



Juvenile Detention Alternatives

Chapter 45

Overview of Juvenile Detention Alternatives Programs

The following programs are based on the Juvenile Detention Alternatives Initiative (JDAI) model promoted by the Annie E. Casey Foundation. The underlying objectives of the Juvenile Detention Alternatives programs are “to reduce the number of children unnecessarily or inappropriately detained, to minimize the number of youth who fail to appear in court or re-offend pending adjudication, to redirect public funds toward successful reform strategies, and to improve conditions of confinement.”¹

- | Programs Included in this Section |
|--|
| <ul style="list-style-type: none"> ▪ Instituto Familiar de la Raza, Intensive Case Management ▪ California Community Dispute Services, Youth Accountability Boards |

Providing an alternative to the three common means of supervision - home confinement, intensive supervision programs or emergency shelters - these programs attempt to instill a “continuum of supervision” that ranges from detention to more flexible options for youth who are at low risk for increased delinquent behavior.² The populations served by the Juvenile Detention Alternatives programs funded through the Community Programs Division include pre-adjudicated youth, adjudicated youth who are on probation, and youth who have exited the juvenile justice system.

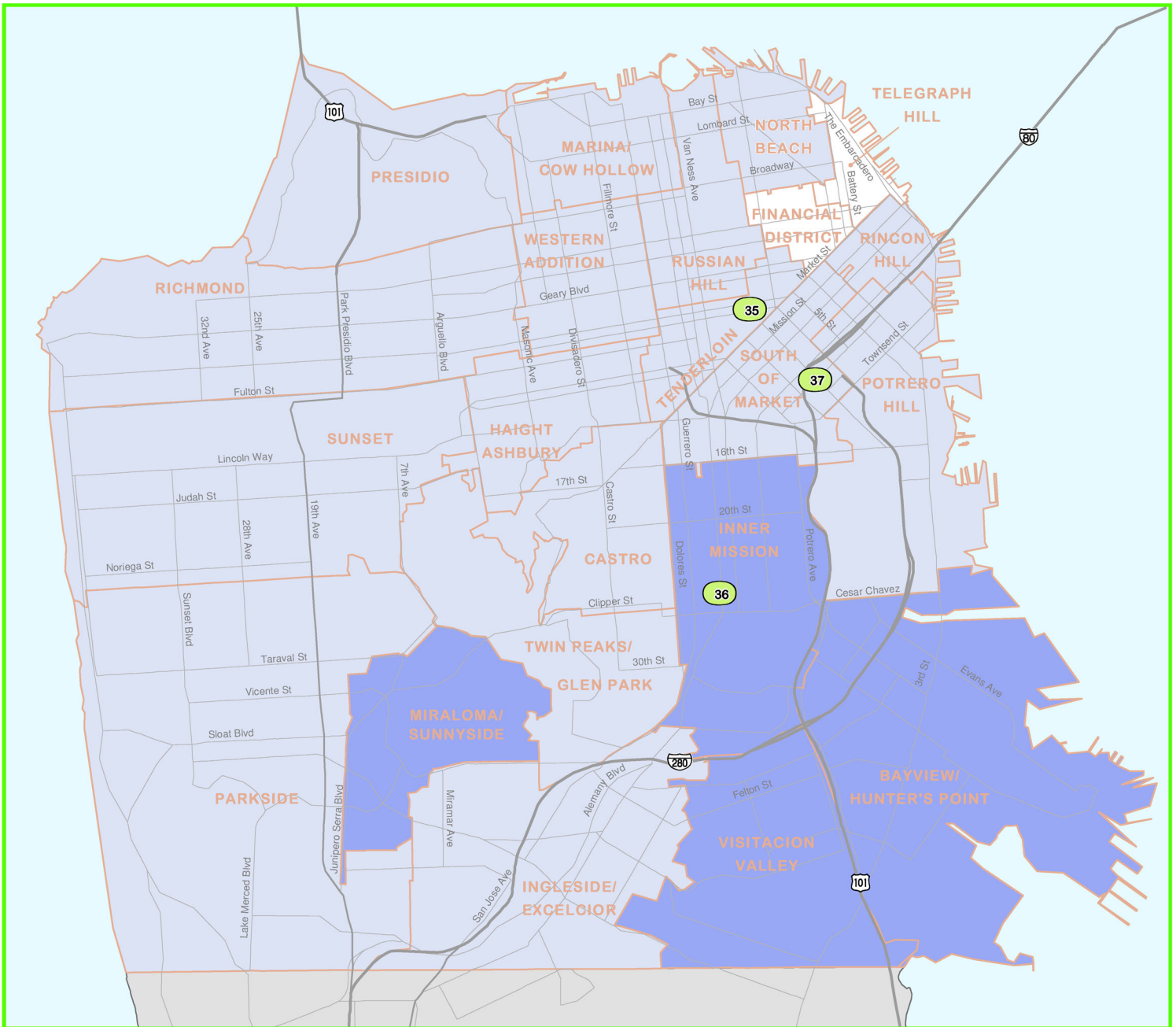
For the July 2003 – June 2004 contract year, the Community Programs Division is supporting three Detention Alternatives programs. Exhibit 45-1 provides an overview of the Juvenile Detention Alternatives programs funded by the Community Programs Division in the current contract year. More details on specific programs can be found in the program-by-program chapters that follow.

Exhibit 45-1
Overview of Juvenile Detention Alternatives Programs

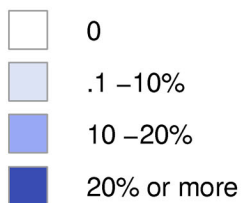
Program	Number of Youth Served July 2003 - February 2004	Description
Instituto Familiar de la Raza, Intensive Case Management	8	This division of Instituto Familiar de la Raza provides intensive case management in the Mission district to youth who are on probation and in mental health treatment. In an effort to properly understand the cultural norms and values affecting each child, the program considers the family (or support systems), and places much emphasis on the cultural competency of its staff.
California Community Dispute Services, Youth Accountability Boards	51 ³	This program offers Restorative Justice services such as Peer Court, Youth Accountability Board and restorative group conferencing. These services are alternatives to arrest, suspension or advancement within the juvenile justice system.

¹ The Annie E. Casey Foundation, <<http://www.aecf.org/initiatives/jdai/>> May 4, 2004.
² Ruse, Bill. Juvenile Jailhouse Rocked: Reforming Detention in Chicago, Portland, and Sacramento. <<http://www.aecf.org/initiatives/jdai/>> May 4, 2004.
³ This number includes youth served between July 2003 and May 2004.

Neighborhood Concentrations of Participants Served by Juvenile Detention Alternatives Programs



Percentage of Juvenile Detention Alternatives Program Participants By Home Neighborhood



Community Program Service Locations

Juvenile Detention Alternatives Programs

- 35 Center on Juvenile and Criminal Justice: Detention Diversion Advocacy Project
- 36 Instituto Familiar de la Raza: Intensive Case Management
- 37 California Community Dispute Services: Youth Accountability Boards

Data shown on this map were submitted by Center on Juvenile and Criminal Justice's Detention Diversion Advocacy Project and California Community Dispute Services' Youth Accountability Boards

Chapter 46

Instituto Familiar de la Raza

Intensive Case Management

Program Overview

This division of Instituto Familiar de la Raza provides intensive case management in the Mission district to youth who are on probation and in mental health treatment. In an effort to properly understand the cultural norms and values affecting each child, the program considers the family (or support systems), and places much emphasis on the cultural competency of its staff. The program engages youth and their families in positive activities that help address the emotional and social problems which interfere with their capacity to sustain healthy behaviors. The program assists pre- and post-adjudicated youth to not re-offend and to successfully complete the terms of the Juvenile Probation Court. The aim of the program is to reduce the risk of youth violence and crime, and improve behavior at home, school and in the community at large.

Exhibit 46-1 Program At-A-Glance	
Services provided to youth:	<ul style="list-style-type: none"> ▪ Intensive Case management, including: <ul style="list-style-type: none"> ▪ Psychosocial assessment ▪ Treatment plans ▪ Court order compliance monitoring ▪ Home visits ▪ School visits ▪ One-on-one counseling sessions ▪ Cultural activities ▪ Cross-departmental support group for probation youth
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Bayview-Hunters Point ▪ Excelsior ▪ Glen Park ▪ Ingleside Terrace ▪ Mission ▪ South of Market
Target population served:	<ul style="list-style-type: none"> ▪ Youth ages 13 to 18 ▪ Mission district residents ▪ Latino youth living in San Francisco ▪ Youth who are truant ▪ Youth who are on probation ▪ Youth who are at risk of becoming/are/have been involved with the juvenile justice system ▪ Pre and post-adjudicated youth ▪ Youth who have used/abused drugs or alcohol ▪ Youth who are in gangs
How youth are referred:	<ul style="list-style-type: none"> ▪ Probation Officer
Average length of time youth participate in program:	<ul style="list-style-type: none"> ▪ Between 6 months and one year
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 4-6

Program Contract Compliance

This grantee is in compliance with all contractual obligations.

Contract Amount versus Program Budget:

- Contract amount: \$48,000
- Program budget: Not available

Number of youth served in contract period:⁴

- Between July 2003 and February 2004, the program has served a total of 8 youth. As of the end of February 2004, all of these youth were still continuing in the program.

Staffing:

- The program is run by one full-time and one part-time staff member.

Evaluation:

- This program is part of the PrIDE evaluation; however, no PrIDE data have been submitted by the program. The program has primarily served youth who were referred by Impact Community High School and, therefore, were already involved in the PrIDE evaluation.

Organizational Strengths:

- Clients are satisfied with the program and want to remain involved after their participation is no longer required. "Many clients want to stay connected to the agency even after intensive case management is no longer necessary. These young people went from viewing the agency's services as an obligation to wanting the services because they saw that they really helped."⁵
- The program has been effective with individual youth. For example, staff shared the story of "one young man who had been in the system for several years...[who] now has successfully completed probation and a substance abuse treatment program. The case manager worked closely with his Probation Officer, school and family. He is now out of trouble, working, going to school, participating in a young men's group, and getting along with his family."⁵
- "Many gang-involved youth are establishing new, positive peer relationships while participating in our program. The agency collaborates with community-based gang intervention programs and to date has had positive outcomes."⁶
- The organization's cultural competency is a strength; "We have had good engagement with youth and families by using cultural competency approaches."⁶
- "The case manager supports the young people in acquiring self-reliance skills such as job referral and assistance, basic banking and budgeting, ability to schedule daily activities, punctuality, resume building and interview skills, and overall socialization skills."⁶
- The majority of clients served this past fiscal year have been successfully dismissed from probation.

⁴ Data sources: Senior Analyst Site Visit Form and Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

⁵ Information provided by Community Programs Division staff.

⁶ Information provided by program staff.

Organizational Challenges

- The delay in contract approval and payments presented significant barriers to the organization. “The case manager stopped taking referrals until the agency had been paid, and it took some time for referrals to come in again. The delays also caused the agency to incur interest charges at the bank, creating additional financial burdens on the agency which may lead to layoffs.”⁷
- The organization has some difficulty ensuring that youth are safe in transit back and forth from the program. “Another barrier is the lack of safe transport home after group. Staff use their own vehicles when the can, but do not always have cars.”⁷
- “Space is going to be a challenge as Instituto Familiar de la Raza is consolidating two buildings into one.”⁷
- “Another challenge is that the youth on the TANF caseload are receiving many intensive services, as required by the wraparound model to prevent out-of-home placement, and therefore may not be as interested in what Instituto Familiar de la Raza can offer.”⁷

Program Description

What are the characteristics of the youth served?

Exhibit 46–2
Characteristics of Youth Served
Intensive Case Management Program

Characteristic at Program Entry		% of Participants
Age ♦ (n=8)	Under 13 years old	50.0%
	16-17 years old	37.5%
	Over 18 years old	12.5%
Gender ♦ (n=8)	Male	62.5%
	Female	37.5%
Race/Ethnicity ♦ (n=8)	Latino	62.5%
	Other	37.5%
Home Neighborhood ♠ (n=8)	Excelsior	37.5%
	Bayview-Hunters Point	12.5%
	Glen Park	12.5%
	Ingleside Terrace	12.5%
	Mission	12.5%
	South of Market	12.5%

Data Source: ♦ = Participant tracking spreadsheets; ♠CBO Questionnaire

⁷ Information provided by Community Programs Division staff.

What are participants' major risk factors?

- This program's target population includes youth who are at-risk of becoming involved with – or are/have been involved with – the juvenile justice system.
- This program serves youth who have used/abused drugs or alcohol, those who are truant, on probation, and youth who are involved in gangs.

Chapter 47

Youth Accountability Boards

California Community Dispute Services

Program Overview

This program offers Restorative Justice services such as Peer Court, Youth Accountability Board and restorative group conferencing. These services are alternatives to arrest, suspension or advancement within the juvenile justice system. Youth referred to Peer Court have their peers hold them accountable for their illegal or harmful actions in the school or the community. Peer Court's youth volunteers work with police officers, school officials and community members in partnership with San Francisco's juvenile justice system to hear actual cases involving youth and adult members of their communities. Peer Court also offers assessment, referral and case management services through its partnership with the Visitacion Valley Beacon Center.

Exhibit 47-1 Program At-A-Glance		
Services provided to youth:	<ul style="list-style-type: none"> ▪ Peer Court and Youth Accountability Board ▪ Volunteer training ▪ Community service projects ▪ Conflict resolution services ▪ Restorative Justice training 	<ul style="list-style-type: none"> ▪ Case management ▪ Individual assessment ▪ Extra-curricular or after-school activity ▪ Referral to CBOs and youth and family service providers
Primary neighborhoods served:	<ul style="list-style-type: none"> ▪ Bayview/Hunter's Point ▪ Excelsior ▪ Fillmore ▪ Haight ▪ Ingleside Terrace 	<ul style="list-style-type: none"> ▪ Mission ▪ Parkside-Lakeshore ▪ Vistacion Valley ▪ West of Twin Peaks
Target population served:	<ul style="list-style-type: none"> ▪ Youth ages 11-17 ▪ Mainly living or attending school in Bayview/Hunter's Point and Visitacion Valley ▪ Those at risk of becoming involved with the juvenile justice system ▪ Youth leaders to volunteer to serve on the Peer Court 	
How youth are referred:	<ul style="list-style-type: none"> ▪ Self ▪ Probation Officer ▪ Outreach Worker ▪ Case Manager 	<ul style="list-style-type: none"> ▪ Social Worker ▪ Youth Guidance Center ▪ Public Defender ▪ District Attorney's Office
Average length of time youth participate in program:	<ul style="list-style-type: none"> ▪ Between six months and one year 	
Average # of youth who participate at any given time:	<ul style="list-style-type: none"> ▪ 21 	

Program Contract Compliance

This grantee is in compliance with all contractual obligations. This is based on data reported by Community Programs Division Staff.

Contract Amount versus Program Budget:

- Contract amount: \$72,000; program budget: \$140,000

Number of youth served in contract period:⁸

- The program has met its annual goal of serving 40 youth. Between July 2003 and May 2004, the program served a total of 51 youth.
- We have basic demographic data and information on youths' entry and exit for 28 of these youth. As of the end of February 2004, all of these youth were still continuing in the program.

Staffing:

- The program is run by two full-time staff members.

Evaluation:

- This program is not part of the PRIDE evaluation.
- An alternative evaluation was not completed because of the delay in contract approval for the evaluators.
- This program was evaluated by Resource Development Associates, as part of a larger evaluation of programs funded by the San Francisco Department of Children, Youth, and Their Families.
- This program participated in a focus group hosted by The Beat Within as part of an evaluation project to develop a report on programs for youth audiences.

Organizational Strengths:

- Youth who serve as "Peer Court volunteers learn valuable interpersonal skills in working together, consensus building, peer mediation, conflict resolution and community development."⁹
- "Peer Court negates the need for suspension or arrest, so instances of retaliation and escalating violence or ill-will are significantly decreased. Also, victims and offenders work together to repair the harm that has been caused and to re-establish positive relationships."⁹
- Staff provided examples of youth who have gone through the program and have had positive results. "An example of the program's success happened with a student who had taken an electronic organizer from the school principal....The case was referred to Peer Court....Today, the student has completed his community service, repaired his relationship with the principal, is still in school, and did it all without a police record or involvement with juvenile probation. The police representative who had recommended arrest attended the Peer Court hearing, and she preferred the Peer Court outcome as well."¹⁰
- The DCYF performance evaluation conducted by Resource Development Associates reports the following finding: 'The data illustrate that the program achieved their performance measure outcomes in each of the four domains explored: leadership skills, respect for themselves and responsibility to others, skills working constructively with others, and knowledge of and attachment to the community.'¹¹

⁸ Data source: Participant Tracking Spreadsheets. Youth with entry dates and no exit dates recorded are considered "continuing" in the program.

⁹ Information provided by program.

¹⁰ Information provided by Community Programs Division staff.

¹¹ Source: RDA Evaluation Report

- “All participants at Peer Court are also enrolled with the Beacon Center and have access to all Beacon’s programming”¹²

Organizational Challenges

- As noted by the Community Programs Division staff: “Peer accountability is not easy. It can be difficult for youth to take responsibility for their actions in front of their peers, and it can be uncomfortable for youth to hold their peers accountable.”
- The organization has been approached to replicate the program in other sites, but does not have the capacity to do so as reported by Community Programs Division staff. “The staff have been approached about replicating the program at other schools....However, with just two staff, this can be a challenge unless the replication site can assign staff to assist with implementation and aftercare.”

Program Description

What are the characteristics of the youth served?

- Youth participants range in age from 11 to 17, though the majority are between the ages of 13 and 15 (95.5%, n=22).
- The majority of the participants live in Visitacion Valley and Bayview/Hunter’s Point.

**Exhibit 47–2
Youth Characteristics
Youth Accountability Boards**

Characteristic at Program Entry		% of Participants
Age♦ (n=22)	Under 13 years old	4.5%
	13-15 years old	95.5%
Gender♦ (n=21)	Male	61.5%
	Female	38.5%
Race/Ethnicity♦ (n=26)	Asian American and Pacific Islander	38.3%
	Latino/a	26.9%
	African American	23.1%
	Other	11.7%
Home Neighborhood♦ (n=50)	Visitacion Valley	50.0%
	Bayview Hunter’s Point	28.0%
	Excelsior	4.0%
	Fillmore	4.0%
	Mission	4.0%
	Parkside-Lakeshore	4.0%
	All other San Francisco neighborhoods	6.0%

Data Source: ♦ = Participant tracking spreadsheets; ♦ CBO Questionnaire

¹² Information provided by program.

What are participants' major risk factors?

- Peer Court serves youth who are at-risk of becoming involved with the juvenile justice system. All students referred to Peer Court start with some school behavioral problems, a minority of these students are considered chronic misbehavers.
- Students who are identified by their illegal or harmful actions at school and in the community are referred to the program. Referral sources include participating schools and juvenile justice agencies (the San Francisco Police Department, the Juvenile Probation Department, and the Community Assessment and Referral Center).

