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April 15, 2026

The Honorable Daniel Laurie
City Hall, Room 200
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Re: Support for Juvenile Probation Budget Request

Dear Mayor Laurie:

As your office enters the final phases of the 2026/2027 and 2027/2028 budget process, we are writing to reinforce the importance of the Juvenile Probation Department's (JPD) role in advancing your "north star" of public safety in San Francisco and to urge you to approve the full budget, as requested by the department.

The members of the Juvenile Probation Commission (JPC) are grateful for your steady and thoughtful leadership while navigating the City's recovery, especially as it relates to the safety of our residents and visitors. Serving many of San Francisco's most under-resourced and highest-risk youth and families, JPD exemplifies your commitments to leave no neighborhood or family behind while keeping our City safe. We also recognize the need to reduce costs and reorient spending around priority core services. As you know, despite its critical functions, JPD has consistently reduced costs over the past several years. Since the 2019/2020 budget year, JPD has cut its general fund sources by 8% and cut overall FTEs by 27% including a 37% decrease in Probation Services positions and a 31% decrease in Juvenile Justice Center (JJC) positions.

These cuts were sustained as JPD's functions grew; probation caseloads have grown by 47% and the work itself has grown more complex and time consuming due to new state mandates such as the implementation of the Tiered Rate Structure and DJJ Realignment. Realignment requires considerable resources- two new 24/7 units have been opened in the JJC exclusively for secure track youth, two case carrying probation officers were reassigned to cover related work, and the department took on a slate of new responsibilities to rehabilitate and supervise youth who have committed the most serious and violent acts. Realignment-related costs are over \$10.9 million - 20% of the department's budget, of which the state covers about a third.

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Given these increasing demands and expenses, we respectfully request your approval of JPD's budget requests including the following:

1. Fund \$2.92 million in programs and services, previously funded by state grants set to expire in the budget year. Services such as Multi-Systemic Therapy, Intensive Foster Care, reentry services/housing and others are essential (and in some cases required) for youth in secure track and/or on probation. A detailed list of the services is included as Appendix I.
2. Fund a range of positions needed to reduce overtime and/or ensure the delivery of critical services as listed in Appendix II.
3. Maintain support for the many community providers, funded through DCYF, whose partnership is critical to effectively serving probation youth and their families.

The commission takes seriously the challenges associated with the City's economic outlook- but given today's dynamic juvenile justice environment and the increased demand on JPD staff and our partners, the only way for the department to perform its most basic functions is through a conservative staffing adjustment that will "right-size" JPD's infrastructure and sustained support for services funded through JPD (as seen in Appendix I) and in partnership with DCYF. Doing so will ensure that JPD is equipped to perform its many functions now and well into the future and more importantly, will demonstrate that every child, family, and community in our City is truly a priority.

Appendix I

JPD will lose state funding for the following critical services in the budget year:

1. Multi-Systemic Therapy for Justice-Involved Youth with High Level Behavioral Health Needs and Their Families

\$498,934

- Multi-Systemic Therapy (MST) is one of the most studied and most effective juvenile justice interventions—it is the gold standard for reducing recidivism and out of home placement for juvenile justice involved youth. MST is a highly structured, community-based family therapy model, which utilizes proven clinical intervention strategies—including cognitive-behavioral therapy, structural family therapy, and parent management training—to empower caregivers to solve challenges in their child’s home, school, and neighborhood environments.
- MST is Medi-Cal reimbursable; however, funding is needed for the required county match, which JPD has been covering with one time federal and state grants. As a behavioral health intervention, JPD recommends moving funding for the MST juvenile justice program to the Department of Public Health’s budget.

2. Intensive Services Foster Care for Justice-Involved Youth with Complex Care Needs who are Court-ordered to Out of Home Placement

\$912,600

- Intensive Services Foster Care (ISFC) is an essential, home-based program in San Francisco’s foster care continuum for girls, boys, and gender-expansive youth, that reduces both unnecessary incarceration and congregate care (“group home”) placements, with the goal of improving youth outcomes and public safety. Home-based models like JPD’s ISFC program are considered particularly effective for serving girls in foster care.
- The JPD ISFC program is partially reimbursable by federal Title IV-E foster care funds. In order to recruit and reserve homes for the high risk, high needs juvenile justice population, JPD has been covering the balance with prior year grant revenues (now exhausted) and a one-time state Complex Care Capacity Building grant. JPD is also seeking an Innovative Model of Care rate from the California Department of Social Services to sustain funding for this crucial program. Losing this program would increase unnecessary detention and increase reliance on Short-term Residential Therapeutic Programs (“group homes”), both of which negatively impact youth outcomes.

3. & 4. Reentry Support Services & Reentry Housing to Meet State DJJ Realignment Mandate to Support Reentry for Youth & Young Adults who have Committed the Most Serious Offenses

\$1,142,539 (Reentry Support \$770,685 + Reentry Housing \$371,854)

- Due to Division of Juvenile Justice (DJJ) Realignment, which closed California’s youth prison system in 2021, counties are now responsible for the custody, care, and supervision of youth with sustained juvenile petitions for the most serious crimes, up to age 25. In addition to operating a long-term Secure Youth Treatment Facility in the

Juvenile Justice Center, pursuant to Welfare & Institutions Code sections 875(e)(3) and 900(b), JPD is also required to provide for the support and maintenance of the DJJ Realignment population upon their release from custody, including reentry support and housing.

- To meet our legal mandate and court orders to provide housing upon release, prevent housing insecurity, and improve public safety, JPD has implemented a multi-pronged procurement strategy. JPD work orders funding to the Department of Homelessness and Supportive Housing to access beds under one of their contracts for Transitional Age Youth Housing; contracts directly with two supportive housing providers; and when possible, supports independent living, such as off campus housing for youth enrolled in college.
- JPD has been funding Reentry Support Services and Reentry Housing grants for this high risk, high needs population with a one-time state Office of Youth and Community Restoration Less Restrictive Programs grant. JPD's submission reflects a proactive transition of these programs to ongoing General Fund support to mitigate service disruption for these indispensable public safety interventions.

5. County Office of Education—Career Technical Education to Meet State DJJ Realignment Mandate for Youth & Young Adult who have Committed the Most Serious Offenses

\$365,547

- Pursuant to Welfare & Institutions Code section 1995, JPD must address continuing educational needs for youth in the Secure Youth Treatment Facility.
- To support the continuing educational needs of young people in the Secure Youth Treatment Facility, JPD collaborates with the County Office Education to provide urban agriculture and culinary vocational programming.
- JPD has earmarked prior year state funding (Juvenile Justice Realignment Block Grant) for FY26/27 for this program and seeks funding for FY 27/28 to cover the entire cost of the CTE program.

Appendix II

Positions requested in JPD budget:

Two Deputy Probation Officers (DPO) and 3 Probation Assistants (PA)

- The addition of two DPO FTEs will compensate for the two positions that were reassigned to support Realignment obligations
- Non-sworn paraprofessionals who perform a wide range of duties and responsibilities under the supervision of Probation Officers, PA's are a practical, cost-effective solution to addressing workload challenges

Three Juvenile Justice Center Counselor positions

- The 55 counselors currently budgeted in the JJC are insufficient to ensure the safety of young people and staff, and result in increased overtime costs:
 - Current staffing doesn't include a "relief factor" to cover staff who are out sick/on leave, training requirements, or unanticipated duties (e.g. staffing for hospitalized youth), increasing reliance on overtime and on-call staff
 - 12 of the 55 counselor positions are on extended or intermittent leave
 - On-call counselors are not consistently available, leading to primary reliance on overtime by full-time staff
 - Adding 3 counselor positions during key shifts will reduce overtime and overtime costs

One Senior Supervising Institution Manager

- The addition is needed to oversee JPD's Secure Youth Treatment Facility
- A focused position with oversight authority is needed to meet the state's mandate of a therapeutic program, a fundamentally different lift than day to day operations

One IT Operations Support Administrator

- Needed to meet needs of all technology users, including filling the gap of evening/weekend coverage in the 24/7 JJC

One Senior Stationary Engineer

- Needed to adequately cover all shifts required to manage and monitor the department's high pressure steam boiler. JPD currently complies with the legally required 24/7 monitoring through overtime

One Project Manager

- Position needed to provide project management of key capital and technology projects for the department, including JJC surveillance camera and central control upgrades, two elevator modernizations, HVAC and electrical updates, and IT building restoration

Sincerely,
Members of the Juvenile Probation Commission