April 15, 2011

Angela M. Wolf, PhD  
Senior Researcher  
National Council on Crime and Delinquency  
1970 Broadway, Suite 500  
Oakland, CA 94612

Dear Dr. Wolf,

On behalf of The City and County of San Francisco I enthusiastically support the final submission of the Street Violence Reduction Initiative: San Francisco Plan (SVRI)-a citywide prevention and intervention strategic effort to reduce street violence and improve public safety in neighborhoods most impacted by homicides and crime.

The Department of Children Youth and Their Families’ (DCYF) is honored to lead and support the SVRI since it will enhance desperately needed violence prevention, intervention and reduction support services. Given our experience in funding sixty three violence prevention and intervention programs and in facilitating citywide violence prevention policy initiatives, we enthusiastically support the need for a comprehensive, coordinated, and organized street violence reduction plan. The Street Violence Reduction Initiative: San Francisco Plan will develop a multidisciplinary approach to reduce street violence in high-crime San Francisco neighborhoods.

Over the last several months we have made tremendous strides in facilitating key stakeholder discussions to coordinate street violence reduction strategies with communities, community based agencies, city departments and criminal justice partners. Our hardworking sessions designed a plan that outlines clear measurable goals and objectives and leverages current resources, which is critical in a time of economic downturn. Ultimately, the SVRI will provide an opportunity to coordinate our resources more effectively to reduce homicides and street violence in San Francisco.

DCYF supports the Street Violence Reduction Initiative: San Francisco Plan and is committed to providing city resources for these violence prevention efforts. We also acknowledge and appreciate the support by National League of Cities and the National Center on Crime and Delinquency in leading the work of 13 City Gang Prevention Initiative.

I look forward to your favorable consideration and review of the Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

Maria Su  
Director

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Street Violence Reduction Initiative: San Francisco Plan

April 2011

Violence Prevention and Intervention Unit
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It is well known across the globe that the participation and solidarity between government and community is fundamental to prevent and reduce street violence. The City and County of San Francisco empowers community members and community based services to work closely with city entities for the wellbeing of children, youth and their families. All essential partners take an active role in identifying, planning, and implementing strategies to anticipate and respond to street violence. The Street Violence Reduction Initiative: San Francisco Plan offers a sustainable approach to combat street violence in local communities. The Street Violence Reduction Initiative is led by the Department of Children, Youth and Their Families (DCYF), the Juvenile Probation Department (JPD) and the Department of Public Health (DPH).

San Francisco street violence refers to any severe conflict perpetuated by rival territories and may be initiated by turfs or other street associations’ rivalry. The root causes of street violence stem from multiple conditions and are often correlated to poverty, lack of education, environmental conditions, poor health, trauma and family violence. Street violence is a serious public health concern. The initiative utilizes strategies to reduce street violence in local communities through the continuum of violence prevention: prevention, intervention, enforcement and reentry.

San Francisco defines the continuum of violence prevention as follows,

- **Prevention Programs (primary and secondary prevention)** target youth at-risk of involvement in street violence and help reduce the number of youth who engage with those actively involved in street violence.
- **Intervention Program, Strategies and Intensive Services (early and high risk intervention)** provide sanctions and rehabilitation services for youth who are actively involved in street violence.
- **Enforcement strategies** aim to interrupt the most violent groups in the street and older individuals actively involved in street violence; while **intensive services** support their rehabilitation, and
- **Reentry programs and strategies** provide support and access to comprehensive services and assistance for formerly incarcerated individuals to reduce recidivism, improve public safety and reintegrate individuals into their communities.

The vision of the Street Violence Reduction Initiative is to sustain a long-term reduction in street violence and ultimately create a safer and healthier environment for all San Franciscans.

After both extensive and inclusive data collection and research the Street Violence Reduction Initiative defined San Francisco’s street violence crisis in two ways.

- **Ground Level**: San Francisco is experiencing a street violence crisis in specific areas of the city. *Within these areas youth and young adults of color, ages 10 to 25 years old, are at higher risk of being a victim or a perpetrator of street violence.* Turf issues, rivalries between neighborhoods and different street groups contribute toward the current state of street violence in the city.
- **System Level**: Poor interagency coordination hinders San Francisco from providing effective services and programming to prevent and reduce street violence among its residents.

Street violence is concentrated in very specific areas of San Francisco: Bay View Hunter’s Point, Mission, Tenderloin/SOMA, Visitation Valley and Western Addition; 42% of San Francisco shooting in recent years took place in these neighborhoods. Within these areas, youth and young adults ages 10 to 25 years old are a higher risk of being impacted by street violence. The Street Violence Reduction Initiative: San Francisco Plan will target at-risk youth and young adults primarily in these communities and any other high profile area where street violence becomes a concern.

The Street Violence Reduction Initiative: San Francisco Plan identified the following goals to address the ground and system level problems contributing to the street violence crisis affecting San Francisco communities:

**Goal 1: PUBLIC SAFETY**: Provide safer communities, and reduce street violence in “hot zone” neighborhoods and other priority areas.

**Goal 2: WORKFORCE AND EDUCATION**: Create linkages to education and employment opportunities for at-risk youth and young adults.

**Goal 3: BEHAVIORAL HEALTH**: Assist victims and perpetrators of violence in reducing trauma and increasing resiliency.

**Goal 4: REENTRY**: Ensure successful reentry systems for youth, young adults and adults.

In partnership with Community Based Organizations the City and County of San Francisco will strive to achieve these goals and in doing so expect to:

1. Build upon the citywide primary prevention programs serving San Francisco’s children, youth and families.
2. Focus on secondary prevention, intervention and intensive services serving at-risk youth and young adults in San Francisco.

After recommendations from essential partners the Juvenile Justice Coordinating Council of San Francisco agreed to serve as a governing body to guide and track the implementation of San Francisco’s Street Violence Reduction Initiative: San Francisco Plan. To facilitate equal representation of city and community, partnership and accountability; a Street Violence Reduction subcommittee is proposed to advice, support, and inform the implementation of this initiative. Essential partners will meet on a quarterly basis, at a minimum. These regular Street Violence Reduction subcommittee meetings will provide a forum to discuss challenges, progress and improvements to goals and strategies to reduce street violence in San Francisco.
I. Introduction

The City and County of San Francisco continues to take full advantage of a culture of innovation, best practice programs, and financial capital to mount an effective approach to prevent street violence. Street violence is a critical condition impacting the wellbeing of families; especially young people aged 10 to 24 across the United States. San Francisco street violence refers to any severe conflict perpetuated by rival territories and may be initiated by turfs or other street associations’ rivalry. The root causes of street violence stem from multiple conditions and are often correlated to poverty, lack of education, environmental conditions, poor health, trauma and family violence.

Street violence is a serious public health concern. Street violence is not only the leading cause of injury, disability and premature death among youth and young adults in the nation; it is also a contributing factor in the development of chronic diseases, such as post traumatic stress disorder, depression, anxiety, and substance abuse. According to the Prevention Institute, street violence presents a barrier for communities to adopt healthier life styles. For example, efforts to improve nutrition and increase physical activity levels are undermined by violence or the fear of it. Furthermore, street violence is more prevalent in socially disadvantaged communities of color; this disparity contributes greatly to the overall health inequalities these communities experience.

City Departments, Community Based Organizations and community leaders continue to work diligently to alleviate the impact of street violence in San Francisco. The high peaks of homicides from 2005 to 2008 forced different key stakeholders to develop viable solutions to reduce street violence overall. After careful review and consistent evaluation, San Francisco has found that street violence can only be reduced through the development of cohesive city and community strategies that address the continuum of violence prevention: prevention, intervention, enforcement, and reentry.

Prevention Programs (primary and secondary prevention) target youth at-risk of involvement in street violence and help reduce the number of youth who engage with those involved in street violence. Intervention Program, Strategies and Intensive Services (early and high risk intervention) provide sanctions and rehabilitation services for youth who are actively involved in street violence. Enforcement strategies interrupt the most violent groups in the street and older individuals actively involved in street violence; while intensive services supports their rehabilitation. Reentry programs and strategies provide support and access to comprehensive services and assistance for formerly incarcerated individuals to reduce recidivism, improve public safety and reintegrate individuals into their communities.

The Street Violence Reduction Initiative: San Francisco Plan builds upon the citywide primary prevention programs serving San Francisco’s children, youth and families, while focusing secondary prevention, intervention and intensive services on a specific target population. Research on street violence reduction indicates that broad-scale preventive approaches, such as trying to reach the entire population in a specific community, are less effective than defining a target at-risk population and directing the street violence reduction strategy towards the overall wellbeing and improvement of the defined group. The Street Violence Reduction Initiative: San Francisco Plan targets the groups most affected by street violence, at-risk youth and young adults between the ages 10 to 25 years old.

San Francisco defines at-risk youth and young adults as those individuals starting to display signs of delinquent behavior. Which can be described as using destructive language, being truant to school or engaging in nonproductive activities, showing signs of aggressive or defensive behavior, disobeying parents/guardians/authority, not connecting to positive peers or adult role models, and present reduced interest in positive activities and in striving for positive personal goals.

The Street Violence Reduction Initiative: San Francisco’s Plan will guide solutions to build safer and healthier communities in San Francisco. Under the leadership of the City and County of San Francisco’s Mayor and with the coordination of the Department of Children, Youth and their Families; city departments, community based organizations

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4 National League of Cities Institute for Youth and Education and Families, Preventing Gang Violence and Building Communities were Young People Can Thrive. A Toolkit for Municipal Leaders. p.67
The vision of the Street Violence Reduction Initiative is to sustain a long-term reduction in street violence and ultimately create a safer and healthier environment for all San Franciscans regardless of their socio-economic status, gender, race, cultural background, age, or sexual orientation. The City and County of San Francisco recognizes that street violence is a public health concern and street violence prevention is fundamental to the wellbeing of communities, families, and children. This vision can only be achieved when there is a clear and solid partnership among San Francisco Departments and Community Based Organizations. A united and organized San Francisco will realize this vision of a peaceful and healthy San Francisco by strengthening the coordination of services provided to reduce street violence.

**The Street Violence Reduction Initiative Principles:**

- City and community partnerships are essential to reduce street violence in San Francisco.
- Street violence can be reduced through communication, integration, coordination, and collaboration.
- It is vital to build on our success and coordinate effectively in reducing street violence.
- It is essential to identify and implement culturally competent strategies as well as cross cultural approaches that work across communities.
- Community input, engagement, and leadership are vital to defining the problem and prioritizing and implementing street violence prevention and intervention strategies.
- Community knowledge and lived experiences must go hand-in-hand with evidence based practice.
III. Problem Statement

The City and County of San Francisco provides an extensive array of services directed to prevent and reduce street violence; however its residents are receiving limited or uncoordinated criminal justice, education and workforce development and mental health services. After an extensive process of city and community stakeholder input, data analysis from education, juvenile and criminal justices sources, it is clear that street violence represents a critical problem for San Francisco in two different levels.

**Ground Level:** San Francisco is experiencing a street violence crisis, which is concentrated in specific areas of the city. Within these areas youth and young adults of color, ages 10 to 25 years old, are at higher risk of being a victim or a perpetrator of street violence. Turf issues, rivalry between neighborhoods and different groups account greatly for the current state of street violence in the city.

**System Level:** Poor interagency coordination hinders San Francisco from providing effective services and programming to prevent and reduce street violence among its residents.

It is well understood that street violence reduction is not a problem that can be resolved by stand-alone traditional law enforcement methods. Research demonstrates that effective initiatives always include coordinated efforts among the components of the Continuum of Violence Prevention: Prevention, Intervention, Enforcement and Re-Entry. In order to provide a safer environment where youth and young adults can thrive, and to address the lack of interagency coordination, the Street Violence Reduction Initiative aims to align community and city department key stakeholders to achieve a reduction in street violence through legislative changes and with the improvement of coordination in the areas of workforce & education, public safety, reentry and behavioral health.

IV. Target Population

San Francisco’ Street Violence Reduction Initiative targets youth and young adults age 10 to 25. Although street violence affects and has an impact on individuals throughout the life course, those between the ages of 10 to 25 are at higher risk of being either a victim or a perpetrator of street violence. In 2009, almost 30% of the homicide victims in the city were between the ages of 10 to 24 years old. The prevention and intervention strategies outlined in this plan will target the five “hot zones” with the highest concentration of crime and any other high profile area identified in the future. The “hot zones” currently targeted for intensive interventions are Zone (1) Tenderloin/SOMA, Zone (2) Western Addition, Zone (3) Mission, Zone (4) Bay view/Hunter’s Point, and Zone (5) Visitation Valley. This strategy utilizes a unified effort to address the risk factors leading to street of street violence in these neighborhoods while acknowledging the unique environmental and cultural characteristics of each area.

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9 Although street violence affects this age group at a higher rate, we recognize that in San Francisco individuals out of this range are also profoundly impacted by street violence. In an effort to maximize resources this target age group has been adopted. However, recommendations for services and interventions might be provided for a wider targeted age group.
V. Assessment of San Francisco Street Violence

A. Street Violence Trends

The City and County San Francisco is an urban environment spanning approximately 49 square miles. It has an estimated 840,000 residents and 17,500 residents per square mile, 44% of which are family households. San Francisco is culturally, ethnically, and linguistically diverse, with approximately 45% White, 31% Asian/Pacific Islander, 14% Hispanic/Latino, and 6% African American residents11 (See Appendix 1: Map 1: San Francisco Citywide Ethnic Distribution 2008).

In 2008, the San Francisco Police Department (SFPD) completed a comprehensive performance evaluation of the department’s violent crime trends and tactical operations efficiencies. The department’s data showed that crime was primarily concentrated in five “hot-zone” neighborhoods which total only 2.1% of San Francisco’s 49 square miles. “Hot-zone” neighborhoods are those areas in the city with the highest concentration of crime and calls for service.

While the “hot-zones” cover only 2.1% of San Francisco’s 49 square miles, 42% of shootings in 2007 occurred in these areas. The five zones included: Zone 1: Tenderloin/SOMA, Zone 2: Western Addition, Zone 3: Mission, Zone 4: Bay view/Hunters Point, and Zone 5: Visitation Valley. As seen in Appendix 1 (See Appendix 1: Maps 2 & 2.2), these zones are the areas with the greatest percentage of total crime incident reports from 2002-2007. In addition, within these hot zones there are certain corridors where street violence prevention and intervention outreach services concentrate their efforts (See Appendix 1: Maps 3-6). The Street Violence Reduction Initiative: San Francisco Plan will target these zones and any other high profile area of the city where violent crimes related to street violence are most prevalent as demonstrated by crime statistics and community input.

The homicide rate in San Francisco rose steadily from 2005 to 2008, with 100 homicides in 2007. Table 1 illustrates the violent crime trends from 2005 to 2009. Prior to 2009 San Francisco experienced over 80 homicides a year. Nonetheless, of the 98 homicides reported for 2008, approximately 38% were youth and young adults aged 14 to 25. Of those youth and young adult victims 94% were high school dropouts12. Although 50 homicides were reported in 2010 in San Francisco13, 2011 presents a significant challenge for the community since by April 20 homicides have been reported; five more than were reported in 2010 and nine more than reported in 2009 at this time of the year. There is a clear need for intervention strategies and techniques to reduce the harm caused by street violence in the City and County of San Francisco.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Violent crime</th>
<th>% Change</th>
<th>Murder and non-negligent manslaughter</th>
<th>Forcible rape</th>
<th>Robbery</th>
<th>Aggravated assault</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>749,172</td>
<td>5,985</td>
<td>4.0%</td>
<td>96</td>
<td>172</td>
<td>3,078</td>
<td>2,639</td>
</tr>
<tr>
<td>2006</td>
<td>746,085</td>
<td>6,533</td>
<td>9.2%</td>
<td>86</td>
<td>154</td>
<td>3,858</td>
<td>2,435</td>
</tr>
<tr>
<td>2007</td>
<td>733,799</td>
<td>6,414</td>
<td>-1.8%</td>
<td>100</td>
<td>125</td>
<td>3,771</td>
<td>2,418</td>
</tr>
<tr>
<td>2008</td>
<td>798,144</td>
<td>6,744</td>
<td>5.1%</td>
<td>98</td>
<td>166</td>
<td>4,108</td>
<td>2,372</td>
</tr>
<tr>
<td>2009</td>
<td>788,197</td>
<td>5,957</td>
<td>-11.7%</td>
<td>45</td>
<td>179</td>
<td>3,423</td>
<td>2,310</td>
</tr>
</tbody>
</table>


San Francisco’s Adolescent Health Working Group (AHWG) released a 2009 report, *A Snapshot of Youth Health and Wellness*, to raise awareness about the health and well-being of adolescents in San Francisco, inform the design and delivery of service strategies for young people and provide data that can be used by stakeholders for grant writing and advocacy purposes. The working group found that homicide is still the leading cause of death among youth ages 15-24 in San Francisco at a rate of 30 per 100,000, which is nearly twice the statewide youth homicide rate (18 per 100,000)\(^{14}\). In 2010, the Department of Children, Youth and Their Families (DCYF) partnered with Davis Y. Ja & Associates to conduct a violence prevention and intervention evaluation, to document the climate and overall environment of San Francisco’s most at-risk communities\(^{15}\). Although San Francisco’s homicide rates decreased in 2009, analysis conducted by Ja & Associates found on the five neighborhoods “hot zones” violent crime levels remained the same. The disproportionate number of shootings still remained constant and impacted “hot zone” neighborhoods where the majority of the population is African American, Latino and have economic levels below the poverty line; and where the incidences of street violence continue to impact San Franciscans at significant rates.

Poverty and poor academic preparation are key factors that affect a young person’s likelihood of involvement with street groups and San Francisco’s youth that are at high risk: one in ten San Franciscans (11.2%) lives in poverty\(^{16}\), and rates tend to be higher among young adults and in communities of color. In 2009, nine of San Francisco’s 17 high schools have an Academic Performance Index rank of 1 or 2, placing them among the poorest performing in the state and in school year 2008-2009 just 81% of San Francisco’s high school students graduated from High School\(^{17}\).

Estimates indicate San Francisco has 1,200 to 1,700 individuals are affiliated with a group perpetuating street violence and that about 48% of the homicides in 2004, 2005, and 2006 were reportedly related to this affiliation. Local research indicates young people were most likely to join a street association between 12 and 14 years of age, and that their reasons for joining included money, protection, a friend was part of the group, fun, and to get respect. More than half of males involved in street violence or some sort of street affiliation indicated being part of these groups made them safer.\(^{18}\) While the actual number of young adults involved in violent street associations or at-risk of involvement is difficult to estimate, available evidence suggests that involvement in high at-risk activities is affecting many young adults in San Francisco. Youth involved in street associations or those at-risk of involvement with street violence face a range of interconnected needs and barriers due to poverty, trauma, insufficient education, crime and street violence which put them at great risk of not being able to escape from “the life” to become safe, employed and economically self sufficient. A recent survey of 11th graders in traditional public high schools indicates that 8% of male students and 3% of female students reported they are in an organized street group, and about one in five (18%) of males students and female students (20%) in non-traditional high schools report they are involved in an organized street group\(^{19}\).

Overall, street violence remains a primary concern among youth in San Francisco\(^{20}\).

### B. San Francisco’s Criminal Justice Involved Populations

**Juvenile Justice Challenge: Incidents of Violence amongst Children and Youth**

In 2010, a total of 2,814 referrals were made to the Juvenile Probation Department, approximately a 15% decrease from 2006 when 3,290 referrals were made\(^{21}\). Although this decrease in referrals is encouraging the needs of the juvenile justice population are still critical. The juvenile justice referrals made in 2010 correspond to 1,720 unduplicated youth, 45% were African American, 29% Hispanic, 17% White, 5% Chinese and 10% Asian & Pacific Islander. Approximately 83% of these young people were between the ages of 15 and 18 years old. Of the young people referred to the San Francisco Juvenile Probation Department in 2010, about 70% were male and 30% were female. Juvenile incarceration rates are disproportionately impacting African American and Latino males above any other demographic group.

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Furthermore, special attention must be paid to the number of young girls and women referred to the juvenile justice system. Even though male referrals are notably higher, as indicated on the Table 2, the percentage of female referrals has increased since 2005. This year the Juvenile Probation Department presented a special report based specifically on girls entering the juvenile justice system. The report demonstrates a 12.5% recidivism rate among girls in 2010. Approximately, 60% of the girls arrested in 2010 were African American and around 24% were Hispanic; and about 70% were between the ages of 16 and 18 years old, while around 23% were 14 or 15 years old.

The reports also indicates 73% of the girls arrested or referred to juvenile probation are primarily for three top criminal offenses such as felonies, with robbery, assault and prostitution.

"We need positive role models that look like us to look up to. Young, strong, women of color that really understand us because they have been through the same struggle we have. The director of my internship program is a couple of years older than I am; when I see her I know that in a few years I can be like her."

Table 2: San Francisco JPD Unduplicated Count of Juvenile Probation Referrals 2005-2010

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Unduplicated count of Juvenile Probation Referrals</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>1,930</td>
<td>1369</td>
<td>561</td>
</tr>
<tr>
<td></td>
<td></td>
<td>70.9%</td>
<td>29.1%</td>
</tr>
<tr>
<td>2006</td>
<td>2,071</td>
<td>1,412</td>
<td>659</td>
</tr>
<tr>
<td></td>
<td></td>
<td>68.2%</td>
<td>31.8%</td>
</tr>
<tr>
<td>2007</td>
<td>2,000</td>
<td>1,354</td>
<td>646</td>
</tr>
<tr>
<td></td>
<td></td>
<td>67.7%</td>
<td>32.3%</td>
</tr>
<tr>
<td>2008</td>
<td>2,135</td>
<td>1,494</td>
<td>641</td>
</tr>
<tr>
<td></td>
<td></td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>2009</td>
<td>2,146</td>
<td>1,452</td>
<td>694</td>
</tr>
<tr>
<td></td>
<td></td>
<td>67.66%</td>
<td>32.34%</td>
</tr>
<tr>
<td>2010</td>
<td>1,720</td>
<td>1,164</td>
<td>556</td>
</tr>
<tr>
<td></td>
<td></td>
<td>67.67%</td>
<td>32.33%</td>
</tr>
</tbody>
</table>


The Juvenile Probation Department demographics directly correlate with those most impacted by street violence in San Francisco. Although approximately 23% of youth arrested in 2010 were not San Francisco residents; the remaining percentages indicate that a high concentration of arrested youth were residents in the “hot zone” communities: 20% of them were Bayview Hunters Point residents, 17% lived in the Mission, 13% resided in Visitation Valley and 11% were from Tenderloin, South of Market and the Western Addition areas.

Despite San Francisco Juvenile Probation Department’s decrease in population, the number of juvenile offenders involved in more serious and violent incidences is steadily increasing. Table 3 indicates the percentage of bookings for robbery and assault increased from 2006 to 2010. Similarly juveniles detained for weapons-felony have also spiked higher in numbers compared to other years. Furthermore, the Juvenile Probation Department found a recidivism rate of 18.09% during 2010, which indicates that about 20% of youth arrested in 2010 had already been in contact with the Juvenile Justice System.

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22 Ibid.
23 Young woman in a gender specific focus group. March, 2011.
25 Ibid.
Table 3: San Francisco Duplicated Count Juvenile Hall Bookings 2006-2010—Sorted Most to Least Serious

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Detentions</th>
<th>Detention Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Robbery</td>
</tr>
<tr>
<td>2006</td>
<td>3,290</td>
<td>370</td>
</tr>
<tr>
<td></td>
<td></td>
<td>11.25%</td>
</tr>
<tr>
<td>2007</td>
<td>1,252</td>
<td>326</td>
</tr>
<tr>
<td></td>
<td></td>
<td>26.04%</td>
</tr>
<tr>
<td>2008</td>
<td>1,289</td>
<td>349</td>
</tr>
<tr>
<td></td>
<td></td>
<td>27.08%</td>
</tr>
<tr>
<td>2009</td>
<td>1,025</td>
<td>302</td>
</tr>
<tr>
<td></td>
<td></td>
<td>29.46%</td>
</tr>
<tr>
<td>2010</td>
<td>846</td>
<td>259</td>
</tr>
<tr>
<td></td>
<td></td>
<td>30.61%</td>
</tr>
</tbody>
</table>

Source: San Francisco Juvenile Probation Department Annual Reports (2006-2010). City and County of San Francisco
* Includes attempted murders

Criminal Justice Challenge: Transitional Age Youth and Young Adults

In 2010, 2,075 adults were released to parole in San Francisco. A total of 7,174 individuals were on probation in San Francisco in 2007-08, of which approximately 655 were youth ages 18-25. Presently, San Francisco’s Adult Probation Department is responsible for supervision of approximately 6,341 adults placed on formal Probation by the Superior Court. Of these, approximately 1,243 are transition age youth (TAY) ages 18-25. These young adults face significant challenges in establishing financial stability, obtaining and maintaining employment and securing stable housing. Many also face substance abuse, mental health, and medical and criminal association issues. Table 4 presents the results of an analysis of the Adult Probation Department’s 18-25 year old San Francisco probationers where the challenges and needs of this population were identified.

Table 4: Challenges and needs faced by individuals on probation who are 18 to 25 years old in San Francisco, 2009

<table>
<thead>
<tr>
<th>Challenge/Need</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education (lacking GED or HS Diploma)</td>
<td>80%</td>
</tr>
<tr>
<td>Unemployed</td>
<td>75%</td>
</tr>
<tr>
<td>Diagnosed Mental Health Illness</td>
<td>20%</td>
</tr>
<tr>
<td>Substance Abuse</td>
<td>80%</td>
</tr>
<tr>
<td>Criminal Associations</td>
<td>70%</td>
</tr>
</tbody>
</table>

Source: San Francisco Adult Probation Department, Request for Proposal. City and County of San Francisco: 2009.

The California Department of Justice data shows that 19-30 year old adults account for 50% of felony arrests. According to the 2010 Adult Institution Outcomes Evaluation Report by the California Department of Corrections and Rehabilitation (CDCR) in California, “Younger formerly incarcerated individual’s recidivate at the highest rate. Inmates

26CA Department of Corrections and Rehabilitation, County and Region of Parole: Calendar Year 2010. Data Analysis Unit. Sacramento: 2011.
27San Francisco Adult Probation Department, Annual Report Fiscal Year 2007-08, City and County of San Francisco: 2009.
28Wendy Still (Chief of San Francisco Adult Probation Department), e-mail communication to DCYF’s VPI Team, March 15, 2011
released at age 24 or younger return to prison at a rate of almost 75%.”
Furthermore, San Francisco’s recidivism rate is 78.3%, which is over 10% higher than the statewide recidivism rate (67.5%).

After reviewing the devastating consequences of street violence among youth and young adults in San Francisco, it is clear that a comprehensive, integrated and coordinated approach to reduce street violence will be necessary to overcome these barriers and to provide safer communities for all San Franciscans.

C. San Francisco’s Education and Workforce Landscape

A total of 43% of San Francisco residents with a high school diploma or less education do not work, as compared to 32% of those who have some college, and 16% of those who have completed college educations or more. Job turnover rates for our residents increase as income decreases, with 25% of residents who make less than $25,000 have changed their jobs three or more times in the last 5 years, compared to 9% of those making more than $50,000. Furthermore, residents living below the poverty line tend to be concentrated in those neighborhoods identified as hot zones.

Each year, approximately 5,500 ninth graders enroll in San Francisco Unified School District (SFUSD) high schools; one in four of these students (27%) will not graduate. In addition, approximately 1,000 students, or 20% of each cohort, drop out of high school annually. According to SFUSD, there are 130 sixteen year olds who are off-track by one or more years; 430 seventeen year olds off-track by one or more years; and 475 eighteen year olds who should be in their last year of school, but who are off-track by one or more years.

Youth also report feeling discomfort with the school climate, which may hinder their educational success. Nearly 40% of 11th graders report that their teachers fail to make learning “meaningful and joyful,” and at some schools that number is even higher. District wide about 30% of students say teachers fail to connect their coursework to life outside the classroom. Only about 15% of SFUSD students report they experience “opportunities for meaningful participation,” such as deciding on class activities, helping other people, and engaging in clubs, sports teams or other activities, which is similar to the state average. In addition, the data suggest that SFUSD students are finding more meaningful opportunities for participation outside the school day and in the community, than during school.

“Something has to change with the school system. We can’t play sports because of our grades; we can’t take the classes we want because of our grade. There’s so much we can’t do because of the grades, but I don’t see them help me to get better [grades]”

San Francisco’s African American youth are particularly at risk, as only 228 of the approximately 660 graduate each year. While African Americans make up only 6% of the San Francisco population, they account for the majority of youth in both the juvenile justice (45%) and high school dropout rates (42%), and 49% of young adults ages 18-25 on Adult Probation are African American.

In fact, 48% percent of San Francisco residents without a high school diploma have an annual household income of less than $10,000. Moreover, 58% percent of African Americans, 37% of Latinos, and 30% of Asian/Pacific Islanders, but only 13% of Whites have incomes of less than $25,000. Conversely, 8% of African Americans, 21% of Latinos, 21% of Asian & Pacific Islanders and 40% of Whites have incomes of $100,000 or more.

The 2009 American Community Survey reports that there are approximately 60,000 young adults ages 18-24 in San Francisco. Of these, 9,000 are neither working nor attending school and 6,156 lack a high school diploma, severely

30 Ibid.
31 San Francisco Department of Children, Youth, and Their Families, City and County of San Francisco.
35 The California Healthy Kids Survey results found that between 2004 and 2007 a smaller percentage (between 20-30%) of 9th and 11th grade respondents scored “low” on meaningful participation in the community context than those that scored low on the school context.
36 Youth in detention from a Focus Group. February, 2011.
limiting their employment opportunities. Approximately 2,000 of these individuals receive some form of public assistance.

Poverty and poor academic preparation are key factors that affect a young person’s likelihood of getting involved in violent street groups and San Francisco’s youth are at high risk. San Francisco ranks first in California and fourth out of 314 urban cities nationwide with the highest cost of living in the U.S. with an index of 62% above the national average. While 11.2% of San Franciscans live below the federal poverty level, the average annual living wage needed by a single adult working full time to afford food, housing, transportation and necessary expenses is $31,965. For a single adult raising a child wage increases must increase to at least $76,201.

The Street Violence Reduction Initiative: San Francisco Plan expects to play an advisory and coordinating role between education, workforce development and service providers to alleviate the needs presented in this section.

D. San Francisco’s Street Violence Reduction Services and Initiatives

Historically, San Francisco has designed many effective violence prevention programs and initiatives to create safer communities; including services targeted to prevent and reduce street violence. San Francisco makes a significant investment in violence prevention each year spending millions of dollars to fund programs for vulnerable residents and communities.

Joint Funders Partnership

The Department of Children Youth and their Families (DCYF), the Juvenile Probation Department (JPD) and the Department of Public Health (DPH), jointly fund and coordinate efforts to support a large portfolio of over sixty violence prevention and intervention services to address the needs of young people (14 to 24 years old) involved in the juvenile justice system and those at-risk of getting involved. The types of programming provided through this partnership vary from alternatives to detention, services within detention-based settings, detention diversion, alternative education programs, case management, street outreach and service provisions that are designed specifically for young women. According to Jucovy & McClanahan (2008), partnerships between public agencies and community organizations are fundamental to the success of any violence-reduction project. The main strategy of the joint funders was to provide an opportunity to enhance community based programs and interventions to reach high at-risk youth, as well as young adults, and to decrease violence in local communities.

The Joint Funder Strategy is based on the San Francisco Juvenile Justice Coordinating Council’s Circle of Care Model. The Circle of Care is a structured continuum of services that address the needs of youth and young adults at different points in their lives to avoid or permanently exit the juvenile/criminal justice system. (See Appendix 3: Circle of Care Diagram) The Joint Funders Violence Prevention and Intervention (VPI) strategy funds sixty-three violence prevention and intervention programs totaling approximately $12M, which are monitored by DCYF. In 2010, 3,600 youth ages 14 to 18 and 700 young adult ages 19 to 24 participated in city-funded violence prevention and intervention services.

Primary and Secondary Prevention

Prevention starts before a youth gets in contact with the system. Alternative education programs have been established to engage individuals back to education pathways. These programs are funded both by the Violence Prevention and Intervention partnership and the Office of Economic and Workforce Development (OEWD). Life and social skills workshops, GED and job readiness programs, along with hands-on work experience and training are some of the ways San Francisco has addressed the education and workforce development challenges afflicting residents. Through the San Francisco’s Truancy Reduction Initiative and the Truancy Assessment and Referral Center, special efforts are

41 California Budget Project, Making Ends Meet: How much does it cost to raise a family in California, California Budget Project: 2010.
44 San Francisco Department of Children, Youth and their Families, Contract Management System Data, City and County of San Francisco: 2010.
being made to have a positive impact on youth disengaged from school and at risk of becoming truant or chronic truant; as well as services to facilitate their academic reentry.

As a result of policy changes, system improvements, and new investments, important new work is now in motion to help San Francisco’s youth and young adults develop the education and skills they need to connect successfully with the workforce. DCYF has redesigned its youth workforce services to provide targeted programming to youth engaged in multiple systems (including justice systems, child welfare systems, and public housing).

“OEWD’s Reconnecting All Through Multiple Pathways Program (RAMP) has reached and change the lives of over 200 18-24 year olds who have been disconnected from education and the workforce, providing life-changing experiences leading to a high school diploma and workplace skills training”45.

GED+ (plus) programs is expanding to reach over 200 young adults, coupling educational preparation with work experience, life skills, and support services.

Youth Sector Bridge programming has begun in health, construction, and IT/digital media with the goal of serving 200 youth through these pathways. Young people have been brought in as active partners in evaluation efforts and the development of policy through a formal partnership with the Workforce Investment Board-Youth Council and the Transitional Age Youth Initiative. Of critical importance, most of the key City departments, SFUSD, City College of San Francisco (CCSF), and the Mayor’s Office have been actively involved in making this work happen, and are now investing resources in evaluating the effectiveness of select programs serving youth. Coordinated action is essential to producing the outcomes desired from our workforce investments46.

In addition, implementation of comprehensive case management, referral, and mentoring services for youth at-risk of engaging in violent behavior or getting involved with the juvenile justice system represents a fundamental component of both primary and secondary prevention strategies.

In the same way, the unique needs of the female population are addressed through gender specific services, which provide support for girls and young women engaging in high-risk behaviors and deliver services through a Youth Development Framework. Programs utilize a gender specific, strength-based approach that acknowledges historical factors that have had a disparate impact on women, incorporates methods of survival and resiliency; and identifies the unique vulnerabilities and needs of women and girls.

“…women’s roles in society need to be valued and respect for women must be reclaimed through culturally appropriate solutions.”47

**Street Outreach: Secondary Prevention and Early Intervention**

One the largest programs funded under the VPI Joint Funders is the Community Response Network. The Community Response Network (CRN) address youth violence and street violence by providing crisis response and care services, and incorporating community based programs and existing neighborhood services with those provided by City and County of San Francisco departments. The CRN interagency strategy allows multiple community based organizations to interact with and coordinate services with several City Departments including the Juvenile Probation Department, Adult Probation Department, Police Department, Department of Public Health, District Attorney’s Victims Services Unit, and others as necessary.

The Community Response Network (CRN) was founded in the Mission District and originated from the Real Alternatives Program (RAP), CALLES Program—a community based school that started in the 1970s, dedicated to rehabilitating and empowering youth at highest risk to get involved with street violence and incarceration48. In 2006, the City and County of San Francisco saw a large need to expand street outreach models throughout the city and expand the model to at-risk neighborhoods around the city impacted by street violence, including Western Addition, Bayview Hunter’s Point-Potrero Hill, Visitation Valley and multiple Asian and Pacific Islander communities.

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The CRN San Francisco street outreach model is known for its specialized teams trained in street outreach work, conflict mediation and de-escalation, and crisis response. The CRN outreach workers are often residents from local “hot zones” and have invaluable knowledge and understanding of the cultural background of the neighborhoods and residents. Moreover, CRN teams conduct regular street outreach during afterschool hours and in the evenings, refer and link youth to services, and provide safe passages for youth to get around the city.

Several auxiliary services are aligned to work closely with the CRN teams. These include the Crisis Response Services (CRS) Team from the Department of Public Health, UCSF’s Wrap Around Project, and Multiple Evening Services Case Management programs (ESCM) at each “hot zone.” Crisis Response Services (CRS) offer the mental health service and family case management assistance necessary for victims and families impacted by street violence. UCSF’s Wrap Around Project is located at the San Francisco General Hospital and is designed to break the cycle of violent injury in San Francisco. Lastly, the ESCM programs are situated in each “hot zone” mostly impacted by street violence. ESCM program offer evening and weekend programming in order to provide an alternative to engaging risky activities and behavior.

**Interventions to Reduce Street Violence**

A critical component of San Francisco’s street violence intervention effort includes detention alternatives such as Evening Reporting Centers, Intensive Home Based Supervision and the Community Assessment Referral Center. These programs serving youth are designed based on Restorative Justice Principles. They aim to decrease incarceration and recidivism among youth and young adults. Services are provided in community settings and focus on supporting youth through case management services, mentorship, advocacy and self-advocacy trainings, therapy and counseling.

Criminal justice partners such as the District Attorney (DA), Sheriff’s Department (SFSD) and San Francisco Police Department (SFPD) also contribute toward reduction in street violence. Beyond traditional roles of enforcement these agencies develop and implement rehabilitative programs which ultimately contribute toward reducing recidivism rates. For example, the DA's Office has initiated numerous initiatives to connect their office with San Francisco's diverse communities and break the cycle of crime, such as Truancy Courts, The Back on Track Reentry Initiative, Changing the Odds for Youth program, Community Courts and Hate Crimes Reduction Initiative.

The San Francisco Police Department is committed to the reduction of violence. Using the Compstat model, data is continually analyzed allowing SFPD to deploy resources to locations where crime and violence is prevalent, while police officers work to get guns and other weapons off of the street. The Police Department works in partnership with the community to identify crime problems through environmental design and develop strategies to reduce crime both short and long term, as well as to assist in neighborhood cleanup and lighting with the support of city agencies.

In the same way, the SFPD has established Community Police Advisory Boards (CPAB) in each district station, which serve as a problem solving oriented group composed of community members from the districts, who identify community concerns and work with SFPD to create action steps to address an issue before it escalates.

The Office of Civic Engagement and Immigrant Affairs (OCEIA) along with the Municipal Transit Agency (MTA) provide community safety monitor programs. OCEIA’s Safety Ambassadors ride along with passengers and escort them to their destinations. On the other hand, the Municipal Transit Agency Program (MTAP) provides security on the most vulnerable bus lines surrounding the Middle and High Schools in the city. MTAP works very closely with school staff, teachers and principals to provide safe passages for students as well as the general public. MTAP in partnership with MRT (Muni Response Team) and the Middle and High Schools discuss any incidents with guns, knives or other weapons as well as activity related to violent street groups in the schools of the City & County of San Francisco. These types of initiatives ensure a friendlier and safer environment within public transportation in San Francisco.

**“The San Francisco Sheriff’s Department integrates restorative justice components into the violence prevention and intervention programs made available to adults in custody and as they transition back to the community”**50.

Education, skill development, and counseling are integral to the San Francisco County Jail system. Residents are expected to participate in programs while in jail, those who progress satisfactorily in jail programs may be transferred during the latter part of their sentence to a Sheriff's Alternative Programs such as Residential County Parole. In addition,

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49 CA Wellness Foundation: 2009.
50 Sunny Schwartz, (San Francisco Sheriff Department). Interview. February, 2011.
violent offenders are offered a 16-hour-a-day program staffed by deputy sheriffs, community violence counselors and staff from community based organizations representing victims and survivors of violent crimes.

To support the specialized probation unit from Adult Probation and the Juvenile Probation Department, re-entry strategies have been implemented to secure a successful reintegration back to the community for each probationer. The Adult Probation Department (APD) recently formed the Transitional Age Youth (TAY) unit dedicated to working with those who are between the ages of 18 to 24 years old. Specialized probation officers are trained to address the needs of the TAY population. In addition, APD is creating a family focused model of supervision which provides coordinated services to this high needs population.

Through a non-traditional community engagement strategy APD, DCYF, multiple community based organizations and city departments are also directly outreaching to individuals targeted from law enforcement, DA’s Office, City Attorney, and SFPD’s Gang Task Force, due to their alleged connections with violent groups and criminal activity. These individuals are “called in” by community based organizations, and city departments to attend multiple workshops on their legal rights and rehabilitation services.

“Referrals and linkages are tailored to respond to their needs, which offer a more efficient and effective method in delivery of services to this at-risk population”51.

Criminal Justice Councils and Initiatives
San Francisco Administrative Code Chapter 5, Article I, Section 5.1-3 assigns the Reentry Council of the City and County of San Francisco the responsibility to coordinate efforts to support adults exiting incarceration and in the process of reintegration to their communities. Notable achievements of the Reentry Council include but are not limited to the development of a comprehensive re-entry resource guide and 5 successful Second Chance Act grant awards to the city of San Francisco. One of these awards supports the Juvenile Collaborative Reentry Team (JCRT), which was created to address the unique needs of youth transitioning back to their communities. The JCRT collaborative requires that a comprehensive and coordinated aftercare plan must be approved by the court three months prior to a youth's return to the community. This strategy has resulted in significant improvements for the youth receiving case management services.

The Juvenile Justice Coordinating Council (JJCC) derives its authority from the California Welfare and Institution Code and advises Joint Funders on the use of San Francisco’s Juvenile Justice Crime Prevention Act (JJCPA) allocation. In this role the JJCC generates local action plan to establish a system of care for youth and young adults age 11-25 in contact with the juvenile justice system. The JPD is developing a city ordinance to formally define the role of the JJCC, thereby further formalizing the role and structure of the council. The proposed ordinance will include a provision that codifies the relationship between the JJCC and Re-entry Council.

In addition to the Re-entry Council and JJCC there are several other city councils that serve to direct San Francisco’s violence prevention planning and policy investments. The Family Violence Council coordinates services, analyze trends and advise the Board of Supervisors and the Mayor on family violence issues. The San Francisco Community Corrections Partnership Council (CCPC) established by the California Community Corrections Performance Incentives Act52 SB678 advises the Chief of the Adult Probation Department on spending related to SB67853. Lastly, Community Advisory Council (CAC) was established as part of Proposition D in 2000 to provide community guidance to DCYF and the Mayor in matters related to the Children’s Fund. This Committee publicly monitors the City’s children, youth and family policies, programs, and services, advocating for a dedicated commitment to children, youth and families from every city department.

San Francisco offers multiple initiatives and service delivery strategies to at-risk youth and young adults, victims and perpetrators of street violence. Most strategies are jointly facilitated by community and city departments in order to yield the highest impact in reducing homicides, street conflict, and recidivism rates. The Street Violence Reduction Initiative aims to improve service coordination and leverage existing resources.

52 CA Penal Code Section 1228-1233.8
53 Senate Bill No. 678 was enacted to reduce recidivism of felony probationers by improving probation services using evidence based practices
VI. Goals & Objectives

The Street Violence Reduction Initiative aligns community and city departments to achieve a reduction in street violence through legislation and better coordination in the areas of workforce, education, public safety, reentry, and behavioral health.

The San Francisco Street Violence Reduction Initiative’s essential partners will target at-risk youth and young adults 10 to 25 years old and it will continue to offer services based on evidence and best practices to address perpetrators and victims of street violence by striving to achieve the following goals:

<table>
<thead>
<tr>
<th><strong>Goal 1: PUBLIC SAFETY:</strong></th>
<th>Provide safer communities and reduce street violence in “hot zone” neighborhoods and other priority areas.</th>
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<td><strong>Goal 2: WORKFORCE AND EDUCATION:</strong></td>
<td>Create linkages to education and employment opportunities for at-risk youth and young adults.</td>
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<td><strong>Goal 3: BEHAVIORAL HEALTH:</strong></td>
<td>Assist victims and perpetrators of violence in reducing trauma and increasing resiliency.</td>
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<tr>
<td><strong>Goal 4: REENTRY:</strong></td>
<td>Ensure successful reentry systems for youth, young adults, and adults.</td>
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</table>

*Please see Appendix 2 for expanded schematic presentation of the related objectives, indicators, and strategies of the Street Violence Reduction Initiative Goals.*
1. PUBLIC SAFETY: Provide Safer Communities & Reduce Street Violence in "Hot Zone" Neighborhoods and Other Priority Areas.

Public safety is fundamental to a community’s wellbeing. Safe neighborhoods with access to recreational spaces, accessible public transportation, and a friendly presence of community driven supervision (outreach workers and community policing) will increase the opportunity for a safer San Francisco.

“In the San Francisco of my dreams I can go anywhere I want in the city without fear of violence or trespassing unofficial street codes and rules…”54.

The San Francisco Street Violence Reduction Initiative: San Francisco’s Plan proposes the following objectives to achieve this goal:

a. Support Best Practices and Evidence-Based Approaches to Prevent and Respond to Street Violence through the following actions:
   i. Utilize an evidence-based citywide street violence reduction model with techniques to respond to street conflicts in "hot zones" following known best practices to address street violence.
   ii. Establish uniform intervention protocols for Community Response Network, Evening Services Case Management Agencies, San Francisco Police Department (SFPD), Crisis Response Services, and community at large to both anticipate and respond to street violence in “hot zones” and other high profile areas.
   iii. Continue to implement data collection strategies to report outcomes.

b. Mediate Street Level Conflicts Focused on those Youth, Young Adults, and Adults At-Risk for Being Either a Victim or a Perpetrator of Street Violence through the following actions:
   i. Establish a uniformed protocol for Community Response Network (CRN) teams to provide citywide coverage.
   ii. Continue violence intervention through community-driven efforts in "hot zones" and any other high-profile area (emphasis on street outreach and evening services done in partnerships with CRN & Community Based Organizations).
   iii. Recognize the different challenges faced by girls and young women impacted by street violence and provide culturally appropriate services designed to meet their unique needs.
   iv. Continue to strengthen CRN, Crisis Response Services (CRS) and San Francisco Police Department (SFPD) working relationship to respond in a moment of street violence and to provide trauma reduction services.

c. Integrate Community-Driven Violence Prevention and Intervention Efforts (i.e. Community Policing & Supervision, CBO Partnerships with law enforcement, etc.) through the following actions:
   i. Support community policing strategies that include multi-lingual services to reach the city's diverse population.
   ii. Offer community policing training for officers and community members through a collaborative effort between the Police Academy, SFUSD and community-based organizations.
   iii. Inform SFPD of active community programs, services and resources for youth and families where they can refer at-risk youth and young when needed.

Expected Outcomes
Within the first quarter of its release:
✓ Community Policing Strategies will be determined and established across the city.
Between six months to the first year after its release.
✓ A protocol for citywide street violence response will be developed, adopted and implemented.
Ongoing
✓ A list of resources and services available will be made available to SFPD on a quarterly basis.
✓ Report on number of street violence conflicts interrupted and street violence crisis responded to by CRN and CRS.

54 Youth on probation during a focus group, February 2011.
2. WORKFORCE AND EDUCATION: Create Linkages to Education and Employment Opportunities for At-Risk Youth and Young Adults.

The education and workforce development systems are fundamental to prevent and subsequently reduce street violence. The City and County of San Francisco must support and rely in these two critical components of the continuum of street violence prevention.

“We must do something to keep the children engaged in school; we must invest and work harder to prevent truancy!”

The San Francisco Street Violence Reduction Initiative: San Francisco’s Plan proposes the following objectives to achieve this goal:

a. Provide Quality and Effective Education for At-Risk Individuals ages 10 to 18 years old through the following actions:
   i. Support the implementation of best practices to offer alternatives to suspensions for at-risk youth within San Francisco Unified School District.
   ii. Identify SFUSD youth at-risk of dropping out and engaging in violence. Work closely with identified youth to keep them engaged in school and pursuing their academic achievement.
   iii. Continue to offer alternative education to those youth not responding to the conventional education model from the SFUSD.
   iv. Provide truancy prevention and intervention case management services for disengaged youth and at-risk of leaving the educational school system.

b. Establish a Common Framework for Promoting Multiple Pathways to High School Graduation for At-Risk Individuals ages 18 to 25 through the following actions:
   i. Conduct a needs assessment for the more than 6,000 18-24 year olds who have not completed their high school diploma or GED.
   ii. Conduct a survey of programs serving off-track and out of school youth to compose profiles of these alternatives options.
   iii. Create and disseminate an Alternative Education Program Directory and Referral Guide.

c. Implement Best Practices in Employment Training for Youth and Young Adults At-risk of Street Violence through the following actions:
   i. Coordinate services across City-funded agencies to address pre-employment barriers for at-risk individuals (i.e. Clean Slate, Back on Track, counseling and drug treatment).
   ii. Connect at-risk individuals to existing and emerging employment opportunities (i.e. green jobs, digital/media workshops, entrepreneurial workshops, crafts and skill building initiatives) through job training and placement programs.

Expected Outcomes

Ongoing

✓ Through the implementation of Street Violence Reduction Initiative: San Francisco’s Plan, a coordinated approach to service referral and delivery from the San Francisco Unified School District, City and County Departments and Community Based Organizations, will allow for reporting on the number of youth coming back to school and enrolling in postsecondary or alternative education; as well as in job training and placement services.

3. **BEHAVIORAL HEALTH: Assist Victims and Perpetrators of Violence in Reducing Trauma and Increasing Resiliency.**

Street violence exposes people, families, and communities to extremely traumatic experiences. The impact of this trauma will have effects in school performance, work productivity, family relationships, and community engagement to name a few. Everyone affected by violence must have the opportunity of services to help them cope with these traumatic experiences.

“This community has been exposed to so much trauma: loss of family members to violence and incarceration, poverty, abuse, neglect; and people think the best way to deal with that is to tough it up, but until we don’t heal, until we don’t weep and mourn our loses we won’t be able to move on.”

The San Francisco Street Violence Reduction Initiative: San Francisco’s Plan proposes the following objectives to achieve this goal:

a. **Support the Coordination of Best Practices to Address Complex & Vicarious Trauma (i.e. Post-Traumatic Stress Disorder) Caused by Street Violence through the following actions:**
   
i. Continue to implement evidence-based best practices. At-risk youth will receive culturally competent and high-impact trauma intervention services to address the emotional and behavioral ramifications of trauma.
   
   ii. Provide training for service providers, police, and teachers to respond to trauma-related behavior and to understand the devastating consequences of untreated mental health diagnosis.
   
   iii. Support integration of spiritual components in community-based healing, and counseling strategies.
   
   iv. Promote and provide self-care resources and adequate staff development to address the vicarious trauma experienced by service providers working with individuals in crisis

b. **Reduce the Impact of Trauma on Families, Children, Youth and Young Adults as a Result of Street Violence through the following actions:**
   
i. Coordinate assessment of behavioral health needs and increase collaborative planning at critical intervention points within the juvenile and criminal justice system for youth and adults to respond to the mental health needs of both the male and female population.
   
   ii. Utilize existing protocols to identify children exposed to violence and children with Post Traumatic Stress Disorder and identify and follow steps to connect them to services.
   
   iii. Promote awareness of resources and services for people in contact with the criminal justice system who suffer from dual diagnosis and co-occurring mental health disorders.
   
   iv. Provide Intensive Supervision/Clinical Services and Crisis Response Services for youth and adults in need of mental health support.
   
   v. Continue clinical treatment programs such as Intensive Home Base Supervision and Clinical Services to at-risk youth and young adults.
   
   vi. Provide Community Behavioral Treatment and Trauma Focused Support Groups in local communities through community based organizations.

**Expected Outcomes**

By the time the San Francisco Street Violence Reduction Initiative is released:

- Integration of the faith based community within the healing from trauma will be initiated of each community.

Within the first quarter of its release:

- A protocol to respond to street violence trauma will be developed, adopted and implemented.

Between six months to the first year after its release:

- A series of trainings about trauma will be developed and implemented to service providers, police officers, teachers and principals.

Ongoing

- Reports on number of individuals engaging in behavioral health services and programming.

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56 Community member and service provider during community input session. February, 2011.
4. **REENTRY: Ensure Successful Reentry Systems for Youth, Young Adults, and Adults.**

The needs of people leaving custody are complex and, in some cases, acute. Connecting these diverse individuals to the relevant services, treatment, housing, and education and employment opportunities is an effort that must be shared and coordinated by city agencies and community based organizations.

“We need more reentry services [for youth coming out of the juvenile justice system], but real reentry, I feel that when somebody from school goes to the hall, that’s it, we won’t see him ever again or know anything about him again, even when he comes out, who knows where he goes? That’s not reentry, if we never see him again, that’s not real reentry.”

The San Francisco Street Violence Reduction Initiative: San Francisco’s Plan proposes the following objectives to achieve this goal:

a. **Ensure Successful Reentry for IndividualsExiting the Juvenile and Criminal Justice Systems through the following actions:**

   i. Through the City’s Reentry Council and identified partners, implement Reentry in San Francisco: An Annual Report and enhance coordination and working partnerships across agencies providing reentry services to increase use of services by re-entering individuals.

   ii. Develop a uniform, coordinated and sustainable case-management system to assess needs and risks of individuals and their families and children, develop a reentry action plan with participants, connect them with services prior to their release and track progress and outcomes post-release, updating the action plan when necessary.

b. **Establish Best Practices in Reentry Services for All Youth Returning from Out-of-Home Placement through the following actions:**

   i. Encourage the Juvenile Justice Coordinating Council (JJCC) to engage in a series of results-focused juvenile reentry services dialogues.

   ii. Publish best practices standards for reentry services of the juvenile population by JJCC.

c. **Follow the Established Best Practices in Reentry Services for All Adults Returning from Detention through the following actions:**

   i. Improve evidence-based wraparound services and parolee/probation supervision to support parolees/probationers reintegration to their communities and environments (i.e. School, jobs, families, etc.).

   ii. Expand effort such as Log Cabin Ranch and Juvenile Collaborative Re-entry Team (JCRT) to provide a seamless transition from incarceration or placement back to community.

d. **Support the Establishment of Effective Alternatives to Incarceration to Prevent Unnecessary Exposure to the System through the following actions:**

   i. Continue to support parolee reentry court plus other collaborative courts and diversion options designed to improve outcomes for parolees facing violations and the return to detention.

**Expected Outcomes**

By the time the San Francisco Street Violence Reduction Initiative is released:

- The JJCC will include in its agenda juvenile reentry discussion.

Between six months to the first year after its release:

- A Reentry Case Management Model will be developed by Adult Probation Department to identify and meet the unique needs of individuals returning to their communities after incarceration.

Ongoing

- Reports on number of individuals diverted from the system or engaging in reentry services and programs.

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58 Youth attending High School during focus group. February 2011.
VII. Rationale for Street Violence Reduction Initiative: San Francisco Plan

Although this plan is focused on the reduction of street violence, it is important to note that the strategies presented in this plan is connected to a wider, more comprehensive initiative for legislation, public safety, education, workforce, behavioral health, and reentry services in San Francisco.

One of the pathways to reduce street violence in San Francisco is through actions taken by leadership in local government. San Francisco city departments will prioritize street violence as a health crisis and implement a cohesive and coordinated citywide street violence response effort to both anticipate and respond to violent crimes committed among this at-risk population.

The City and County of San Francisco and its rich network of community-based organizations will employ a concerted effort and innovative approach to connect and provide culturally competent services to at-risk youth and adults, as well as those individuals engaged in multiple systems.

In addition, San Francisco leverages existing wraparound or comprehensive services that offer a continuum of intensive case management, therapeutic services (counseling/therapy), and educational support to attend to a full spectrum of complex psychosocial and environmental risk factors.

The Street Violence Reduction Initiative will reinforce cohesion among San Francisco’s various service providers and city departments in order to meet the needs of all at-risk groups. City departments will leverage funding opportunities and programs while community-based organizations will compliment service provisions with planned outreach activities to target specific priority groups engaged in negative street behaviors (i.e. fights, drug dealing, etc.). This way of collaboration will allow for integration of services offered and delivered in order to meet the needs of participants. Better communication and coordination of case management services, street outreach, and law enforcement will contribute to an increase on accountability for all partners. This streamlined system will result in improved outcomes and service provisions for the target populations.

VIII. Roles and Responsibilities

San Francisco’s Street Violence Reduction Initiative is comprised of city, county, and state government; community based organizations; and other community stake holders. Under the leadership of the San Francisco Mayor’s Office the Street Violence Reduction Initiative: San Francisco Plan promotes effective coordination and collaboration between city departments and community-based organizations.

The Street Violence Reduction Initiative is led by the Department of Children, Youth and Their Families (DCYF), the Juvenile Probation Department (JPD) and the Department of Public Health (DPH). After recommendation from these departments and key stakeholders the Juvenile Justice Coordinating Council of San Francisco agreed to serve as a governing body to guide and track the implementation of San Francisco’s Street Violence Reduction Initiative.

To facilitate city and community equitable representation, partnership, and accountability a Street Violence Reduction subcommittee is proposed to advice, support and inform the implementation of this initiative. Essential partners will meet on a quarterly basis, at a minimum (See Appendix 4: Letter of Support from Essential Partners). These regular Street Violence Reduction subcommittee meetings will provide a forum to discuss challenges, progress, and improvements to street violence reduction goals and strategies.

IX. Conclusion

The Street Violence Reduction Initiative: San Francisco Plan is a component of the City and County’s overall violence prevention plan. This Violence Prevention Plan will be composed of various sections and targeted efforts to reduce violence in San Francisco. It will be a strategic tool to leverage local resources to support San Francisco’s street violence prevention and crisis response strategy. Under the Department of Children, Youth and Their Families (DCYF)

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\[59\] Letters of support were submitted between September 2010 and April 2011. Essential partners were given the opportunity to update their letters of support to reflect the changes in the final version of the SVRI: SFP. Each essential partner continues to support this initiative regardless of the time they submitted the letter.
and with the support of the San Francisco Mayor’s Office, it will organize the coordination and administration of San Francisco’s efforts on crisis response and violence prevention.

The Street Violence Reduction Initiative is a living document and guide for collaborative work to reduce street violence in San Francisco. It is designed to best respond to community needs, to advice in the development, and implementation of evidenced-based solutions to reduce street violence in San Francisco. DCYF, JPD, and DPH will ensure that key decisions about the design, implementation, and oversight of the San Francisco Street Violence Reduction Initiative are a part of a formal, clear, and open process.

During the next year the Street Violence Reduction Initiative will convene essential partners and will advice and monitor the actions taken to achieve the goals in the four areas identified to reduce street violence in the City and County of San Francisco: public safety, workforce and education, behavioral health, and reentry.

Furthermore, with the leadership and advice of the essential partners the City and County of San Francisco proposes to identify street violence as a health crisis and recognize street violence prevention and intervention as a way to address it.

The San Francisco Department of Children, Youth, and Their Families would like to thank all of the individuals who took part in the development and revision of The San Francisco Street Violence Reduction Initiative: San Francisco Plan. Thank you for your time, your passion, and your commitment to prevent street violence and empower San Francisco’s children, youth, and families to live and thrive in safe and healthy environments. (See Appendix 5: List of City and Community Stakeholders).
Appendix 1: Maps

Map 1: San Francisco Citywide Ethnic Distribution 2008

Source: Prepared by PSSG based on US Census Bureau data.
Map 2: San Francisco Percentage of Total Crime Incidents by Plot 2002-2007
Map 2.2: San Francisco Percentage of Total Crime Incidents by Plot 2002-2007 with Identified Zones

Source: Prepared by PSSG based on SFPD Cable Data.
Map 3: San Francisco Northwest Community Response Network Corridors and Violence Prevention and Intervention Concentration of Outreach Programs. Tenderloin and Western Addition, 2010


Map 5: San Francisco Southeast Community Response Network Corridors and Violence Prevention and Intervention Concentration of Outreach Programs. Bayview, 2010

Map 6: San Francisco Southeast Community Response Network Corridors and Violence Prevention and Intervention Concentration of Outreach Programs. Visitacion Valley, 2010

## Appendix 2: Goals, Objectives and Actions

### San Francisco Street Violence Reduction Initiative: San Francisco Plan

<table>
<thead>
<tr>
<th>Goal 1. PUBLIC SAFETY: Provide Safer Communities &amp; Reduce Street Violence in &quot;Hot Zone&quot; Neighborhoods and Other Priority Areas.</th>
<th>Objective 1.1: Support Best Practices and Evidence-Based Approaches to Prevent and Respond to Street Violence.</th>
<th>Objective 1.2: Mediate Street Level Conflicts Focused on Those Youth, Young Adults and Adults At-risk for Being Either a Victim or a Perpetrator of Street Violence.</th>
<th>Objective 1.3: Integrate Community-Driven Violence Prevention and Intervention Efforts (i.e. Community Policing &amp; Supervision, CBO Partnerships with Law Enforcement).</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Actions</td>
<td>Outcome</td>
<td>Measure Source</td>
</tr>
<tr>
<td></td>
<td>1.1.b. Establish uniform intervention protocols for Community Response Network, Evening Services Case Management Agencies, San Francisco Police Department (SFPD), Crisis Response Services, and community at large to both anticipate and respond to street violence in &quot;hot zones&quot; and other high profile areas.</td>
<td>2. Citywide Street Violence Response Protocol.</td>
<td>Citywide Street Violence Response Model and Protocols.</td>
</tr>
<tr>
<td></td>
<td>1.1.c. Continue to implement data collection strategies to report outcomes</td>
<td>3. Regular and Continued Reporting of Outcomes.</td>
<td>CMS and Essential Partners Reports.</td>
</tr>
<tr>
<td></td>
<td>1.2.a. Establish a uniformed protocol for Community Response Network (CRN) teams to provide citywide coverage.</td>
<td>1. CRN responds to crisis of street violence with a uniformed approach across the city.</td>
<td>CRN Reports</td>
</tr>
<tr>
<td></td>
<td>1.2.b. Continue violence intervention through community-driven efforts in &quot;hot zones&quot; and any other high-profile area (emphasis on street outreach and evening services done in partnerships with CRN &amp; Community Based Organizations).</td>
<td>2. Number of incidents of violence and retaliation successfully mediated.</td>
<td>CRN Reports</td>
</tr>
<tr>
<td></td>
<td>1.2.c. Recognize the different challenges faced by girls and young women impacted by street violence and provide culturally appropriate services designed to meet their unique needs.</td>
<td>3. Services provided specifically for girls: Case Management, Outreach, Mentoring, Counseling among others.</td>
<td>Young Women Services Reports</td>
</tr>
<tr>
<td></td>
<td>1.2.d. Continue to strengthen CRN, Crisis Response Services (CRS), and San Francisco Police Department (SFPD) working relationship to respond in a moment of street violence.</td>
<td>4. Number of responses to street violence crisis due to communication and coordination between CRN, CRS and SFPD.</td>
<td>CRN/CRS Reports</td>
</tr>
<tr>
<td></td>
<td>1.3.a. Support community policing strategies that include multi-lingual services are included to reach the city's diverse population.</td>
<td>1. Community Policing Strategies</td>
<td>Reports from Community Police Advisory Board (CPAB)</td>
</tr>
<tr>
<td></td>
<td>1.3.b. Offer community policing training for officers and community members through a collaborative effort between the Police Academy, SFUSD and community-based organizations.</td>
<td>2. Number of community policing training.</td>
<td>Training Data from SFPD.</td>
</tr>
<tr>
<td></td>
<td>1.3.c. Inform SFPD of active community programs, services and resources for youth and families where they can refer at-risk youth and young when needed.</td>
<td>3. List of resources provided to SFPD and DPH referral data</td>
<td>April 2011-October 2011</td>
</tr>
</tbody>
</table>

### Support community policing strategies that include multi-lingual services are included to reach the city's diverse population.**

**The table outlines the goals, objectives, and actions for the San Francisco Street Violence Reduction Initiative, detailing specific strategies and partners involved in each effort to prevent and respond to street violence in targeted areas.
<table>
<thead>
<tr>
<th>Objective 2.1: Provide Quality and Effective Education for At-Risk Individuals Ages 10 to 18 years old.</th>
<th>Actions</th>
<th>Outcome</th>
<th>Measure Source</th>
<th>Timeline/Deadline</th>
<th>Essential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1a.</td>
<td>Support the implementation of alternatives to suspensions for at-risk youth within the San Francisco Unified School District.</td>
<td>1. SFUSD Restorative Practice Initiative.</td>
<td>Meeting Minutes, Board of Education Resolutions.</td>
<td>April 2011 - June 2012 (End of Academic Years)</td>
<td>SFUSD</td>
</tr>
<tr>
<td>2.1b.</td>
<td>Identify SFUSD youth at-risk of dropping out and engaging in violence. Work closely with identified youth to keep them engaged in school and pursuing their academic achievement.</td>
<td>2. Number of identified youth at-risk of dropping out receiving services.</td>
<td>2010-2012 SFUSD School Attendance, Dropout, Suspensions and Disciplinary Acts, SIS Data and Referral Data.</td>
<td>April 2011 - June 2012 (Quarterly)</td>
<td>SFUSD, DCYF, and Collaborative CBOs</td>
</tr>
<tr>
<td>2.1c.</td>
<td>Continue to offer alternative education to those youth not responding to the conventional education model from the SFUSD.</td>
<td>3. Number of youth coming back to school or enrolling in secondary or alternative education.</td>
<td>2010-2012 SFUSD Records</td>
<td>April 2011 - June 2012 (End of Academic Years)</td>
<td>DCYF, SFUSD, and Collaborative CBOs</td>
</tr>
<tr>
<td>2.1d.</td>
<td>Provide truancy prevention and intervention case management services for disengaged youth at-risk of dropping out.</td>
<td>4. Number of youth successfully reenrolled in SFUSD or other educational pathway.</td>
<td>CMS Data</td>
<td>April 2011 - June 2012 (End of Academic Years)</td>
<td>DCYF, SFUSD, and Collaborative CBOs</td>
</tr>
<tr>
<td>2.1e.</td>
<td>Successfully enroll youth and young adults in a city college, other college or university certification program or general education.</td>
<td>5. Number of youth or young adults successfully reenrolled in CCSF or other educational pathway.</td>
<td>2010-2012 SFUSD Records, CMS, CCSF Enrollment Records</td>
<td>April 2011 - June 2012 (End of Academic Years)</td>
<td>DCYF, SFUD, and CCSF</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2.2: Establish a Common Framework for promoting Multiple Pathways to High School Graduation for At-Risk Individuals Ages 18 to 25.</th>
<th>Actions</th>
<th>Outcome</th>
<th>Measure Source</th>
<th>Timeline/Deadline</th>
<th>Essential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2a.</td>
<td>Conduct a needs assessment for the more than 6,000 18-24 year olds who have not completed their high school diploma or GED.</td>
<td>1. Number of youth who have not completed high school or GED.</td>
<td>Progress Reports and Final Reports</td>
<td>May 2011 - April 2012</td>
<td>SFUSD, and TAY</td>
</tr>
<tr>
<td>2.2b.</td>
<td>Conduct a survey of programs serving off-track and out of school youth to compose profiles of these alternatives options.</td>
<td>2. List of alternatives options.</td>
<td>SFUSD &amp; TAY Reports</td>
<td>May 2011 - April 2012</td>
<td>DCYF, DHP, JPD, and Collaborative CBOs</td>
</tr>
<tr>
<td>2.2c.</td>
<td>Continue to strengthen CRN, Crisis Response Services (CRS), and San Francisco Police Department (SFPD) working relationship to respond in a moment of street violence.</td>
<td>3. Directory and Referral Guide.</td>
<td>SFUSD &amp; TAY Reports</td>
<td>May 2011 - April 2012</td>
<td>DCYF, DPH, CRN, CRS and SFPD</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2.3: Implement Best Practices in Employment Training for Youth and Young Adults At-Risk of Street Violence.</th>
<th>Actions</th>
<th>Outcome</th>
<th>Measure Source</th>
<th>Timeline/Deadline</th>
<th>Essential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3a.</td>
<td>Coordinate services across City-funded agencies to address pre-employment barriers for at-risk individuals (i.e. Clean Slate, Back on Track, Drug Endangered Children Protocol, counseling and drug treatment).</td>
<td>1. Number of individuals enrolled in services.</td>
<td>Fiscal Year End Reports</td>
<td>April 2011 - June 2012</td>
<td>SFPD, BIOS Public Safety Committee, and Police Commission</td>
</tr>
<tr>
<td>2.3b.</td>
<td>Connect at-risk individuals to existing and emerging employment opportunities (i.e. green jobs, digital/media workshops, entrepreneurial workshops, crafts and skill building initiatives) through job training and placement programs.</td>
<td>2. Number of job placements.</td>
<td>Fiscal Year End Reports</td>
<td>April 2011 - June 2012</td>
<td>OEWD and DCYF</td>
</tr>
</tbody>
</table>
## Appendix 2: Goals, Objectives and Actions

<table>
<thead>
<tr>
<th>Objective 3.1: Implement Best Practices for Addressing Complex and Vicarious Trauma (i.e. Post-Traumatic Stress Disorder) Caused By Street Violence.</th>
<th>Actions</th>
<th>Outcomes</th>
<th>Measure Source</th>
<th>Timeline/Deadline</th>
<th>Essential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.a.</td>
<td>Continue to implement evidence based practices for at-risk youth to receive culturally competent and high-impact trauma intervention services. These services will address emotional and behavioral ramifications of trauma.</td>
<td>1. Number of at-risk youth receiving trauma intervention.</td>
<td>DPH, CRS, SFGH-TRC, UCSF Wraparound Program Evaluations.</td>
<td>July 2011-July 2012 (Year round)</td>
<td>DPH and DCYF</td>
</tr>
<tr>
<td>3.1.b.</td>
<td>Provide training for service providers, police, and teachers to respond to trauma-related behavior and to understand the devastating consequences of untreated mental health diagnosis.</td>
<td>2. Series of trainings.</td>
<td>DPH, DCYF</td>
<td>July 2011-July 2012 (Year round)</td>
<td>DPH and DCYF</td>
</tr>
<tr>
<td>3.1.c.</td>
<td>Support integration of spiritual component in community-based healing, and counseling strategies.</td>
<td>3. Integrated community based healing component.</td>
<td>Program Descriptions</td>
<td>July 2011-July 2012 (Year round)</td>
<td>DPH and DCYF</td>
</tr>
<tr>
<td>3.1.d.</td>
<td>Promote and provide self-care resources and adequate staff development to address the vicarious trauma experienced by service providers working with individuals in crisis.</td>
<td>4. Establish a series of opportunities and trainings.</td>
<td>Training Schedules, Professional Development Series for CBOs</td>
<td>July 2011-July 2012 (Year round)</td>
<td>DPH and DCYF</td>
</tr>
</tbody>
</table>

## Objective 3.2: Reduce the Impact of Trauma on Families, Children, Youth, and Young Adults as a Result of Street Violence.

<table>
<thead>
<tr>
<th>Objective 3.2: Reduce the Impact of Trauma on Families, Children, Youth, and Young Adults as a Result of Street Violence.</th>
<th>Actions</th>
<th>Outcomes</th>
<th>Measure Source</th>
<th>Timeline/Deadline</th>
<th>Essential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.a.</td>
<td>Coordinate assessment of behavioral health needs and increase collaborative planning at critical intervention points within the juvenile and criminal justice system for youth and adults to respond to the mental health needs of both the male and female population.</td>
<td>1. Number of youth and adult assessed.</td>
<td>Enrolled Client Base</td>
<td>July 2011-July 2012 (Year round)</td>
<td>DPH</td>
</tr>
<tr>
<td>3.2.b.</td>
<td>Utilize existing protocols to identify children exposed to violence and children with Post Traumatic Stress Disorder and identify and follow steps to connect them to services.</td>
<td>2. Number of children identified and connected to services.</td>
<td>Protocols and Dept. Directives</td>
<td>July 2011-July 2012 (Year round)</td>
<td>DCYF, DHP, JPD, and Collaborative CBOs</td>
</tr>
<tr>
<td>3.2.c.</td>
<td>Continue to strengthen CRN, Crisis Response Services (CRS), and San Francisco Police Department (SFPD) working relationship to respond in a moment of street violence.</td>
<td>3. Workshops promoting available services.</td>
<td>Client Referral Lists</td>
<td>July 2011-July 2012 (Year round)</td>
<td>DCYF, DPH, CRN, CRS and SFPD</td>
</tr>
<tr>
<td>3.2.d.</td>
<td>Provide Intensive Supervision and Clinical Service Programs and Crisis Response Services for youth and adults in need of mental health support.</td>
<td>4. Number of youth and adult targeted enrolled in services.</td>
<td>Enrolled Client Base</td>
<td>July 2011-July 2012 (Year round)</td>
<td>SFPD, BOS Public Safety Committee, and Police Commission.</td>
</tr>
<tr>
<td>3.2.e.</td>
<td>Continue clinical treatment programs such as Intensive Home Base Supervision and Clinical Services to at-risk youth and young adults.</td>
<td>5. Number of participants receiving services.</td>
<td>Client Database</td>
<td>July 2011-July 2012 (Year round)</td>
<td>JPD, DPH, and DCYF</td>
</tr>
<tr>
<td>3.2.f.</td>
<td>Provide Community Behavioral Treatment and Trauma Focused Support Groups in local communities through Community Based Organizations.</td>
<td>6. List of resources provided to SFPD and updated quarterly.</td>
<td>MOUS and CBT Calendar</td>
<td>July 2011-July 2012 (Year round)</td>
<td>DPH, DCYF, and CBOs</td>
</tr>
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</table>
### San Francisco Street Violence Reduction Initiative: San Francisco Plan

<table>
<thead>
<tr>
<th>Objective</th>
<th>Actions</th>
<th>Outcomes</th>
<th>Measure Source</th>
<th>Timeline/Deadline</th>
<th>Essential Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 4.1: Ensure Successful Reentry for Individuals Exiting the Juvenile and Criminal Justice Systems.</td>
<td>4.1.a. Through San Francisco's Reentry Council and identified partners, implement the Reentry in San Francisco: Annual Report, which enhances coordination and working partnerships across agencies providing reentry services to increase the use of services by individuals existing the incarceration systems and re-entering into San Francisco.</td>
<td>1. Number of individuals diverted from the system</td>
<td>Criminal/Juvenile Justices Partners Reports.</td>
<td>April 2011-April 2012 (Yearly)</td>
<td>Mayor's Office, Governance Body, DCYF, DPH, SFPD, Courts, Reentry Council, DA, HSA, JPD, APD</td>
</tr>
<tr>
<td></td>
<td>4.1.b. Develop a uniform, coordinated, and sustainable case-management system to assess needs and risks of individuals and their families and children, develop a reentry action plan with participants, connect them with services prior to their release and track progress and outcomes post-release, updating the action plan when necessary.</td>
<td>2. Number of clients receiving multi services and developing service plans.</td>
<td>APD, JPD, COMPAS Risk, Needs Assessment and Case Management Plan</td>
<td>7/1/2011</td>
<td>JPD, APD</td>
</tr>
<tr>
<td>Objective 4.2: Establish Best Practices in Reentry Services for All Youth Returning from Out-of-Home Placement.</td>
<td>4.2.a. Encourage the Juvenile Justice Coordinating Council (JJCC) to engage in a series of results-focused juvenile reentry services dialogues.</td>
<td>1. Inclusion of dialogue in JJCC agenda.</td>
<td>Agenda and Minutes</td>
<td>December 1, 2011</td>
<td>JPD, DCYF, and DPH</td>
</tr>
<tr>
<td></td>
<td>4.2.b. Publish best practices standards for reentry services of the juvenile population by JJCC.</td>
<td>2. Publication.</td>
<td>Agenda, Minutes, Policy Procedures and Reports.</td>
<td>December 1, 2011</td>
<td>JPD, DCYF, and DPH</td>
</tr>
<tr>
<td>Objective 4.3: Follow the Established Best Practices in Reentry Services for All Adults and Youth Returning from Detention.</td>
<td>4.3.a. Improve evidence-based wraparound services and parole/probation supervision to support parolees/probationers reintegration to their communities and environments (i.e., School, jobs, families).</td>
<td>1. Implementation of best practices in service delivery.</td>
<td>APD Protocols and Reports</td>
<td>December 1, 2011</td>
<td>Mayor's Office, DCYF, DPH, Reentry Council, JPD, APD</td>
</tr>
<tr>
<td></td>
<td>4.3.b. Expand effort such as Log Cabin Ranch and Juvenile Collaborative Re-entry Team (JCRT) to provide a seamless transition from incarceration or placement back to communities.</td>
<td>2. Document existing efforts.</td>
<td>JPD Reports</td>
<td>December 1, 2011</td>
<td>DCYF, DPH, JPD, and Collaborative CBOs</td>
</tr>
<tr>
<td>Objective 4.4: Support the Establishment of Effective Alternatives to Incarceration to Prevent Unnecessary Exposure to the System.</td>
<td>4.4.a. Continue to support parolee reentry court plus other collaborative courts and diversion options designed to improve outcomes for parolees facing violations and the return to detention.</td>
<td>1. Review and documents existing court models.</td>
<td>Court Annual Report</td>
<td>December 1, 2011</td>
<td>Collaborative Courts Programs and DA</td>
</tr>
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San Francisco Juvenile Justice Local Action Plan - Circle of Care

March 2005

Appendix 4: Letters of Support

Office of the Mayor
City & County of San Francisco

April 14, 2011

Dr. Angela M. Wolf, PhD
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf:

On behalf of The City and County of San Francisco, I enthusiastically support the final submission of the “Street Violence Reduction Initiative: San Francisco Plan,” a City-wide prevention and intervention strategic effort to reduce street violence and improve public safety in neighborhoods most impacted by homicides and crime. My office works closely with all City departments and community based agencies to provide a safe and violence-free environment. Given our ongoing efforts to create a safer San Francisco, we understand the need for a coordinated and organized violence prevention plan targeted at high-risk neighborhoods. Over the last few years, we have made tremendous strides in coordinating communities, community-based agencies, City departments and criminal justice partners to decrease violence. However, no level of violence is acceptable and I support the Department of Children Youth and Their Families’ as they lead our efforts to further develop a multidisciplinary approach to reduce street violence in high-crime San Francisco neighborhoods.

My office supports the National League of Cities and the National Center on Crime and Delinquency’s California Cities Gang Prevention Network - 13 City Gang Prevention Initiative, because it will enhance desperately needed violence prevention, intervention and reduction support services. Our plan outlines clear and measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the “Street Violence Reduction Initiative: San Francisco Plan” will provide an opportunity to continue to reduce homicides and street violence in San Francisco.

I appreciate your commitment to the work of 13 City Gang Prevention Initiative and I look forward to creating a safer San Francisco.

Sincerely,

Edwin M. Lee
Mayor

1 Dr. Carlton B. Goodlett Place, Room 200, San Francisco, California 94102-4641
(415) 554-6141
April 15, 2011

Angela M. Wolf, PhD
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

On behalf of The City and County of San Francisco I enthusiastically support the final submission of the Street Violence Reduction Initiative: San Francisco Plan (SVRI)-a citywide prevention and intervention strategic effort to reduce street violence and improve public safety in neighborhoods most impacted by homicides and crime.

The Department of Children Youth and Their Families' (DCYF) is honored to lead and support the SVRI since it will enhance desperately needed violence prevention, Intervention and reduction support services. Given our experience in funding sixty three violence prevention and intervention programs and in facilitating citywide violence prevention policy initiatives, we enthusiastically support the need for a comprehensive, coordinated, and organized street violence reduction plan. The Street Violence Reduction Initiative: San Francisco Plan will develop a multidisciplinary approach to reduce street violence in high-crime San Francisco neighborhoods.

Over the last several months we have made tremendous strides in facilitating key stakeholder discussions to coordinate street violence reduction strategies with communities, community based agencies, city departments and criminal justice partners. Our hardworking sessions designed a plan that outlines clear measurable goals and objectives and leverages current resources, which is critical in a time of economic downturn. Ultimately, the SVRI will provide an opportunity to coordinate our resources more effectively to reduce homicides and street violence in San Francisco.

DCYF supports the Street Violence Reduction Initiative: San Francisco Plan and is committed to providing city resources for these violence prevention efforts. We also acknowledge and appreciate the support by National League of Cities and the National Center on Crime and Delinquency in leading the work of 13 City Gang Prevention Initiative.

I look forward to your favorable consideration and review of the Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

Maria Su
Director

1390 Market Street, Suite 900 • San Francisco, CA 94102 • Tel 415.554.8990 • Fax 415.554.8965 • TTY 415.934.4847 • www.dcyf.org
April 15, 2011

Angela M. Wolf, PhD
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan-a citywide strategic effort to reduce community violence in “hotspot” zones. The San Francisco Adult Probation Department (SFAPD) works closely with all of the city departments and community based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. The SFAPD supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

The SFAPD strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical at a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

The SFAPD supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

Should you have any questions, please contact Cristel Tullock at (415) 553-1788. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Best Regards,

[Signature]
Wendy S. Still, MAS
Chief Adult Probation Officer

880 Bryant Street, Room 200 • San Francisco, CA 94103 • Phone (415) 553-1706 • Fax (415) 553-1771
October 1, 2010

Angela M. Wolf, Ph.D.
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

The City and County of San Francisco enthusiastically supports the 13 Cities Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. City College of San Francisco works closely with many of the city departments and community based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. City College of San Francisco supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

City College of San Francisco also strongly supports the 13 Cities collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community based agency partnership described in the 13 Cities Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the 13 cities plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

City College of San Francisco supports the launch of San Francisco’s 13 cities plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts. We acknowledge and appreciate the 13 Cities Steering Committee’s commitment and we look forward to creating a safer San Francisco.

Should you have any questions, please contact me at (415) 239-3303. I look forward to your favorable consideration and review of San Francisco’s 13 Cities Plan.

Sincerely,

Dr. Don Q. Griffin
Chancellor
September 30, 2010

Dear Dr. Wolf:

Through the leadership of the San Francisco Department of Children, Youth and Their Families (DCYF), the City and County of San Francisco has engaged in an inclusive and comprehensive planning effort to reduce crime, violence and recidivism amongst youth and young adults at highest risk of becoming perpetrators or victims of crimes in San Francisco neighborhoods with high concentrations of crime and violence called “hotspot” zones.

Over the past several months DCYF has engaged a San Francisco 13 Cities Steering Committee made up of public sector departments and non-profit agencies to delineate pragmatic goals for strengthening cross sector partnerships, improving service and system accountability, delivering high-impact direct services to youth and young adults, and creating a framework for evaluating our citywide progress towards the goals.

The San Francisco District Attorney’s Office is committed to achieving the goals outlined in the San Francisco 13 Cities Plan and to continuing collaboration with this dynamic group. Together we can improve public safety in San Francisco.

If you have any additional questions for the San Francisco District Attorney’s Office, please contact Community Initiatives Director, Lauren Bell at 415-553-4919 or by email at Lauren.bell@sfgov.org.

Sincerely,

Lenore Anderson
Chief of Policy
San Francisco District Attorney's Office
September 28, 2010

To whom it may concern,

RE:  SFUSD support of the 13 Cities Plan

The San Francisco Unified School District enthusiastically supports the 13 Cities Plan – a citywide strategic effort to reduce community violence in “hotspot” zones. The SFUSD works closely with all the city departments and community-based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. The SFUSD supports the leadership of the Department of Children Youth and Their Families in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

The SFUSD strongly supports the 13 Cities collaborative led by the Department of Children, Youth and Their Families, since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community-based agency partnership described in the 13 Cities Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which are critical in a time of economic downturn. Ultimately, the 13 cities plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

The SFUSD supports the launch of San Francisco’s 13 cities plan and is willing to continue collaborating, as well as to continue providing, city resources for these violence-prevention efforts. We acknowledge and appreciate the 13 Cities Steering Committee’s commitment and look forward to creating a safer San Francisco.

Should you have any questions, please contact me at (415) 241-6121. I look forward to your favorable consideration and review of San Francisco’s 13 Cities Plan.

Sincerely,

[Signature]

Deputy Superintendent, SFUSD
Instruction, Innovation & Social Justice
April 15, 2011

Angela M. Wolf, PhD  
Senior Researcher  
National Council on Crime and Delinquency  
1970 Broadway, Suite 500  
Oakland, CA 94612

Dear Dr. Wolf,

The San Francisco Juvenile Probation Department (JPD) offers its full support to the Street Violence Reduction Initiative: The San Francisco Plan - a citywide strategic effort to reduce community violence in “hotspot” zones. Our Department works closely with all of the City Departments and community based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeting high-risk neighborhoods.

The Department of Children Youth and Their Families’ leadership in developing this multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods has had a profound impact upon this collaborative effort.

The San Francisco Plan will enhance desperately needed violence prevention, intervention and reduction support services leading to a reduction of gang violence and homicides in San Francisco.

The Juvenile Probation Department supports the launch of our Street Violence Reduction Initiative: San Francisco Plan and will continue collaborating with other City partners to ensure that these violence prevention efforts are successfully implemented.

Should you have any questions, please contact me at (415) 753-7556. I look forward to your favorable consideration and review of our plan.

Sincerely,

William P. Siffermann  
Chief Probation Officer  
San Francisco Juvenile Probation Department
April 15, 2011

Angela M. Wolf, PhD
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan-a citywide strategic effort to reduce community violence in "hotspot" zones. The Office of Civic Engagement & Immigrant Affairs (OCEIA) works closely with all of the city departments and community based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. OCEIA supports the Department of Children Youth and Their Families' leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

OCEIA strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

OCEIA supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

Should you have any questions, please contact me at (415) 554-5098. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

Adrienne Pon
Executive Director
April 15, 2011

Angela M. Wolf, PhD
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. The Office of Economic & Workforce Development (OEWD) works closely with all of the city departments and community-based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. OEWD supports the Department of Children, Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

OEWD strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community-based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach to reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

OEWD supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

Should you have any questions, please contact me at (415) 581-2351. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

Rhonda Simmons
Director, Workforce Development Division
April 13, 2011

Angela M. Wolf, Ph.D.
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf:

On behalf of the San Francisco Police Department, I ardently support the 13 City strategic plan to reduce community violence. The San Francisco Police Department works hand-in-hand with all of the City departments and community-based agencies to provide a safe and violence-free environment. We strive to create a safer San Francisco and are eager to continue our coordinated violence prevention plan which targets high risk neighborhoods.

The San Francisco Police Department vigorously supports the 13 City collaborative, because it is a vital tool in violence prevention, intervention and reduction. The plan delineates clear, measurable goals and objectives that leverage current resources to stem violence in our neighborhoods.

The San Francisco Police Department supports the 13 City Plan and is pleased to continue our partnership and collaborative efforts to reduce violence in San Francisco. We acknowledge and appreciate the 13 City Steering Committee’s efforts and we are committed to a safer San Francisco.

If you have any questions, please contact my office at (415) 553-1551. I look forward to your favorable consideration and review of San Francisco’s 13 City Plan.

Sincerely,

Jeffrey Godown
Acting Chief of Police
April 13, 2011

Angela M. Wolf, Ph.D.
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative—a citywide strategic effort to reduce community violence in “hotspot” zones. The Public Defender’s Office works closely with all of the city departments and community-based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. The Public Defender’s Office supports the Department of Children, Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

The Public Defender’s Office strongly supports the Street Violence Reduction Initiative collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community-based agency partnership described in the Street Violence Reduction Initiative provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

The Public Defender’s Office supports the launch of San Francisco’s Street Violence Reduction Initiative and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts. We acknowledge and appreciate the Street Violence Reduction Initiative Steering Committee’s commitment and we look forward to creating a safer San Francisco.

Should you have any questions, please contact me at (415) 553-1677. I look forward to your favorable consideration and review of San Francisco’s Street Violence Reduction Initiative.

Very truly yours,

Jeff Adachi
Public Defender

47
April 15, 2011

Angela M. Wolf, PhD
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. The Department of Public Health (DPH) works closely with all of the city departments and community based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. DPH supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

DPH strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

The Department supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

Should you have any questions, please contact me at (415) 554-2526. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

Barbara A. Garcia, M.P.A
Director of Health

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The mission of the San Francisco Department of Public Health is to protect and promote the health of all San Franciscans.

email: barbara.garcia@sfdph.org
101 Grove Street, Room 306, San Francisco, CA 04102  Phone: (415) 554-2626  Fax: (415) 554-2710
April 5, 2011

To Whom It May Concern,

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. Arriba Juntos works closely with all of the city departments and community based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. Arriba Juntos supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

Arriba Juntos strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

Arriba Juntos supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

Should you have any questions, please contact me at (415) 487-3245. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

[Signature]
Daila Ahumada
Executive Director

An Organization for Business, Education and Community Advancement
December 16, 2010

Angela M. Wolf, Ph.D.
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

The City and County of San Francisco enthusiastically supports the 13 Cities Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. The Bayview Hunters Point Foundation for Community Improvement works closely with all of the city departments and community-based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. The Bayview Hunters Point Foundation for Community Improvement supports the Department of Children, Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

The Bayview Hunters Point Foundation for Community Improvement strongly supports the 13 Cities collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community-based agency partnership described in the 13 Cities Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the 13 Cities Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

The Bayview Hunters Point Foundation for Community Improvement supports the launch of San Francisco’s 13 cities plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

"To build an empowered, clean, safe and healthy community."
efforts. We acknowledge and appreciate the 13 Cities Steering Committee’s commitment and we look forward to creating a safer San Francisco.

Should you have any questions, please contact me at (415) 468-5100. I look forward to your favorable consideration and review of San Francisco’s 13 Cities Plan.

Sincerely,

Jacob K. Moody, M.Div, MSW
Executive Director
April 4, 2011

Maria Su, Director
Department: Youth and Their Children
1390 Market Street, Suite 900
San Francisco, CA 94102

Dear Maria,

Boys & Girls Clubs of San Francisco (BGCSE) supports the development and implementation of the San Francisco Street Violence Reduction Initiative. We have been operating in the city for 120 years and are firmly committed to providing youth with safe, positive alternatives. BGCSE is a long-term, unwavering stakeholder determined to help change dangerous areas in our city into safe and healthy neighborhoods for youth and adults to live and work.

We believe street violence prevention and intervention is critical for the future of all San Francisco’s citizens, most immediately, those persons who are at risk in the most violent and crime ridden neighborhoods. We offer services in all five areas targeted by the Initiative. In fact, we operate seven sites in these five areas. More than 16,000 youth in San Francisco were offered comprehensive, youth development programs and activities by Boys & Girls Clubs during 2010; 7,405 youth were Club members attending year-round programs and activities, after-school and all summer long. Over 1,150 youth were with us daily in the school year and over 1,650 were with us daily in the summer.

BGCSE knows that families and their children suffer emotionally from crime and violence; therefore, in 2004 we implemented Behavioral Health Services (BHS) on-site at five of our nine Clubs in San Francisco. Our therapists provide individual, group and family behavioral health services, including immediate grief services. The BHS also provides trainings and advice for Club staff at all the Clubs, including those located in the Initiative’s target areas.

In addition, currently we provide Violence Prevention/Intervention Case Management at one Mission District Clubhouse and have extensive, delinquency prevention programs established in each of the other six Clubs located in the targeted areas of the Street Violence Reduction Initiative.
Many critical developmental programs can be found only at a Boys & Girls Club. For at-risk youth, access to these activities can mean the difference between a life of bad choices and a life of positive achievement. At all our Clubhouses, we target four critical youth development outcomes: Academic Success, Healthy Lifestyles, Good Character and Community Engagement, and Vocational/Career Development. We have determined that with these characteristics, 18-year-olds will be “Ready for Life”.

In conclusion, programs of Boys & Girls Clubs of San Francisco (BGCSF) impact the lives of young people by helping them to develop the values, skills, attitudes, character and behavior that enable them to succeed in life. We strive to prepare youth to leave the Club at age 18 with the ability to make positive choices and lead a self-sufficient life. We therefore support the work to prevent and intervene in street violence of San Francisco, which we know directly affects the lives of the young people we are dedicated to serving.

Sincerely,

Rob Connolly
President
April 11, 2011

To whom it may concern,

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. The Community Youth Center of San Francisco (CYC) works closely with all of the city departments and community-based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. The Community Youth Center supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

The Community Youth Center strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community-based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

The Community Youth Center supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

Should you have any questions, please contact me at (415) 775-2636. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

Sarah Wan
Executive Director

CYC empowers youth to reach their highest potential as individuals with a positive self and cultural identity.
April 15, 2011

To whom it may concern,

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. The [Dept/CBO Name] works closely with all of the city departments and community-based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. Each One Reach One supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

Each One Reach One organization strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community-based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

Each One Reach One organization supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

Should you have any questions, please contact me at (650) 225-9030. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

Robin Sohnen
Executive Director
April 15, 2011

Angela M. Wolf, PhD
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

The TURF Program enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. The TURF program works closely with all of the city departments and community based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. TURF supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

TURF program strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

TURF supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts.

Should you have any questions, please contact me at (415) 637-7859. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

Kim Mitchell, Executive Director

1652 Sunnydale Avenue, San Francisco, CA 94134
Ph. 415.584.6099 – Fax 415.584.6045
April 14, 2011

Angela M. Wolf, PhD
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

Homies Organizing the Mission to Empower Youth, H.O.M.E.Y. is writing this letter in support of the Street Violence Reduction Initiative: San Francisco Plan—a city-wide strategic effort to reduce community violence in “hotspot” zones.

H.O.M.E.Y. works closely with all of the City Departments and Community Based Agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods, therefore H.O.M.E.Y. supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods along with other CBOs as partners in this great endeavor, since it will enhance desperately needed violence prevention, intervention and reduction support services.

The city department and community based agency partnership described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.
Therefore, H.O.M.E.Y. supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts and would like to continue forming part of the Steering Committee and any other leadership and support roles as needed to ensure San Franciscans a much safer, vibrant and quality of life City for all children, youth, family and neighbors.

Should you have any questions, please contact me at (415) 410-9660. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

Sincerely,

[Signature]

Alfredo Najera III
Executive Director

Homies Organizing the Mission to Empower Youth
H.O.M.E.Y.
October 1, 2010

Angela M. Wolf, Ph.D.
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

I am writing to express my support of the City and County of San Francisco’s 13 Cities Plan, a citywide strategic effort to reduce community violence in “hotspot” zones. The 13 Cities Plan is the result of a collaborative effort between law enforcement, city departments and community-based organizations. United Playaz applauds the Department of Children, Youth and Families’ leadership in developing a multi-disciplinary approach to reduce violence in high-crime neighborhoods.

The city department and community-based agency partnership described in the 13 Cities plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the 13 Cities Plan will provide the opportunity to increase communication and collaboration between all Public Safety partners, improving upon their current work to reduce homicides and gang violence in San Francisco.

United Playaz supports the launch of San Francisco’s 13 Cities Plan and we are committed to continue collaborating and providing input in the effort to create a safer San Francisco. As a violence prevention organization that serves youth, United Playaz understands the need for coordinated services and we are confident that this plan will enhance desperately needed violence prevention, intervention and harm reduction support services.

If you have any questions or require additional information, please feel free to contact me at rudy@unitedplayaz.org or 888-975-2929.

In peace,

Rudy Corpuz Jr.
Executive Director

United Playaz Memorandum. © 2008
YGCIC
Youth Guidance Center Improvement Committee

April 15, 2011

Angela M. Wolf, PhD - Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf:

The City and County of San Francisco enthusiastically supports the Street Violence Reduction Initiative: San Francisco Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. The Youth Guidance Center Improvement Committee/Youth For Service (YGCIC/YFS) works closely with all of the city departments and other community-based agencies to provide a safe and violence-free environment through the provision of education and employment services. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. The YGCIC/YFS supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

The Youth Guidance Center Improvement Committee/Youth For Service strongly supports the Street Violence Reduction Initiative: San Francisco Plan collaborative led by the Department of Children, Youth and Their Families for this plan will enhance desperately needed violence prevention, intervention and reduction support services. The city departments and community-based agency partnerships described in the Street Violence Reduction Initiative: San Francisco Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the Street Violence Reduction Initiative: San Francisco Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

The Youth Guidance Center Improvement Committee/Youth For Service supports the launch of Street Violence Reduction Initiative: San Francisco Plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts. Should you have any questions, please contact me at (415) 753-7690. I look forward to your favorable consideration and review of Street Violence Reduction Initiative: San Francisco Plan.

In Community,

[Signature]

Executive Director

375 Woodside Ave. Building WZ, San Francisco CA 94127
Phone (415) 753-7690 Fax (415) 753-7859
September 28, 2010

To whom it may concern,

The City and County of San Francisco enthusiastically supports the 13 Cities Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. Young Community Developers (YCD), Inc. works closely with all of the city departments and community based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. YCD supports the Department of Children Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

YCD also strongly supports the 13 Cities collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention, reduction and workforce development support services. The city department and community based agency partnership described in the 13 Cities Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the 13 cities plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

YCD supports the launch of San Francisco’s 13 cities plan and is willing to continue collaborating in order to continue providing city resources for these violence prevention efforts. We acknowledge and appreciate the 13 Cities Steering Committee’s commitment and we look forward to creating a safer San Francisco.

Should you have any questions, please contact me at (415) 822-3491. I look forward to your favorable consideration and review of San Francisco’s 13 Cities Plan.

Sincerely,

Shamann Walton, MPA
Executive Director- Young Community Developers, Inc.
1715 Yosemite Avenue
San Francisco, CA 94124
swalton@ycdjobs.org
(415) 822-3491, ext. 231
October 1, 2010

Angela M. Wolf, Ph.D.
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf,

The City and County of San Francisco enthusiastically supports the 13 Cities Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. The Bayview Hunters Point YMCA works closely with all of the city departments and community-based agencies to provide a safe and violence-free environment. Given our constant efforts to create a safer San Francisco, we understand the need for a coordinated violence prevention plan targeted at high-risk neighborhoods. The Bayview Hunters Point YMCA supports the Department of Children, Youth and Their Families’ leadership in developing a multidisciplinary approach to reduce violence in high-crime San Francisco neighborhoods.

The Bayview Hunters Point YMCA strongly supports the 13 Cities collaborative led by the Department of Children, Youth and Their Families since it will enhance desperately needed violence prevention, intervention and reduction support services. The city department and community-based agency partnership described in the 13 Cities Plan provides a comprehensive approach in reducing street violence in San Francisco. The plan also outlines clear measurable goals and objectives that leverage current resources, which is critical in a time of economic downturn. Ultimately, the 13 Cities Plan will provide the opportunity to continue to reduce homicides and gang violence in San Francisco.

The Bayview Hunters Point YMCA supports the launch of San Francisco’s 13 cities plan and is willing to continue collaborating as well as to continue providing city resources for these violence prevention efforts. We acknowledge and appreciate the 13 Cities Steering Committee’s commitment and we look forward to creating a safer San Francisco.

Should you have any questions, please contact me at (415) 822-7728. I look forward to your favorable consideration and review of San Francisco’s 13 Cities Plan.

Sincerely,

Gina M. Fromer
Group Executive Director

BAYVIEW HUNTERS POINT YMCA
1801 Lane Street, San Francisco CA 94124
p 415 822 7728 f 415 922 7769 www.ymcaof.org/bayview
March 1st, 2011

Angela M. Wolf, Ph.D.
Senior Researcher
National Council on Crime and Delinquency
1970 Broadway, Suite 500
Oakland, CA 94612

Dear Dr. Wolf:

Urban Services YMCA enthusiastically support the 13 Cities Plan—a citywide strategic effort to reduce community violence in “hotspot” zones. Urban Services YMCA has been providing an array of social service supports throughout San Francisco for over 20 years. We work in close effort with city departments, community-based agencies and community members to help provide a safe environment for all. Over the years, we have seen community violence and its negative impacts on youth, families and communities. We understand the need for a coordinated comprehensive approach in reducing street violence in San Francisco. This plan provides the opportunity to continue to reduce homicides and gang violence in San Francisco.

Urban Services YMCA strongly supports the 13 Cities Plan led by the Department of Children, Youth & Their Families. We believe this effort will strengthen the city’s current prevention and intervention efforts. Urban Services YMCA is committed to the effort and is willing to continue to work in collaboration with city departments and community-based agencies to create, promote and ensure a safe environment for all youth and families in San Francisco. We acknowledge and appreciate the commitment of the 13 Cities Steering Committee and look forward to creating a safer San Francisco.

If you have any further questions, please contact me directly at (415) 971-7596. I look forward to your favorable considering and review of San Francisco’s 13 Cities Plan.

Sincerely,

Wesley “Chip” Rich
VP of Operations/Executive Director

URBAN SERVICES YMCA
1426 Fillmore Street, Suite 204, San Francisco CA 94115
P 415.551.0931 F 415.563.8017 www.ymcasoutherurban
## Appendix 5: List of City and Community Stakeholders

### Key Stakeholders Interviews

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<tr>
<th>City Departments</th>
<th>Specialized Groups</th>
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<td>Youth Advisory Council</td>
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<td>SFUSD</td>
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<td>3</td>
<td>Family Violence Council</td>
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<td>4</td>
<td>Bernal Heights Public Housing Working Group</td>
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<td>5</td>
<td>Excelsior Boys and Girls</td>
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<td>6</td>
<td>Youth in Log Cabin Ranch</td>
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<td>7</td>
<td>YTEC Youth in Drug Court Program</td>
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<td>8</td>
<td>Balboa High Scholl Seniors</td>
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<td>9</td>
<td>Osiris Coalition/San Francisco Housing Development Coalition</td>
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<td>10</td>
<td>Bayview Pastors Representation</td>
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<td>11</td>
<td>Little Bethany Faith Based Group</td>
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<td>12</td>
<td>Youth in Center for Academic Reentry (CARE) Program</td>
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<td>13</td>
<td>Juvenile Advisory Council (JPD)</td>
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<td>14</td>
<td>Girls Voice, Youth Justice Institute</td>
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### Community Based Organizations

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<th>Community Input Session</th>
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<tr>
<td>Visitacion Valley</td>
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<td>Tenderloin/SOMA</td>
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<td>Bayview Hunters Point 3rd at Corridor</td>
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<td>Bayview Hunter Point, Silver Terrace Area</td>
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<td>Bayview Hunters Point, Hunters Point &amp; HuntersView Area</td>
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<td>Mission</td>
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<td>Western Addition</td>
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<td>Potrero Hill</td>
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<th>City Consultant, Michael S. Wade</th>
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<td>Congratulations, Ray Balberan</td>
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<td>Arriba Juntos, Daliah Ahumada</td>
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<tr>
<td>Previous Evaluator of San Francisco Violence Prevention Plan, Mailee Wang</td>
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<tr>
<td>Community United Against Violence, Carolina Morales</td>
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<td>Citywide, Child Abuse Prevention Center, Katie Albright</td>
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<td>Citywide, CJJC, Dan McLair</td>
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<td>Southeast CRN, Thomas Tapper III</td>
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<td>Northwest CRN, Ricardo Acosta</td>
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<td>Tenderloin, La Voz, Barbara Lopez</td>
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<td>Visitacion Valley, TURF, Kim Mitchell</td>
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<td>Calles Founder, Ray Balberan</td>
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<td>Homies Organizing the Mission to Empower Youth, Alfredo Najera III</td>
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<td>SAGE, Dina Smith</td>
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<td>San Francisco Housing Authority, Henry Alvarez</td>
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<td>SF SAFE, Troy Sanders</td>
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