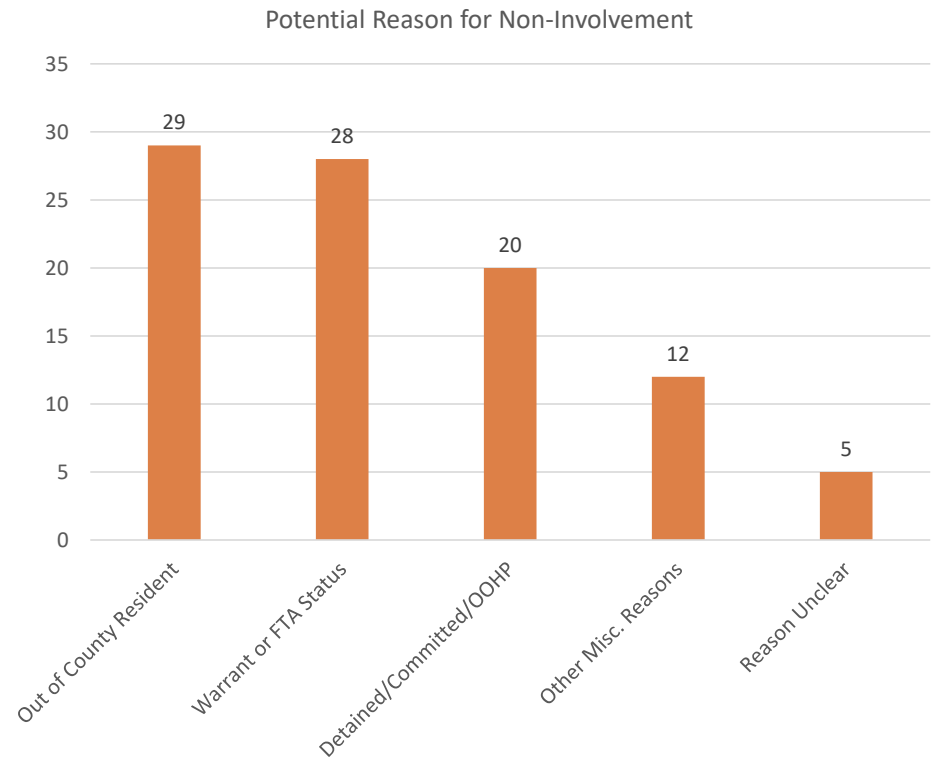
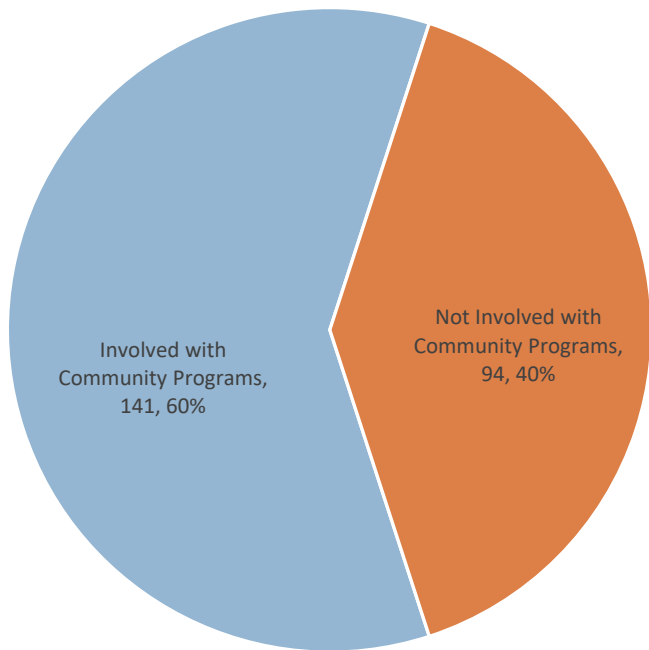
**Other includes a mix of scenarios including transfer-in low-level cases that were closed out by JPD, youth with ongoing adult matters, and youth heavily involved with school and extracurriculars*

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

Data Source(s): Event notes data

Active Caseload Active in Community Programs

(N=235 youth)

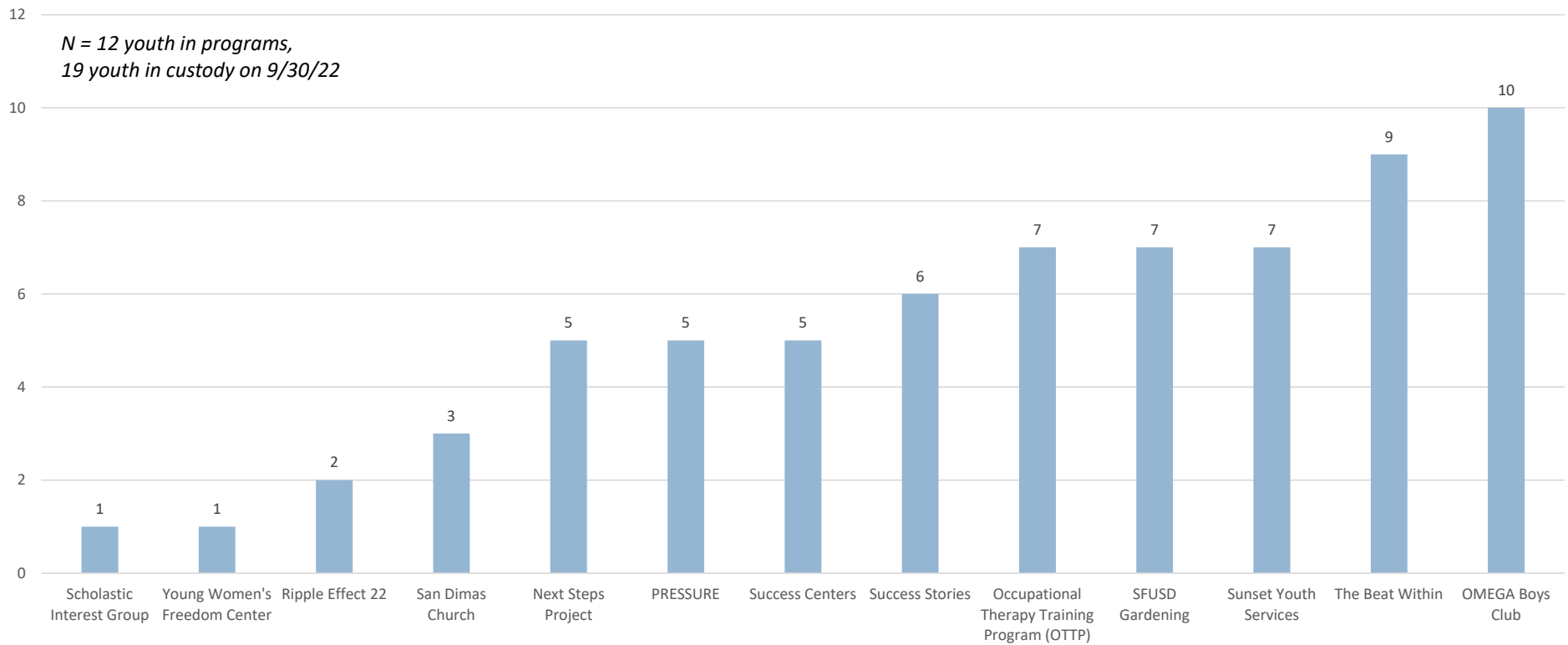


Data Source(s): Programs data, supplemented with event notes data

Note: Community programs excludes Juvenile Hall programming, SCRAM monitoring, and programs run by government agencies

Juvenile Hall Programs

Active Juvenile Hall Programs by Provider as of 9/30/2022 *(N=68 active programs)*



Note: Youth on the Quarantine Unit would not be involved with programming during their time on that unit

Main Takeaways

- Programs data tracking has improved over time, but there is still much room for improvement
 - Capturing all programs young people are connected to in our case management system
 - Entering programs data in programs, rather than just in event notes
- 60% of young people on active caseload are connected to community programs, but there is still much room for improvement
 - Ongoing underutilization of Justice Services CBOs
 - Particularly for certain groups of young people
- For those who are not connected to community programs, the most common reasons are due to:
 - Residing outside of San Francisco (31%)
 - Warrant or FTA status (30%)
 - Being detained, committed, or OOHP (21%)

Current Efforts to Address Main Takeaways

Objectives:

- Ensuring our kids get & stay connected to a broad array of programs
- Bringing case managers to the table early in the process
- Filling service gaps for specific groups of young people
 - Out of county youth
 - Unaccompanied youth

Efforts:

- CARC Eligibility Expansion
- JPD Connector
- Care Team Pilot
- Unaccompanied Minors Support
- Out of County Support

CARC Eligibility Expansion

- **Overview:** Maximize CARC's ability to serve youth at point of/shortly after arrest.
- **Process:**
 - JPD to eliminate exclusion of youth currently working with probation.
 - JPD to develop immediate notification process for youth cited outside CARC hours of operation.
- **Status:**
 - August 2022: amended eligibility so that youth cited and released during CARC hours are transported to CARC regardless of probation status.
 - Next step: implementing notification system for youth cited and released outside of CARC hours.

JPD Connector

- **Overview:** JPD's "Connector" meets with youth in custody to learn about their existing services/supports and promote continuity of those relationships.
- **Process:**
 - Within one day of admission, JPD Community Development Specialist (Adrian Garcia) meets with youth detained in Juvenile Hall and completes Community Connections Form.
 - Community Development Specialist uploads form into AutoMon and notifies assigned PO or Intake PO.
- **Status:**
 - Process has been operational since November 2021.

Care Team Pilot

- **Overview:** Probation, community-based organization, youth and family will develop Care Plan to support youth upon release.
- **Process:**
 - PO will notify CARC of all youth ordered/anticipated released.
 - JPD Connector will give CARC key information about youth.
 - CARC will work with Justice Services CBOs to identify Lead CBO.
 - Probation, Lead CBO, youth & caregiver will develop Care Plan
 - Plan will be revisited as needed.
- **Status:** Planning group is doing final review of draft protocol and obtaining input from young people by end of December; next step is meeting with system stakeholders. Goal is implementation in early 2023.

Unaccompanied Minors Support

- **Overview:** Provide culturally-responsive case management to unaccompanied minors who have been cited/detained, to quickly connect to trauma-informed services (including in their county of residence) and support them in meeting probation and court requirements.
- **Process:**
 - Case manager will meet cited youth at CARC or Huckleberry House, will meet detained youth within one day to support release planning.
 - Case manager will collaborate with existing IFR staff at CARC.
 - Case manager will align with other initiatives that support this population.
- **Status:** IFR and JPD are finalizing scope of work & budget; JPD and DCYF are finalizing funding mechanism. Goal is implementation in January 2023.

Out of County Community Connections

- **Goal:** increase connection to services in counties of residence for youth arrested in San Francisco
- **Status:**
 - JPD obtained lists of current resources from surrounding counties; provided to CARC and JJPA.
 - CARC and JJPA are reaching out to out-of-county resources to build relationships and foster referral connections.
 - JPD and DCYF are working together to ensure that this capacity is supported through appropriate funding sources.

CLARIFICATIONS AROUND DCYF JUSTICE SERVICES

CONCERN

Young people can only be referred to DCYF Justice Services organizations by the Juvenile Probation Department.

CLARIFICATION

In 2019, DCYF affirmed that juveniles being served in Justice Services do not need to **ONLY** be referred by the Juvenile Probation Department and can use several referral sources, including San Francisco Unified School District, the District Attorney's Office, and the Public Defender's Office, and can self-refer.

CONCERN

DCYF grantees are only funded to serve youth in the justice system and cannot implement prevention services.

CLARIFICATION

In 2019, DCYF grantees were given the option to reallocate up to 75% of their Justice Service grant to support their prevention work with at/high risk youth who are not yet in the justice system, including in Connective Services, Youth Workforce Development, and Enrichment Leadership and Skill Building.

CONCERN

DCYF Justice Services organizations can only serve young people while they are on probation and must cease services when they get off probation.

CLARIFICATION

DCYF supports the continuity of care for youth and encourages programs to continue serving the youth as long as it is within the capacity, scope, and design of their programming. Once youth move out of high-needs, high-stakes, and high frequency services, Justice Services programs are encouraged to refer them to internal or external services and opportunities in order to broaden the youth's support network and experiences.

CONCERN

Justice Services organizations can only serve young people who live in San Francisco.

CLARIFICATION

Agencies can serve non-San Francisco residents, as long as they have familiar and/or school connections in San Francisco. Agencies are encouraged to offer a warm hand-off to youth in their resident community.



THANK YOU

QUESTIONS?