

REQUEST RECORD

San Francisco District Attorney's Office

R-1907-154111 |

Pending Review

Renewal Of: G-1805-153062

Program Officer: Laurie Garduque lgarduqu@macfound.org

Grants Manager: Gabriela Suarez gsuarez@macfound.org

Criminal Justice

Safety and Justice Challenge Implementation Site

Workflow Status

Pending Review

▼ ORGANIZATION INFORMATION

Please assign contacts for this request by selecting names from the drop down fields below. If a name is missing, please enter it into the blue LEADERSHIP CONTACT INFORMATION area at the bottom of this section. Click the Portal User Guide link from the menu on the left to download a guide explaining each of the contacts listed below.

Organization	San Francisco District Attorney's Office
Location	San Francisco ,CA
Primary Contact:	Tara Anderson
Additional Contact:	
Grant Agreement Signatory:	
Organization Financial Officer:	Eugene Clendinen
Organization Grants Officer:	Tara Anderson

ORGANIZATIONAL BUDGET AND ACCOUNTING

Please provide us with some information regarding your organization's finances.

Please only enter monetary values as US dollars (USD \$).

Operating Budget - Current Fiscal Yr (USD \$): \$73,699,841.00

Accounting Period End Month: 6

Accounting Period End Day: 30

Audited / Unaudited Financial Statements

To the Organization Document Library section of this application, please upload your organization's:

1. Audited financial statements for the last two years,
2. Latest unaudited financial statement, and
3. Current fiscal year operating budget.

ORGANIZATION BACKGROUND AND GOVERNANCE

Please provide us with some information regarding your organization's history and governance.

Organization Mission Statement:

The San Francisco District Attorney's Office (SFDA) strives to protect public safety in San Francisco by using innovative, evidence-based approaches to address the root causes of crime, support crime survivors, and prevent future offenses.

Date organization commenced operations:

Type of Governing Body: Government

Governing Body Term Duration: 4 Years

Number of Terms Permitted: Unlimited

Are members of the governing body compensated? Yes

Financial Oversight by Governing Body:

San Francisco is a dual jurisdiction city and county. The budget for the District Attorney's Office is approved through a local annual salary ordinance and budget. The Constitution of the State of California requires all cities to adopt a balanced budget. The Mayor is the City's chief executive and is responsible for proposing and carrying out City policy through the budget. The Mayor's Budget Office must present a balanced budget for consideration by the Board of Supervisors each spring.

CEO Review Method:

The people decide. SFDA is governed by the elected District Attorney for the City and County of San Francisco. The election cycle is every four years and the position does not have term limitations. The current term ends in 2023.

Governing Body Membership

To the Organization Document Library section of this application, please upload:

LEADERSHIP CONTACT INFORMATION

Are names of your organization contacts missing from the drop-down fields above? Yes

LEADERSHIP CONTACT INFORMATION

In the box below, please provide contact information missing from the drop down fields above. Include name, title, email address and grant relationship for each contact (e.g., Primary Contact, Organization Grants Officer, etc.). We will add these contacts to our database.

Organization Leadership Contact Details:

Grant Signatory: Chesa Boudin, District Attorney. chesa@sfgov.org

Additional Contact: Josie Halpern-Finnerty, SJC Project Director. josie.halpern-finnerty@sfgov.org

ORGANIZATION CONTACT INFORMATION

Your organization's contact information can be found by clicking on the Organization link in the left sidebar of the portal main page. Please review, and add or update your information below.

Is your organization information correct and current? No

San Francisco District Attorney's Office
350 Rhode Island Street
North Building, Suite 400N
San Francisco, CA 94103
Phone Number 628-652-4000
Fax Number 628-652-4001

YOUR CONTACT INFORMATION

Is your contact information correct and current? No

Updated Contact Information:

Tara Regan Anderson, MPP
Director of Policy
San Francisco District Attorney's Office
Desk: (628) 652-4020
Tara.Anderson@sfgov.org

▼ DESCRIPTION OF FUNDED ACTIVITIES

The Foundation asks that grantees complete applications for funding in English. You may upload a document in another language to the project document library as a supplement.

The information requested in this section is to describe how you would use grant funds should the foundation approve your application. Please be as specific as possible when answering the questions that follow. If you have any questions, please contact your program officer.

1. A list of organization board members with full names and organizational affiliations. Please use the Excel template available in the Document Library, under the Information section on the grantee portal. If you are a Foundation grantee, upload a revised list only if changes to your existing information are necessary.

2. Your organization's organizing documents - charter, statutes, constitution or articles of incorporation. This is required for first-time applicants only.

Conflict of Interest

Does your organization have a conflict of interest policy? Yes

Please upload your organization's conflict of interest policy to the Organization Document Library section of this application. If you are a Foundation grantee, upload is only necessary if the policy already on your record needs to be updated.

Whistleblower Policy

Does your organization have a whistleblower policy? Yes

Please upload your organization's whistleblower policy to the Organization Document Library section of this application. If you are a Foundation grantee, upload is only necessary if the policy already on your record needs to be updated.

ORGANIZATION TAX INFORMATION

Please add your organization's tax ID number below. If you do not have one, please leave blank.

EIN / US Entities: 946000417

EIN / Foreign Entities :

To the DOCUMENTS section of this application, please upload your organization's tax letter.

FISCAL AGENT ORGANIZATION

A Fiscal Agent is an organization that is contracted by your organization to receive grant funds from donors (including the Foundation if it awards your organization a grant) and to manage the financial controls, disbursements, accounting and financial reporting of the funds at the behest of your organization -- the grant applicant.

Fiscal Agents do not have direction, control or supervision over the use of grant funds and therefore are not considered to be the "grantee" if the Foundation awards a grant from this application.

Will you be using a Fiscal Agent to administer your grant? No

▼ ADD OR UPDATE CONTACT INFORMATION

Grant Title: Safety and Justice Challenge Renewal

Proposed Start Date: 1/1/2021

Proposed End Date: 12/31/2022

Amount Requested from MacArthur (USD \$ only): \$2,000,000.00

Funded Activity Details

Overall Project Budget: \$2,000,000.00

(If you are applying for general operating support, the Overall Project Budget field is not required.)

Significant Other Funders:

FUNDED ACTIVITY NARRATIVE

SUMMARY OF PROJECT:

The City and County of San Francisco (CCSF) jail population is at a thirty-year low. On September 4, 2020, CCSF closed County Jail #4 (CJ4) nearly nine months ahead of schedule. While historic, CJ4 closure amid the pandemic requires that CCSF maintain a reduced jail population of under 750 people. Racial disparities were not made worse by reductions, but they did not improve; black people still represent nearly half of the jail population despite comprising less than 6% of CCSF's total population. Over the next two years, CCSF will implement five refined strategies to address persistent, staggering racial disparities while maintaining a nearly 40% reduction in the jail population.

To realize these goals, CCSF will **lead with race** by launching new activities and centering all strategies around disparities reduction. CCSF will build a fellowship for people of color with lived experience of incarceration to inform activities across strategies. CCSF will develop a new, post-charge restorative justice (RJ) option that focuses on black men and women in custody and includes peer mentoring.

CCSF will sustain a **shared focus** on the in-custody population through enhancements to the Jail Population Review (JPR). The JPR will focus on charges that contribute to disparities such as robberies and expand partnerships with service providers. CCSF will establish a quarterly intensive case resolution process where leaders review cases and develop policies to maintain jail reductions. CCSF will renew its commitment to **improve case processing**; the Superior Court will develop dashboards to monitor case progress and the District Attorney's Office will create a values-driven case processing plan. CCSF will continue to **increase healthy connections** to community-based support. The Departments of Public Health and Homelessness and Supportive Housing will improve referrals for people in jail. CCSF will **drive with data**, developing tools that enhance partners' ability to sustain jail reductions.

ORGANIZATION OVERVIEW:

The San Francisco District Attorney's Office (SFDA) will continue to serve as the lead agency for the SJC. SFDA strives to protect public safety by using innovative, evidence-based approaches to address the root causes of crime, support crime survivors, and prevent future harm. DA Chesa Boudin is leading a progressive prosecution and decarceral model, seeking accountability and healing for justice-involved individuals, survivors, and the community. SFDA serves as a national model, pioneering innovative policies that work to end mass incarceration and protect people of color and low-income communities.

SFDA is focused on reforming the criminal legal system and making communities safer by developing data-driven policies to expand alternatives to incarceration and treat the root causes of crime. Furthermore, SFDA, under the auspice of the Sentencing Commission, has a long history of convening partners to learn, pilot and implement innovation and reform.

CONTEXT:

Right time: The next two years are a critical period for CCSF. In the last year, SJC partners worked collaboratively to reduce the jail population by nearly 40%, surpassing original SJC goals and enabling the closure of a jail long deemed unsafe. Partners are committed to sustaining jail reductions and have an urgent need to so do. With CJ4 closed, and as the pandemic continues,

maintaining a jail population of under 750 people is necessary to implement physical distancing and quarantine protocols. Racial disparities have not been exacerbated by population reductions, nor have they improved. System partners and community members are profoundly dissatisfied with persistent disparities and, with strong local and national momentum for racial justice and reinvestment of law enforcement funds, believe that change is possible.

Key system partners: CCSF's SJC initiative is a partnership between the Superior Court, Sheriff's Office, Department of Public Health (DPH), Adult Probation Department (APD), Public Defender's Office (PD), convened by the District Attorney's Office (SFDA). The SJC partnership operates with oversight from the CCSF Sentencing Commission (SC). The SC, led by SFDA, consists of 13 system and community representatives and advises the Mayor and Board of Supervisors on strategies to improve public safety, reduce recidivism, and reform criminal sentencing. The Mayor and Board of Supervisors have been actively supportive of SJC efforts around jail population reduction, entrusting the SJC with the responsibility for CJ4 closure plans.

Needed partners: SJC partners have been working to more systematically engage three critical partners: the Police Department (SFPD); Department of Homelessness and Supportive Housing (HSH); and the City's largest funder of community programs, the Department of Children, Youth, and Their Families (DCYF). Each have participated in specific projects but been less integrated into the overall SJC work and are necessary partners to address bookings (SFPD), rapid connection to housing supports (HSH), and sustainable funding for community programs (DCYF). SJC has identified shared policy priorities and point people with each of these critical partners going forward.

Community leaders: Community stakeholders such as the SF Pretrial Diversion Project have been involved with SJC efforts from the beginning. In the past year, SJC partners have engaged new community leaders in the SJC Workgroup, including a representative with lived experience of incarceration from local advocacy organization Ella Baker Center, and a representative appointed by the City's Family Violence Council. Members of the No New Jail Coalition, composed of local community groups focused on closing CJ4, have been invited and active participants in SJC meetings.

Going forward, the SJC will fund 4-6 Black, Indigenous, and People of Color (BIPOC) leaders with lived experience of incarceration through the SJC Fellowship annually. SJC Fellows will support the racial equity goals and community engagement strategies of the initiative; participating in policy and program development and helping build the capacity of the DA's Office and partner organizations to deliver effective services to the community. The SJC will also establish a formal partnership with the SF RJ Collaborative, a new initiative launched by SFDA and composed of 14 local groups seeking to create cross-cultural healing and build capacity for RJ approaches in government, schools, and community. Lastly, partners will be guided by local advisory boards with community representation such as APD's Reentry Council and SFDA's Victims Advisory Board and Justice Involved Advisory Board.

DESCRIPTION OF FUNDED ACTIVITIES:

Building on Past Success: On September 4, 2020, CCSF celebrated a milestone – closing a jail and reducing the jail population by nearly 40%. CCSF's jail population has long been comprised of individuals on pre-trial status for alleged felonies and a small number of misdemeanors. For many years, despite shared commitment and the pressing need to close CJ4, the jail population continued to hover near 1200 people making it infeasible to close the jail. SJC funding brought partners together to identify new jail population reduction strategies, laying the foundation for rapid COVID response. In the next two years, CCSF will implement the five refined strategies described below to maintain reductions and reduce racial disparities.

1) Lead with Race. CCSF has taken critical steps to lead with race across SJC strategies and ensure partners' focus on reducing disparities. We recognize that we need to do much more. SJC partners commit explicitly to anti-racism – to repairing harm caused by systemic racism and to reducing disparities in the local jail population. CCSF will do this in partnership with community members of color, developing the SJC Fellowship to support ongoing, authentic engagement, and training to improve system partners' effectiveness in serving these communities. Fellows will participate in the build-out of new disparities reduction initiatives: the launch of a post-charge restorative justice (RJ) option for adults and peer mentoring focused on black men and women. The new RJ program will focus on charges that contribute to disparities such as burglaries and robberies – as of September 2020, 76 black men in custody had these lead charges representing nearly 30% of all black men in jail. Partners will also expand pre-charge restorative options for youth and adults.

2) Sustain Shared Focus. Renewal funding will support the continued efforts of the Jail Population Review (JPR). Over the next two years, the JPR team will meet bimonthly to review cases where black men are overrepresented, such as burglaries and robberies, to refer to new RJ options and identify community supports. As of September 2020, people with lead charges related to burglaries or robberies represented nearly 25% of the jail population (155 people) and nearly half were black men (76 people). The JPR will review an estimated 300 cases each year, expediting release and resolution for half of the cases reviewed. SJC partners have also determined the need for more intensive case review and resolution on a regular basis, building on COVID response efforts. CCSF will launch quarterly intensive case resolution in which prosecution and defense discuss a 30-50 cases over two-to-three days. Intensive case resolution will include time to discuss themes and develop policy solutions. The JPR will continue to focus on people with long stays, establishing regular review to increase accountability and progress on these complex cases. Lastly, the JPR will address the needs of high utilizers with short stays, developing service protocols with DPH and HSH and addressing issues related to holds.

3) Improve Case Processing. CCSF will re-imagine and re-invigorate its efforts to improve case processing. In the past year, the Superior Court formed a workgroup to address recommendations in the Case Processing Plan developed by TA partner Justice Management Institute (JMI). This workgroup was newly formed when the COVID-19 quarantine began and was unable to continue meeting. In the current moment, coordinating criminal case priorities is more important than ever. The Court will work with JMI to adjust the case management plan and maintain successful COVID mitigation efforts such as expedited case resolution options. The SJC-funded Court Analyst will finalize dashboards for judges to monitor progress, informed by JMI's work and performance measures developed by Measures for Justice.

SJC partners agree that all parties can be more precise and efficient when setting the direction of a case. While the Court sets the standards for how cases move through the system, prosecution and defense counsel have a critical role in ensuring procedural justice and efficient case flow. CCSF will explore changes to administrative policy that address case processing challenges, starting within SFDA. SFDA will develop a values-driven case management plan that prioritizes movement on in-custody cases.

4) Increase Healthy Connections. Addressing behavioral health needs of people in custody remains an urgent priority for CCSF, where over 75% of people in jail are estimated to have either serious mental illness and/or a history of substance use. CCSF will address recommendations developed through the Sequential Intercept Mapping (SIM) process. First, CCSF will build formal partnerships across justice, public health, and housing systems to align efforts and identify ongoing funding streams to serve justice-involved people. Partnerships will be informed by a cross-system high utilizers analysis conducted by the CA Policy Lab at University of CA, Berkeley.

Second, SJC partners will develop new protocols to serve people who touch multiple systems. Partners will start by improving processes to identify and serve the 237 individuals jointly identified as "high priority" for housing and public health when they come into jail. Over 37% of CCSF's homeless population is black, making this a critical step in reducing disparities. The SJC-funded DPH clinician will support this process, assessing and treating an estimated 50-60 clients each year and generating JPR referrals. Lastly, SJC partners will play a role in the citywide effort to build out a coordinated, 24-hour, non-law-enforcement behavioral health crisis response system. This is a priority in the proposed fiscal year 2020-2022 budget, informed by community and justice partner advocacy.

5) Drive with Data. SJC will continue to play a central role in building a more transparent, data-driven justice system in CCSF. The SJC Data Team, composed of analysts and research directors, will continue to assess jail trends and data-sharing needs. The team will develop an analysis of young black men in jail, building on Burns Institute research, to inform racial disparities reduction. Team members will develop internal and public-facing dashboards, building on the work of the Justice Dashboard. Data Team members will help lead broader public safety data-sharing through the City's JUSTIS initiative.

A Systematic Approach to RED Reduction: CCSF will lead with race in every strategy. One of the barriers to RED reduction is the perception that disparities are everyone's responsibility and thus no one's explicit responsibility. While disparities often appear further upstream – in police stops, school discipline, etc. – SJC partners commit to owning their responsibility for jail disparities reduction, while linking to broader efforts to increase racial equity and address root causes. SJC partners adopted a racial equity statement acknowledging the harm that the justice system has done in communities of color and committing to disparities elimination. Since taking office in January 2020, DA Boudin appointed the first Managing Attorney of Diversity, Equity and Inclusion who will co-chair the Criminal Justice Racial Equity Workgroup (CJREWG) with Adult Probation. The CJREWG will continue to be the primary home for refinement of RED reduction efforts, monitoring data and goals, and adjusting strategies as needed.

Learning from COVID: CCSF is fully committed to sustaining COVID-19 jail reductions – indeed, the closure of CJ4 has made it necessary. Several critical COVID-19 policies included: prioritization of in-custody cases; increased pretrial release through bail reform and community support; stipulated release for people sentenced to jail; and greater reentry coordination. These policies built on SJC efforts, and, as noted above, will be maintained in the next two-year grant period.

RESULTS:

Sustaining COVID-19 Reductions: In order to sustain an ADP below 750 and reduce racial disparities, CCSF has refined and enhanced its five strategies to build in successful COVID mitigation efforts such as shared focus on in-custody review, expanded pretrial release, expedited case resolution, and stronger reentry coordination. CCSF will be able to achieve its population and disparities reduction goals because strategies and activities are built around the main drivers of jail population, as outlined below.

Very Short Stays: Ending Money Bail and Increasing Pretrial Release. According to JFA analysis in 2018, 54% of all releases from jail took place in under three days. CCSF has undertaken major reforms to bail and pretrial release practices to reduce very short stays. First, SFDA has ended the practice of asking for money bail for people who are incarcerated pretrial. Second, in February 2020, CCSF implemented the Buffin settlement which ended the Sheriff's use of the bail schedule. The settlement mandates that the Public Safety Assessment (PSA) report go to the Court within 8 hours from ID confirmation, and that the Sheriff's Office use PSA results to determine release if the Court has not made a release decision within 18 hours or a law

enforcement agency requested extended time. In the past three months of Buffin implementation (June 1 thru August 31, 2020), 17% of all bookings into the jail were eligible for pre-arraignment review.

Though CCSF's practices will be influenced by the outcome of a November voter referendum on bail reform, the local use of money bail pre-arraignment has ended. SJC renewal funds will be used to monitor the impact of these changes on the jail population and make improvements. CCSF's PSA tool is currently undergoing validation by the CA Policy Lab, whose analysis will include an assessment of the PSA's intersection with race. Partners will use findings, along with lessons learned from JPR case review, to inform further discussion on the PSA and pretrial release decisions. Community partner SF Pretrial has seen their caseload volume increase by 250% and is working with the CA Policy Lab to evaluate services.

Frequent Short Stays: Meeting the Needs of High Utilizers. Many people have multiple jail contacts each year: according to JFA's 2018 analysis nearly 30% of all people released had two or more jail releases within the year inclusive of 12% who had three or more releases. Partners share an understanding that many frequent utilizers have unmet behavioral health needs, and that this overlap contributes to racial disparities. Black people with a history of substance use make up the single largest racial group in jail with a behavioral health issue according to local analysis. Behavioral health needs are also linked to longer jail stays – people with no behavioral health challenges stay in jail for an average of 14 days, but the average LOS is 20 days for people with a history of substance use, 24 days for people with mental illness, and 35 days for people with both substance use and mental illness. CCSF's approach to reducing jail contacts and LOS for people with behavioral health needs centers around collaboration with public health and housing partners. SJC renewal funds will be used to support a DPH jail-based clinician based and an SFDA mental health sentencing planner. These positions will identify cases for JPR and expedite referrals to community treatment.

CCSF is also undertaking major, citywide changes to its behavioral health crisis response system. The fiscal year 2020-2022 budget includes \$4 million for a Street Crisis Response Team pilot program as part of the implementation of Mental Health SF, the City's framework for improving behavioral health responses to people experiencing homelessness. The proposed budget also includes funding to establish an Office of Coordinated Care within DPH, increasing behavioral health bed capacity to reduce wait times, and expanding service hours at the Behavioral Health Access Center. With SJC support, the CA Policy Lab is working on a "high utilizers" report that will provide more in-depth information on the housing and mental health needs of people in jail. This research will inform future citywide collaboration to better serve justice-involved people.

Long Stays: Improving Case Processing. CCSF must improve case processing and address lengthy stays to sustain reductions to the jail population. A snapshot from July 2020 shows that fully 32% of the jail population had been in custody for more than one year inclusive of a cohort of 13% who had been in custody more than 3 years. JMI analysis found that as of January 2019 CCSF had a backlog of roughly 38% in which cases exceeded CA's 365-day resolution standards, building on earlier findings by the JFA Institute that court continuances are a key driver of the local jail population.

CCSF will develop a collaborative, values-driven criminal case management system across the Court, prosecution, and defense counsel to address these lengthy stays. CCSF's JPR will help drive accountability around lengthy stays. The JPR team will also focus on a subset of cases that contribute to both lengthy stays and racial disparities: robberies and burglaries represent nearly 25% of the jail population, with half of those associated with black men. CCSF will engage with SJC Fellows and community members to develop restorative, community-based responses to these types of offenses.

Greatest Challenges: Justice and community partners came together to safely and rapidly reduce the jail population in response to COVID-19. This collective effort produced many strong policies and partnerships. SJC partners must now contend with how to embed changes into ongoing work and maintain the urgency of the initial response over a longer period, while CCSF faces a serious budget deficit due to the pandemic. Many of the community investments CCSF made to support jail reductions in response to COVID-19 were intended as temporary, emergency measures. As the pandemic continues, CCSF will need to continue investments that address the housing, service, and treatment needs of people who come into jail. SJC will provide space for these planning efforts; partners will determine what can be done with existing resources and where additional City funds may be needed to sustain reductions.

Ensuring disparities reduction: CCSF will focus its continued SJC work on reducing racial disparities. This means that partners agree to proactively frame all planning and evaluation around the impact on people of color in jail, and to build in feedback mechanisms to ensure accountability for results. Changes to pretrial release, mental health and housing access, case processing, and RJ options will be designed around the needs of people of color and reviewed for their impact on disparities. SJC Fellows will participate in the development of these strategies and facilitate engagement with communities of color to solicit input and feedback. Fellows will share findings and facilitate discussion at public SJC Workgroup and CJREWG meetings.

Metrics to track: The SJC Data Team will support collection of metrics and evaluation of strategies in consultation with ISLG and the CA Policy Lab. The Data Team includes the SJC-funded Jail Population Analyst in the Sheriff's Office, a Criminal Case Analyst at the Superior Court, and a Lead Data Scientist at SFDA (supported through local general funds). These staff, along research and data staff from Adult Probation and SF Pretrial, will track the following metrics: Number and LOS of black people in jail for robberies/burglaries; Disparity for black people in jail; Length of time between bookings and LOS for people with 3+ bookings/year; Number of continuances and LOS for people with violent/serious cases; LOS of stay for people with behavioral health needs.

LEADERSHIP:

Partners: CCSF's SJC initiative will continue to be a partnership between the Superior Court, Sheriff's Office, Department of Public Health (DPH), Adult Probation Department (APD), Public Defender's Office (PD), convened by the District Attorney's Office (SFDA). Each partner is fully committed to continued SJC efforts; partners are consistently represented by senior staff in collaborative spaces such as the SJC Workgroup, JPR meetings, and SJC Data Team meetings.

In addition, SJC partners will engage three critical partners who have been less fully engaged in SJC efforts: the Police Department (SFPD), Department on Homelessness and Supportive Housing (HSH), and Department of Children, Youth, and Their Families (DCYF). SFPD and SJC partners worked together to implement a successful local replication of Law Enforcement Assisted Diversion (LEAD), and SFPD has been an active participant in the Criminal Justice Racial Equity Workgroup (CJREWG) convened by SJC partners. SFPD is a critical partner in diverting people from jail and maintaining low booking numbers; going forward SJC partners will work closely with SFPD on the next iteration of coordinated citywide response for people experiencing a mental health crisis. SFPD and SJC partners will also collaborate to develop an enhanced strategy for responding to serious violence among individuals in groups/gangs, implementing conflict mediation and credible messenger techniques.

SJC and HSH have identified a need to partner more closely to ensure that individuals with jail contact are connected to CCSF's homelessness response system. HSH has identified a point person to participate in the SJC Workgroup and is partnering with SJC and the CA Policy Lab on an analysis of high utilizers across the criminal justice, public health, and housing systems. This work will build on efforts launched through the SJC to support emergency bridge housing for people leaving jail as they await access to permanent supportive housing and other housing resources. As the largest local government funder of community-based programs, DCYF is a critical partner to sustain programming for young adults of color. SJC partners will engage DCYF in collaborative planning conversations to inform their next round of funding.

Public Accountability: The SJC Workgroup has been identified by the Board of Supervisors as a trusted space to ensure public accountability, as evidenced by the Board's decision to entrust the planning for CJ4 closure with the group. The SJC will continue to operate as a public meeting space and will continue outreach to community partners represented by the No New Jail Coalition, among others. Additionally, updates about SJC efforts will be shared at public meetings of the Sentencing Commission, the Criminal Justice Racial Equity Workgroup (CJREWG), the Reentry Council (convened by Adult Probation), and at SFDA's Victims and Justice Involved Community Advisory Boards.

Overcoming Opposition: CCSF's SJC initiative has fostered collaboration among leaders and stakeholders by holding partners to shared goals and values, building analytic capacity to inform decisions, bringing in fresh perspective, and demonstrating results. SJC investment primed CCSF to respond rapidly to COVID-19, laying the foundation for shared work to reduce the jail population and preventing an outbreak like that in CA's state prisons. CCSF was able to navigate the sometimes contentious, highly public CJ4 closure process due to the SJC – the commitment to partnership and to SJC goals kept everyone coming to the table. Similarly, partners may not all agree on the best ways to reduce racial disparities in the jail, but with TA from the SJC network and a strong track record we are prepared to keep iterating until shared goals are accomplished.

LEARNING & EVALUATION:

Best Practices: CCSF is a case study in what can be accomplished when justice system and community members work together and when local leadership supports SJC goals: it is possible to rapidly reduce local jail populations, and even close a jail, without increasing crime. Many of the strategies that CCSF implemented to fulfill SJC goals have the potential to inform activities in other jurisdictions, including bail reform, progressive prosecution approaches, restorative justice programs, and efforts to increase data use and shared focus on in-custody populations such as the JPR.

Across the country there is a rising awareness that money bail is inequitable and does not increase public safety. After all, someone's financial status has no connection to their likelihood of coming back to court or of committing another crime. Between implementation of the Buffin settlement and SFDA's decision not to ask for money bail, CCSF has one of the most progressive bail policies in the nation. CCSF is tracking the impact of these policy changes on the jail and public safety and will have important lessons to share about what happens when financial status is not tied to jail release.

Beyond bail reform, District Attorney Boudin and SFDA are at the forefront of the progressive prosecution movement nationally. SFDA strives to create policies that promote racial justice, end the criminalization of poverty, and combat mass incarceration by relying on incarceration as a last—and not first—resort. Recent accomplishments related to SJC goals include: eliminating the use of sentencing enhancements; ending the prosecution of contraband cases related to pretextual stops; and creating a truth, justice, and reconciliation commission to engage with communities harmed by law enforcement conduct. SFDA has strong research partnerships with organizations such as the CA Policy Lab and Stanford Computational Lab and uses data-backed evidence to inform decisions.

Two successful evidence-based models developed by SFDA and expanded through the SJC are the sentencing planning

program and restorative justice. Sentencing Planners employ a validated tool and their expertise in local resources to provide options for prosecutors to use in the disposition of the case. A 2014 UC Berkeley study of SFDA's Sentencing Planning Program found compelling evidence that it reduces recidivism and prosecutor reliance on incarceration. SFDA's "Make It Right" program is a RJ model for youths, aged 13-17, facing prosecution for felony charges. SFDA partnered with researchers to conduct a randomized controlled trial and found that youth who completed the program had a 24-month recidivism rate of just 13% while similar young people who experienced the traditional system had a recidivism rate of 53%. SFDA seeks to expand this successful work through the SJC renewal grant.

CCSF also has practical lessons to share about how to implement tools and structures that help sustain a shared focus on in-custody populations. Through persistence – and informed by the excellent work of other SJC sites – CCSF has established a JPR process in which information about mental health needs can be safely and lawfully shared, and where partners discuss serious, sometimes violent, cases. CCSF's SJC partnership relies on dashboards and data tools to inform JPR activities and broader jail population reduction strategies and will create new tools to guide the next phase of implementation.

Sharing/Communicating CCSF's SJC Work: CCSF has much to share about ending the misuse and overuse of jails, but we have much to learn as well. SJC partners have sought and participated in two-way sharing and communication about local efforts with other sites in CA and nationally, engaging in ongoing learning with Cook County, Philadelphia, Pima County, and others. CCSF also hosted the first convening of CA SJC sites in January 2020, working with Site Coordinators and the Foundation to develop two days of collaborative sessions focused on bail reform, housing, and CA-specific funding streams. CCSF has been actively involved in SJC Network meetings, participating in panels and bringing a full team to each in-person – and now virtual – convening.

Locally, CCSF highlighted its SJC work at presentations before the Board of Supervisors and at public meetings of the Reentry Council, Sentencing Commission, and other local policy bodies. CCSF's SJC partnership became known as a space for effective, collaborative work, resulting in the Board decision to codify it as a public body and entrust it via local ordinance with the CJ4 closure planning process. This process has been highly public, with members of local advocacy coalitions in attendance at meetings.

CCSF has also engaged in broader communications efforts to share innovative local policies related to jail population reduction, including the closure of CJ4. M+R has been a useful thought partner in these efforts and CCSF will continue to make use of their expertise over the next two years. Currently, SFDA is planning a series of white papers that will launch with the CJ4 closure story and SJC's role in its success.

SUSTAINABILITY / NEXT STAGES:

Funding and partners: CCSF and SFDA have a long track record of successful fundraising for innovative, collaborative work. More importantly for the SJC initiative, however, local partners have used grant funds to pilot new ways of working and then embedded effective efforts in sustainable funding streams. Among other examples, CCSF's Young Adult Collaborative Court and Make It Right youth restorative justice program were both launched with grant funds and then moved to ongoing local funding after demonstrating impact. The MacArthur investment will serve as a demonstration project to show local justice partners and leaders that a different way of working is possible. Positive outcomes for individuals at the center of harm can be used to drive justice reinvestment, diverting funds from punitive systems toward community-driven solutions. The City and County of San Francisco's proposed fiscal year 2020-2022 budget acknowledges structural inequities resulting from generations of disinvestment and reinvests \$120 million in funds over two years, predominately from the police and sheriff departments, towards efforts to repair the legacy of racially disparate policies.

SFDA will work with the Human Rights Commission, who is responsible for allocation of these local justice reinvestment funds, the Department of Children Youth and their Families, the largest local government grant-maker, to plan the inclusion of SJC efforts in the long-term funding portfolio. In year two, using the outcomes and stories from implementation and with a co-developed funding strategy, SJC partners will submit a formal budget request to the Board of Supervisors and the Mayor to access additional local resources to support continuation of SJC strategies.

Challenges: CCSF faces a serious budget deficit due to the COVID-19 pandemic. The City's housing, treatment, and community service infrastructure is and will face serious challenges to meet increased demand. In these tight fiscal times, when local government budgets are shrinking dramatically, CCSF has an opportunity to show that justice partners can work together to end the misuse and overuse of jails, reduce racial disparities, and connect people to community-based supports that are better for public safety and are also more cost effective.

Funding Sources: This proposal will be supported by other current efforts focused in pursuit of CCSF's vision of a more just and effective system. Funds leveraged from the following initiatives will support the SJC initiative:

- **RJ Collaborative:** A group of community leaders convened by SFDA who seek to advance the practice of RJ in San Francisco, particularly among communities of color.
- **Restorative Rapid Restitution:** SFDA is working with Arnold Ventures on a proposal to supplement the rapid restitution

fund to better serve victim/survivors as they heal.

- **Tipping Point Bridge Housing Fund:** Local funder Tipping Point Communities has awarded up to \$1 million to SJC partner SF Pretrial to improve assessment and connection to the City's homelessness and housing support system. This investment was a direct result of SJC collaboration and a learning trip to the LA Office of Diversion and Reentry.
- **Truth, Justice and Reconciliation Commission:** A space for SFDA to hear from victim/survivors harmed by law enforcement conduct, develop new pathways to justice, and re-examine what justice looks like for marginalized groups.

PAST PERFORMANCE:

Closing a Jail in San Francisco: This September, CCSF closed a jail long known to be unsanitary and seismically unsafe. CCSF met this milestone due to MacArthur investment: the SJC initiative enhanced trust and collaboration among local stakeholders, laid the foundation for rapid population reductions of nearly 40%, and provided a space for community advocates to engage with the CJ4 closure process. As CCSF's jail population has dropped, crime rates remained well below their historical average, demonstrating that we can protect the health and safety of *all* San Franciscans through decarceration.

CCSF could have taken another path – the City could have built a new jail. Despite many years of work to eliminate mass incarceration, the jail population continued to hover around 1200 people making it infeasible to close CJ4 without a replacement. Indeed, in 2015, CCSF was on track to spend approximately \$600 million to construct a new facility. But the community said no: a new jail would exacerbate the staggering racial inequalities in local incarceration. Former DA George Gascón said no as well: a new jail would ignore the behavioral health needs of people in custody. And ultimately, our Board of Supervisors said no: acknowledging the reality that jails do not make us safer. Instead, CCSF chose to use its SJC grant to identify a different path forward.

How Did We Get Here? SJC Strategy Implementation: CCSF's path towards accomplishing these goals has not been straightforward. At the beginning of 2019, shortly after SJC award, the ADP had crept up to over 1400 people – an increase from our baseline of 1210. It was also an election year, with critical leadership positions on the ballot including the Mayor, Sheriff, and a hotly contested race for District Attorney. The SJC supported partners as they pursued collaborative work together, building on trust established through the initial SJC innovation grant.

By the end of 2019, election results were in and SJC partners had reduced the ADP back down to 1200 through increased pretrial release and connection to community-based support. With this strong foundation in place, SJC partners and newly elected leadership were poised to respond rapidly to COVID. Now, midway through 2020, SJC partners have fulfilled initial strategy goals, closed CJ4, surpassed the original 15% ADP reduction target and seek to sustain a nearly 40% ADP reduction. Progress under each SJC strategy is outlined below.

1) Rooting Out Implicit Bias. Supported by the SJC, SFDA implemented steps to mitigate and eliminate the impact of bias on prosecutor charging decisions. Charging attorneys now complete action steps modelled after implicit bias bench cards prior to making charging decisions. The Criminal Justice Racial Equity Working Group (CJREWG) developed a racial equity statement and an "Agenda for Action." As part of the action plan, partners inventoried implicit bias trainings conducted by criminal justice agencies and recommended additional SJC-funded training. Though planned trainings were disrupted by COVID, partners adjusted and launched a new training series addressing racism and implicit bias.

COVID-19 and Disparities Reduction: Partners tracked the impact of COVID mitigation activities on racial disparities, and disparities have not worsened – but nor have they improved. Reducing racial disparities, particularly the over-representation of black men in jail, is a central focus of CCSF's renewal application and will build on work developed under the initial grant.

2) Increasing Transparency and Reducing Repeat Bookings. CCSF launched a JPR composed of system and community stakeholders who met 20 times in the past year, reviewing an estimated 150 cases and expediting release/resolution for roughly half the cases reviewed. The JPR team developed data-sharing agreements and an effective process to advance release of people held in jail despite a "release recommended" score on the local PSA due to repeat bookings or a person-involved incident. SJC partners developed alerts when a high utilizer is booked to enable faster coordination. Partners will use lessons learned to drive PSA revisions and enhance service models for people with repeat bookings.

COVID-19 and Pretrial Release: SJC partners built on the JPR platform to pursue additional releases of those held pretrial at the onset of COVID-19. Community partner SF Pretrial has seen their caseload volume increase by 250% due to bail reform and COVID mitigation activities.

3) Exploring Expedited Case Processing. TA provider JMI provided a report describing local legal culture and recommendations regarding case management standards that were shared with judges and SJC stakeholders in fall 2019. The Superior Court established a workgroup to begin implementing JMI's recommendations. This work was disrupted by the onset of COVID-19, however the Court proceeded to work with Measures for Justice to develop performance measures relevant to case processing. The SJC-funded Court Analyst developed draft dashboards to inform case processing improvements.

COVID-19 and Case Review: SJC partners implemented process changes to speed up case processing in response to COVID-19.

The Superior Court is holding video hearings and created new options for settlement. Partners reviewed cases of people sentenced to county jail for early release; between March and September 2020, the courts approved 61 early releases.

4) Increasing Healthy Connections. Two positions were hired to increase access to behavioral health supports: a jail based DPH clinician and an SFDA sentencing planner. CCSF launched a pilot program to facilitate transitions from jail into housing supports, supported by SJC and Tipping Point (a local funder). CCSF also conducted a two-day Sequential Intercept Mapping (SIM) with 34 system and community partners in fall 2019. One major SIM recommendation was to explore alternative behavioral health crisis response models; \$4 million is included in CCSF's proposed budget for a pilot program.

COVID-19 and Reentry Coordination: To ensure the health and safety of individuals leaving jail, SJC partners connected people to new housing supports funded by DPH, Adult Probation, and the SJC pilot. SFDA developed a notification system for charging decisions that allowed DPH to plan for safe release at the earliest point possible.

5) Enhancing Data-Driven Decision-Making. SJC partners launched the Justice Dashboard, which reviews subsequent criminal justice contact and is disaggregated by race, gender, age and offense type. The SJC data team met regularly to provide jail trend data and inform JPR case selection. SJC partners drafted a cross-agency data-sharing agreement for the JUSTIS hub and proposed citywide criminal justice performance measures.

Community Engagement: Community partners such as SF Pretrial have been part of the SJC workgroup from the start. The CJ4 closure planning process led by SJC was an opportunity to expand and deepen engagement with people of color impacted by incarceration. CCSF's Reentry and Family Violence Councils designated new voting members to sit on the SJC and members of SF's No New Jail Coalition were encouraged to join public planning meetings, which ranged from 35-50 participants.

Lessons Learned: SJC partners have learned that to reduce racial disparities we must address structural racism and work more closely with communities of color at the center of harm. To that end, partners have developed new activities and a fellowship to ensure ongoing community leadership. The SJC has taught partners the importance of analytic capacity and of bringing in fresh perspective through TA – partners now see these resources as critical to reducing disparities. Most importantly, the SJC has shown partners how much is possible when we work together in pursuit of shared goals: a 40% jail population reduction, closure of an unfit jail, and a safer San Francisco for all residents.

QUESTIONS REGARDING USE OF FUNDS

Please note that the Foundation's Intellectual Property policy applies to all grantees. We recommend that you review the policy, which is posted in the portal Document Library, as you complete your application.

The questions in the following section are about how grant funds may be distributed, how research will be conducted and where grant activity will take place. They may not be applicable to your proposed work, but in cases in which they are, your answers will assist foundation staff in understanding the documentation and oversight your grant may require.

Payments Made to Individuals or Entities Not Employed by Your Organization

Not applicable.

Re-Grants

Will MacArthur funds be used to support individuals or organizations whose work is not under the supervision of your organization?

Funds support unsupervised entities: No

Scholarships / Awards

Will MacArthur funds support scholarships or awards?

Fund scholarships / awards: No

Travel

Will MacArthur funds be used to make payments to or on the behalf of meeting participants/attendees who are not employed by you and who are not providing a specific service to you?

Fund individual travel reimbursement: No

Geographic Focus of Work

The City and County of San Francisco.

Locations Under Sanction

Will MacArthur funds support activities taking place in locations under US sanction? (See <http://www.treasury.gov/resource-center/sanctions/Programs/Pages/Programs.aspx> for a complete list of countries.)

Locations under US sanction: No

Research

Will this project support research? No

Activities in the US / Non-US Organizations

For organizations NOT based in the US, will grant funds be used to perform activities in the US such as fiscal agent duties, meetings, research or conferences?

If you are a U.S. based organization, select "No".

Funds for fiscal agent duties, research or conferences: No

▼ DOCUMENTS



GRANT DOCUMENTS

If you are applying for Project Support, please upload a project budget. If you are applying for either Project or General Operating Support, please upload a list of key staff and their bios. There is a template for submitting the list of key staff located in the portal Document Library.

To upload documents, click on the plus symbol to the right of the Project Document Library heading below. Before completing, please select a document type - Budget Proposal or Key Project Staff - from the upload dropdown menu.

After your document is uploaded, please check the corresponding box in the blue checklist.

Grant Documents: Required

- List of Key Staff
- Key Staff Bios
- Project Budget (required if applying for project support) 
- Project Budget Narrative (required if applying for project support) 

Grant Documents: If Applicable

- IRB Approval Letter
- Project Adoption Letter

PROJECT DOCUMENT LIBRARY

Proposed Implementation Strategies_SF SJC Renewal App_09-22-20.xlsx

Other Documents/Media

Added by Tara Anderson at 4:21 PM on September 24, 2020

Attachment B_Budget Narrative_SF SJC Renewal App_09-23-20.pdf

Budget Narrative

Added by Tara Anderson at 11:48 AM on September 24, 2020

Attachment A_Budget_SF SJC Renewal App_09-23-20.pdf

Budget Draft

Added by Tara Anderson at 11:47 AM on September 24, 2020

ORGANIZATION DOCUMENTS

For current or prior grantees who have uploaded organization documents to the grantee portal in the past: please review your uploaded documents in the Organization Document Library below. To add updated documents, click on the green plus sign in the Organization Document Library.


After your documents are uploaded, please check the corresponding boxes in the checklist.

Are your organization documents current and correct? No

If your organization documents are outdated, please upload the most current versions by clicking on the green "plus" sign next to the specified document type (scroll down the form to find the library).

Please do not delete prior / outdated versions of your organization documents. *These are part of your grant records for other projects we have funded.*

Organization Documents Required

- Audited Financial Statements (last 2 fiscal years)
- Current Fiscal Year Operating Budget 
- Latest Unaudited Financial Statement
- List of Organization Board Members (not required if the Organization applying is non-ER)

Organizing Documents - Charters, Statutes, Constitution or Articles of Incorporation (for first-time applicants)

Organization Documents: If Applicable / Available

Indirect Costs / How Calculated

ORGANIZATION DOCUMENT LIBRARY

Attachment D_SFDA Organizational Budget FY 20-22.pdf

Budget, Organization Operating

Added by Tara Anderson at 11:52 AM on September 24, 2020

SFDA DUA - executed.pdf

Memorandum of Understanding

Added by Tara Anderson at 11:48 AM on August 20, 2019

CCSF_SJC_BudgetNarrative_FINAL-Revise 10.15.18.docx

Other / Due Diligence

Added by Tara Anderson at 8:50 AM on October 15, 2018

CCSF_Budget Detailv7 10.3.18.xlsx

Other / Due Diligence

Added by Tara Anderson at 8:40 AM on October 15, 2018

CCSF Tax Exemption Letter.pdf

Tax Letter

Added by Tara Anderson at 9:01 PM on June 14, 2018

Roster of Members _ Board of Supervisors.pdf

Board List

Added by Tara Anderson at 7:38 PM on June 7, 2018

CCSF_Single_Audit_Report_FY2016.pdf

Financial Statements, Organization (Audited)

Added by Tara Anderson at 7:36 PM on June 7, 2018

CCSF_CHARTER.pdf

Bylaws

Added by Tara Anderson at 7:33 PM on June 7, 2018

City and County of San Francisco Charter_WhistleBlower.docx

Policy, Whistleblower

Added by Tara Anderson at 7:23 PM on June 7, 2018

ORGANIZATION DOCUMENT LIBRARY

District_Attorneys_Office_SIA.pdf

Policy, Conflict of Interest

Added by Tara Anderson at 7:23 PM on June 7, 2018

Regulations Related to Conflicts of Interest – San Francisco Ethics Comm...

Policy, Conflict of Interest

Added by Tara Anderson at 7:22 PM on June 7, 2018

CCSF_Single_Audit_Report_FY2017.pdf

Financial Statements, Organization (Audited)

Added by Tara Anderson at 7:21 PM on June 7, 2018

CSF_Budget_Book_2017_Final_CMYK_LowRes.pdf

Budget, Organization Operating

Added by Tara Anderson at 7:14 PM on June 7, 2018



ATTACHMENT A: CCSF RENEWAL APPLICATION BUDGET

Cost Category		Year 1	Year 2	Total
I. Personnel		\$ 605,891	\$ 855,312	\$ 1,461,204
DAT	1824 Principal Administrative Analyst- SJC Project Director 1.0 FTE	\$ 133,325	\$ 144,902	\$ 278,227
DAT	1824 Principal Administrative Analyst- Fringe Benefits	\$ 55,579	\$ 60,405	\$ 115,983
DAT	8133 Victim/Witness Investigator III-Mental Health Diversion Planner 1.0 FTE*	\$ 74,137	\$ 115,567	\$ 189,704
DAT	8133 Victim/Witness Investigator III-Fringe Benefits	\$ 32,991	\$ 51,427	\$ 84,418
PDR	8177 Criminal Defense Attorney 0.25 FTE	\$ 32,749	\$ 34,735	\$ 67,484
PDR	8177 Criminal Defense Attorney-Fringe Benefits	\$ 15,294	\$ 16,221	\$ 31,515
DPH	2932 Behavioral Health Clinician 1.0 FTE*	\$ 63,410	\$ 102,866	\$ 166,276
DPH	2932 Behavioral Health Clinician- Fringe Benefits	\$ 11,852	\$ 19,226	\$ 31,078
SHF	1823 Senior Administrative Analyst- Jail Population Analyst 1.0 FTE*	\$ 69,564	\$ 113,847	\$ 183,411
SHF	1823 Senior Administrative Analyst- Fringe Benefits	\$ 26,782	\$ 51,427	\$ 78,209
COURT	Administrative Analyst III- Criminal Case Analyst 1.0 FTE*	\$ 69,392	\$ 111,300	\$ 180,692
COURT	Administrative Analyst III- Fringe Benefits	\$ 20,818	\$ 33,390	\$ 54,208
II. Professional Services		\$ 199,500	\$ 312,000	\$ 511,500
DAT	Stipends for Graduate Interns	\$ 7,000	\$ 7,000	\$ 14,000
CCSF	Fellowship Program	\$ 100,000	\$ 200,000	\$ 300,000
CCSF	Disparties Reduction Training and TA	\$ 22,500	\$ 45,000	\$ 67,500
CCSF	Case Processing Training and TA	\$ 20,000	\$ 10,000	\$ 30,000
CCSF	Disparities Reduction Program Investment	\$ 50,000	\$ 50,000	\$ 100,000
III. Data Enhancements (e.g., IT system improvements, technology, staff)		\$ -	\$ -	\$ -
IV. Equipment and Hardware		\$ 2,200	\$ 1,096	\$ 3,296
CCSF	Computers and Software for Staff	\$ 2,200	\$ 1,096	\$ 3,296
V. Travel (e.g., airfare, hotel accommodations, food and incidentals)		\$ 8,000	\$ 16,000	\$ 24,000
CCSF	SJC Network Meetings	\$ 8,000	\$ 16,000	\$ 24,000
VI. Meeting Expenses (e.g., meeting space, food and supplies)		\$ -	\$ -	\$ -
VII. Indirect Costs (not-to-exceed 15%)		\$ -	\$ -	\$ -
Total		\$ 815,591	\$ 1,184,408	\$ 2,000,000

Notes:	<p>1) Positions indicated with an asterisk will be covered by the approved no-cost extension of the initial SJC implementation grant for the first four months of year one (January – April 2021).</p> <p>2) In year two, using the outcomes and stories from implementation and with a co-developed funding strategy, SJC partners will submit a formal budget request to the Board of Supervisors and the Mayor to access additional local resources to support continuation of SJC strategies.</p>
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ATTACHMENT B: BUDGET NARRATIVE AND COMPLEMENTARY FUNDING

City and County of San Francisco (CCSF) Safety and Justice Challenge Implementation Site Renewal Application Grant Period: January 1, 2021 – December 31, 2022

NOTES ON SUSTAINABILITY AND COMPLEMENTARY FUNDING

The City and County of San Francisco (CCSF) and the District Attorney's Office (SFDA) have a long track record of successful fundraising for innovative, collaborative work. More importantly for the SJC initiative, local partners have used grant funds to pilot new ways of working and then embedded effective efforts in sustainable funding streams. Among other examples, CCSF's Young Adult Collaborative Court and Make It Right youth restorative justice program were both launched with grant funds and then moved to ongoing local funding after demonstrating impact. MacArthur's investment will serve as a demonstration project to show local justice partners and leaders that a different way of working is possible. Positive outcomes for individuals at the center of harm can be used to drive justice reinvestment, diverting funds from punitive systems toward community-driven solutions. San Francisco's proposed fiscal year 2020-2022 budget acknowledges structural inequities resulting from generations of disinvestment and reinvests \$120 million in funds over two years, predominately from the police and sheriff departments, towards efforts to repair the legacy of racially disparate policies.

SFDA will work with the Human Rights Commission, who is responsible for allocation of these local justice reinvestment funds, the Department of Children Youth and Their Families, the largest local government grant-maker, to plan the inclusion of SJC efforts in the long-term funding portfolio. **In year two, using the outcomes and stories from implementation and with a co-developed funding strategy, SJC partners will submit a formal budget request to the Board of Supervisors and the Mayor to access additional local resources to support continuation of SJC strategies.**

Complementary Funding Sources: This proposal will be supported by other current efforts focused in pursuit of CCSF's vision of a more just and effective system. Funds leveraged from the following initiatives will support the SJC initiative:

- ***RJ Collaborative:*** A group of community leaders convened by SFDA who seek to advance the practice of RJ in San Francisco, particularly among communities of color.
- ***Restorative Rapid Restitution:*** SFDA is working with Arnold Ventures on a proposal to supplement the rapid restitution fund to better serve victim/survivors as they heal.
- ***Tipping Point Bridge Housing Fund:*** Local funder Tipping Point Communities has awarded up to \$1 million to SJC partner SF Pretrial to improve assessment and connection to the City's homelessness and housing support system. This investment was a direct result of SJC collaboration and a learning trip to the LA Office of Diversion and Reentry.
- ***Truth, Justice and Reconciliation Commission:*** A space for SFDA to hear from victim/survivors of police and prosecutor misconduct, develop new pathways to justice, and re-examine what justice looks like for marginalized groups.

2-YEAR BUDGET NARRATIVE

I. PERSONNEL

2-YEAR TOTAL: \$1,461,204

Year 1 Personnel Amount: \$605,891

Year 2 Personnel Amount: \$855,312

1824 Principal Administrative Analyst: SJC Project Director **2-Year Total: \$278,227**

Under the direction of the Director of Policy in the District Attorney's Office, the SJC Project Director will conduct day-to-day oversight of CCSF's participation in the Safety and Justice Challenge. In year two the Project Director's responsibilities will include developing plans to sustain SJC efforts after the grant ends. The skills required for this position fall under the 1824 Principal Administrative Analyst classification (step 4). This position is budgeted at 1.0 FTE, a fulltime benefited position, and is currently filled.

- Year 1 Salary: Annual salary of \$133,325 x 1 year = \$133,325
- Year 2 Salary: Annual salary of \$144,902 x 1 year = \$144,902

Fringe Benefits: 1824 Principal Administrative Analyst **2-Year Total: \$115,983**

Fringe benefits include Social Security, Medicare, Flex Benefits, Health Insurance, Dependent Coverage, Long Term Disability, Retirement, Unemployment Insurance and Dental Insurance. Fringe for this position is budgeted at 41.68% based on the annual salary per negotiated agreements.

- Year 1 Fringe: Annual salary of \$133,325 x 0.4168 x 1 year = \$55,579
- Year 2 Fringe: Annual salary of \$144,902 x 0.4168 x 1 year = \$60,405

8133 Mental Health Diversion Planner **2-Year Total: \$189,704**

Under the direction of the Chief of Victim Services in the District Attorney's Office, the Mental Health Diversion Planner will work with attorneys to identify treatment and disposition options for individuals with mental health needs. The skills required for this position fall under the 8133 Victim/Witness Investigator III classification (step 4). This position is budgeted at 1.0 FTE, a fulltime benefited position, and is currently filled. Four months of this position in year one (January – April 2021) are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Salary: Annual salary of \$107,978 x 0.66 year = \$74,137
- Year 2 Salary: Annual salary of \$115,567 x 1 year = \$115,567

Fringe Benefits: 8133 Mental Health Diversion Planner **2-Year Total: \$84,418**

Fringe for this position is budgeted at 44.5% based on the annual salary per negotiated agreements. Four months of this position in year one (January – April 2021) are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Fringe: Annual salary of \$107,978 x 0.445 x 0.66 year = \$32,991
- Year 2 Fringe: Annual salary of \$115,567 x 0.445 x 1 year = \$51,427

8177 Criminal Defense Attorney **2-Year Total: \$67,383**

Under the direction of the Head Attorney in the Public Defender's Office, the Criminal Defense Attorney will participate in the jail population review, intense case resolution, and collaborative planning around case processing improvements. The skills required for this position fall under the 8177 Criminal Attorney classification (step 2). This position is budgeted at 0.25 FTE and is currently filled.

- Year 1 Salary: Annual salary of \$130,995 x 0.25 FTE x 1 year = \$32,749
- Year 2 Salary: Annual salary of \$138,940 x 0.25 FTE x 1 year = \$34,735

Fringe Benefits: 8177 Criminal Defense Attorney**2-Year Total: \$31,515**

Fringe benefits include Social Security, Medicare, Flex Benefits, Health Insurance, Dependent Coverage, Long Term Disability, Retirement, Unemployment Insurance and Dental Insurance. Fringe for this position is budgeted at 46.7% based on the annual salary per negotiated agreements. This position is budgeted at 0.25 FTE.

- Year 1 Fringe: Annual salary of \$130,995 x 0.467 x 0.25 FTE x 1 year = \$15,294
- Year 2 Fringe: Annual salary of \$138,940 x 0.467 x 0.25 FTE x 1 year = \$16,221

2932 Senior Behavioral Health Clinician**2-Year Total: \$166,276**

Under the direction of the Director of Jail Behavioral Health and Reentry Services in the Department of Public Health, the Behavioral Health Clinician will assess and refer people in custody to treatment. The skills required for this position fall under the Senior Behavioral Health Clinician classification (step 2). This position is budgeted at a 1.0 FTE, a fulltime benefited position, and is currently filled. Four months of this position in year one (January – April 2021) are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Salary: Annual salary of \$96,980 x 0.66 year = \$63,410
- Year 2 Salary: Annual salary of \$102,866 x 1 year = \$102,866

Fringe Benefits: 2932 Senior Behavioral Health Clinician**2-Year Total: \$31,078**

Fringe for this position is budgeted at 18.7% based on the annual salary per negotiated agreements. Four months of this position in year one (January – April 2021) are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Fringe: Annual salary of \$96,980 x 0.187 x 0.66 year = \$11,852
- Year 2 Fringe: Annual salary of \$102,866 x 0.187 x 1 year = \$19,226

1823 Senior Administrative Analyst: Jail Population Analyst**2-Year Total: \$183,411**

Under the direction of the Director of Programs at the Sheriff's Department, the Jail Population Analyst will gather data and use statistical tools to generate weekly jail population reports, trend analysis, and case lists for the Jail Population Review. The skills required for this position fall under the 1822 Administrative Analyst classification (step 1). This position is budgeted at a 1.0 FTE, a fulltime benefited position, and is currently filled. Four months of this position in year one (January – April 2021) are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Salary: Annual salary of \$106,080 x 0.66 year = \$69,564
- Year 2 Salary: Annual salary of \$113,847 x 1 year = \$113,847

Fringe Benefits: 1823 Senior Administrative Analyst**2-Year Total: \$78,209**

Fringe for this position is budgeted at 38.5% based on the annual salary per negotiated agreements. Four months of this position in year one (January – April 2021) are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Fringe: Annual salary of \$106,080 x 0.385 x 0.66 year = \$26,782
- Year 2 Fringe: Annual salary of \$113,847 x 0.385 x 1 year = \$51,427

Superior Court Administrative Analyst III: Criminal Case Analyst**2-Year Total: \$180,692**

Under the direction of the Chief Operating Officer for the Superior Court Criminal Division, the Criminal Case Analyst will develop a data baseline and dashboards to assist the court in improving case processing practices. The skills required for this position fall under the Administrative Analyst III classification (step 3). This position is budgeted at a 1.0 FTE, a fulltime benefited position, and is

currently filled. Four months of this position in year one (January – April 2021) are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Salary: Annual salary of \$104,088 x 0.66 year = \$69,392
- Year 2 Salary: Annual salary of \$111,300 x 1 year = \$111,300

Fringe Benefits: Superior Court Administrative Analyst III

2-Year Total: \$54,208

Fringe for this position is budgeted at 30% based on the annual salary per negotiated agreements. Four months of this position in year one (January – April 2021) are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Fringe: Annual salary of \$104,088 x 0.3 x 0.66 year = \$20,818
- Year 2 Fringe: Annual salary of \$111,300 x 0.3 x 1 year = \$33,390

II. Professional Services

2-YEAR TOTAL: \$511,500

Year 1 Professional Services Amount: \$199,500

Year 2 Professional Services Amount: \$312,000

SJC Fellowship

2-Year Total: \$300,000

The SJC Fellowship will fund 4-6 people with lived experience of incarceration and who have a deep understanding of the impact of racial disparities in the criminal justice system. SJC Fellows will support the racial equity goals and community engagement strategies of the initiative; participating in policy and program development and helping build the capacity of the DA's Office and partner organizations to deliver effective services to the community through coaching, training, and technical assistance. Fellows will receive stipends and dedicate an estimated 15 hours per week to SJC efforts. The SJC Fellows will be based at an outside organization that has experience supporting people with lived experience in developing leadership skills; CCSF has identified a potential partner already on the City's approved vendor list to provide similar services. A portion of year one services are covered by the approved no-cost extension of the initial SJC implementation grant.

- Year 1 Amount: \$100,000
- Year 2 Amount: \$200,000

Disparities Reduction Pilot Program

2-Year Total: \$150,000

CCSF will partner with community-based organizations led by people of color to develop new, post-charge restorative justice options focused on black men and women in custody. CCSF will pilot peer mentoring efforts and community resources focused on this population to support success. While exact services will be determined in collaboration with SJC partners and Fellows, they may include reentry life coaching provided by people of color with lived experience of incarceration. SJC will seek to supplement the pilot program investment with local funds depending on service needs identified. Community partners will be identified through a request for proposals process to be launched in fall/winter 2020.

- Year 1 Amount: \$50,000
- Year 2 Amount: \$50,000

Disparities Reduction Training and TA

2-Year Total: \$100,000

CCSF will provide training and learning opportunities to SJC partner organizations focused on racial bias, dialogue to change, restorative justice, and other topics that support racial disparities reduction and culture shifts within law enforcement partner agencies. CCSF has identified a potential partner already

on the City's approved vendor list to provide similar services, who will develop a training plan and identify trainers on different topics, utilizing the SJC network as much as possible.

- Year 1 Amount: \$22,500
- Year 2 Amount: \$45,000

Case Processing Training and TA

2-Year Total: \$40,000

CCSF will provide training and technical assistance to help local SJC partners address issues related to delays in case processing and ensure that any proposed efficiencies align with due process rights. Training and TA on criminal caseload management, including the development of tools and protocols, will be provided to Judges, Public Defenders, Conflict Counsel, and District Attorneys.

- Year 1 Amount: \$20,000
- Year 2 Amount: \$10,000

Graduate Intern Stipends

2-Year Total: \$14,000

CCSF will host two graduate-level interns each year to support SJC goals and projects.

- Year 1 Amount: 2 interns x \$3500 stipend = \$7,000
- Year 2 Amount: 2 interns x \$3500 stipend = \$7,000

III. DATA ENHANCEMENTS

2-YEAR TOTAL: \$0

No SJC funds are budgeted for data enhancements in the renewal application; any needed enhancements will be covered by local sources such as the City's general fund.

IV. EQUIPMENT AND HARDWARE

2-YEAR TOTAL: \$3,296

Year 1 Equipment Amount: \$2,200
Year 2 Equipment Amount: \$1,096

CCSF will purchase and maintain hardware and software for staff to run statistical analysis and conduct mapping, including printing color maps and data visualizations as needed. Computers and software estimated at \$1,100 each x 2 staff = \$2,200. LaserJet Printers estimated at \$548 x 2 staff = \$1,096.

V. TRAVEL

2-YEAR TOTAL: \$24,000

Year 1 Travel Amount: \$8,000
Year 2 Travel Amount: \$16,000

CCSF will budget for 9 staff travel to up to four SJC network meetings and for up to two TA visits to partner sites, should COVID-19 restrictions be lifted. Should travel restrictions remain in place, CCSF will request a modification to reallocation funds to disparities reduction efforts.

VI. MEETING EXPENSES

2-YEAR TOTAL: \$0

No SJC funds are budgeted for meetings expenses in the renewal application; any needed expenses will be covered by local sources such as the City's general fund.

VII. INDIRECT COSTS **2-YEAR TOTAL: \$0**

CCSF does not request that any indirect costs be covered through the renewal application.

TOTAL SJC RENEWAL BUDGET **2-YEAR TOTAL: \$2,000,000**

Year 1 Total SJC Renewal Amount: \$815,591
Year 2 Total SJC Renewal Amount: \$1,184,408