



THE W. HAYWOOD BURNS INSTITUTE

For Justice Fairness and Equity

Youth Detention Center Closure Technical Assistance Plan W. Haywood Burns Institute Timeline Proposal

Background

The Board of Supervisors passed legislation amending the Administrative Code requiring closure of the San Francisco Juvenile Hall by December 31, 2021. The legislation also required expanding community-based alternatives to detention, providing a rehabilitative-non-institutional place of detention in a court approved location. The W. Haywood Burns Institute (BI) will assist the San Francisco Board of Supervisors and its Youth Detention Working Group (WG) in efforts to responsibly close the current Youth Detention Facility in accordance with the legislation.

The BI will provide technical assistance and guidance in the planning and implementation processes that are necessary to safely and equitably close the current youth detention facility while providing a range of services through a continuum of alternatives.

Introduction to W. Haywood Burns Institute (BI)

The W. Haywood Burns Institute (BI) is a national technical assistance agency led by people of color that provides strategic support to advance well-being and equity within human services agencies. The BI has facilitated collaboration between system stakeholders and community members to apply data and deconstruct system utilization to improve service delivery that is equitable and restorative.

Core Values of BI's Strategic Approach

The BI's core technical assistance values are to:

1. Promote racial and ethnic equity by working with stakeholders across systems and sectors to deconstruct their decision-making process and its impact on justice-involved people;
2. Insist on building collaborative and inclusive processes that engage young people and communities directly and deeply impacted by the justice apparatus, in partnership with system stakeholders to improve life outcomes;
3. Facilitate community and system stakeholders through a process to establish shared values and trusted working agreements; and
4. Engage in an analysis of governmental structures and offer innovative alternatives to service delivery that improves efficiencies and equitable outcomes.

The BI provides technical assistance across a range of local jurisdiction's ability to muster the political will and capacity to carry out its stated goals. The Resolution proffered by the San Francisco Board of Supervisors establishes a process that directs significant change regarding the examination and proposed delivery of a continuum of services as alternatives to the existing youth detention facility. This will require a two-year journey with a high level of engagement and commitment by all parties involved in this endeavor.



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The legislation places San Francisco in the forefront of major cities seeking to move away from secure confinement facilities for young people as a major component of service provision. This type of change requires stewarding a process that is transparent, informed, flexible and strategic. The BI is pleased to serve as the lead consultant in this endeavor.

Scope of Work as Mandated by Legislation

The BI will provide guidance for the WG to comply with the mandates created by the legislation. In that regard the BI intends to consult on setting agendas for the meetings scheduled to occur regularly and developing interim reports. The BI will also guide the discussion with the WG regarding subject matter sub-committees to be formed as the process moves forward. Additionally, the BI will assist in the establishment of WG culture by participating in a process establishing norms of respect, dignity and courtesy for all members.

The BI will guide the WG through specific mandates required by the legislation regarding stakeholder engagement, systems analysis and facilities. The timeline below gives specific time periods by which we intend to:

- a) Research and learn about the fundamentals of youth justice, including the history, theory, and functions of the current youth justice system; youth justice transformation movement and previous reform efforts; and options for a youth-serving continuum of care.
- b) Convene additional stakeholder meetings, learning sessions, interviews, focus groups, surveys, etc.
- c) Organize peer learning exchanges, at the local and national level, to explore variation in youth justice approaches, infrastructure, resources, and metrics.
- d) Document the issues, concerns, findings, and recommendations arising from the various stakeholder engagements.

Youth Justice System Analysis

Conduct an environmental scan of the existing youth justice system and related human service departments and agencies, service providers, and community-based resources:

- e) Review the existing youth justice system’s structures, processes, interactions with other systems and comparative outcomes.
- f) Develop materials that effectively communicate the current system with the WG (process flow(s), data dashboard(s), issue brief, etc.).
- g) Review the staffing, budget, and spending patterns for systems involved young people and their families. Develop a geographic map of youth’s access to various services in the County.
- h) Where appropriate, conduct site visits to evaluate public agencies’ and community- based service provider’s capacity, limitations, and potential to operationalize various models that may be recommended.



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Work Plan and High-Level Timeline

Phase I Information Gathering (December 2019-June 2020)

BI will introduce a proposal to design, implement and facilitate regularly scheduled meetings with the WG, convene other stakeholder gatherings as needed, and establish various sub-committees as required. These meetings will be sequenced to assure an understanding of the current practice and acquire the information necessary to close the juvenile hall by December 31, 2021.

(December 2019 – January 2020)

- Develop agenda for initial convening of WG
- Introduce examination of documents, former reports, landscape analysis, and community asset mapping
- Identify partners for designed peer learning exchange
- Establish sub-committees/host convening's/planning team
- Identify Listening Sessions of relevant stakeholders
- Assign Data Reports (Focus 1,3)
- Assign Budget Analysis (Focus 6)

(February—March 2020)

- Establish norms and meeting protocols
- Data Reports from Relevant Departments
- Budget Reports from Relevant Departments
- Begin Positive Youth Development Pathways in San Francisco context (Focus 5,7,8)
- Presentation from City Attorney's Office re: opportunities/restrictions
- Begin Listening Sessions
- Possible Presentation on Repurposing

By the end of the first quarter, we will have started to develop various convening structures, designating focus groups for listening sessions, determining data requests for various departments, requesting legal analysis regarding department structures and mandates and begin to develop outlines of populations that are implicated with closure. These populations will be measured in conjunction with analysis of budgets and data to begin modeling for closure and alternatives pursuant to California law and local ordinance.

(April—June 2020)

- WG gets qualitative presentation on the fundamentals of youth justice, including the history, theory, and functions of the current youth justice system; youth justice transformation movement; and youth-serving continuum of care tailored for San Francisco context.
- Begin Physical Plant/Facilities Landscape (Focus 2,4)
- Assessment of Range of Community Services for Populations Identified
- Listening Session Report Back
- Six Month Assessment of Progress and Adaptation

During this time period, the WG will establish working norms determining how members will communicate with each other and function as a whole. The objective is to ensure that all individuals have the opportunity to



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contribute to the group's collective learning; that everyone is listened to and respected; to inform decision making and maximize ability to complete our task. We will have developed a working structure for the WG to divide labor amongst sub-committees in order to manage the large task before us. At this point, BI will develop an interim progress report outlining the progress and identifying adjustments necessary to complete assigned tasks.

Phase II: Strategies for Implementation (July – October 2020)

- Sub-committee Modeling Structures Presented and Refined
- Physical Plant Options Identified
- Legal Analysis
- Implementation Opportunities/Challenges Identified
- Create Implementation Timeline/Workplan for 2021

By this time there should be clear suggestions about who the populations served are, legal requirements, facilities options and issues involved with closure. By this time we should begin the process of beta testing case studies regarding implementation by exploring intended and unintended consequences.

November—December (2020)

Presentation to the Board of Supervisors regarding WG progress to date and anticipated timeline for 2021.

Additional Supports

BI and team will explore a variety of additional supports to enhance this effort including, but not limited to:

1. Identify and collaborate with other jurisdictions to create peer learning and networking opportunities.
2. Host convening's and field trips designed to advance thinking, experience and exploration.
3. Support committee meetings.