

## **Juvenile Probation Commission: 2025 - Year in Review**

### **Juvenile Probation Department Goals**

The Juvenile Probation Department's goals are listed below. During the October 2024 Commission retreat, the commissioners confirmed their alignment with these goals.

1. Reimagine how the City addresses juvenile crime and delinquency – from referral through reentry – in collaboration with community and government partners; emphasizing research, evidence-based and best practices, and innovation; and sustainably addressing pervasive racial disparities throughout the system.
2. Prioritize diversion and connection to appropriate services and responses at every stage of the youth's contact with JPD. Ensure youth are returned home as quickly as possible, whenever appropriate, and that families are provided comprehensive support. Maximize the utilization of community-based services that provide high quality, adequately-resourced, care for all youth and their families throughout a young person's involvement in the juvenile justice system.
3. Advance a whole family engagement strategy that places racial equity at its center to ensure that all youth have full and equal access to opportunities, power, and resources; that advances youth- and family-centered case plans and goal development to help justice-involved youth and their families thrive; and, that minimizes unnecessary or further justice system involvement.
4. Create a non-institutional home-like secure setting for both detained and incarcerated youth and young adults that is healing-centered, developmentally appropriate, family-centered, community-connected, culturally responsive, and developmentally appropriate. Implement daily community presence of community partners; shared leadership with community and city agencies whenever possible; and meaningful opportunities for community input into policies and programming.
5. Continue to organize and right-size the JPD department and budget to reflect changes in caseloads, increased emphasis on community-based services, and changes in approach and responsibilities, including DJJ realignment duties. Bolster equitable leadership development opportunities for staff throughout the Department, including but not limited to Black, Latino, Asian/Pacific Islander and Indigenous staff, and implement change that meaningfully improves the workplace experience of those staff; enact our organizational belief of redemption and helping people to succeed. Develop a collaborative approach to planning, policymaking and service provision to work effectively with community agencies and appropriate city agencies, including health, law enforcement, and schools.

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6. Advance the goals of the City and DJJ Realignment Subcommittee in our ongoing implementation of DJJ Realignment to effectively support the most impacted youth and young adults, both in the community and in the Secure Youth Treatment Facility located in Juvenile Hall or in another secure youth treatment facility the Subcommittee recommends.

### **How'd We Do Against the Goals? JPC Accomplishments from Meeting Agendas and Minutes**

- Pass policy on youth not being recommended for adult court transfers, SF JPD Resolution 2025-01, in June 2025. but commission wonders how to practice it and share its impacts with the community. It's called "restoring community trust," but commission is left to consider the question of what happens to public safety if judges/DA see transfers to adult court as increasing confinement times. (Goals 1 and 6.)
- Witnessed JPD "numbers at historic lows" with 299 youth on JPD caseload in Nov 2025, compared to 351 youth in Jan 2025, and 404 in Jan 2024. (Goals 1, 2, and 3.)
- Learned that the new JSCC Model still has data capacity challenges to overcome, specifically around the topic of "shared outcomes" and aligning the approaches the CBO's participating in this model employ to work with the youth. However, at the October 2025 JSCC presentation on work to date, CARC has expanded their hours, teams/CBOs have established quarterly coordination meetings, and in Q1, CARC has assessed 70 youth and referred 46 to participate JSCC. From this work, more "Family participation is needed (LMJ)" and the work has been, "Strong on process, light on impact (MB)." (Goals 1, 2, 3, and 4.)
- Hosted a public meeting at Booker T. Washington in Sept 2025 and public comments include issues around families fearful of ICE raids, addressing the needs of Spanish speaking families, and increased care coordination with all stakeholders for a young person. (Goals 2, 3, and 4.)
- In July 2025 meeting, we heard about Log Cabin ranch options, here we decide to do a Statement of Intent (SOI) on the property in 2025. We also hear about a "decline in bookings, and an increase in community-based resolutions" during this presentation and agree to release an SOI on the property in 2025, currently paused on results from this SOI. (Goals 1, 4, and 5.)

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- In June 2025, hear about AFS's Intensive Services Foster Care Model and STRTPs (formerly known as group homes), learn about AB 1051 impact on these services, and given recommendation to advocate to change current system back to older system to avoid longer delays in custody. (Goals 1, 2, 3, and 4.)
- Hosted a public meeting at Southeast Community Center in March 2025, where San Francisco DA Jenkins attributes more youth being transferred to adult court because of JPD's "systematic failures" with SYTF and says SYTF has "100% recidivism rate." Public is not pleased and provides community comments on DA's statements saying SYTF is a "work in progress," "a model" in the State, and is successful in preventing recidivism. Commission drafts letter to respond to DA visit, sharing all the public comment from the night, and Mission Local writes a brief article on the night. (Goals 1, 4, 5, and 6.)
- Provided public comment and advocacy to the City's Streamlining Task Force to keep the JPC in the city's charter, protect commissioners from removal "At-will" of the Mayor, and continuing current limits from committee members. (Goals 1 and 5).
- In June 2025 meeting, we received a scientific briefing from Dr. Johanna Folk (UCSF) on the neurobiology of the adolescent brain. (Goal 1)
- Approved agreements with SFUSD and Sharp Circle for foster care stability and reentry support in April 2025. (Goal 2)
- Learned about the evaluation of the Community Assessment & Referral Center's (CARC) role in the diversion pipeline in June 2025. (Goal 3)
- Facilitated public review of how departmental spending addresses pervasive racial disparities. (Goal 3)
- Focused on providing appropriate, healing-centered environments for girls in detention. (Goal 4)
- In May 2025 approved contract to train all probation staff in Cognitive Behavioral Therapy (CBT) via Roca, Inc. (Goal 5)
- The Commission reviewed and approved the FY 2024-2026 budget, protecting \$12M+ in community services in February 2025.

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- The Commission reviewed detailed reports on the population, capacity, and early outcomes for high-needs youth on secure track in June 2025. (Goal 6)
- Interrogated the gap between state SB 823/OYCR funds and local operational "fixed costs". (Goal 6)

### **Additional Notes**

- In Oct 2025, we saw a decrease in active caseloads and referrals (down at 310), but have seen an increase in the lengths of stays. Also, there has been an increase in alternative placements.
- Heard about policies like SB823 – to address DJJ Realignment and advocate for additional dollars from the OYCR (Dec)
- Heard challenges and costs for DJJ realignment is still a major issue (Nov)
- Girls and young women continue to have unique challenges when system involved, and JPD needs to address these (Nov)
- Dec 2025 saw the JPD Program committee confirm specific Performance Measures for the department
- "Not enough money" to do the SYTF (Dec 2025), and department is projecting a several million-dollar shortfall in FY 26/27 for these mandated services.
- When looking at Department outcomes from Nov 2025, referrals have dropped, violations of parole have dropped, and levels of case carrying JPD Staff have dropped.
- Latinx are now most represented population in the hall (Oct 2025).
- Looked at Staff re-organization model (July) and asked if the change allows staff to keep a strong continuum of care running.
- June 2025 meeting share results from Youth and Family survey which show 88% favorability rate, with 95% of respondents saying they can connect with a probation officer and 80% saying that can connect with a CBO.

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- Feb 2025, participate in CA Statewide Juvenile Justice Commissioner meetings, learn about SB48 and AB 302.
  - JPC implements land acknowledgement, but community questions the value of this effort, calling it performative.
  - JPC hears about Departments "Journey to Justice" trip to New Zealand.
  - In Feb 2025 commission hears about budget needs
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### REFERENCE:

Notes From October 2024 retreat

Commissioners discussed the following potential next steps that should be further discussed in future

Commission or Committee meetings:

- Reviewing individual sticky notes from the Activity in Agenda Item #6a-b
- Formally adopting Commission goals (that could include additional goals and performance measurement language)
- Identifying program performance measurement indicators (that are available and/or missing) and tying them to goals
- Governance Committee to look at Commission structure opportunities (e.g., right number or length of committee meetings, balanced with Department staff time)
- Voting on some of the above by the December 2024 Commission meeting
- Commissioners were interested in a detailed breakdown of staff who participated in the staff racial equity survey, including how many responded and what the "other" category represented.
- Commissioners also recommended agendaizing topics around the Department's racial equity plan at future commission meeting in addition to CalAIM funding opportunities.
- Other: Create a newsletter with monthly updates

Commissioners weighed in on the vision and generally agreed on the Department's high level Fiscal Year (FY) 2025 priorities. A Commissioner noted that they liked the overlay of Department goals to the Commission's.

- Commissioners mentioned other considerations related to JPD's priorities, stating that the Department will need to consider the following:
  - o New or changing Re-Entry needs because of the Division of Juvenile Justice (DJJ) Realignment. JPD will need to plan for youth re-entry back in community through

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housing or other supports, juvenile justice realignment, and other changes like Prop 57 (older adults who were sentenced as juveniles). These are interconnected and impact the population that JPD serves. Data is limited since Realignment. JPD supports more young adults in their choices once they're no longer clients. Some young adults have wanted to go home, some have wanted to live independently and/or go to school, and the Department has assisted with tuition payments.

- o How budget and resourcing constraints impact Department administration and operations. JPD stated that these constraints can push back timelines and lead to limited administrative capacity; flexibility is needed as they pursue and balance intertwining priorities and initiatives.

- o JPD staff reiterated that hiring at the Hall is a challenge, with staff reporting burnout; a Commissioner mentioned recruiting staff for a job that requires going into a physical space will be hard in a post-COVID, remote/ hybrid environment.

- o Commissioners mentioned tapping into new funding opportunities like CalAIM to leverage Medi-Cal funding for JPD operations, particularly in light of the budget deficit. CalAIM has requirements for youth in custody and has impacts on youth in community and going through re-entry. Adult probation is closer to flipping the switch than juvenile probation. This may be discussed at future Commission meetings.

- Like other governance commissions, JVPC can have impact and exerts its influence in the following ways:

- o Influence department head staffing. Ask for annual evaluations of the Department head and provide input on a Department's annual report to hold department leadership accountable.

- o Develop and review policy and offer recommended changes; policies can endure for a long time if there's turnover at the department and staff aren't aware of why current policies exist or their initial intent. Historically, JVPC has not voted on policies.

- o Influencing Department leadership by developing alliances, collaborating on focus areas, having the Department staff respond to its priorities in meetings.

- o "Be supportive but not a rubber stamp" by offerings checks and balances and accountability.

- o Monitor whether the department is meeting its goals and performance measures. All measures are tied to goals but not all goals have measures. There is an opportunity to change performance measures and focus on the most important ones, with youth outcomes the key overarching measure.

- Elevate department issues to the mayor; it's important to consider that department heads might align closer with their commission on vision than with the mayor (and vice-versa). Also important to consider that the Mayor is elected and accountable to the citizenry, and Commissioners are not.

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o Vote on department budget; City Attorney said budget can still be submitted without commission approval but should probably be transparent if there was no vote for approval.

o Weigh in on the Department's Annual Report and noting the Commission's approval and/or inserting their own text, increasing "collective ownership of these key public-facing reports and products, and/or submitting the Commission's own annual report. Field community input to ensure diverse perspectives are heard in front of the Commission and Department staff

The Commission can:

- 1.) respond directly to public comment if the comment is related to an agenda item agenda
- 2.) say the item may be agendized in the future
- 3.) hold more meetings in community spaces instead of City Hall

Commissioners stated that they would like to do less of or stop doing the following:

- Skipping over or not reviewing data reports
- Going over agenda time
- Taking an adversarial tone in meetings which can impact public comment and Department staff; take on a more collaborative approach while maintaining open line of questioning
- Talking too much instead of taking action. To note, other Commissioners responded to this comment by clarifying that a commission isn't boots on the ground, but rather ensures accountability that appropriate actions are being or have been taken, such as elevating concerns to political leadership, and closing the loop.

Commissioners stated that they would like to do more of or have done well with the following:

- Identifying important items for the agenda and using public comment as a brain trust for identifying agenda items to add

Diving Deep into the Data

Building a cohesive and respectful culture as a body

- Partnering with the Chief of the Department
- Conducting meetings in the community; this resonated with multiple Commissioners
- Advocating for cross-agency solutions
- Rethinking Community Assessment and Referral Center (CARC) role and support of JPD in restructure

Commissioners stated that they would like to implement the following new ideas:

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- Implementing administrative changes, including starting meetings with reminders of goals, sticking to the agenda
- Revisit role of commissions to best use Department staff time
- Formalizing and codifying goals as policy, reviewing goals regularly, and ensuring alignment of performance measures with goals; goals could include reducing use of probation
- Making efficient use of JPD staff time
- Doing more community outreach, including promoting meetings to all of the City, inviting young people in custody to attend meetings
- Improving community response, including responding to public comment, when appropriate
- Create a newsletter with monthly updates

Some Commissioners in this group wanted to keep the goals as integrated by Chief Miller which incorporate both Department and Commission input (slide 50 of the PowerPoint) while other Commissioners noted the need for additional Commission-focused goals.

Commissioners had a group discussion on draft priorities for FY 2025 and beyond.

- Codify and endorse Department goals and add Commission-focused goals
- Develop strategic performance measures that are missing or need input
- Monitor implementation of new Community Assessment and Referral Center (CARC) JSCC model
- Consider more opportunities to advance programs and services for girls
- Plan for more opportunities for enhanced language access at public meetings; this relates to more resources for and cultural competence around anti-Latino bias
- Continue to focus on research-backed diversion programs
- Conduct more outreach to community