



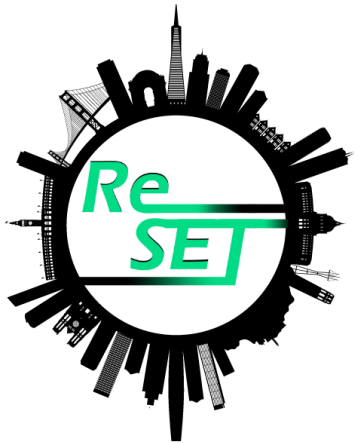
Chief's Report

CHIEF KATHERINE W. MILLER

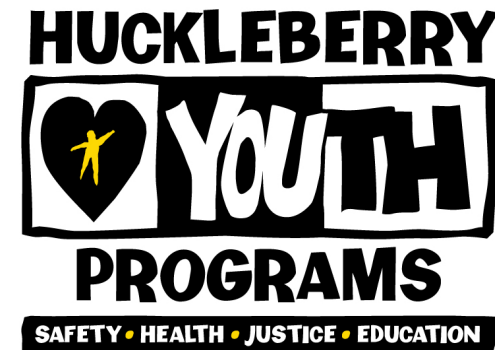
JUNE 11, 2025

Transformation Update: CARC/JSCC Model

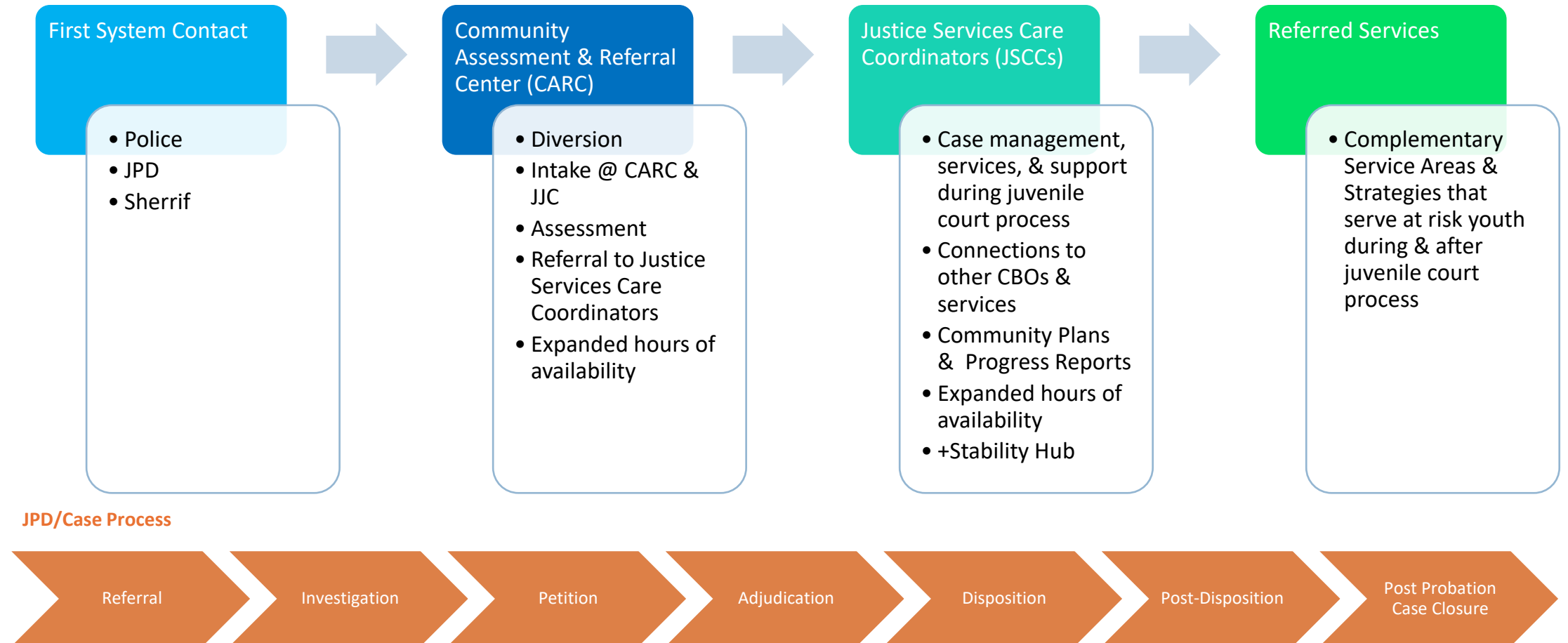
I. San Francisco Justice Services Care Model



MNC
INSPIRING SUCCESS
INSPIRANDO ÉXITO



San Francisco Justice Services Care Model: *CARC + Justice Services Care Coordinators*



San Francisco Justice Services Care Model Target Population

- Young people who are arrested under the age of 18 or for a juvenile court matter in San Francisco, and their families
- Includes youth who live outside of San Francisco
- Provides support throughout San Francisco juvenile court process
- *Young people arrested for misdemeanors and other youth who are diverted from prosecution by Juvenile Probation or the District Attorney are served by CARC and not referred to JSCCs.*

II. Progress towards the Model

- **Launched San Francisco Justice Services Care Model on 10/15/24**
- **Launched Oversight Meetings:**
 - CARC, JSCCs, DCYF, and JPD meet monthly to support implementation
- **Executed Court Orders:**
 - As of April 2025, all six agencies have met the City's cyber security requirements and obtained a court order for juvenile case file data access for purposes of the CARC+JSCC model
- **Implemented Quarterly Justice Partner Feedback Sessions**
 - Quarterly meetings with judges, District Attorney's Office, Public Defender's Office, and Bar Association of San Francisco
- **Coordinated Information Sessions**
 - Justice Partners
 - DCYF Grantees
 - DPH Clinical Providers
- **Updated Materials & Procedures**
 - Community Plan
 - Youth & Family Flyer

Youth & Family Flyer



SAN FRANCISCO JUSTICE SERVICES CARE MODEL

Support for Youth & Families that are Justice Involved

WHO IS THIS PROGRAM FOR?

This program is for young people who are arrested in San Francisco when they are under the age of 18 or for a juvenile court matter.

This includes youth who live outside of San Francisco.



HOW DOES IT WORK?

Young people who are arrested in San Francisco are assessed by staff from the Community Assessment and Referral Center (CARC).

CARC will reach out to the young person and their family to offer support. CARC will also offer connections to resources, including a Justice Services Care Coordinator.

CARC will refer you to one of five community-based Justice Services Care Coordinator agencies.



WHAT DO WE DO?

Justice Services Care Coordinators partner with you, your attorney, and the assigned Deputy Probation Officer to provide you and your family with the following free services:

- Support to achieve your goals and meet court requirements.
- Connections to other free community-based programs to support you during and after the juvenile court process.
- Support developing and implementing your Community Plan to help you meet court requirements.
- Updates to your Deputy Probation Officer about your progress to share with the juvenile court.



WE ARE HERE TO HELP!

CARC
(Operated by Huckleberry Youth Programs)

Contact: 415-437-2500

Bay Area Community Resources (BACR)

Contact: 415-650-9711

Center on Juvenile & Criminal Justice (CJCJ)

Contact: 415-505-5492

Mission Neighborhood Centers (MNC)

Contact: 415-909-0756 or
415-407-0059

Sunset Youth Services (SYS)
Contact: 415-665-0255

Young Community Developers (YCD)

Contact: Valentina Seden
415-822-3491

San Francisco Juvenile Probation Department

Contact: 415-753-7800

III. CARC Expansion

- **Expanded Hours**
 - 1/6/25: Monday-Friday 10 AM-10 PM, Saturdays 10 AM-6 PM
 - Weekdays: diversion care management; connection to JSCCs; appointment-based assessments (out of custody); intake/assessments for youth at the point of arrest (out of custody).
 - Saturdays: all of the above, except intake/assessments for youth at the point of arrest (out of custody).
 - Working towards 10 AM-12 AM, Monday-Saturday
- **In Custody Assessments**
 - April 2025, CARC commenced in custody assessments **Monday-Saturday**.
 - This summer, CARC will join Juvenile Justice Multidisciplinary Meeting, pursuant to WIC 830.1, to support effective information sharing across JPD, SPY, SFUSD, and HSA, and mitigate over-assessment of youth.
- **Recruitment**
 - 2 Justice Navigator positions (IFR & HYP)
 - 1 Therapist position

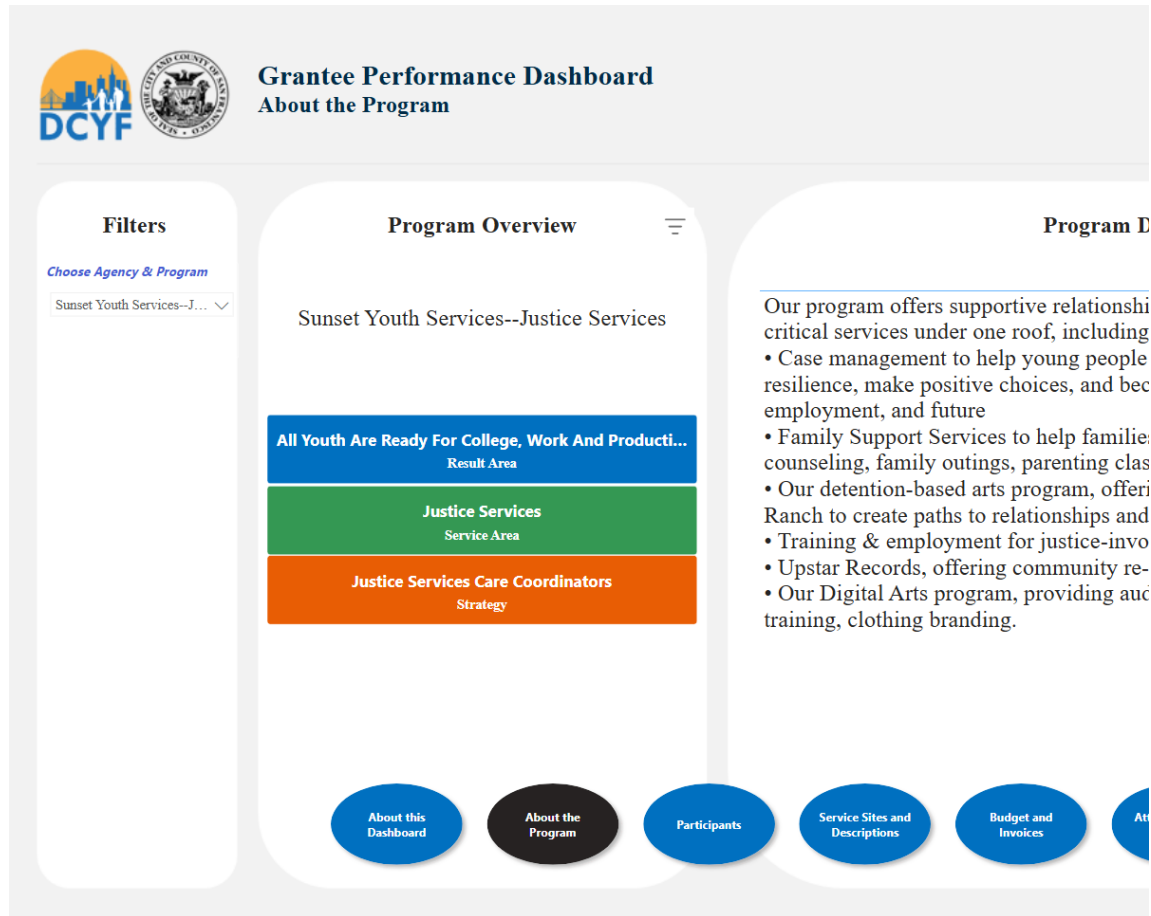
IV. Metrics Requested by Program Committee

1. # of youth going to CARC, and how many youth interact with CARC at the hall, at CARC during open hours, and at CARC after arrest (b/c CARC is closed)
2. # of youth referred out to the 5 JSCC agencies
3. # of referrals out to other CBOs (and which ones); and take up of services (e.g. share of youth who engaged with services after referral)
4. Time from arrest to connection to a JSCC agency (days)

JPD Data Collection

1. # youth arrested total
2. # youth diverted to CARC (no JSCC assignment)
3. # youth not diverted, assessed by CARC
4. # youth assigned/referred to JSCC by JSCC agency
5. #youth enrolled in JSCC by JSCC agency
6. Time between arrest/ assessment by CARC or JPD/ JSCC assignment/ JSCC enrollment

DCYF Grantee Performance Dashboard



DCYF Grantee Performance Dashboard:

<https://www.sf.gov/resource--2024--dcyf-grantee-performance-dashboard>

CARC Assessment Data

7/1/24-6/10/2025

- Youth assessed by CARC (all CARC programs): **148**
 - Includes: youth diverted to CARC (no JSCC assignment), youth referred to AFTER & youth not diverted-assessed by CARC for a JSCC assignment
- Youth referred to JSCC CBO: **191**
 - Includes: assessed by CARC for a JSCC & interim model of JPD interview provided to CARC for a JSCC assessment
- # of referrals to each JSCC CBO:
 - BACR: **28**
 - CJCJ: **41**
 - MNC: **37**
 - SYS: **51**
 - YCD: **34**
- Location of CARC assessment:
 - CARC Center/Community locations: **113**
 - Juvenile Hall: **35**
- Follow up data requests for next quarterly report on Justice Service Care model:
 - Timeframe from date of arrest, to CARC assessment to JSCC referral
 - # of youth at CARC during open hours & # CARC appointments due to CARC being closed

Mission Neighborhood Centers

- In addition to serving as a Justice Services Care Coordinator, Mission Neighborhood Centers also provides the following services:
 - Curfew Compliance
 - Safe Haven Stability Hub
- To date:
 - **27** youth have received Curfew Compliance services
 - **22** youth have participated in the Safe Haven program

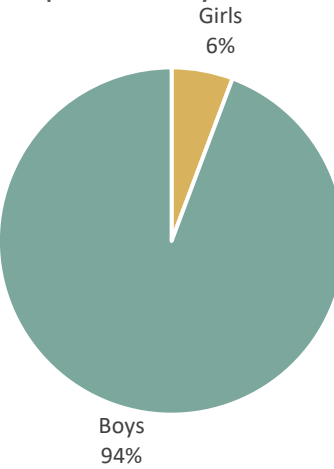
Questions?

Monthly Data Report Update

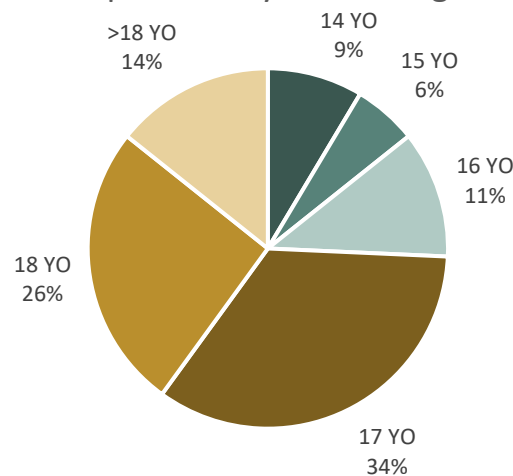
Operations

Juvenile Justice Center Snapshot: 6/9/25 (N=35)

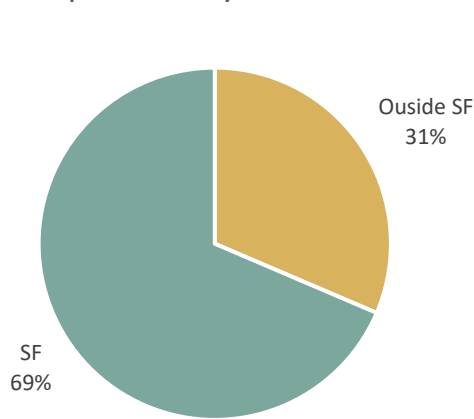
Population by Gender



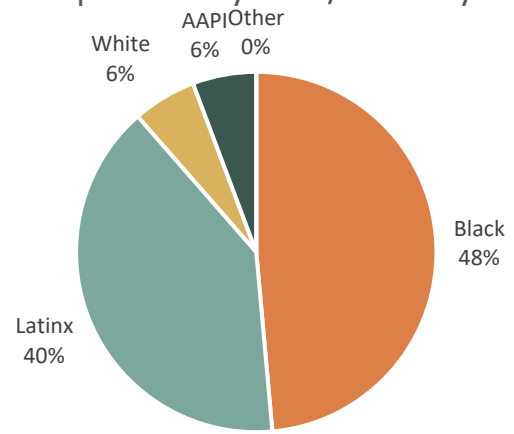
Population by Current Age



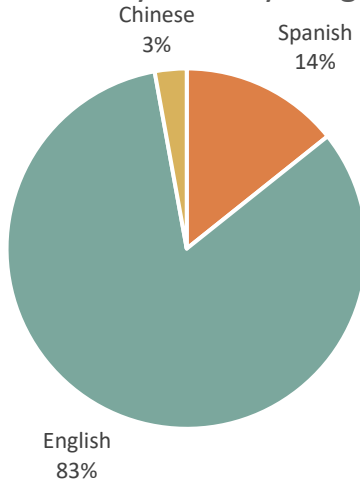
Population by Residence



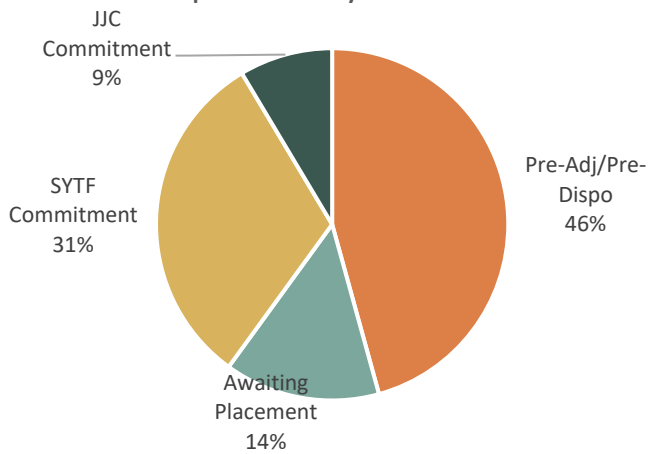
Population by Race/Ethnicity



Population by Primary Language



Population by Case Status



Youth and Family Survey 2024

- In summer 2024, the San Francisco Juvenile Probation Department launched a survey aimed at better serving the needs of youth and families by learning about their experiences with JPD.
- This survey was sent via text to all young people on probation's active caseload who had phone number data entered in JPD's case management system, as well as their guardians. The initial survey invitation text and 2 follow-up reminders were sent to 699 individuals.
- Participation in the survey was:
 - **Anonymous:** The same link was sent to all youth and their guardians, and we did not ask for any personally identifying information (e.g., name, date of birth) so that responses could not be linked back to them.
 - **Voluntary:** Youth and their guardians did not have to complete this survey if they did not want to. There were no consequences for not completing the survey. Respondents were also able to stop taking the survey at any point and skip over any questions they did not want to answer.
 - **Confidential:** Youth and their guardians were reassured that because the survey was not linked to individuals, their decision to participate or not participate would not result in any penalties or decisions related to their progress in probation.
 - **Accessible:** Survey respondents could choose from English, Spanish, Tagalog, Samoan, and Chinese versions of the survey to respond to.
 - **Incentivized:** Youth and their guardians were eligible for a \$50 gift card for completing the survey. The incentives were distributed by the Finance staff, rather than Probation Officers, to protect youth confidentiality of having taken the survey.

Response Rate

- **Response Rate:** There were 181 survey responses (67 youth [37%]; 114 guardians [63%]), which totaled to 26% of total possible respondents (699 phone numbers).
- **By Race/Ethnicity:** Black respondents accounted for 50% of the sample, Latinx respondents accounted for 22% AAPI respondents accounted for 8%, and multiracial respondents accounted for 7% of the sample.
- **By Language:** 83% of respondents completed the English survey and 17% of respondents completed the Spanish survey.
- **By Residence:** Respondents from District 10 accounted for 27% of the sample, D9 accounted for 18%, Districts 1, 2, & 3 accounted for 17%, Out-of-County accounted for 16%, Districts 4, 7, 8, & 11 accounted for 12%, and Districts 5 & 6 accounted for 8%.

Question Topics

Section	Question Topics
Support	Receiving support needed from JPD to succeed on probation Probation officer tries to help youth succeed Trust probation officer
Family Engagement	Probation officer listens Probation officer involves family in case planning Probation officer asks family for input about youth Family can contact probation officer with questions and concerns Family and probation officer get along
Fairness	Treated with respect by probation officer Understand what is happening during court hearings Understand how case plan is related to probation success Decisions about progress on probation have felt fair Probation officer listens to youth when making case planning decisions Probation officer speaks in easily understandable language
Cultural Competency	Translators/interpreters are easily available if needed Probation officer asks about goals and interests Probation officer understands importance of cultural beliefs Probation officer has connected them to community support to help them work towards their goals Probation officer has connected them to community support to help them deal with problems they face Probation officer understands past problems and experiences youth & family have gone through

Response Summary

- **Positive Responses:** Most responses were **positive** (88% agreement with statements on average).
- **The lowest level of agreement** was related to having been connected to **support in the community that could help respondents solve problems they face** (80%).
- **The highest level of agreement** was related to **families feeling they can contact their loved one's PO with questions or concerns about their progress** (95%).

Response Breakdown

- **By Respondent:** Youth had a slightly lower level of agreement with statements on average than parents/guardians (85% versus 89%)
- **By Race/Ethnicity:** Black respondents had a lower level of agreement with statements on average than other racial/ethnic groups (85% versus 93% for all other groups)
- **By Response Language:** Individuals who responded to the Spanish survey on average had slightly higher levels of agreement with statements than those who responded to the English survey (90% versus 87% respectively).
 - One question where Spanish-speaking respondents had a significantly lower level of agreement was related to their probation officer listening to youth when making case planning decisions (67%). This question was directed to youth only.
- **By Residence:** Respondents from District 10 had the lowest level of agreement (79%) across district groupings/out of county.

JPD Focus Areas

Topic	Overall Favorability	Focus Areas
Receiving support needed from JPD to succeed on probation	84%	Youth (79%) D-10 (73%)
Probation officer tries to help youth succeed	88%	D-10 (76%)
Trust probation officer	85%	D-10 (73%)
Probation officer listens	88%	D-10 (76%)
Decisions about progress on probation have felt fair	86%	D-10 (76%)
Probation officer listens to youth when making case planning decisions (Youth Only Question)	83%	Black (78%) Spanish (67%) D-10 (71%)
Probation officer has connected them to community support to help them work towards their goals	85%	D-10 (76%)
Probation officer has connected them to community support to help them deal with problems they face	80%	Youth (78%) AAPI (73%) D-10 (69%)
Probation officer understands past problems and experiences youth & family have gone through	82%	Youth (77%) Multiracial (67%) Spanish (76%) D-10 (71%)

Open Ended Questions

- **How can JPD better support your family going forward?**
 - Most respondents said that they were already supported well enough or to continue current support.
 - The following most common themes were related to programming, **employment**, and communication.
- **Which other sources of support have been helpful during this process?**
 - The most common theme across responses was programs/community-based organizations.
 - The following most common sources of support mentioned were school, counseling/therapy, mentorship, and **a job or internship**.
- **Is there anything else you would like us to know?**
 - More support in **employment**, financially, with mentors, and with programs.
 - Need for more relationship building and family engagement with Probation, and to have a chaplain in JJC. Praised JPD/Court broadly
 - A small number shared concerns about JPD/Court, including how long court cases take and poor communication from the probation officer.

Celina's Recommendations

- **Survey Frequency:** Successfully completing this survey cycle required collaboration from Research & Planning, IT, Finance, and Probation Services divisions. To conserve resources and avoid survey burnout from respondents, JPD should conduct this survey on a **biennial basis**. Per Finance's request, it should not coincide with budget season.
- **Incentives:** Incentives should remain at **\$50**. Prior survey cycles have included \$20 gift card incentives and received much lower response rates.

Workforce Update

Operations

Workforce Updates

- May Employee of the Month: **Emily Fox, Principal Program & Policy Analyst**

Budget Update

Budget Update

- Mayor Lurie released his budget on June 2, 2025 – available [here](#).
- JPD budget is largely as approved by the Commission. Changes include:
 - Increased projected state revenue: +\$4.1M
 - Funds allocated for:
 - \$3.3M for JJC Central Control & Cameras Upgrade Project
 - \$800K for eligible overtime costs
 - Elimination of two vacant positions: LCR Counselor, Social Worker
 - Reduction of personnel costs on DCYF work order (-\$326,436)
 - Funding for three key capital projects: boiler replacement, elevator modernization, and HVAC upgrades
- JPD will present our budget to the BOS Budget & Appropriations Committee on Friday, June 13 and (possibly) Friday, June 20. Budget hearings can be watched in person or on [SFGovTV](#).

Questions?