

**CITY AND COUNTY OF SAN FRANCISCO
JUVENILE PROBATION COMMISSION**



FULL COMMISSION REGULAR MEETING

Wednesday, October 8, 2025,

5:30 pm

**Meeting held hybrid with public
comment at:**

**City Hall, #1 Dr. Carlton B. Goodlett Place,
Hearing Room 408 San Francisco, CA 94102**

Recording link:

<https://sfpublic.webex.com/sfpublic/ldr.php?RCID=0a220d33edc5e4151bcfed8cf380fd8a>

Full Commission:

Margaret Brodtkin, President
Linda Martley-Jordan, Vice President
Johanna Lacoe
Allison Magee
Elijah Mercer
Toye Moses
Manuel Rodriguez

Meeting Minutes

Hybrid meeting. Comments would have to be from the public sitting in the audience or by using the meeting link listed above.

The meeting was called to order at 5:30 pm.

1. Roll Call:

1. Margaret Brodtkin, President – Present
2. Linda Martley-Jordan, Vice-President – Present
3. Johanna Lacoe – Present
4. Allison Magee – Present
5. Elijah Mercer – Present
6. Toye Moses – Present
7. Manuel Rodriguez – Absent

2. Land Acknowledgement Reading

3. Public Comment on Items Not on the Agenda

- a. No public comment.

4. Update on CARC/JSCC Model – see attached [presentation](#).

a. **Key Highlights:**

a. **One-Year Milestone Achieved**

- The San Francisco Justice Services Care Model, integrating CARC and Justice Services Care Coordinators (JSCCs), marked its first anniversary in October 2025.
- The model connects youth from first police contact through court involvement, emphasizing diversion, early assessment, and wraparound supports for youth and families.

b. **Measurable Progress & Milestones**

- 2024–25 roll-out: planning, launch, and data-sharing agreements completed.
- Quarterly coordination meetings began with judges, DA, Public Defender, and Bar Association.
- Translated outreach materials into four languages (Chinese, Vietnamese, Spanish, Tagalog).
- Data systems for referral tracking and performance metrics implemented in partnership with Impact Justice.

c. **Expanded CARC Operations**

- Extended hours under discussion with the Mayor's Office to offset Sheriff staffing impacts.
- New hires in September 2025: one CARC Therapist and one Justice Navigator.
- Two navigator positions remain open (including a night-shift role).

d. **Service Delivery Data (June–Sept 2025)**

- 70 youth assessed by CARC (43 community / 27 JJC).
- 46 youth referred to JSCC CBOs (BACR 9 | CJCJ 14 | MNC 4 | SYS 12 | YCD 7).
- Average time: 2 days from citation → assessment → referral.
- Referral demographics: 59 % in-custody / 41 % community; 32 boys, 12 girls; majority aged 16–17.

e. **Workforce Snapshot**

- Across five JSCC providers, 19.5 FTE case-carrying staff; 3.5 FTE vacant.
- Providers: BACR, CJCJ, MNC, Sunset Youth Services, YCD.

f. **Complementary Programs — Mission Neighborhood Centers (MNC)**

- 57 youth received curfew compliance services.
- 21 youth joined Safe Haven “stability hub” programming.
- Focus on structured evening supervision and family support.

b. **Comments & Questions from the Commissioners:**

a. **Commissioner Johanna Lacoe:**

- Commended the progress toward system integration between CARC, JSCC, and JPD.
- Asked how data-sharing and confidentiality are being managed under new interagency agreements, especially regarding minors' records.
- Requested clarification on how referral timelines (noted as averaging two days) are being measured and whether the data distinguishes between in-custody vs. community referrals.
- Emphasized the importance of monitoring equitable service access across demographic groups and neighborhoods.

b. **Commissioner Allison Magee**

- Praised the model's collaborative structure, particularly the partnership with community-based organizations.
- Asked whether the JSCC network has sufficient capacity and stability given the current 3.5 FTE vacancies, and how the department plans to mitigate turnover among front-line staff.
- Urged that performance indicators include youth and family experience measures, not just throughput or processing times.
- Recommended including qualitative data in future reports to better illustrate outcomes beyond metrics.

c. **Commissioner Elijah Mercer**

- Focused on sustainability and funding, inquiring about plans to maintain expanded hours and ensure ongoing support beyond the DCYF grant cycle.
- Raised concerns about continuity of care for youth transitioning between CARC assessment and JSCC assignment, especially if cases cross county lines.
- Suggested exploring additional evening and weekend coverage for CARC and stability hubs.

d. **President Margaret Brodtkin**

- Commended the progress after the first year of implementation and the collaboration shown by the city and community partners.
- Stressed that the core vision must remain youth-centered and restorative, not merely procedural.
- Asked for clarity on "success metrics"—how the department defines a positive youth outcome (e.g., reduced recidivism, improved school engagement, or family reunification).
- Noted that the presentation's data was "strong on process, light on impact," and encouraged the next update to include longitudinal outcomes and community feedback.

e. **Commissioner Toye Moses**

- Inquired whether there are plans to expand CARC's geographic partnerships to ensure regional consistency for youth from outside San Francisco.
- Supported deeper collaboration with school-based reentry programs and highlighted the importance of maintaining continuity of education during probation involvement.

f. **Vice President Linda Martley-Jordan**

- Vice President Martley-Jordan highlighted the need for intentional family engagement within the Justice Services Care Model. She observed that while the presentation detailed youth processes and agency coordination, it offered limited discussion of how families participate. She asked how parents and caregivers are involved, informed, and supported as their children move through assessment, case planning, and reentry.

g. **Public Comment:**

- **Kisai Henriquez**, Division Director with Huckleberry Youth Programs, offered remarks in strong support of the CARC / JSCC implementation and staff leading the work. She highlighted the efforts of Hilary Buren and Chanelle from the CARC team, acknowledging their dedication and persistence in expanding services to include in-custody assessments at Juvenile Hall—a major milestone that fulfills the original vision for CARC after 25 years. She emphasized that while the system is not perfect, the teams continue to demonstrate commitment, adaptability, and individualized care for each youth. She described the model as iterative and responsive, noting that staff regularly navigate complex circumstances such as overlapping service providers and prior assessments. She concluded by expressing deep appreciation for the CARC and Huckleberry staff, commending their professionalism, compassion, and resilience in advancing this transformative work.
- **Ron Stueckle**, Executive Director of Sunset Youth Services, expressed appreciation for the collaboration underpinning the Justice Services Care Model. He emphasized that variations in referral numbers among partner agencies should be understood not as discrepancies but as evidence of the model's strength and flexibility. He explained that the partner organizations maintain close coordination and shared decision-making, ensuring youth are referred to the agency best suited to their individual needs—for example, connecting a young person seeking employment with YCD, whose expertise lies in workforce development. He highlighted the absence of competition among providers, describing the network as a unified team characterized by mutual respect, adaptability, and collective accountability. He concluded by affirming that any fluctuations in service numbers are a natural reflection of collaboration and responsiveness, not fragmentation, and thanked the Commission for its continued support of this integrated model.

5. **Chief's Report - PowerPoint is [attached](#).**

a. **Key Highlights:**

a. System Stability and Department Focus

- The Department remains operationally stable and continues to prioritize rehabilitation, diversion, and family engagement over punitive measures.
- Chief Miller reaffirmed JPD's commitment to being data-driven, healing-centered, and equity-focused in all operations.

b. Referrals and Caseload Trends

- 45 total referrals received in August 2025, including 2 for 707(b) offenses (4%).
- 21% decrease in referrals and 13% decrease in active caseloads (310 youth) compared with 2024.
- 27% of pre-adjudicated cases resolved through diversion, reflecting progress toward community-based alternatives to detention.

c. Detention and Facility Updates

- Juvenile Justice Center (JJC) maintained an average daily population of 30 youth, with a peak of 32.
- Median length of stay: 20 days (38% increase year-over-year) due to more complex case profiles.
- The JJC passed its BSCC inspection "with flying colors" in September 2025, affirming full compliance with safety and rehabilitative standards.

d. Alternative Placements and Realignment

- 54 youth in alternative placements, a 19% increase from 2024.
 - 23% in Resource Family (RFA) placements.
 - 13% in Short-Term Residential Therapeutic Programs (STRTPs).
 - 20% in Secure Track (SYTF) commitments.
- These shifts reflect successful DJJ realignment implementation and expanded use of non-institutional care.

e. Secure Youth Treatment Facility (SYTF)

- Since 2021, 17 youth have been committed to SYTF; 10 are currently housed.
- No girls have been ordered to SYTF or Juvenile Hall for 707(b) offenses.
- Ongoing cross-county collaboration with San Luis Obispo's Coastal Valley Academy and Beloved Village informs gender-responsive programming.

f. Education and Workforce Development

- The first Career Technical Education (CTE) cohort launched in August 2025, focusing on Urban Agriculture training through a partnership with the San Francisco County Office of Education.
- Youth earn certifications and hands-on experience to prepare for employment upon reentry.

g. Workforce and Recognition

- Several new hires across divisions improved coverage following retirements earlier in the year.
 - Wendy Lam-Wong (Administration Division) was recognized as Employee of the Month (September 2025) for outstanding service.
 - Continued emphasis on staff retention, training, and racial equity.
- h. Racial Equity and Department Culture
- 5th Annual Racial Equity Survey launched in October 2025, with 55% staff participation in 2024.
 - Results show high engagement and trust in departmental direction.
 - Chief Miller reaffirmed racial equity as a cornerstone of JPD's transformation and leadership development.

b. Public Comment:

- a. **Dawn Stueckle**, Director of Sunset Youth Services, offered feedback on the data presented in Slide 18 of the Chief's Report regarding admissions by primary reason. She noted that the category combining "warrants and court orders" has historically been difficult to interpret and suggested that future reports separate or further clarify these data points. She emphasized that understanding how many youth are being admitted due to warrants would be especially useful, as such cases may indicate opportunities to reduce unnecessary detention and prevent avoidable admissions. She encouraged continued attention to analyzing warrant-related trends as a strategy for lowering overall detention numbers.

6. Future Agenda Item

a. JPC Retreat

- a. Early 2026
- b. Priorities, policy direction, data, and reform alignment.
- c. Evaluate our goals and how the commission stacked against them.
- d. Send back to Finance & Governance meeting

b. November – Probation Services

- c. December – update on DJJ alignment and program update on the different components of secure track.
- d. No public comment.

7. **Review and Approval of the Commission Meeting Minutes for July 17, 2025 and September 10, 2025:**

- a. Commissioner Lacoë moves to approve the minutes.
- b. Vice-President Martley-Jordan seconds the motion.
- c. Votes: Yes: All present commissioners
- d. Minutes approved pending the removal of the duplicate section in the September 10th minutes.
- e. No public comments.

8. **Adjournment:**

- a. The meeting was adjourned at 7:12 pm.