

# BYTE- SAN FRANCISCO JUVENILE PROBATION DEPARTMENT, SUPPLEMENTAL PROGRAMMING NEEDS ASSESSMENT REPORT

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# EXECUTIVE SUMMARY

The BYTE facilitated supplemental program cursory needs assessment, was conducted to examine, and ensure that the supplemental program developed and designed for the Juvenile Probation Department (JPD) and Juvenile Justice Center (JJC), met the goals, and needs of the realignment process and filled gaps in needed supplemental programming. The stated goals and objectives of this needs assessment was to:

1. **Conduct a document review of provided and publicly available realignment documents.**
2. **Examine key stakeholder perceptions and expectations of supplemental programming, specifically sport-based supplemental programming.**
3. **Develop a logic model that BYTE can utilize to develop goals, guide implementation of programming across diverse contexts, and evaluate programming.**

## Findings: Interviews

A total of 4 interviews with JPD staff\* were conducted and analyzed.

Key themes and sub-themes from interviews emerged around **measurement of success, desired impact and benefits of sport based supplemental programming, sport choices, staff engagement, including lived experience and inter-programmatic collaboration.**

\*staff positions withheld to protect anonymity



# EXECUTIVE SUMMARY

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## Findings: Document Review

A total of 4 documents were provided or obtained and analyzed in the document review process. **The BYTE program goals are in alignment with the Annual Block Grant Realignment Plan.** Due to an increase in youth long-term occupancy and changes to the service delivery model the need for programs that offer job skills and socio-emotional development. Second, **the document review highlights potential challenges and key components that the BYTE program should be cognizant of when implementing programming,** including multiple transitions to a long-term stay, trauma informed model and the fact that the program and facility are not originally designed for sport, however sport can play a critical role for the ongoing development of JD youth. While SFJD is making investments to improve the physical space, BYTE should be aware of these current realities.

# OVERVIEW

## ABOUT BORDER YOUTH TENNIS EXCHANGE (BYTE)

Border Youth Tennis Exchange (BYTE) is a multinational youth development organization that combines sports, art, tech-based education, and job readiness training for kids and families. BYTE specializes in programs that span the US/Mexico border and custom programs for populations in locked facilities—migrant and child-welfare shelters, state and municipal prisons, and facilities for adults and youth with developmental and behavioral disabilities. In addition to direct services BYTE specializes in trauma-sensitive approach training for coaches that interact with complex trauma youth populations.

## ASSESSMENT GOALS

The purpose of this assessment is to:

1. **Assess BYTE program goals in the context of organizational mission and structure.**
2. **Assess BYTE program implementation in the context of organizational mission and structure.**

The document review analyzed and provided a brief discussion of the 4 documents (see Appendix) and identify any gaps in documents and how BYTE fills or can fill it in. Interviews were done to glean stakeholder perspectives around supplemental programming implementation process and needs.



# FINDINGS

## DOCUMENT REVIEW

The Annual Block Grant Realignment Plan provides the primary rationale and support for the BYTE program implementation. The document indicates that “San Francisco City and County will utilize the Juvenile Justice Realignment Block Grant (JJRBG) to support young people who were otherwise eligible for commitment to the Division of Juvenile Justice (DJJ) prior to its closure. San Francisco will need to provide age-appropriate programs and services for this realigned population as well.” This document also indicates that high need youth aged 18-25 will need services that will assist them in transitioning to successful adulthood upon release including job skills and social-emotional development. The city of SF recognizes that these youth need healthy, positive, prosocial, and community-based services to aid their transition. Given the goals of BYTE, to use tennis to promote youth well-being, BYTE was chosen as a pilot program at SF juvenile justice center.

### **BYTE responds to the JJRBG needs directly by:**

1. Offering prosocial relationships with adults through sport
2. Building life and job skills and the following competencies through sports, namely Tennis.:
  - a. Self-Awareness
  - b. Self-Management
  - c. Social Awareness
  - d. Relationship Skills
  - e. Responsible Decision Making
  - f. Teamwork and collaboration

**BYTE also contributes to the physical health and well-being of youth by engaging them in physical activity, which is crucial for any youth, but in particular incarcerated youth. Ensuring that youth remain active is vital for mental health as well.**



# FINDINGS

## DOCUMENT REVIEW

The Juvenile Justice Center reports between December 2022 and September 2023 demonstrated further need for the BYTE program and alignment with justice center goals. In December 2022, there were 59 referrals, and the average daily population was 16 youth with the peak population was 22 youth. The caseload was 351, with only 51% of youth participating in active programs.

By July of 2023, there were 170 referrals, "The average daily population was 23 youth, 4% lower than the 2023 YTD average of 24 youth. The peak population was 33 youth; caseload had increased to 389 youth. 91% of these youth on active caseload were active in programs. Between December and July, the average length of stay also increased from five to six days.

The setting-gap analysis withing the documents reviewed also identified acknowledgement of potential barriers and constraints that were also expressed in key stakeholder interviews mainly around infrastructure limitations and constraints. As stated in the realignment needs assessment the juvenile hall was never designed or intended to house young people. Investments are planned to make the hall more trauma-informed, enrichment centered and more homelike, until a more permanent setting is found.

**It is important that BYTE is aware of this and keeps this at the forefront when implementing a sports-based program. The setting is not designed for sports, and therefore may result in some growing pain and frustrations for all, including BYTE staff, but the JPD/JJC leadership is aware and committed to making transferable improvements.**



# FINDINGS

## DOCUMENT REVIEW

Plans for investment in upgraded sports and recreation equipment are also discussed and on the radar of leadership. **Therefore, creativity around program design and implementation will be needed. Including potentially pivoting to include other sports, in addition to tennis, and other modalities of achieving physical activity and youth development strategies, based on the hall's present capacity. The program design should also position itself to be adaptable and grow with the planned infrastructure transitions.**

As identified in the document review, the human infrastructure and approach of interaction by staff is important. This is also supported by research surrounding youth motivation and prosocial outcomes. Research has demonstrated that the facilitators of any programming utilized in an interventionist framework rely heavily on the relationship between youth and facilitator. Relationships that are more positive, rooted in building agency and capacity, and fostering mutual respect, have demonstrated to be associated with high motivation and emotional regulation.

**Thus, for BYTE it is important that not only a trauma informed coaching and sport approach is utilized for program development and implementation, but also an asset-based framework, rather than a risk-based approach. This not only aligns with the overall SFCC-JJR needs assessment, but also within identified stakeholder assessments in the document.**





# FINDINGS

## INTERVIEWS

Below are the themes and sub-themes that were identified from the stakeholder interviews. Key quotes from interviews are also included, to further expound on the themes and recommendations provided. They are not identified by position to protect and maintain participant confidentiality, but quotes are pulled from all interviews conducted.

### BENEFITS OF SPORT BASED SUPPLEMENTAL PROGRAMMING

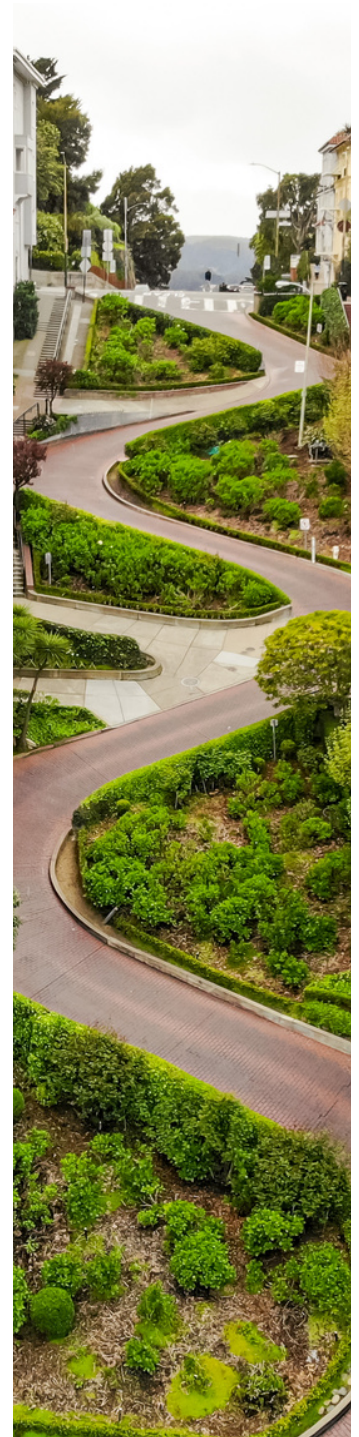
Overall, there is support for sports programs and the multipronged need for programs not only for physical activity and movement, but also for youth development and interestingly potentially an avenue for job skills development.

***...I understand why someone would need [sports] in their life, and I'm thinking as not sports related, I'm worth thinking of health and wellness.***

***I do also think beyond just movement and play, I do think that the structure of organized sports also teaches good Interpersonal skills. Right? ... it's good for their minds and their bodies and teaches them. It does teach them. I think some aspects of basic life skills and social functioning and stuff like that***

***I feel like I mean, any sort of sports program that can address career readiness skills, especially as the young people try to discover what it is that they want to do, once they get released do they want to get a degree? Do they want to go to a trade school? Do they want to complete a certificate program? So, any sort of program or curriculum that could help them develop those basic job skills***

***I feel like movement and exercise is just something in such a setting where there's just so much sensory deprivation, there's a lot really like going on, just like any opportunities like getting their bodies moving in that sense. And, trying something different to get their bodies moving***



# FINDINGS

## INTERVIEWS

### BENEFITS OF SPORT BASED SUPPLEMENTAL PROGRAMMING

It is important for BYTE to note and be aware of what is viewed as programmatic success and ensure that it aligns with JPD/JJC expressed ideas of “ successes.” Overall, success is desired at multiple levels. The first being engagement with programs, with mention of it being interpreted on individual level for the youth, and additionally speaking broadly about overall engagement with programming.

Secondly, success was also as healing and adjustment in behavior and increase in youth agency. The discussion that this occurs over time and in phases is important to note, to guide expectations and evaluation of progress. Time is needed to build rapport and establish trust, as well as allow adjustments of youth to their new incarcerated context.

Thirdly, long term reintegration into society with positive contributions to their community was the final measure of programmatic success. The latter is a long-term outcome that is measurable at the department level. Consideration for metrics and measures of success should include understanding of engagement and ensure that program design is gracious to the transitioning context juvenile hall realignment process.

*I find success for the youth that spend time here, it's a growth process, right? The first 30 days, they have behavioral issues and then now the next 30 days, okay, the behavioral issues have come down, they're a little bit more compliant. Now, they're able to participate in programming fully, then, you have the next 30 days. they're in it. They're getting the benefits of what truly is programming. So, kind of in phases...”*

*That [we have done] everything that we can do to provide access and opportunities to achieve that, it's sort of our focus and our goal. And ultimately, we want to prepare them for successful entry into the community as young adults where they can live independently and thrive and be contributing members to their community*

*Fully engaging...”*

*I think success means that young people have time to heal and restore, rehabilitate and learn new skills.”*

*I would define success as honestly any type of engagement whether or it's maybe listening from across the room. Making eye contact with the facilitator or sitting in a group or activity and just being like an observer by standard. And I see that that's the success in itself. I mean, we had, on multiple occasions, where we've had young people who were hesitant to engage in some of our groups, and we're like, Okay, that's fine. it's always your choice*

*Just like being flexible too around what the students' needs are and really have them advocate for themselves. I think it is also a success when they say this is what I need, or this is what I want. I feel just in terms of what I've noticed is also just a shift in any sort of skill could be a huge success. Even if it's coming from maybe a young person who doesn't typically talk to others but all of a sudden you see them the next week and they're having a conversation with somebody that they haven't usually talked with*

*I feel just any sort of level of engagement would constitute as successful*

# FINDINGS- INTERVIEWS

## PROGRAM DESIGN CONSIDERATIONS

Overall, aside from offering sport for physical activity purposes, the themes of job readiness/ job skills, incentives for participation, facilitators with lived experiences and intentional multilevel collaboration were mentioned. Job skills/ readiness aligns with findings from the document review and in the context of the sport can be interpreted in multiple ways; from introducing various professions in sport that may not be known to youth, to providing skills that would set up youth for jobs in industry like tennis certifications or CPR and first aid. Weaving in the wider purpose of participating in a sport-based program to life outside of incarceration, may also increase buy-in and participation.

Collaboration may also be a useful tool to maximize coordination across programs and reinforcement of skill sets gained from other programs. Additionally, it may be a way to engage other facilitators who are already familiar with JPD/JJC and have lived experiences with the justice system. Maximizing on lived experience, particularly those who do play tennis, or currently in the sport industry may improve rapport building and program buy in. Stakeholders in the setting gap analyses in the SFCC-JJR also identified the importance of maximizing use of staff that have similar experiences to youth and were able to transform their lives. This sentiment was also echoed throughout all the interviews as well.

It is important for BYTE to also consider that tennis, while growing, is still a relatively niche sport that is seen as exclusionary to minoritized groups in the United States and low socioeconomic youth. Introduction of new sports is an important thing as it helps challenge internalized societal stereotypes of sports. This should also include visuals of non-White athletes who participate in tennis at the elite level, as well as participate in other avenues of the sport. However, given the current infrastructure gaps, flexibility and incorporation of available resources may be necessary for the initial implementation. Consider integration of the weight room or weight-lifting program (e.g., introducing personal training certifications or teaching proper technique for lifting and developing a workout plan).



# FINDINGS- INTERVIEWS

## PROGRAM DESIGN CONSIDERATIONS

Given the complexity of traumas that may exist in this population, trauma informed sport design and coaching practices should be at the center of program development and implementation for all facilitators from BYTE. This also aligns with the juvenile hall's practices as stated in the document review. It also will assist in utilizing an asset-based framework vs a risk-based framework only. Below are the sub-themes that arised under the wider theme of program design.

### JOB SKILLS/ READINESS

- “ We need more hands-on vocational opportunity, so that young people come out with concrete job skills. ”
- “ Yeah, a lot of other things are in place, but I think the current remaining gap is really in job skills and job training. ”

### INCENTIVES TO PARTICIPATION

- “ I feel like definitely having some sort of financial incentive for engaging in the program, some like a job, right? That they can and while they are in custody, could be helpful for them and..., teaches them basic job skills, financial literacy skills. It also helps to boost their own self-esteem in knowing that they're developing these skills and that they're doing something while in custody. ”

### COLLABORATION (INTER SUPPLEMENTAL PROGRAMMING, WITH COUNSELORS AND WITH THE STAFF)

- “ I think across the board we need to be more collaborative on that, with the youth perspective and the counselors. And then obviously, the planning people that reach out to different organizations to find this work, [also] needs to be a little bit more collaborative. In order for the implementation to be more successful. ”
- “ That (collaboration with credible messenger life coaches) is something that happened organically and what I'm hoping is that it spreads. The thing about doing anything. I mean, we obviously always want to be intentional, but the thing about forcing anything with our young people on those units, is that they see it coming from a mile away. ”

# FINDINGS- INTERVIEWS

## PROGRAM DESIGN CONSIDERATIONS

### COLLABORATION (INTER SUPPLEMENTAL PROGRAMMING, WITH COUNSELORS AND WITH THE STAFF) CONT'D

“ I think ultimately what we're still working on is how do we make that a cohesive model? So that things really all work together and are not fractured for that young person's experience. ”

“The supplementary facilitators are what I call them, could check in with counselors, just get a little meeting “how's it going? This is my plan for the day. I would like to see X, Y and Z, but if it doesn't happen, it's okay. But if you can also support that...”They need to build collaboration with the counselors. ”

### SPORT AND PHYSICAL ACTIVITY SELECTION

“ Engaging them in sports or physical activities that are familiar to them... a lot of the young people that I've worked with at the hall. They've grown up playing basketball. They watch football, that's all. And I know that actually at the juvenile hall, they do have basketball games with some of the council or some of the staff. And I know that that's really meaningful for them. So, I guess addressing some, sports like they are familiar with because sometimes there is some hesitation [with new things] ”

### LIVED EXPERIENCE

“ Lived experience to get buy in and engagement ”

“ I have noticed, for me I don't have that lived experience of being incarcerated, ...I don't have that lived experience. I don't have the same traumas that these young people experience. And so, I feel like, because I don't have that live experience, that sometimes I cannot connect on the same level as somebody who does. And so...: again, I don't really know if I would say that that's a barrier. But I feel again, getting the buy-in is definitely a big part of it, right? And part of the engagement, I think of it ”

# FINDINGS- INTERVIEWS

## PROGRAM DESIGN CONSIDERATIONS

### TRAUMA INFORMED PRACTICE

“... as a new program coming in or just any new program, I feel like really adhering to those principles will be super beneficial when working with these young people building rapport and...”

“Trust is the first step. Before doing anything else. Keeping in mind that these young people have experience of significant traumas. They don't trust people very easily, right? And so, building up that trust, I feel like I should be at the forefront or the first step before doing anything else in a program”

“...in a setting that's so institutionalized, a lot of choices are made for them. So, for the young people sometimes they say I'm doing it because my PO says I have to do this program because I'm here. What else am I going to do? And so I feel like sometimes when the decisions are made for them that actually might impact their actual motivation level to do it, And so I think it's important to always offer choice, And Let's just say, I offer choice to engage and let's just say that they don't want to engage today. That's okay, It's always their choice and I'm here.”





# FINDINGS

## INTERVIEWS

### PROGRAM DESIGN CONSIDERATIONS

#### HUMAN INFRASTRUCTURE SHIFT – JPD/JJC

Additionally, mention is made in the document review of the importance of having staff that could maintain a safe space and not take advantage of the power dynamics that naturally will exist among staff and youth as well shift from a detention and punitive mindset. Some staff made mention of the rapid shift towards current practices and extended stay youth, was different and not what they are used to in terms of approaches to detention as well as population. While not resistant to the change at all, they also mentioned that a lot of changes were occurring without their input or any discussion around the impact on them as staff or what they are witnessing with the youth daily.

“

I think across the board we need to be more collaborative on that with the youth perspective and the counselors. And then obviously, the planning people that reach out to different organizations to find this work, [also] needs to be a little bit more collaborative. In order for the implementation to be more successful

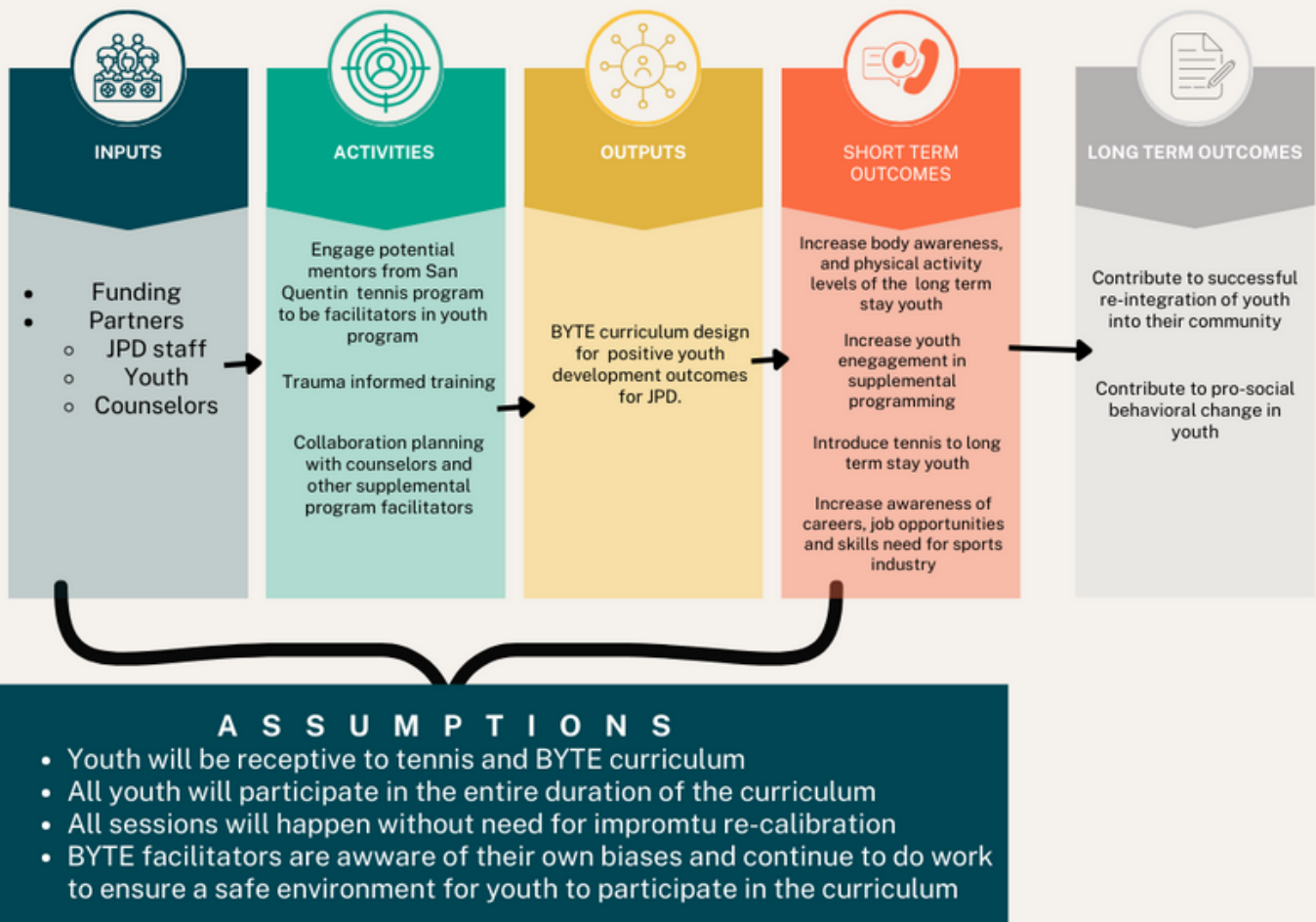
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It's all young men and so guys who are really coming of age who are young adults, who also have really serious crimes and ... they're the same kids that we would have held before during their case. But I think that's a pretty big Mindset shift for our staff in the hall.( having to have more longer stays)”

”

# LOGIC MODEL: BYTE JPD PROGRAM PLANNING



## LOGIC MODEL

The logic model presented below provides a framework for BYTE program implementation and evaluation. Minimal inputs necessary to launch the BYTE program at SF JD include, funders/financing, BYTE staff, youth counselors and the youth themselves. As the program grows, additional inputs may be necessary.

Inputs facilitate the delivery of **1) engaging mentors from the San Quentin tennis program to facilitate programming 2) implementation of trauma informed curriculum and 3) collaborations with counselors to identify the most effective way to implement the program.**

Intended outputs include a curriculum that will promote positive youth development. Outcomes include both short term (immediately after program implementation/participation) such as participation in the curriculum resulting in increased body awareness, physical activity, and awareness of sports related job skills and opportunities and long-term outcomes such as successful reintegration into the community and an increase of prosocial behavior among youth.

A photograph of a tennis racket with a yellow tennis ball resting on its strings. The racket is positioned vertically on a reddish-brown clay court. The racket frame is black and white, with the brand name 'HEAD' visible on the headband. The handle is wrapped in white tape with 'HEAD' printed on it. The background is a solid light blue color.

# RECOMMENDATIONS FOR BYTE

- Measurement of programmatic success should center on youth engagement, with measurement of engagement being specific to individual youth and evolving as youth continue to participate in the supplemental program.
- Include other program facilitators that reflect the population of the youth being served or from the community. Consider including coaches who have lived experiences of incarceration.
- Ensure that Trauma informed Coaching principles are at the fore of programming, execution, and measurement of youth engagement.
- Consider collaboration with other relevant supplemental programs to support the goals of community building but also supplement the gaps in BYTE programming due to physical capacity and encourage cross learning of BYTE staff.
- Consider intentional collaboration and partnership with credible messenger life coaches that are already integrated as part of the JPD/JJC system.
- Intentional engagement of counselors in program implementation.
- Consider inclusion of incentives for participation.
- Consider framing Inclusive of job skills that can set up youth for successful reentry into society aligning with JPD/JJC goals and the JPD/JJC realignment needs assessment.



A photograph of a tennis racket with a yellow tennis ball resting on its strings. The racket is positioned vertically on a reddish-brown clay court. The racket frame is black and white, with the brand name 'HEAD' visible on the head and the handle. The handle is wrapped in white tape with 'HEAD' printed on it. The background is a solid light blue color.

# RECOMMENDATIONS FOR BYTE

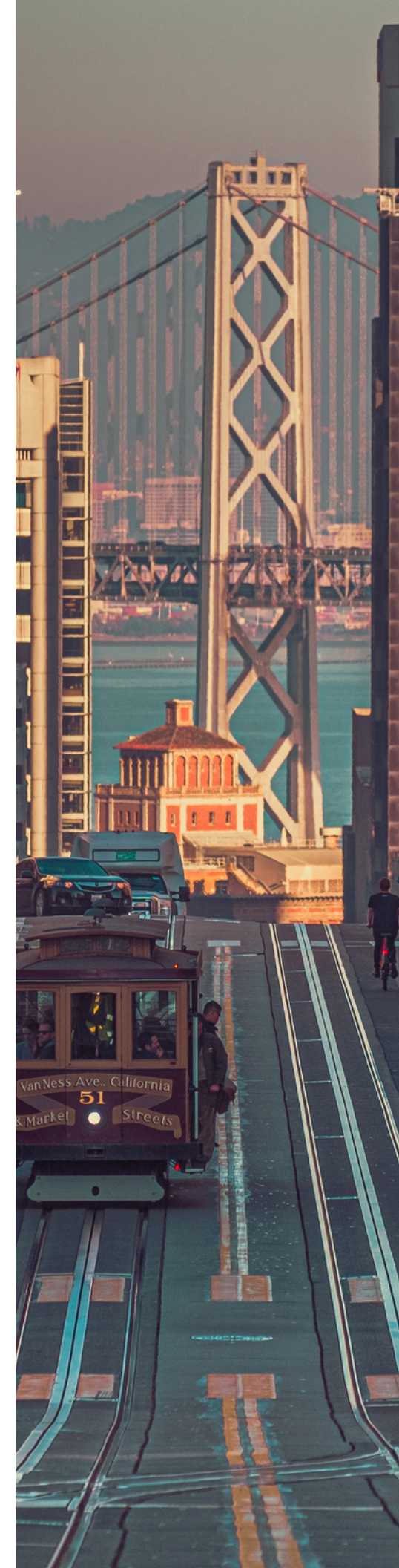
- Cultural Humility- while BYTE has extensive experience in cross/intercultural communication, mostly focused on border communities, extending training related to justice involved youth contexts would be helpful.
- Adjust programs around already available structural resources ( like the weight room), to include familiarity while introducing youth to new sports and opportunities to engage with physical activity.
- Review JPD/JJC realignment needs assessment document.



# RECOMMENDATIONS FOR JPD/JJC

While the primary purpose of this needs assessment was to inform BYTE, there were some findings that the consultants felt may be useful for the organization that appeared to not be acknowledged in the realignment needs assessment. There is an acknowledgement however, that due to a larger sample size, that these observations should be taken as a seed for consideration or included in any additional assessments that are conducted as the realignment process continues

- Engage counselors in plans for change and supplemental program selection.
- Encourage intentional collaboration and connection between supplemental programs where relevant.
- Clear communication to supplemental programs on desired outcomes
- Engage counselors to glean any frustrations and suggestions for improvement for supplemental programs and support needed



# APPENDIX

Document	Source	Links
San Francisco's Juvenile Justice Realignment Block Grant Annual Plan	Principal Program Analyst/Publicly available	<p>–</p> <p><a href="https://sf.gov/sites/default/files/2022-08/SF_DJJ_Realignment_Subcommittee_Final_Submission_of_Realignment_Plan_OYCR_20211227.pdf">https://sf.gov/sites/default/files/2022-08/SF_DJJ_Realignment_Subcommittee_Final_Submission_of_Realignment_Plan_OYCR_20211227.pdf</a></p> <p>–</p>
San Francisco Juvenile Probation Department Proposed Organization Chart FY 2023-24 & FY 2024-25 as of June 10, 2023	Publicly available	<p>–</p> <p><a href="https://sf.gov/sites/default/files/2023-02/JP%20Commission%2002%2008%202023_JPD%20Budget%20_Final_Public_revised.pdf">https://sf.gov/sites/default/files/2023-02/JP%20Commission%2002%2008%202023_JPD%20Budget%20_Final_Public_revised.pdf</a></p> <p>–</p>
Juvenile Justice Annual Reports 1999-	Publicly Available	<p><a href="https://sf.gov/reports/january-2023/juvenile-probation-department-reports">https://sf.gov/reports/january-2023/juvenile-probation-department-reports</a></p>
Juvenile Justice Monthly Reports December 2022-July 2023	Publicly Available	<p><a href="https://sf.gov/reports/january-2023/juvenile-probation-department-reports">https://sf.gov/reports/january-2023/juvenile-probation-department-reports</a></p>
BYTE Curriculum and Website	BYTE CEO	<p><a href="https://bytetennis.org/about">https://bytetennis.org/about</a></p>