

City and County of San Francisco
Juvenile Probation Department
5-Year Plan – October, 2014
FY 15-16 to FY 19-20

Juvenile Probation Department response to Questionnaire – October, 2014

1) What is your department's mission statement?

The mission of the San Francisco Juvenile Probation Department is 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.

2) Who are your department's customers (both internal and external)?

The customers and stakeholders of the Juvenile Probation Department include:

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| 1. Taxpayers of San Francisco and the state of California | 21. Department of technology |
| 2. Visitors | 22. California Department of Justice |
| 3. Residents | 23. Youth Commission |
| 4. Business owners | 24. Child Support Division |
| 5. Superior Court | 25. Office of Economic and Workforce Development |
| 6. Public Defender | 26. SF Fire Department |
| 7. District Attorney | 27. Media |
| 8. SF Bar Association and members | 28. Medical and substance abuse treatment providers |
| 9. Other legal advocates | 29. Residential group homes and treatment facilities |
| 10. SF Capital Planning Department | 30. Human Services Agency |
| 11. Labor unions | 31. Board of State and Community Corrections |
| 12. SF Housing Authority | 32. Board of Supervisors |
| 13. Southeast Community Facility Commission | 33. SF Adult Probation Department |
| 14. Community based organizations | 34. Faith Community |
| 15. Victims of crime | 35. Foundations and Philanthropic organizations |
| 16. Juveniles and their families | 36. City Youth Now |
| 17. SF Unified School District | 37. California State Water Resources Board |
| 18. SF Police Department | |
| 19. Department of Children Youth and Their Families | |
| 20. Academic community | |

- 38. SF Recreation and Parks Department
- 39. Juvenile Probation Commission
- 40. Juvenile Justice Commission
- 41. San Francisco Reentry Council
- 42. City Attorney's Office
- 43. SF Public Library
- 44. San Francisco Sentencing Commission
- 45. Department on the Status of Woman

- 46. Controller's Office
- 47. Department of Public Works
- 48. SF Public Utilities Commission
- 49. Juvenile Justice Coordinating Council
- 50. Juvenile Advisory Council
- 51. Mayor's Office
- 52. SF Department of Public Health
- 53. SF Sheriff's Department

3) What are your policy goals / strategic initiatives for the next 5 years? How do you plan to meet them?

The Juvenile Probation Department maintains that the effectiveness of the juvenile justice system has at its core, our ability to work collaboratively and in partnership with its stakeholders and customers. The delicate and often complicated balance between the "best interest" of minors and the goal of public safety continue to be a major area of focus for the Department. The Department advances the following policy goals and strategic initiatives over the next 5 years:

1. Implement a new case management system that will allow the department to capture key measures related to the delivery of probation, detention and ranch services to youth and families. The department has already allocated resources for the development and implementation of this initiative and seeks to have a finished product within the next 18 months.
2. Build organizational capacity to conduct research, analysis, and evaluation of programs and services delivered. We also plan to create structure and organization to the manner in which the juvenile justice system identifies and adopts evidence-based practices. The department will achieve this goal by the development of a team of analysts focused on program initiatives, policy development and the cultivation of effective partnerships. These analysts will help the department to measure the effectiveness of juvenile justice operations, identify and research opportunities for enhancements, and expand the breadth and scope of public and private partnerships.
3. Create opportunities for shared use of data by key stakeholders involved in the management of youth and families in our system. This goal will be adopted by supporting the full implementation of the Shared Youth Database and the creation of MOU's with key stakeholders.
4. Rebuild and restore components of the Log Cabin Ranch facility to meet minimum standards of a safe and secure facility while improving family-style livability, and improved functionality of structures that house administration, vocational and clinical services. Ultimately, improve the overall quality of campus life. This will be achieved through a complete needs assessment, development of a master plan, and focused investment of financial resources.
5. Strengthen reentry infrastructure for youths returning to the community from group homes, residential treatment facilities, and Log Cabin Ranch by developing local, community based, transitional housing sites. This approach should meet the needs of specialized populations of youth who could benefit from supported housing in a structured environment as they become re-acclimated to school, employment, treatment, and overall community life.

6. Expand the utilization of standardized risk assessment tools across programs, agencies, and service providers. This goal will be achieved through the expanded engagement of the juvenile justice partnerships, exploration of best practices, and adoption of a standardized, validated tool.
7. Develop opportunities for transitional aged youth to pursue pathways to independence. This goal will be accomplished by working closely with other city partners to create expanded housing opportunities for low income youth and families, and create supportive employment programs to incentivize the hiring of youth who have had a connection to the juvenile justice system.
8. Improve access to services for LGBTQ youth. This goal will be achieved by training for staff and coordination with community-based agencies that service LGBTQ youth.
9. Train all staff in strategies to better serve youth who are victims of human trafficking, exploitation, and child prostitution.
10. Create and implement programmatic initiatives designed to enhance vocational skills of youths placed at Log Cabin Ranch. This includes revenue generating initiatives where youth can earn income while housed at the facility. A structure would be developed to prioritize the payment of restitution to victims, fines, costs and create opportunities for youth to develop financial planning skills and a savings account.
11. The department remains committed to the installation of a comprehensive video surveillance system for Juvenile hall. This will bring the facility up to industry standards and enhance the safe and secure operation of the institution.
12. The full implementation of the Prison Rape Elimination Act (PREA) will continue to add costs to the operation of all juvenile halls as staffing ratios required by this federal legislation are achieved and maintained. The department will continue to gauge the need for personnel adjustments with each year's budget submission, also taking into consideration Average Daily Population (ADP) in our institutions.
13. The department will continue to analyze data related to its aging workforce and significant numbers of skilled employees who are eligible for retirement. At the same time, implementing wellness initiatives designed to help employees stay healthy and encourage a balance between work and home life.
14. As previously mentioned, a master plan is needed to address the needs of Log Cabin Ranch. It is anticipated that this same plan will allow the department to highlight and prioritize the capital projects related to the administration building. The department will seek to resurface the parking lot at the 375 Woodside address. In addition, other initiatives in the planning stages will include significant projects related to the construction of additional public restrooms and the reconstruction of the front entrance to the facility in order to make the building more accessible to individuals with disabilities.
15. Implementation of technology to enhance accountability for timekeeping and staff hours of work. An electronic time clock will be installed in the juvenile hall facility and other technologies will be explored to account for hours worked by staff throughout the department.
16. As the Department continually assesses its disaster preparedness, there is a need to evaluate all health and safety systems. The fire notification system in the administration building needs replacement. A vendor will be secured to install a new system.
17. Rebuild or replace administration building elevators that are either inoperable or unsafe. The department has prioritized this work for the current and upcoming fiscal years.

4) What are known challenges that you will be facing in the next 5 years? How do you plan to meet them?

1. The Department has an aging workforce where many seasoned employees are eligible for retirement. The institutional knowledge and operational capacity that leaves with these employees will be a challenge to replace. The department continues to focus on enhancements to our testing and recruitment capacity so that qualified workers can be recruited, trained and placed online in a timely manner so as to minimize delays in downtime and to enhance our ability to manage these transitions.
2. As other criminal justice partners such as the police department and district attorney increase their workforce, the department is concerned that the resulting increase in demand may overburden limited probation resources. The department's efforts to implement a new case management system will allow us to review the data in real time and make adjustments as needed. In the event additional resources are required, the department would be in a position to make such a request informed with the data to support the requisitions.
3. The capital needs of the department continue to be a significant area of vulnerability in both the administration building and the Log Cabin Ranch (LCR) facility. At present, Hidden Valley Ranch is shuttered with the exception of a gymnasium used by LCR residents. However, a plan to utilize that site would require significant capital investment. The currently occupied buildings owned by department all have significant deferred maintenance with the exception of the newly built Juvenile Hall facility which opened in 2006.

5) Are you aware of any state / fed / local regulatory changes that will be affecting your department in the next 5 years?

1. State Water Resources Control Board is in the process of developing new regulations for ground water management that will impact LCR. The details of these regulations have not yet been published. The mandates for such regulations are driven by legislation signed into law by the governor in September, 2014. At present, it is unclear how small water systems such as the one at Log Cabin Ranch will be impacted.
2. CCSF based on an application and request of the Department in partnership with the Human Services Agency is now a Title IV(e) waiver county. This means that the department has an opportunity to exercise more flexibility in how services are delivered to youths who would otherwise not be eligible for Title IV(e) funds. The County is required to operate with a capped allocation and must adopt specific program strategies as identified in the agreement with the state and federal government partners. If successful in reducing the utilization of out of home placements, the county probation and human services agencies can reinvest the savings into other programs and innovative strategies to serve youth in the juvenile justice and child welfare systems.
3. As previously stated, Prison Rape Elimination Act (PREA) requirements once fully implemented will have an impact on how the department staffs the institutions since staffing ratios will become more restrictive.
4. As more youth become eligible for AB-12 non-minor dependent status, and more young adults return to probation caseloads from the Division of Juvenile Justice, the Juvenile probation personnel are required to become more skillful in providing services to adults, while managing the risk and needs that come with the supervision of this population.

5. Lack of affordable housing is a major impact on poor families of color who often find themselves in riskier and less stable living environments, thereby affecting the ability of the youths and families to succeed. This can be a major contributor to juvenile delinquency and family dysfunction. Many of the families cannot afford to reside in San Francisco or they attempt to do so in circumstances that may be detrimental to the goals of the family, the court, and the probation department.

6) How do you plan to improve the efficiency and efficacy of your department in the next 5 years?

1. The department plans to improve efficiency and efficacy through the implementation of a case management system that will allow for improved data-driven decision-making capacity.
2. Policy Analysts will be onboarded to enhance the department's program development capacity, identification of best practices, and creation of public and private partnerships to broaden the scope of programs and services we offer.
3. Service and staffing analysis is underway in the program services division to determine how reorganization and reallocation of resources can create opportunities for probation officers to have a greater presence in the community and to perform more direct service functions such as group facilitation and more active participation in training sessions based on evidence-based practices.
4. The department plans to implement blueprint programs such as Thinking for a Change and Cognitive Behavioral Therapy, Wraparound, and Parent Partnerships to provide youth and families with approaches proven to get good results, positive outcomes, and reductions in continued criminal conduct.
5. Programs focused on parents, guardians, and primary caregivers will be implemented simultaneously with services delivered to youth. This approach should strengthen the ability of the adults to provide youth with the guidance, supervision and supportive accountability needed to achieve successful outcomes.

7) Do you anticipate service level changes in the next 5 years?

While the population of San Francisco has grown somewhat over the last five years and forecasts predict continued growth over the next five years, the number of youth in the juvenile justice system has continued to decline by some 40%. At the same time, the acuity of risks and needs is far more intense and requires higher degrees of clinical insight and more active supervision.

1. The department will revisit the intensive supervision strategies utilized by the Serious Offender Probation Unit and look for ways to partner more effectively with the Adult Probation Department for the supervision of the highest risk and transitional aged offenders on juvenile probation caseloads.
2. Active supervision of minors on Electronic Monitoring provides the highest degree of accountability and case management. The department will seek to reallocate existing resources to augment this important detention alternative.
3. Transitional Housing managed by trained probation personnel could provide a unique and important component to the City's continuum of service to the highest risk youth who are removed from their homes for treatment and are now ready to transition back to

the community. The probation department could play a key role in the creation of a safe and therapeutic environment where youth make this transition back to San Francisco and linkage to the necessary supports that make reentry a success.

4. While the department does not anticipate any immediate plans to repurpose vacant beds in Juvenile Hall. This is a discussion point that is worth further exploration.

8) What are the major variables that shape your departments operations? (Demographics, economy, etc?)

Many of the factors identified in the last response to this survey continue to have relevance today.

1. Disproportionate minority representation in the justice system is a concern for many in the community, especially in low income communities within San Francisco. Over 90% of the youths involved in the justice system are youth of color.
2. Gentrification and the outmigration of poor families that often results, changes the dynamics and demographics of neighborhoods. Supports on which many families rely in their own communities no longer exist as non-profit organizations, extended family, and friends, also feel the squeeze of a changing economic climate.
3. The level of violence committed by approximately 10%-12% of the youthful offenders who engage in chronic, serious, and violent offenses presents difficulty in developing supervision strategies that address public safety, and must be implemented in a manner that also considers the safety of the staff performing these important duties.
4. State and local policies can shift the practices of local jurisdictions. For example in 2014, Proposition 47 is on the ballot for the November election. If passed, it will have sweeping impacts on how some cases are charged by prosecutors. Cases that are felonies today would become misdemeanors if Prop 47 is enacted. Individuals prosecuted under the prior charging schema would be eligible for resentencing and possible release from custody if presently incarcerated. Charging practices and the resulting court process all affect the role the JPD plays in the juvenile justice system and how the detention facility is used.
5. It should be noted that the City's internal processing of requisitions, contracts, and other functions also have a significant impact on JPD's daily operations. Especially for Juvenile Hall counselors, new hires can ultimately reduce overtime and temp salaries, as well as workers compensation costs. Delays in the requisition process impair JPD from performing its core functions and can actually lead to increased personnel costs. This is the case for many of the city's internal functions from the Office of Contract Administration to Central Shops. There is a greater need for consistency and collaboration in the delivery of support services for city departments.

9) If you have any large IT or capital projects being implemented over the next five years, how will these projects affect your operating budget? Also, are there furniture, fixtures and/or equipment needs as a result of these projects? Please provide detail on these projects.

The department has several capital projects planned for the FY 14-15 and FY 15-16. They have been previously submitted and approved in the department's budget as follows:

1. Fire Notification System Repairs/Replacement – This system is a health and safety system that monitors smoke and fire risks and provides automated notification to the fire

department when activated. The existing system is antiquated and does not function properly.

2. LCR Eaves and Deck renovation on the Administration building – The eaves and deck present a health and safety risk in that the deck boards are weathered, worn, rotting, and unstable.
3. Juvenile Justice Center Administration Building exterior repair and paint work – The administration building exterior is pockmarked, weathered, worn, and has consistently flaking and chipping paint which is likely lead based. The exterior surface should be sealed and painted to restore the integrity of the exterior and the general appearance of the neighborhood.
4. Juvenile Hall security and surveillance system installation – As previously addressed, these cameras will enhance the department's ability to manage the safety of the youth and staff, while improving the security of the institution.
5. Parking Lots resurfacing, striping and signage – The surface of the existing parking lot is worn and the parking spaces are no longer visible. During the rainy season, water pools in various areas of the lot, making many parking spaces unusable. A separate lot located near the W's will be filled with gravel to make it more functional until such time it is slated for demolition.
6. Elevator modernization project – The Juvenile Justice Center Administration building contained four elevators. Three of which are designated for general use and one that is designated for freight. All of the elevators are beyond their lifecycle and one has been rendered completely inoperable. The remaining two public elevators are unpredictable and frequently malfunction with occupants inside.
7. LCR roof replacement – Several structures at LCR have roofs that require patching, replacement, and repairs. Most notably, the school, kitchen, engineering building, recreation hall and dormitory.
8. LCR/JJC Master Plan – The preliminary work to create a master plan has been initiated. This planning process will focus on program and capital needs of Log Cabin Ranch as well as the functional and capital needs for the Juvenile Justice Administration and utility buildings.
9. Case Management System implementation – The department has hired a vendor to develop the new case management system. This is a major IT project will require a project manager with technical skill in system design, development, agency reengineering efforts, and project management, and system implementation. This item will have an additional fiscal impact on the department beyond the funds allocated for the build and the vendor fees.
10. Transitional House – If granted authorization to develop transitional housing for youths returning to the community from group homes, residential treatment facilities and Log Cabin Ranch, the department will need the capital outlay to procure a site, purchase appropriate furnishings, install computers and work stations for youth and staff, and operational costs to staff the facility and provide program and clinical support. Ideally, the facility would be designed to provide separate living spaces for 8-10 boys, and 4-6 girls.

10) What major changes has your department experienced since the last 5-year financial plan issued 2 years ago?

1. As reported five years ago, the continued decline in the number of youth in the juvenile justice system is ongoing.

2. Allen Nance was appointed the Department's new Chief Probation Officer in August, 2014, following the retirement of William P. Siffermann, in July, 2013. In July, 2014, a new Assistant Chief Probation Officer, Paula Hernandez was hired.
3. In January, 2014, Mr. Dan Prince resigned as Director of Log Cabin Ranch. On November 10, 2014, Mr. Marc Humphries will be hired as the new director of the facility.
4. The department has implemented technology in Juvenile Hall to more effectively manage the required safety checks of youths while in the sleeping rooms.
5. A PREA coordinator was hired and PREA policies developed and implemented. All staff and community-based service providers have been trained on the policy.
6. The department has incorporated the Juvenile Collaborative Reentry Unit into the operations and budget of the department.
7. In partnership with the Zellerbach Family Foundation, the department has rewritten policies for probation services, and Juvenile Hall. Policies are currently being rewritten for the Log Cabin Ranch. All, in collaboration with the Warren Institute at Berkeley University.
8. With the enactment of AB-12, the Department has implemented a program where two dedicated social workers provide supervision, case plan development, support, and community visitation for non-minor dependents. These youths who were previously foster youth and were also adjudicated as wards of the court in the juvenile justice system, are able to continue to benefit from probation department assistance as they move into young adulthood.
9. The Department completely revamped its water treatment and wastewater protocols at LCR and enhanced the quality of the water delivered and the documentation of treatment processes. In addition, efforts are almost complete in the automation of the wastewater treatment plant.
10. Various improvements were made to the physical plants at LCR and the Juvenile Justice Center location. An ADA lift and new facade was added to the front entrance of the Administration building. Diesel tanks that posed an environmental hazard were removed from the grounds of the Administration facility. The electronics that operate the juvenile hall facility doors was replaced. A major road repair was recently completed at LCR and a dormitory bathroom renovation will be launched in the coming weeks.
11. The Department developed a thoughtful HACTO plan and replaced several vehicles that were old, had high mileage, and were inefficient.

With the support of the Mayor's Office, the Board of Supervisors and the Juvenile Probation Commission, and the hard work of the men and women of the Juvenile Probation Department, we believe the strength and integrity of the department has never been stronger. While much progress has been made, there are many goals and objective yet to be achieved as the department seeks to improve the quality, variety, and effectiveness of the services delivered to the public.