

Memo

Date: August 5, 2024

To: Brooke Jenkins
Manohar Raju
Lisa Pratt
Paul Miyamoto
Cristel Tullock
David Mauroff
Brandon Riley

Cc: Connie Chan
Frances Hsieh
Monifa Willis
Tara Agnese
Alexandra Lopes
Mark Culkins
Simin Shamji
Carolyn Goosen
Tanya Mera
Ali Riker
Aaqilah Islam
Ashley Qiang

From: Laurie Garduque

Re: Safety and Justice Challenge

This letter is in response to the budget modification and work plan submitted by the City and County of San Francisco (CCSF) on May 20, 2024. As I mentioned in my previous letter (March 27, 2024), I appreciate the City and County of San Francisco's (CCSF) initial Safety and Justice Challenge (SJC) efforts to implement innovative strategies and recognize that CCSF achieved important milestones and made significant progress in safely reducing its jail population during the first several years of its participation in the SJC. Its record led to CCSF receiving renewed SJC funding as detailed below. However, in the last two years, CCSF has not met the performance goals and engaged in the activities it identified under its SJC grant awards. As I shared with you during our site visits on January 11, 2024, and April 10, 2024, and on our virtual meeting on June 11, 2024, the Foundation is particularly concerned about the increases in CCSF's jail population and racial and ethnic disparities, lack of progress on SJC strategies, and underspending of grant funds.

The average daily population (ADP) in CCSF's jail is now consistently above your SJC baseline of 1,210 and well above the target of 800 proposed in your sustainability grant (September 2022). Disparities within the jail population have increased as well, with a 54 percent increase in the Latine ADP.

CCSF has received three SJC grant awards totaling \$5,200,000. The Foundation has made payments of \$4,575,000 to CCSF, with one pending payment of \$625,000. Your budget modification proposal indicates \$1,721,559 of those funds remain unspent.

Awarded	Grant Title	Grant Award	Unspent Funds
October 2018	Implementation Grant G-1805-153062	\$2,000,000	\$77,838
January 2021	Renewal Grant G-1907-154111	\$2,000,000	\$443,921
January 2023	Sustainability Grant G-2004-154610	\$1,200,000	\$1,200,000
	Total	\$5,200,000	\$1,721,759
	Grant Payments Transferred to Date	(\$4,575,000)	(\$1,096,759)
	Pending Sustainability Installment Payment	(\$625,000)	(\$625,000)

While I am approving the budget modification and no-cost extension submitted by CCSF on May 20, 2024, I am withholding the final sustainability grant installment payment of \$625,000 until measurable progress is made on the benchmarks listed below. Please work closely with your site coordinator, Justice System Partners (JSP), to provide evidence of progress on the following benchmarks by September 30, 2024.

Jail Population Data Analysis and Reduction Actions: As mentioned above, CCSF’s jail population has experienced significant increases and is now above the baseline ADP of 1,200. Please work with JSP and JFA Institute to complete an SJC Stress Test analysis and workshop to better understand the drivers of the jail population and identify action steps for addressing the increased jail population.

SJC Pre-Arrest Program: This new strategy proposed in your budget modification is designed to use rapid screening and assessment to decrease length of stay and streamline case processing for people with behavioral health and other complex needs. Please provide an implementation plan and timeline for program launch this fall.

SJC Fellows Program: The CCSF SJC Fellows Program has been highlighted as a promising strategy for the SJC. CCSF committed to starting a third cohort of the SJC Fellows Program in January 2023 in partnership with Bright Research Group (BRG), but it has not yet been launched. Please work with BRG to launch a new fellowship cohort (led by BRG) and ensure that system actors from key agencies are committed to acting on and incorporating recommendations from BRG fellows.

The Foundation is hopeful that CCSF will recommit to the goals of the SJC and make measurable progress on your proposed strategies. In the absence of progress, the Foundation suggests that CCSF consider shifting the lead role from the San Francisco District Attorney’s Office to another agency that is better positioned to make progress on SJC goals. The Foundation will not release the next payment of the sustainability grant until CCSF has demonstrated it is fully committed to the goals and strategies it has proposed which were the basis of the SJC grant awards approved by the Foundation.

Best regards,



Laurie Garduque PhD
 Director | Criminal Justice
 John D and Catherine T MacArthur Foundation