



Overview  
of the  
San Francisco  
Juvenile Probation Department

---

Presented to the

City and County of San Francisco  
Board of Supervisors

**Select Committee on Ending Gun & Gang Violence**

Supervisors Sophie Maxwell, Ross Mirkarimi, Michela Alioto-Pier, Tom Ammiano, and Bevan Dufty

March 20, 2006

William P. Siffermann  
Chief Probation Officer



## City and County of San Francisco Juvenile Probation Department

WILLIAM P. SIFFERMANN  
CHIEF PROBATION OFFICER

375 WOODSIDE AVENUE  
SAN FRANCISCO, CA 94127  
(415) 753-7800

### *SF Juvenile Probation Department Values & Beliefs*

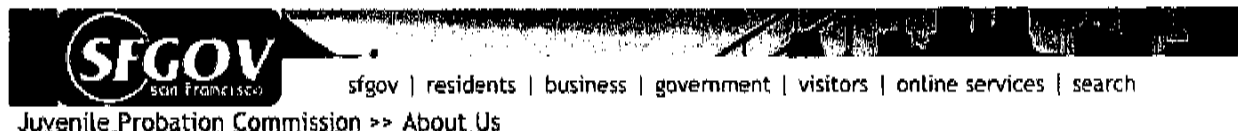
1. **Dignity and respect** is conveyed in all interactions with the youth and families, the public and each other
2. **Honesty, integrity and fairness** are the foundations for our work
3. **Rehabilitation** within the context of public safety is the foundation of our work with youth
4. **Teamwork** assists the achievement of goals
5. **Quality and excellence** drive our objectives
6. **Punctuality & timeliness** propel effective interventions
7. **Professional commitment** and follow-through enhance positive outcomes
8. **Change** is a necessary ingredient to healthy organizations
9. **Professional development** and continuing education strengthen effective interactions
10. **Effective communication** guides positive responses
11. **Data-driven decision-making** ensures positive outcomes
12. **Effective partnerships** with all Juvenile Justice stakeholders is key to systemic success
13. **Diversity** and inclusiveness increase organizational value and capacity
14. **Community voices/input** help guide quality assurance and future direction
15. **Critical analysis** assists in eliminating inefficiencies and waste
16. **Performance appraisals** enhance productivity and job satisfaction
17. **Professional affiliations** facilitate the advancement of professional values

### *SF Juvenile Probation Department Mission*

It is the **mission** of the San Francisco Juvenile Probation Department to serve the needs of youth and families who are brought to our attention with care and compassion; to identify and respond to the individual risks and needs presented by each youth, to engage fiscally sound and culturally competent strategies that promote the best interests of the youth; to provide victims with opportunities for restoration; to identify and utilize the least restrictive interventions and placements that do not compromise public safety; to hold youth accountable for their actions while providing them with opportunities and assisting them to develop new skills and competencies; and contribute to the overall quality of life for the citizens of San Francisco within the sound framework of public safety as outlined in the Welfare & Institutions Code.

### *SF Juvenile Probation Department Vision*

It is the **vision** of the San Francisco Juvenile Probation Department that effective models of intervention with youth are created in partnership with all Juvenile Justice stakeholders, thereby leading to reductions in juvenile delinquency. Youth and families involved with the juvenile justice system are strengthened to become more self-sufficient as a result of their contact with the Department. Victims and communities affected by juvenile crime are given opportunities to be heard and experience satisfaction through their active participation in the juvenile justice process. Our communities are safer due to continual reductions in juvenile crime and recidivism rates.



## Juvenile Probation Department

### Probation Services

The Welfare and Institutions Code (W&I) delineates the responsibilities of the Juvenile Probation Department. Probation Services provides services to youth who come within Section 601 W & I, specifically those who are alleged and have been found to be beyond their parents' control, runaway, or truant and those who come within Section 602 W & I, specifically those who are alleged and/or have been found to have committed law violations. Probation Services provides pre and post adjudication services to youth arrested in the City and County of San Francisco. After arrest, each youth is assigned a probation officer who investigates the circumstances of the arrest and all relevant social and family issues.

Pre-adjudication services include Intake and Prevention/Diversion services.

#### Intake Units' Probation Officers

...investigate each case and determine the most appropriate course of action. The Probation Officer's options are: to counsel the youth and dismiss the charges; to divert the youth to a community based agency, assign community service hours and restitution in lieu of filing a petition; or refer the case to the District Attorney for formal prosecution.

Prevention/Diversion Unit is responsible for pre-adjudication and post-adjudication supervision of youth under fourteen years of age. The Parenting Skills Program, Juvenile Sex Offender Program, Family Mosaic Project and the Liaison with Huckleberry House for 601 W & I Youth Services also operate as a part of the Prevention/Diversion Unit.

#### Post-adjudicated services

...include: Supervision, Serious Offender Program, Private Placement, County Placement, Court Officer and Special Services Units.

Supervision Unit provides ongoing supervision to youth placed on probation by the Court who are still living at home or with a close relative. The Probation Officers supervise youth in the community by visiting the youth and their families in their homes, schools and/or community based organizations, refer to other agencies for a variety of supporting services and enforce court imposed conditions of probation.

Serious Offender Program Unit provides intensive supervision for repeat violent offenders who have sustained a felony petition for crimes involving a serious violent act or use of a firearm. These youth are referred to community based organizations and schools. Probation Officers maintain daily contact with these youth and regularly contact parents, teachers, employers and organizations working with the youth.

Private Placement Unit supervise youth removed from their homes by the Court and placed in non-secure facilities, such as foster homes, group homes and residential treatment programs primarily in California as well as Nevada, Colorado and Pennsylvania. The Probation Officers supervise the youth while in placement, monitor suitability of the placements and prepare aftercare plans for youth completing programs.

Court Officer Unit represent the Department at court hearings by transporting youth in custody to hearings, explaining the proceedings to youth & families and

disseminating information to appropriate concerned parties. They are responsible for communication between the case carrying Probation Officers and the Court.

Special Services Unit provides a variety of services such as investigating and preparing reports for adoptions, termination of parental rights, and marriage requests for youth under eighteen years of age. The Unit also includes the Home Detention Program, which provides an alternative to secure detention, supervises the Community Service Program, Title IV-E, tracking and processing, and supervision of the Department's Record Room.



[sfgov](#) | [residents](#) | [business](#) | [government](#) | [visitors](#) | [online services](#) | [search](#)

[Juvenile Probation Commission](#) >> [About Us](#)

## Juvenile Probation Department

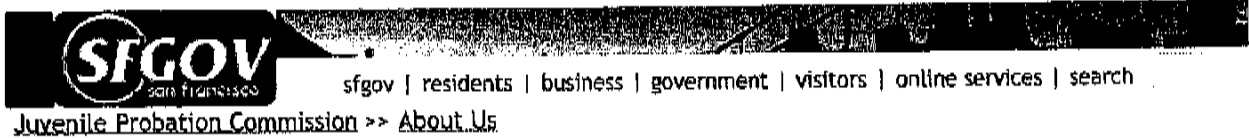
---

### Juvenile Hall

Juvenile Hall is a short-term youth detention facility for the City and County of San Francisco. The facility has the capacity to provide residential services for 132 youth, in a secure setting, 24-hours a day, seven days a week. Youth at the facility fall into three categories:

- Youth in custody awaiting investigative action immediately after admission.
- Youth in custody per court order pending further court hearings.
- Youth in custody awaiting placement as per a court ordered disposition.

While youth are in custody, they receive educational, medical and mental health services. Additionally, they receive training in socialization skills and general counseling from staff.



## Juvenile Probation Department

### Log Cabin Ranch School

Log Cabin Ranch (LCR) is the San Francisco Juvenile Probation Department post adjudication facility for delinquent male juveniles. The purpose of the facility is provide a twenty-four a day residential program for juveniles of San Francisco who have been adjudicated delinquent by the Juvenile Courts and sent to Log Cabin for treatment and rehabilitation.

The twelve-month open-ended program is a well-structured program that addresses the needs of juvenile delinquents and prepares them to become productive members of society.

### Academic Program

The educational component of the Log Cabin Ranch program is provided by the San Francisco Unified School District. Areas of instruction include: math, social studies, language arts, woodshop, computer lab and GED. Additionally, college preparatory classes are offered to residents who are interested in continuing their education beyond high school.

### Mental Health, Dental and Medical Services

The San Francisco Department of Public Health, Special Programs for Youth provides health care services for residents at LCR. Services include: seven days a week nursing coverage, medical and dental services and daily and weekly psychosocial counseling to assist residents with their adolescence adjustments.

The Ranch programs and services regime follows a holistic approach using two clinical licensed Social Workers and the Ranch Program Facilitator to conduct groups with residents and to oversee group process. The group sessions are comprehensive, intensive and structured in a manner to help each resident gain insight into changing his lifestyle. The programs and services are divided into three categories: Cognitive Behavior Base-Treatment, Vocational Training and Behavior Management.

### Cognitive Behavior Base-Treatment

Therapeutic group sessions are designed to address the problems and needs of the residents court ordered commitment to Log Cabin Ranch. Cognitively, helps individual residents recognize errors and fallacies in thinking, and helps them deal with unresolved conflicts associated with interactions with others.

Group sessions include:

1. Anger Management	9. Social Skills
2. Conflict Resolution	10. Commitment of Offense
3. Grief and Loss	11. Family Reunification
4. Health Education	12. Paths to Success
5. Domestic Violence and Sensitivity	13. Omega/Peer Counseling
6. Meditation	14. Young Men as Fathers
7. Self Esteem	15. Parents Support Group
8. Problem Solving and Decision Making	16. Peer Leadership

### Vocational Training

Log Cabin Ranch vocational program is geared toward preparing residents to receive pre-apprenticeship training, develop employability skills and/or employment. Vocational training includes:

1. ~~Carpentry~~
2. Photo-Journalism
3. ~~Horticulture and Landscaping~~
4. Entrepreneurship
5. Computer Literacy
6. ~~Barbering and Hair Styling~~
7. Food Services
8. Poetry & Creative Writing

#### **Behavior Management**

The behavior management program helps residents develop skills for assisting them in the every life. Additionally, the behavior management program fosters positive behavior from residents and teaches them self-responsibility and self discipline. Residents are rewarded for demonstrating positive behavior and taking responsibility in the following areas:

1. Daily hygiene
2. Daily bed and locker responsibilities
3. Maintaining and dressing appropriately
4. Dining hall etiquette
5. Respectful to self and others
6. Following rules and instructions
7. Social etiquette

#### **Substance Abuse Counseling**

The Log Cabin Ranch substance abuse program is designed specially to help residents overcome drug and alcohol addiction and build a behavioral foundation that will prevent relapse. Two certified substance abuse counselors conduct daily and weekly sessions with residents to help them learn how to "close the door" on old habits while opening the doors to new growth and development.

In addition, members from narcotic and alcoholic anonymous conduct self help support groups and provide mentoring for individual residents who self identify as addicts.

#### **Other Programs and Services**

##### ***Tutorial Services:***

To augment the educational program, specialized tutoring is provided to residents identified with very low academic skills, learning disabilities or needing assistance with subject matter.

##### ***Recreational Program:***

During leisure time at the Ranch, residents enjoy an array of recreational activities. Daily activities include: basketball, weightlifting, table games, hiking, and soccer. In addition, residents compete against other Ranches and Camps in the Northern California Ranch League. The Ranch League is comprised of four events: basketball, softball, volleyball and track.

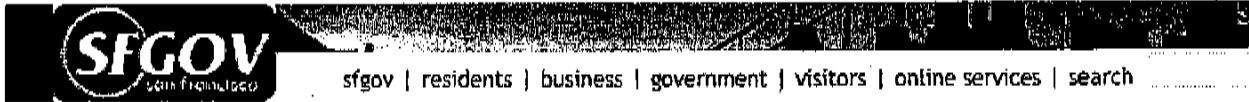
##### ***Religious Services:***

The interfaith network of San Mateo and Church of San Francisco provides weekly religious services. Services include: bible study, spiritual education, spiritual counseling, and Sunday services.

*Aftercare Services:*

Log Cabin Ranch aftercare services are provided to all residents graduating from the Ranch with a comprehensive after plan that includes: case management services, educational enrollment, vocational/job assignment, counseling, intensive supervision and family support services.





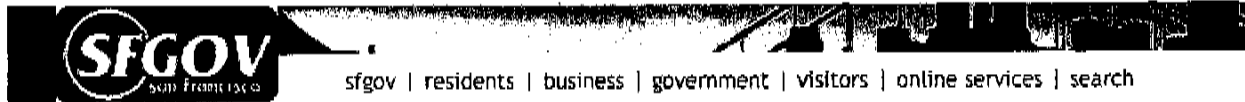
[Juvenile Probation Commission](#) >> [About Us](#)

## Juvenile Probation Department

### Community Programs

The Community Programs Division functions as the departmental liaison to public and private organizations serving youth and families, City departments and community programs serving youth on probation or at risk for involvement in the juvenile justice system.

- The Community Program Division contracts with community based agencies for the following services: Intensive Home Based Supervision in seven neighborhoods, Home Detention, two Mentorship Programs (one is for girls only), Peer Counseling, Status Offender Services, Preplacement shelter care and evaluation.
- The Focus Vocational Program works with youth on probation and in custody. The probation youth attend a three-month computer literacy and job readiness training and receive a stipend for the duration of the training program.
- The Community Programs Division is also actively involved in a number of on-going collaborations with other city departments and community agencies that serve at-risk youth.
- The Community Programs Division contracts with agencies to conduct outreach and recruitment of new artists and volunteers for Juvenile Hall programs. Detained youth are exposed to life-skills, visual arts, dance, drums, drama, cultural expression, spiritual and religious counseling, etc.

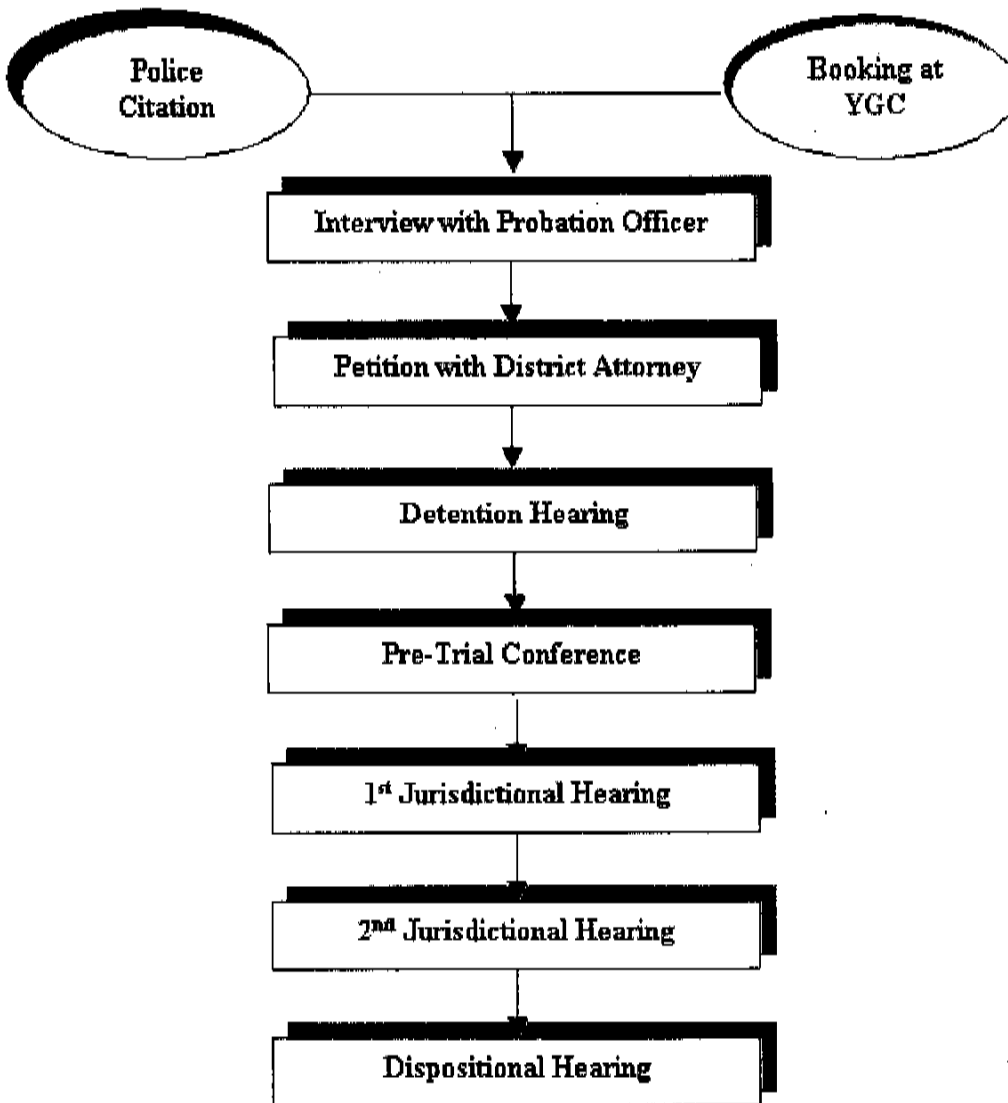


Juvenile Probation Commission >> What to Expect If Your Child is Referred

## Juvenile Probation Department

### The Referral Process

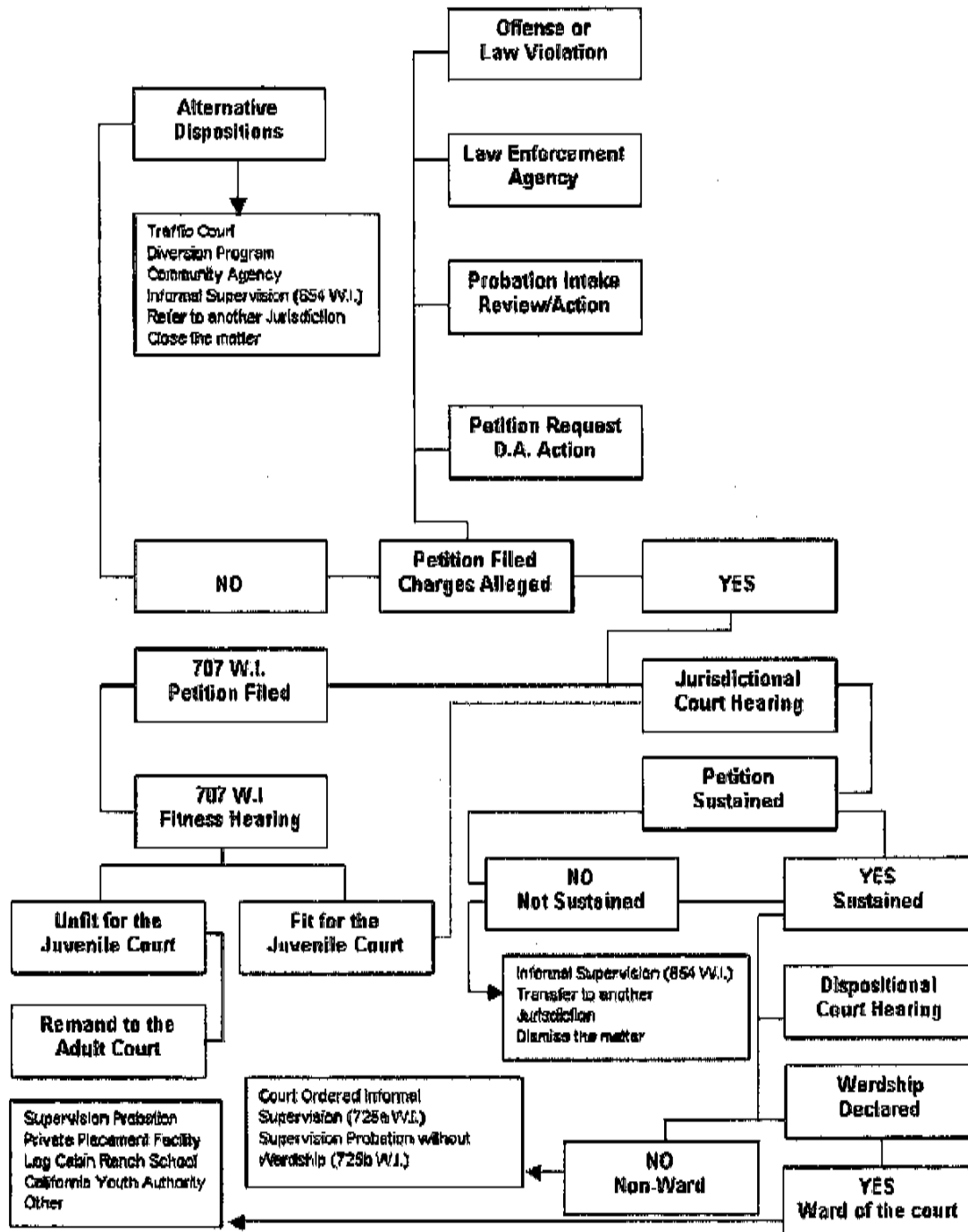
The following graphic shows the Referral Process:



This graphic shows the Juvenile Probation Referral Process. After a police citation or booking at YGC, the following process might take place:

- Interview with PO
- Petition with DA
- Detention Hearing

### San Francisco Juvenile Probation Department Juvenile Offender Court Process



City and County of San Francisco



Juvenile Probation Department

---

**Juvenile Hall Bookings**

Calendar Year 2005

March 16<sup>th</sup>, 2006

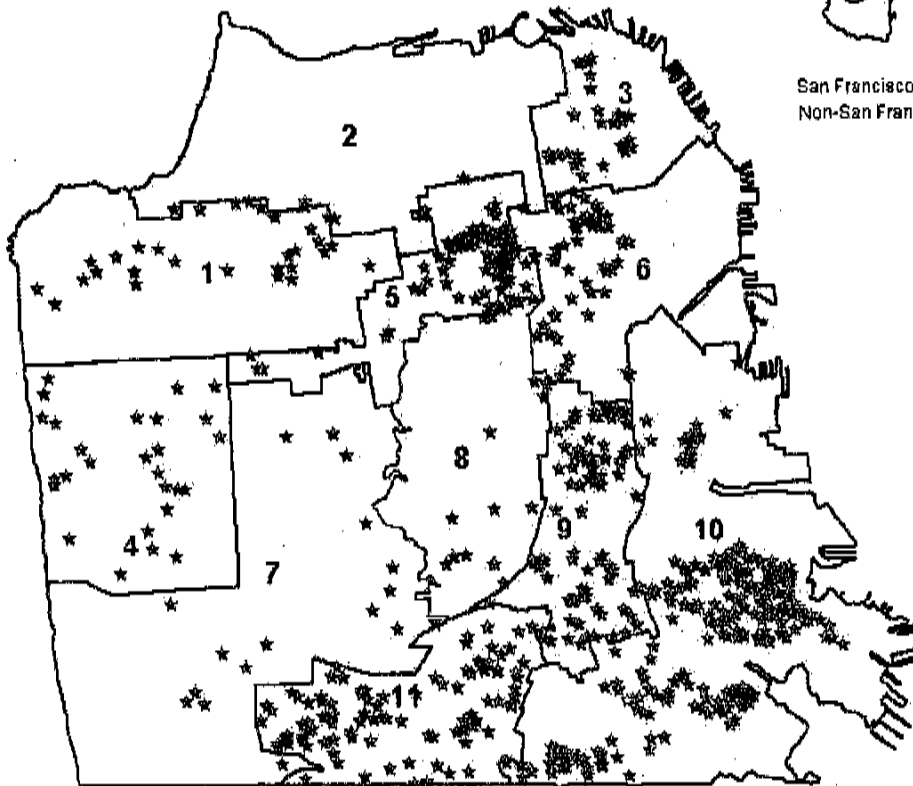
Created by Jose Luis Perla  
Information Technology Director  
(415) 753-7686  
[jose.perla@sfgov.org](mailto:jose.perla@sfgov.org)

***DRAFT***

San Francisco Juvenile Probation Department  
Geographic Residence of Youth  
Unduplicated Count of Juvenile Hall Bookings by  
Supervisory Districts  
Calendar Year 2005  
N=1171



San Francisco = 881 (73.53%)  
Non-San Francisco = 310 (26.47%)



**Calendar Year 2005  
San Francisco Juvenile Probation Department  
Unduplicated Count of Juvenile Hall Bookings by  
Geographical Residence of Youth**

N=1171<sup>1</sup>

**DRAFT**

Bayview	207	24.04%
Haight Ashbury/Castro/Upper Market	12	1.39%
Ingleside (West of Twin Peaks)	72	8.36%
Inner Mission	84	9.76%
Marina	5	0.58%
North of Market/Downtown	29	3.37%
Outer Mission	172	19.98%
Parkside	23	2.67%
Potrero	21	2.44%
Richmond	33	3.83%
South of Market/Tenderloin	27	3.14%
Sunset	19	2.21%
Treasure Island/Yerba Buena Island	11	1.28%
Western Addition	146	16.96%
<b>Total</b>	<b>861</b>	<b>100.00%</b>

<sup>1</sup>Non-San Francisco and Unavailable

OAKLAND	66	21.29%
RICHMOND	28	9.03%
DALY CITY	24	7.74%
VALLEJO	13	4.19%
HAYWARD	12	3.87%
HONDURAS	12	3.87%
SACRAMENTO	8	2.58%
ANTIOCH	6	1.94%
PITTSBURG	5	1.61%
MEXICO	5	1.61%
SAN LEANDRO	5	1.61%
SAN BRUNO	4	1.29%
PACIFICA	4	1.29%
SANTA ROSA	4	1.29%
UNAVAILABLE	8	2.58%
OTHER CITIES <sup>2</sup>	106	34.19%
<b>Total</b>	<b>310</b>	<b>100 %</b>

<sup>2</sup>Account for 73 cities with a minimum count of 1, a maximum count of 3, and average of 1.45

**DRAFT**

San Francisco Juvenile Probation Department

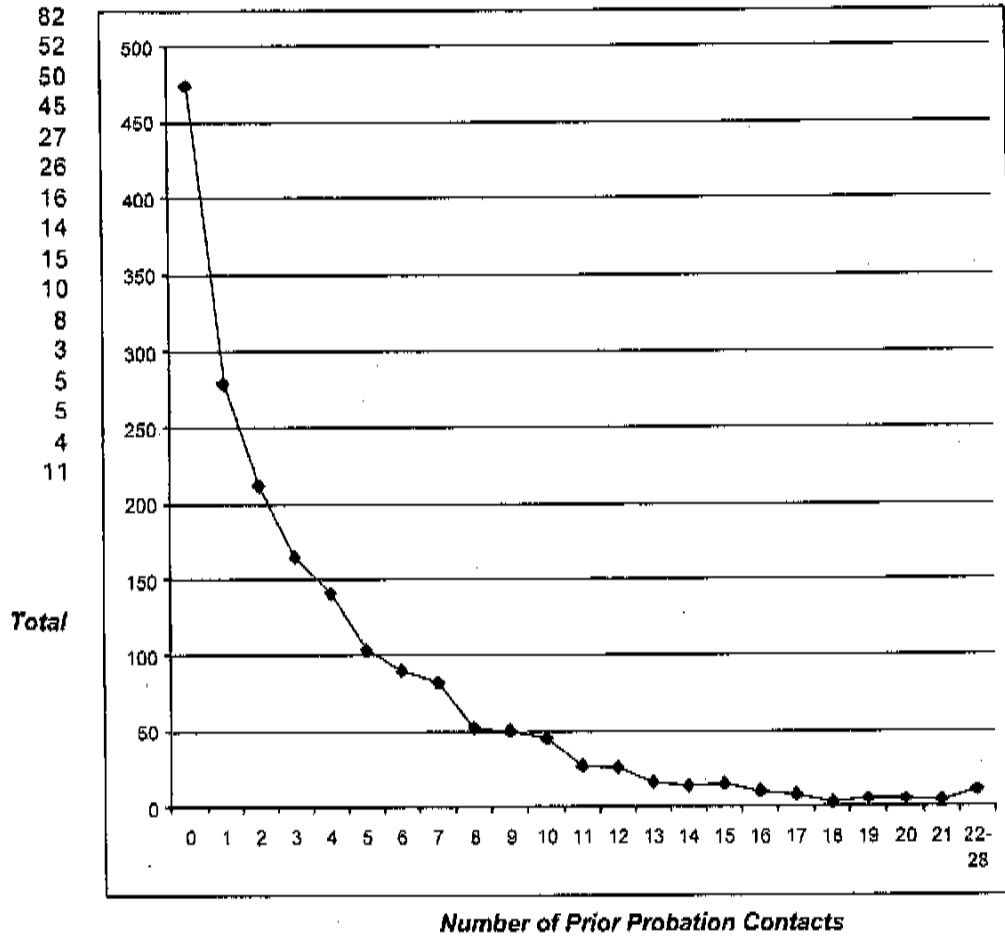
**Juvenile Hall Bookings**

Analysis of the Prior Probation Contacts  
of Youth Admitted to Juvenile Hall in 2005

**N=1838**

Prior Contact (s)	Total
0	474
1	279
2	212
3	165
4	141
5	104
6	90
7	82
8	52
9	50
10	45
11	27
12	26
13	16
14	14
15	15
16	10
17	8
18	3
19	5
20	5
21	4
22-28	11

**DRAFT**



**DRAFT**

**Calendar Year 2005  
San Francisco Juvenile Probation Department  
Juvenile Hall Bookings  
N=1838**

*DRAFT*

<b>Sex</b>	<b>Number</b>	<b>Percent</b>
Female	401	21.8
Male	1437	78.2
<b>Total</b>	<b>1838</b>	<b>100.0</b>
<b>Race/Ethnic Origin</b>	<b>Number</b>	<b>Percent</b>
African American	1063	57.8
Asian Indian	0	0.0
Cambodian	10	0.5
Chinese	93	5.1
Filipino	25	1.4
Hawaiian	0	0.0
Japanese	0	0.0
Korean	3	0.2
Laotian	1	0.1
Latin American	410	22.3
Native American	3	0.2
Other	13	0.7
Other Asian	17	0.9
Pacific Islander	0	0.0
Samoaan	53	2.9
Vietnamese	27	1.5
White	120	6.5
<b>Total</b>	<b>1838</b>	<b>100.0</b>
<b>Age at Booking</b>	<b>Number</b>	<b>Percent</b>
11 years	11	0.6
12 years	30	1.6
13 years	101	5.5
14 years	247	13.4
15 years	344	18.7
16 years	508	27.6
17 years	498	27.1
18 years	85	4.6
Over 18	14	0.8
<b>Total</b>	<b>1838</b>	<b>100.0</b>

*DRAFT*



**DRAFT**

City and County of San Francisco  
 2005 Juvenile Hall Bookings -Sorted Most to Least Serious  
 Detention Reason Using Department of Justice Summary Codes

Detention Reason	Black		White		Hispanic		Asian		Other		Total	%
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Willful Homicide	1	0	0	0	0	1	0	0	0	0	2	0.11
Forcible Rape	3	0	0	0	1	0	0	0	0	0	4	0.22
Robbery	165	36	13	2	63	7	13	5	20	1	325	17.68
Assault	80	30	10	4	59	3	46	4	10	1	247	13.44
Kidnapping	2	0	0	0	1	1	3	0	0	0	7	0.38
Burglary	35	5	1	1	7	1	1	1	1	0	53	2.88
Theft	20	9	2	1	10	1	4	1	2	0	50	2.72
Motor Vehicle Theft	34	0	1	2	15	2	4	0	3	0	61	3.32
Forgery, Checks, Access Cards	0	0	0	1	0	0	1	0	0	0	2	0.11
Narcotics	28	32	1	0	48	5	1	0	0	0	115	6.26
Marijuana -Felony	10	2	1	0	0	0	1	0	1	0	15	0.82
Dangerous Drugs	1	1	1	0	0	1	0	0	0	0	4	0.22
Child Molest -Felony	7	0	0	0	1	0	0	0	0	0	8	0.44
Sexual Battery	7	0	0	0	3	0	0	0	0	0	10	0.54
Weapons -Felony	43	2	1	0	12	0	5	1	2	0	66	3.59
Hit and Run -Felony	1	1	0	0	0	0	0	0	0	0	2	0.11
Arson	1	0	1	0	0	0	1	1	0	0	4	0.22
Other Felonies	5	1	2	1	4	2	1	2	0	0	18	0.98
Assault Battery	35	6	4	2	14	4	1	1	1	0	70	3.81
Petty Theft	4	3	1	1	2	0	0	0	0	0	11	0.60
Defrauding Innkeeper	2	1	0	0	0	0	0	0	0	0	3	0.16
Marijuana -Misdemeanor	0	0	0	0	1	0	0	0	0	0	1	0.05
Indecent Exposure	0	2	0	0	0	0	0	0	0	0	2	0.11
Lewd Conduct -Misdemeanor	0	2	0	1	0	1	0	0	0	0	4	0.22
Prostitution	2	16	0	9	0	1	0	3	0	0	31	1.69
Drunk	0	0	0	0	1	0	0	0	0	0	1	0.05
Disorderly Conduct	0	1	0	0	0	0	0	0	0	0	1	0.05
Disturbing Peace	0	0	0	1	1	0	0	1	0	0	3	0.16
Vandalism	1	1	0	0	4	0	1	0	0	1	8	0.44
Malicious Mischief	0	0	0	0	1	0	0	0	0	0	1	0.05
Weapons -Misdemeanor	1	1	0	0	1	0	0	0	1	0	4	0.22
Hit and Run -Misdemeanor	1	0	0	0	2	0	0	0	0	0	3	0.16
Selected Traffic	0	0	0	0	0	0	1	0	1	0	2	0.11
Joy Riding	2	0	1	0	1	0	0	0	0	0	4	0.22
Other Misdemeanors	2	1	0	0	1	1	0	0	0	0	5	0.27
Burglary Tools	0	0	0	0	1	0	0	0	0	0	1	0.05
Probation Violation	36	5	2	2	14	4	5	5	1	1	75	4.08
Miscellaneous Traffic	0	0	1	0	3	0	0	0	0	0	4	0.22
Other Drugs -Misdemeanor	0	0	0	0	0	1	0	1	0	0	2	0.11
Arrest Warrant	53	21	9	10	22	7	3	2	1	4	132	7.18
Bench Warrant	25	20	5	4	6	4	3	5	3	1	76	4.13
Court Order	87	25	8	0	29	5	25	5	6	0	190	10.34
Other Miscellaneous Codes	120	23	10	3	26	4	16	2	5	2	211	11.48
<b>Total</b>	<b>814</b>	<b>249</b>	<b>75</b>	<b>45</b>	<b>354</b>	<b>56</b>	<b>136</b>	<b>40</b>	<b>58</b>	<b>11</b>	<b>1838</b>	<b>100.00</b>
<b>%</b>	<b>44.29</b>	<b>13.55</b>	<b>4.08</b>	<b>2.45</b>	<b>19.26</b>	<b>3.05</b>	<b>7.40</b>	<b>2.18</b>	<b>3.16</b>	<b>0.60</b>	<b>100.00</b>	

**DRAFT**

## Youth Violence

- Most JPD Youth have witnessed or have been victimized by violence
- Violence is learned behavior
- Default disposition of conflict and/or measure of gang affiliation
- Violence spawns increased violence with greater intensity
- Violence Prevention cannot be facilitated through a single program
- Violence Prevention must be a constant theme with contiguous application in homes, schools and community programs

## Probation Department Programming

- Community Supervision
- Educational Advocacy and Specialized School Placements
- Therapeutic Counseling and Placements
- Substance Abuse Counseling
- Vocational Education & Entrepreneurship
- GED Preparation
- Computer Training
- Cultural Enrichment
- Employment Counseling and Job Placement

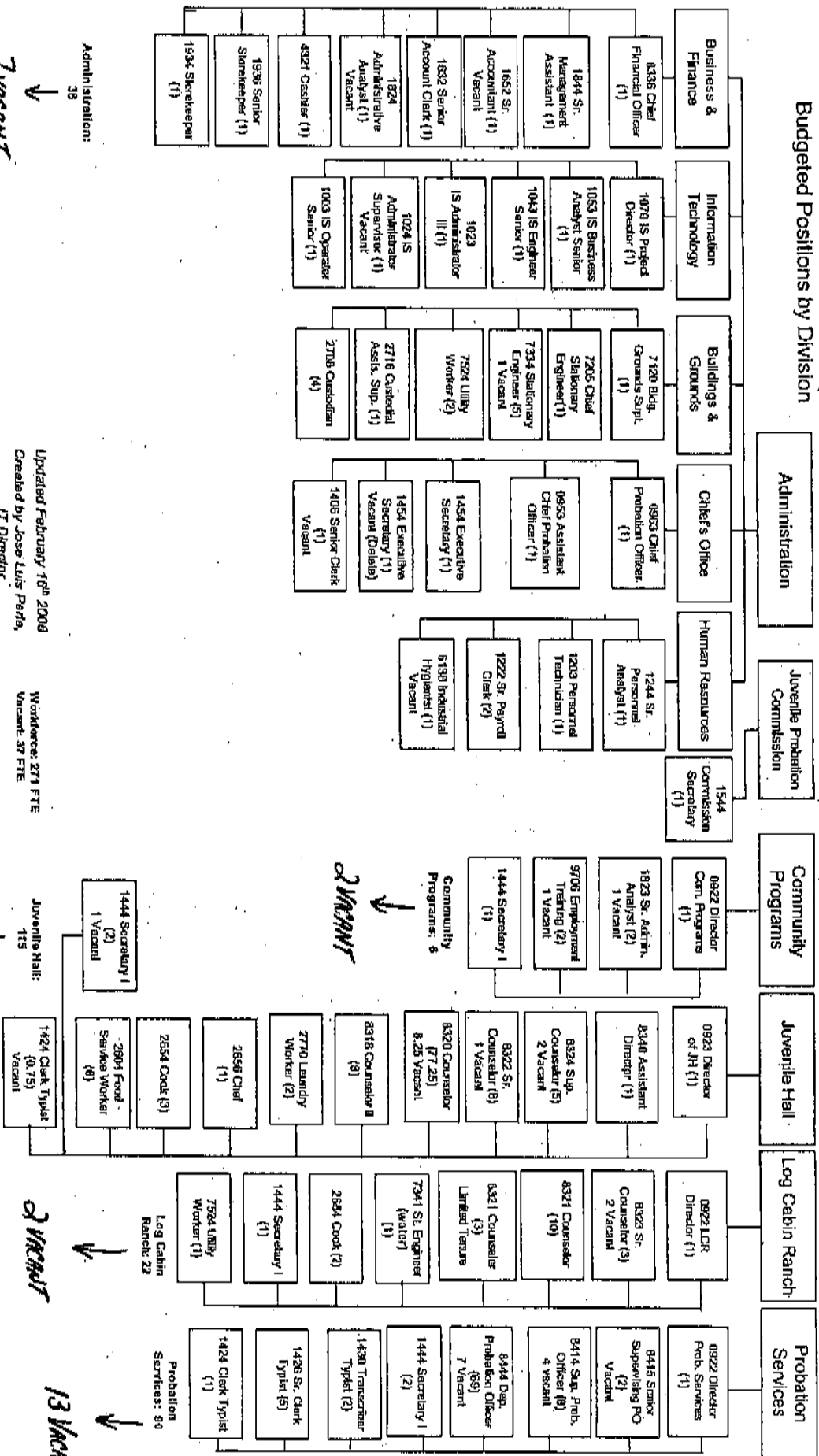
## Probation Department Goals

- Re-Engage youth in meaningful relationships with responsible adults and pro-social activities
- Re-Program the “message” of Probation from one that is based upon surveillance to one that is proactive and steeped in Evidence Based Practices
  - Guided Assessments
  - Cognitive Behavioral Therapy
  - Aggression Replacement Therapy
  - Multi-Systemic Therapy
- Re-Calibrate the “messengers” of probation
  - Performance Standards
  - Accountability
  - Evaluations
  - Supervision
  - Training & Professional Development
- Change the nature of DPO interactions and scope of their interventions with youth
- Install Three Major Initiatives
  - Detention Reform
  - Restorative Justice
  - Evidence Based Practices

## Challenges

- Prevalence of Poverty, Unemployment, Fear and Hopelessness
- Powerful distractions and impediments to intermittent interventions and insufficient programming
- Dysfunctional relationship with collateral system partners
- Institutionalized Apathy toward Change
- Reduced Line Staff, Supervisory & Administrative Workforce

# San Francisco Juvenile Probation Department Budgeted Positions by Division



Administration:  
38  
7 VACANT

Updated February 16th 2006  
Created by Jose Luis Perla,  
IT Director

Workforce: 271 FTE  
Vacant: 37 FTE

13 VACANT

2 VACANT

13 VACANT

2 VACANT

# Probation system's efficacy questioned

## Parolees veer to crime as overworked, underfunded departments struggle

By Justin Jovanal  
Staff Writer

As The City grapples with its highest murder rate in a decade, the directors of the probation divisions said Monday their desks are over-worked and their departments underfunded, jeopardizing their ability to keep offenders away from violent crime.

The Juvenile Probation Department has 37 positions open on a staff of 271 and has not been able to hire a new probation officer in five years, said Chief Probation Officer Bill Stiffermann, who oversees juvenile probation. That means each probation officer handles a caseload of about 80 clients.

In the Adult Probation Department, officers' workload can reach a crushing 150 cases, Adult Probation Chief Arturo Piro said. The huge caseloads mean probation officers often aren't able to give the kind of attention many parolees need to get away from a life of crime, officials say.

San Francisco's woes are seen in many probation systems in California, officials say.

"We are not just one system that's drowning by itself in the city," Piro said. "It's the whole system."

The testimony came before the Board of Supervisors Special Committee on Gun and Gang Violence, which is exploring ways to reduce a murder rate that hit 56 last year in The City.

Stiffermann said the department has not been able to fund a unit specifically aimed at girls for the last 18 months, even though he said he's seeing an increase in the amount of violent offenses among The City's young girls. Currently, about 22 percent of The City's more than 1,800 young people in the juvenile probation system are girls. Stiffermann said he's hoping to address the

problem by bringing in a special unit from Chicago's juvenile probation system to deal with young women.

"We've seen these generations of kids come through the probation department in some families," Stiffermann said.

Some relief may be on the way for the beleaguered departments, however. Mayor Gavin Newsom has proposed millions in additional funding this year for 800 youth jobs and upgrades to The City's Long Cabin Hatch juvenile probation facility, among other initiatives. The Board of Supervisors Budget and Finance Committee will take up those spending programs on Wednesday.

When Newsom "turns" the latest by portable classrooms by San Francisco firm MKTThink, it will be "to support a local company doing good," said Newsom's spokesman, Peter Reguera, who added that the firm plans to donate one of their temporary buildings — called Flex-Build Response to Ongoing Growth, or FROG — to New Orleans.

San Francisco's schools, however, have not experienced ongoing growth. Responding to years of declining enrollment, San Francisco's school board voted to close or merge 10 schools within the last year. Nonetheless, the district owns more than "several hundred" temporary classrooms, estimates its chief facilities officer, David Gaskin.

Despite school closures and declining enrollment, SFUSD still

**Liberty Fitness**  
Women's Health Club

*We're the Women's Health Club you've been waiting for!*

3725 Noriega @ 44th Ave. **\$100\***  
415.564.4734 **1** sign-up fee

\*Based on 12-mo. FTI program, 1st & last month dues. Expires 3/31/06.

**CARDIO EQUIPMENT NOW AVAILABLE!**

**27 Quick & Easy Fix Ups to Sell Your Home Fast and for Top Dollar**

Field Advertisement  
jovanal@examiner.com

**YOUR TOWN** - Because your home may well be your largest asset, selling it is probably one of the most important decisions you will make in your life. And once you have made that decision, you'll want to see your home for the highest price in the shortest time possible without compromising your sanity. Before you place your home on the market, here's a way to help you be as prepared as possible.

Through these 27 tips, you will discover how to protect and capitalize on your most important investment, reduce stress, be in control of your situation, and make the most profit possible.

In this report you'll discover how to avoid financial disappointment or worse, financial disaster when selling your home. Using a common-sense approach, you get straight facts about what can under or bust the sale of your home.

Deciding enrollment in San Francisco's public schools has resulted in more classroom space than students, but that isn't stopping Mayor Gavin Newsom from holding press conferences today touting high-tech portable classrooms.

When Newsom "turns" the latest by portable classrooms by San Francisco firm MKTThink, it will be "to support a local company doing good," said Newsom's spokesman, Peter Reguera, who added that the firm plans to donate one of their temporary buildings — called Flex-Build Response to Ongoing Growth, or FROG — to New Orleans.