



JUVENILE PROBATION COMMISSION 2026 RETREAT MEETING MINUTES

Date/Time: March 27, 2026, from 9:00 am – 4:00 pm

Location: 1455 Market, Lobby Conference Room, First Floor

Commissioners:

LaVonda Baldwin*
Margaret Brodtkin, President
Cedric Jackson*
Johanna Lacoce

Allison Magee
Elijah Mercer
Manuel Rodriguez

JPD = Juvenile Probation Department
JPC = Juvenile Probation Commission

**New Commissioners*

Commission Secretary: Nicole Codling (Juvenile Probation Department)

Retreat Facilitators & Notetakers: Valerie Okelola, Heather Littleton, Shannon Dugan-Green (Controller's Office)

Retreat Objectives:

- *Celebrate JPD's and JPC's achievements, showcase progress on strategic priorities, and establish Department's focus for the year ahead*
- *Revisit JPC's shared vision, goals, and role and explore how it can be more effective*
- *Discuss and establish strategies to increase community participation and improve public engagement with the JPC*
- *Foster collaboration and sharing among commissioners*

Commissioners identified the following next steps (listed in the "parking lot") to address during future commission meetings:

- Determine what the commission considers to be an accomplishment to better assess progress towards commission goals and priorities
- Understand the impact of state legislation
- Cultivate partnerships with the community
- Explore the possibility of having a community liaison
- Discuss the lack of Black CBOs and how they are not involved
- Discuss caseload changes and what they mean for the department
- Continuing to identify performance and outcome measures most appropriate to measure directional shifts for youth
- Medical reimbursement status reports
- Do not let community engagement strategies stay on post its

ID	SECTION	NOTES (<i>Agenda items with no notes are in blue rows</i>)
1a	Retreat Welcome, Introductions, and Opening	<p>Content: Welcome/roll call, Retreat Objectives, Agenda, Ground Rules, Warm Up Activity, Public Comment</p> <p>Led by: Commission President Margaret Brodtkin, Nicole Codling, and Controller’s Office</p>
1b	Retreat Welcome, Introductions, and Opening: Public Comment on Items Not on Agenda	<ul style="list-style-type: none"> • One member of the public present, Queen Vanessa – Arrived 10-15 minutes after meeting start time • Public comment (Queen): Wants the City to increase support to mental health services after personally experiencing domestic violence and seeing the negative impact that a lack of mental health services has on the City’s children. Mentioned resources are available, but stakeholders aren’t always in communication with each other to share resources to victims. What can the commission do to move the needle for mental health?
2a	Department Achievements and Vision for the Future: Presentation by Chief Miller and Discussion	<p>Content: JPD Presentation, Commission Discussion</p> <p>Led by: Chief Katherine Miller, Juvenile Probation Department</p>
2a Discussion Notes	<ul style="list-style-type: none"> • Chief Miller mentions uncertainty with State and Federal direction in law. Proposition 36 implications affecting the opportunities that juveniles can receive, in addition to conflicting legislative agendas/policies on California State Congress floor. Revisions to Title 15 & 24 are currently being made into State law. Title 15 & 24 are State regulations related to the operations of juvenile facilities. • JPD is in the process of applying for the Reentry Services Grant (Federal). This is the department’s first time applying for the grant. • Commissioners are interested in knowing who the community partners are working with JPD, and what their capacity and cultural competency is. Because there has been a lack of cultural competencies among community partners and organizations that provide related services, some minorities have had their voices replaced/hindered more than others. • The Commission wants to make a goal to produce outcome data through measuring short term outcomes while juveniles are with JPD while measuring long term data/outcomes with DCYF and community partners. Other proposed goals include exploring the roles all stakeholders play and aiming for directional improvement among youth instead of perfection. 	

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		<ul style="list-style-type: none"> It is important to recognize that the system is dangerous and hard, but juvenile justice-involved youth have to interact with it. It is difficult to manage and balance rehabilitation and support while children are mandated to stay in the system. This includes children attending school, court, working with case workers, etc. Commissioners expressed that if the right people are not in the right positions/policies, then progress will not be made, and action will not be taken in the juvenile justice system. Commissioners also expressed “cultural competency-versatility” as an important factor in providing services and support to juveniles. Different cultures have different needs, obstacles, and experiences. Commissioners asked how caseload management has changed since 2015, and whether it would be possible to train staff in juvenile centers on the subject matter to have them also be a supporting entity (e.g., groundskeepers, janitorial services, front desk workers, etc.)
2b	Department Achievements and Vision for the Future: Public Comment	<ul style="list-style-type: none"> (Queen): Question regarding MediCal reimbursement program: who, in the City, is responsible for working with MediCal reimbursements? Public colleagues at the City College of San Francisco (CCSF) are confused about their Mental Health Certification test. The Mental Health Certificate at CCSF relates to providing mental health services to youth and the exam is reimbursable under MediCal. They have taken their exams, but post-examination steps are unclear as there is no clear contact to discuss MediCal reimbursements for specific health services. Overall, there is general confusion and lack of clarity in the MediCal reimbursement program. Nonprofits are responsible for processing reimbursements with MediCal, but this information is not general knowledge, and there are limited outlets explaining how to access MediCal reimbursement from outside the nonprofit sector. The Commission also struggles with this issue.
3		BREAK: Commissioners took a ten-minute break
4a	JPC’s Role, Goals, Accomplishments, & Priorities: Presentation by Controller’s Office and Commissioner Rodriguez	<p>Content: Role of Commission Section Slide, Charter Powers/Duties, Well Run Commissions, Ed Harrington’s View, JPC Charter, JPC Bylaws. Commission Goals & Accomplishments by Section, Commission Goals & Accomplishments List Items #1-6, Discussion on Goals</p> <p>Led by: Valerie Okelola, Controller’s Office – City Performance Unit; Commissioner Manuel Rodriguez</p>

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	Commission Discussion and Activity	
4a Notes		<ul style="list-style-type: none"> • Valerie provided a quick overview of the commission’s roles, powers, duties, and bylaws. • Commissioner Rodriguez has a focus on producing results and consolidated the list of goals and accomplishments in 6 areas to better summarize the Commission’s accomplishments. • Commissioner Rodriguez mentioned that Goals #5 and #6 need more attention and work, specifically in DJJ realignment. <ul style="list-style-type: none"> ○ The Commission provided a lot of feedback and conversation around these goals, but actions or next steps were not taken. However, based on the notes from the last retreat, there are more work/action items to be done and addressed overall. • Commissioners expressed that they want to continue providing services and acting on items that have been working, and pause items that have not, and find structural, creative ways to ensure progress and results are being made. • Commissioners expressed that having space for ongoing discussion about changes, goals, and accomplishments (legislative, administrative, structural, systemically), is important to ensuring and monitoring progress. Most work was done when the Commission was vocal and repeating needs and desires. This allowed more data to be gathered and tracked when asking for check-ins and routine follow-ups, in addition to setting up next steps to accomplish goals and priorities. • Commissioner Baldwin asked whether there were any KPIs listed in the 2024 retreat, what goals did the Commission have that were measurable and whether it is within the scope of the commission to have KPIs. <ul style="list-style-type: none"> ○ No KPIs were made during the last retreat. There was a higher focus during the previous retreat on how to get the Commission aligned with departments and public facing community members. As for the scope of the Commission, it is difficult to define and know. The Commission must delegate their desires, needs, goals, and priorities to departments, nonprofits, community organizations, and other relevant stakeholders to see through their priorities.

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		<ul style="list-style-type: none"> • Commissioners agree that they have been holding back and can do more in partnership with established connections to get more results. • Commissioners agree that they want to be aligned in the priorities that they want to focus on and focus on both the priorities, and the departments and partners that will be carrying out said priorities. • Commissioner Chief mentions that as a commission, they can have goals, ideas, and play a role in getting the work done, but must revert to departments and partners to do the brunt of the work. The role of the commissioner is to make sure that steps are happening. • Priorities that the Commission would like to keep are as follows: <ul style="list-style-type: none"> ○ Research- and evidence-backed programs ○ Community outreach (+1 sticker) ○ Monitor JSCC (+2 stickers) ○ Provide more services for girls (+5 stickers) ○ Consider more opportunities to advance programs ○ Addressing cultural and Latino bias • Priorities that the commission would like to remove are as follows: <ul style="list-style-type: none"> ○ Research based diversion programs ○ Codify/endorse department goals • Priorities that the commission wants to explore are as follows: <ul style="list-style-type: none"> ○ Expansion and higher emphasis that everything that is recommended or worked on is evidence based ○ Higher engagement with community (+2 stickers) ○ Vocational/Educational incentives for juveniles (+1 sticker) ○ Reflect on available outcome measures and data collection ○ Refer to the youth database/Advancing youth outcomes with data (+3 stickers) ○ Addressing youth mental health needs/services (+6 stickers) ○ Replacing models/practices with other things like family group counseling/conferences (+2 stickers) ○ Find funding for budget constraints – see whether commission can have fundraisers to fund programs (+1 sticker) ○ Work with SFUSD on prevention (+1 sticker) ○ Prioritizing that accountability is set in place to ensure that children and families are receiving the support they need. This is a reflection from DYCF’s recent evaluation. Engage in DCYF’s program evaluation efforts early to provide information and input from juvenile probation commission perspective.

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		<ul style="list-style-type: none"> ○ Figure out next steps for Log Cabin Ranch (+2 <i>stickers</i>) ○ Expanding hours for SHF (+2 <i>stickers</i>) ○ Secure Track step-down and recidivism (+4 <i>stickers</i>) <ul style="list-style-type: none"> ● Next steps on priorities that the commission identified are as follows: <ul style="list-style-type: none"> ○ Addressing young people’s feeling of being “othered” ○ Police Diversion: work in this area has started but has become stalled. This relates to training police to divert children from the juvenile system before they even go near it. For future reference, there are available models in East Bay to explore further. ○ Remove out of state or county placement → children shouldn’t be taken out of the county; their support system needs to be where they are based, so it’s easier to utilize and access. However, children are sent to stay with relatives, or in other programs outside of SF county, by court order. While it is important to keep them in the City, the judicial system says that depending on their case, they will have to move to a different county or be with family outside of SF.
4b	JPC’s Role, Goals, Accomplishments, & Priorities: Public Comment	<ul style="list-style-type: none"> ● Public comment (Queen): Believes that Goals #4 and #5 should be strengthened. Public advocates would like to help with these goals because strength comes within the families. This strongly relates to mental health issues in juvenile cases. Learning about mental health/mental health coping skills <i>before</i> a crisis supports the individual’s ability to handle themselves and the crisis. ● Public comment (Maria McKee): Expanding SHF hours at CARC. SHF does not have staffing or hours in times that are needed, and juveniles cannot get help when they are arrested. Most arrests happen outside of current SHF availability.
5	LUNCH	Commissioners broke for a one-hour lunch
6a	Commission Community Engagement: Presentation by Dawn Stueckle and Discussion	<p>Content: Community Engagement Section Slide, Roundtable: Recently Community Engagement, JJPA Introductions, Activity 2: Next Steps for Community Engagement</p> <p>Led by: Dawn Stueckle, Juvenile Justice Providers Association (JJPA), Sunset Youth Services; Heather Littleton, Controller’s Office – City Performance Unit</p>
6a Notes		<ul style="list-style-type: none"> ● Guest speaker: Dawn Stueckle, Works in Sunset Youth Services and has been co-chair for 7 years. ● Dawn mentions that it is a super effective tactic when nonprofits coordinate and prepare young people to talk at community engagement meetings. When young people are prepared to express themselves in these meetings, they have their opinion and perspective heard. Telling young people to just attend is super intimidating, they need

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		<p>nonprofits to help support and brief them.</p> <ul style="list-style-type: none"> • Dawn mentions that it would be great to craft something for the next community meeting that could have youth participate and lead the conversation <ul style="list-style-type: none"> ○ Example: “Solutions Not Suspensions” is the result of youth working with Sunset Youth Services to change how suspensions were classified and discussed in SFUSD schools through the “willful defiance” categorization. This “willful defiance” categorization was used to for suspend children for various vague reasons. Students advocated, wrote a song and danced, showed up in force at the SFUSD meeting, and got the suspension guidelines overturned. • It is awesome when organizations can bring youth to meetings, but often the youth are not informed of how they can help, or filled in on the reasoning why they are attending this meeting • Guest speakers work well for community meetings, as well. Exception to this is DA Jenkins critiquing JUV department during the community meeting, but having guest speakers can support community interest in attendance and provide useful insight. • JJPA is listening to providers and bringing their feedback to program committee and sharing information with Chief Miller. Chief then interviews and meets with providers and relays what they say to program administrators, directors, and leaders. • JJPA meets monthly; engagement is one of their number one topics discussed. Dawn expresses that it is always going to be hard to get community to come to political meetings. SF is a difficult city to live in economically and when you must face the system or your family does, speaking to political leaders is the last thing on your mind. • Dawn mentions the impact of “wins”. That smaller, bite-sized “wins” can go farther than bigger “wins”. It doesn’t serve the kids well when organizations go and demand unrealistic things, the goal should be setting people up for success. Especially with community engagement. • Dawn mentions that the CBO world is in close work with Sunset Youth Services. They work with each other in the child’s best interest; they don’t fight each other for the children. They prioritize youth and family work and strive for these priorities in community meetings. They also make it happen to bring up topics that are important to youth and families, as well. • Commissioner Jackson asked what does capacity building look like with community organizations and partners

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		<p>through the JJPA. A lot of agencies are lost due to finances and lack of support.</p> <ul style="list-style-type: none"> ○ Dawn assured that the JJPA works with organizations to be a part of the organization's scope of work as partners. They discuss with organizations directly about being in the RFP pool, and JJPA shows up to support organizations, as well. However, capacity is ultimately a hardship, especially when it comes to community engagement meetings. They try their hardest to work with each other. <ul style="list-style-type: none"> ● Commissioners asked how the commission can identify what the needs and deficits are for the children, to identify what relevant wins for youth will/can be? <ul style="list-style-type: none"> ○ Dawn advises that children are fundamentally different since the COVID-19 pandemic. Quarantine and social isolation have changed the emotional and mental health of today's kids. ○ It is very difficult to get them off screens, out of the house, to speak up, participate, to read and write and do relative things. ○ Most kids are saying they do not want to be around other people. This is related to a huge fear of lack of safety, rooted in isolation. ○ Children feel afraid to leave their home. Really young kids born after the pandemic do not share these issues as much as older children. ● The following are areas that the commission agrees can be better: <ul style="list-style-type: none"> ○ Potentially having a liaison between the community and the commission ○ Identifying who the community is. This will support the commission on how to best address and include more people in the community meetings but also help identify topics of discussion. ○ Hosting more virtual meetings, although, audio is a concern ○ The times when commission meetings or community meetings happen are so hard for people to attend. Especially people doing field work. ● Coordination strategy with partners and community leaders for community engagement <ul style="list-style-type: none"> ○ Have a part of the community engagement strategy be continued cadence of commission meetings ○ More ongoing communication among commission members outside of the two scheduled annual meetings ○ What is the commission going to do to improve community engagement? → Engage with CBO quarterly, and prioritize the bigger objective ● Commission agrees that community meetings are not the same as commission meetings because the focus is on the community, and commission meetings have formalities. However, the commission noticed that there was more community involvement when the commission was online during/after the pandemic. They noticed more communication, data sharing and engagement from the community. Community meeting attendance has

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		<p>decreased since the return to office mandate.</p> <ul style="list-style-type: none"> • Commissioner Jackson asked Dawn what engagement with community partners looks like, and how they are vetted. <ul style="list-style-type: none"> ○ Dawn and commission clarify that there is a process to vetting partners. Specifically, through the DCYF RFP, JPD will do another specific RFP if DCYF RFP is not accessible. Some organizations volunteer with the JJP, as well. • Capacity building, and community inclusivity <ul style="list-style-type: none"> ○ The Commission would like to have more organizations that represent the community involved since they'll be able to effectively engage with the community and help motivate the community to become more involved. ○ Representation of all minorities through organizations is important for the community to see. However, Commissioner Jackson mentioned that a higher presence of organizations that support the Black community is important, since they are the underrepresented minority when you observe the organizations that are available to the community. ○ The Commission mentioned taking roles and responsibilities to reach out and connect with organizations. • Commissioner Chief Brodtkin expressed that it is important to ensure that the topics that are discussed at community meetings are interesting to the organizations. • Discussion regarding cultural competencies: Agencies are currently doing great work, however, having organizations that can effectively support community needs while also appropriately representing the community, is important. Organizations with cultural competency can inform improvement in outcomes, provide better services, and understand the community better. • Chief Miller asked the commission to be the influence and the light for juveniles in personal day-to-day work. There is a lot of negative media about crime and juvenile kids, that commissioner members need to clarify and advocate for these kids. <p>Breakout Group Discussion:</p> <ul style="list-style-type: none"> • Commission agreed to engage with the following stakeholders <ul style="list-style-type: none"> ○ Youth, and their families ○ Youth support people (schools, sports teams, mentors, etc.)

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		<ul style="list-style-type: none"> ○ CBO staff & leadership (+1 sticker) ○ Impacted families (+1 sticker) ○ JJPA, SCSJ/SVI, POL ○ SMEs (subject-matter experts) (+1 sticker) <ul style="list-style-type: none"> ● Commission agreed on the following strategies to engage the community: <ul style="list-style-type: none"> ○ Picking a live issue for a “win” (+3 stickers) ○ Providing clarity about topics, potential outcomes and decision points ○ Have joint Commission meetings with Youth Commission (+3 stickers) ○ Have broader, clearly articulated strategies for engagement (+1 sticker) ○ Have youth performances as part of Commission meetings (+1 sticker) ○ Panel on reentry with families and young people leading (+3 stickers) ○ Using multimedia, particularly for education and outreach (+1 sticker) ○ Hosting information nights or workshops ○ Changing and adapting meeting structure or host non-meetings/creative events ○ Adopting a “What is in it for me?” frame and approach ○ Invite and draw relevant stakeholders (+1 sticker) ○ Develop educational partnerships (+1 sticker)
6b	Commission Community Engagement: Public Comment	<p>Public Comment (Queen): Queen recommended hosting a retreat with children who were able to turn their lives around, are currently succeeding from leaving the system, etc., to get insight and feedback on what is working. Queen also mentioned that it is an issue that the organizations that are being discussed are not at the table because a lot of great ideas and next steps are being shared, but they are not here to hear it. Implement and act on the ideas. All of them are amazing, but it needs to happen. Queen also expressed that knowledge and information sharing often stops at the community organizations and doesn’t effectively reach the community.</p>
7		<p>Break: Commissioners took a 5-minute break</p>
8a	Commission Advocacy: Presentation by Controller’s Office and Discussion	<p>Content: Advocacy Section Slide, Advocacy & Lobbying, Advocacy Guidelines – Charter, Advocacy & Political Activities, Political Activity Examples, Commission Advocacy Strategies, Reentry Council: Advocacy Examples, Activity 3: Integrating Advocacy</p> <p>Led By: Heather Littleton</p>

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8a Notes		<ul style="list-style-type: none"> • The City Attorney mentions that there are no hard rules around lobbying city officials, but individual commissioners cannot lobby as individuals, they must advocate as an entire commission. • Ideas on how JPC should approach advocacy are as follows: <ul style="list-style-type: none"> ○ Identifying roadblocks and needs that are elevated by JPD (+1 sticker) ○ Elevate concerns through letters, campaigning, and conversation, particularly with other commissions, the media, and the Board of Supervisors (+2 stickers) ○ Addressing concerns through hosting public forums and working with other commissions ○ Consider advocacy on budget issues, program support, education around successes of programs, and DJJ realignment needs • Areas of consensus among commission are as follows: <ul style="list-style-type: none"> ○ Collectively identify the common “foes” and roadblocks (+2 stickers) ○ Keep time in meetings to review issues and roadblocks (+2 stickers) ○ Determining what to advocate based on the goals of the commission. ○ Have materials ready ahead of time to bring context to the topics that commission wants to advocate on. • Advocacy comfort level and concerns among commissioners are as follows: <ul style="list-style-type: none"> ○ Developing negative relationships (+1 sticker) ○ Experiencing negative consequences due to acting and advocating ○ Mixed feelings rooted in the facts, truth, goals and purpose (+1 sticker) ○ Mixed feelings, especially regarding political risk. What will happen if there is disagreement between mayor, legislators, and the commission? ○ Balancing political risk with day job ○ Disservice to children if commission does not disagree with Mayor or legislators, when it’s what should be done
8b	Commission Advocacy: Public Comment	Public comment: Queen thanks and appreciates the commission for their work.
9		BREAK: Commissioners took a 5-minute break
1a	Consent Calendar	<p>Content: Consent Calendar Section Slide, Consent Calendar</p> <p>Led by: Nicole Codling</p>

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10b	Consent Calendar: Public Comment	No public comment on consent calendar agenda item.
11	Closing	Content: Consent Calendar Section Slide, Consent Calendar Led by: Heather Littleton, Margaret Brodtkin