



City and County of San Francisco Juvenile Probation Department

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San Francisco Juvenile Probation Department

Improving the Operational Efficiencies of the SF Juvenile Court and Probation Department

Court hearings are the single most costly events in San Francisco's juvenile justice system when the salaries and time of all practitioners are calculated, including time spent outside the hearing in preparation. The time each practitioner spends preparing for these important proceedings is multiplied by the number of hearings conducted in each matter. In particular, the increasing preponderance of probation officers' time spent preparing documents for these court hearing events reduces available time and opportunities to provide interactive casework supervision over minors in the community. Anticipated reductions in probation staff will displace both these administrative and interactive responsibilities over fewer probation officers and will further restrict the frequency of meaningful personal client contact with probationers, which has been proven to be the most effective ingredient in abating recidivism.

In light of this, the Probation Department proposes a series of discussions with the Superior Court that could lead to the development of system wide operational economies that will reduce unnecessary court hearings and increase the probation officers' opportunities to establish and maintain direct client contact in the communities. A reduction of court hearing events will also provide more time for the Courts' deliberation in fewer matters.

The following are preliminary ideas submitted for further development and discussion:

1. Reduction of Superior Court "Bench-loads"

- Minimize SF Superior Court attention to out-of-county cases (**See Attachment 1**)
- Consider immediate transfer of all out-of-county cases to county of minor's residence
- Reduce lengths of wardship
- Eliminate progress reports in favor of a presumption of compliance (**See Attachment 2 and Draft Progress Report Form**)
- Replace appearances of compliant probationers w/ "positive" verbal summaries by PO @ court hearings where probationer's appearance is waived

2. Revised Probation Department Operational Procedures and Protocols

- Revise detention admissions policy to require written police reports (discussions are currently underway w/ SFPD)
- Reduced detention intakes/filings
- Require felony review of detention admissions by DA
- Revise probation intake/investigation protocols
- Modify formats of court reports to reduce completion time and increase value of content

- Improve supervisory review of PO's caseload management (**See attached Draft Supervision Case Record Review Form**)
- Reallocate court officer functions
- Prioritized field supervision of SF cases

3. Innovative Court Procedures and Protocols

- Establish a court key scheduling system for POs and attys.
- Establish a periodic Judicial Administrative Review Calendar
 - Warrant review
 - Out-of-county cases
 - Advanced w/ship reviews based on positive compliance
 - Attained adult status cases
- Enter dispositional orders of "conditional discharge" based on short term conditions being satisfied
- Assignment of a court appointed "designee" to supervise informal supervision cases
- Shortened terms of supervision

4. Enhanced Court Management

- Establish Superior Court case tracking system by Department
 - Number and type of cases
 - Number of days between key events
 - Length of time between filing and disposition
 - Number of adjournments
- Establish relevant "dashboard" data for inclusion in regular MIS reports for each Department to use in identifying case processing strategies
- Convene monthly meetings among court practitioners

The Probation Department looks forward to opportunities for further discussion.

4/6/2010

W. Siffermann, A. Nance, A. Magee, T. Wagner

Attachments

San Francisco Juvenile Probation Department
Improving the Operational Efficiencies of the SF Juvenile Court and Probation Department

ATTACHMENT 1

Reduction of Superior Court “Bench-loads” Related to Out-of County Cases

- Minimize SF Superior Court attention to out-of-county cases
- Consider immediate transfer of all out-of-county cases to county of minor’s residence

Problem

A query of active probation cases on March 9, 2010 indicated that 11.3% of the juvenile probation cases were non-San Francisco residents. A reduction in probation staff resources diminishes a probation officer’s ability to effectively manage minors who are residents of other counties. Currently in San Francisco Juvenile Court, verification of residence at the time the offense was committed (via school records, lease agreement, P, G & E bill, home ownership) does not appear to be required. Often times, while the probation officer has verifiable records indicating the minor and their care giver’s residence is indeed in another county, families and attorneys provide new residence information to the Court, which many times is recently developed or unverified. This practice appears to be based on the perception that the minor will be treated more favorably in this jurisdiction so the proposed temporary residence is proffered so the case can stay in the San Francisco Juvenile Justice System. Consequently, case processing lingers longer than necessary; minors are placed on Home Detention orders, while they are living out of county and SFJPD or SF CBO’s are unable to adequately supervise them or provide services. Once granted wardship or 654 probation the inability of the probation department to adequately supervise continues. This current practice is inconsistent with statewide practices, stretches staff resources, fails to provide adequate supervision and services to the minor and community and it causes unnecessary case processing delays.

The statewide standard protocol for minors charged with offenses in a county they are not a resident of includes the following elements:

1. The county, in which the offense is committed, processes the case through adjudication.
2. Following the jurisdictional hearing in which the minor is adjudicated, the minor is transferred to the county of residence for disposition.
3. The Probation Department in the county of residence prepares the disposition report for the Superior Court and provides subsequent supervision.
4. Detained minors are transferred in custody to county of residence upon case transfer.

Suggested Solution

- The Court use the minor’s residence on the day of the alleged offense as his or her residence of record, unless the family produces verification of a permanent residence in San Francisco prior to adjudication and within a reasonable amount of time so case processing is not delayed and Pretrial Supervision Orders are not unnecessarily protracted.
- Immediately transfer all out of county cases to the county in which the minor resides after the jurisdictional hearing concludes.

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ATTACHMENT 2

Reduction of Superior Court “Bench-loads” Related to Progress Reports

- Eliminate or reduce Progress Reports based upon presumption of compliance
- Revise formats of Probation Department Court reports to reduce completion time to increase the time and value of content
- Prioritized field supervision of SF cases

Change : Decrease Progress Reports to Court to increase Probation Officer contacts at the school (for Field Supervision Units only)

Effective start date: April 12, 2010

Benefits:

1. Improve educational outcomes for youth
2. Reduce Court Workload
3. Adjust PO workload to increase meaningful contact with minors & schools

Procedure:

1. Decrease the number of Progress Reports by changing PR schedule to a minimum of one PR/every 4 months.
2. If there is non-compliance with Court Orders that cannot be addressed through interventions and graduated responses, the PO will submit a 777a petition to the Court sooner than 4 months.
3. Change content and format of Progress Report to provide meaningful information to Court regarding minor’s progress or lack of progress relevant to risk & protective factors, interventions and graduated responses. (See attached)
4. Probation Officer (in supervision unit) will conduct a minimum of 1 face-to-face school contact/month with each minor on their caseload to support attendance, improved academic performance and improved behavior. PO will conduct additional school contacts as needed.
5. All PO contacts or attempted contacts must be documented on the contact summary sheet in each minor’s Case File within 72 business hours of contact.
6. Supervisor will conduct monthly Case File audits on each probation officer to ensure compliance with this policy. (see attached)
7. Probation Services Director will review Case File audits with Supervisors on a monthly basis.

**In the Superior Court of the State of California
In the County of San Francisco**

JUVENILE DEPARTMENT

JW#: JW10-0000

PFN#: 99999

Report for Calendar: January 16, 2010

Time: 9 am

Dept. #: 2

PROGRESS REPORT

In the Matter of: John Doe

AKA: Joe Doe

Age/(DOB): 14/ (6/28/96)

ATTORNEY OF RECORD: Lawyer Larry, PD

Minor's Address: 123 Main St., San Francisco, CA, 94127

Mother's Name: Mrs. Doe

Address: unknown in SF

Father's Name: Mr. Doe

Address: same as minor

PRESENTING CIRCUMSTANCES:

Probation Start Date: 8/22/09

Probation Type: Wardship Probation

Sustained Charges: 496(A) PC/Felony, 487(c) PC/Felony

Dates of previous sustained 777(a) petitions:

RESIDENCE AND FAMILY: John resides with his father and older brother. His mother has been absent from the home for several years due to a substance abuse issue. Mr. Doe, John's father, reports that John has exhibited no behavioral problems in the home.

EDUCATION: John was accepted into and began participating in the Life Learning Academy on November 14, 2009. He attended from November 20 through December 7, but was dropped for lack of attendance. He accrued 8 unexcused absences and 1 excused absence and only attended school on two days. John nor his father, Mr. Doe did informed the undersigned of his lack of attendance.

COMPLIANCE WITH PROBATION CONDITIONS:

- | | | |
|--|---------------|-----------------------|
| <input type="checkbox"/> School Attendance | Non-compliant | See Education section |
| <input type="checkbox"/> Curfew 6pm | Compliant | |
| <input type="checkbox"/> Warrantless Search conditions | Satisfied | |
| <input type="checkbox"/> Not possess weapons | Satisfied | |
| <input type="checkbox"/> Not possess or use drugs | Satisfied | |

DRAFT

SAMPLE

4-2-10

<input type="checkbox"/> 80 hours of hours community service	Non-compliant	0 hours completed
<input type="checkbox"/> No contact or association with XX	Satisfied	No known violations to date
<input type="checkbox"/> Pay victim restitution \$241	Progressing	Paid \$50 to date
<input type="checkbox"/> Pay fine/fees \$XX	N/A	
<input type="checkbox"/> DNA sample completed 8/23/09	Satisfied	
<input type="checkbox"/> Participate in Walden House outpatient	Non-compliant	Not attending outpatient substance abuse treatment

*Choices in status: Compliant, Completed, Non-compliant, Progressing, Satisfied

SUMMARY:

- Both the minor and his father have failed to communicate honestly with the probation officer regarding truancy with school and lack of attendance in substance abuse treatment.
- The minor has paid \$50 toward restitution, but has a remaining balance of \$191. He has failed to complete any community service hours.
- The minor’s home life appears to be stable. There has also been no evidence of substance abuse, the minor has honored his curfew and he does not appear to be associating with negative peers. The minor, however, has failed to follow through with attending outpatient substance abuse treatment.
- The undersigned recommends that the minor participate in Intensive Home Based Supervision plus Clinical Case management for the next 90 days. IHBS could target improving school attendance, attendance with substance abuse treatment and with completing community service hours. CCM may assist with enhancing the minor’s internal motivation to engage in these pro-social activities.

RECOMMENDATION:

It is respectfully recommended that:

- The minor participate in IHBS plus CCM
- Complete and comply with previous Orders of Probation
- This matter be continued in 120 days for an appearance progress report

**WILLIAM P. SIFFERMANN
CHIEF PROBATION OFFICER**

APPROVED BY

By: Deputy Probation Officer

Supervising Probation Officer

San Francisco Juvenile Probation Department

Supervision Case Record Review

PO _____
 Minor _____
 PFN# _____

Offense _____
 Review Date _____
 Supervision Start _____

Supervision Type

Informal Probation (654) _____
 Non-Wardship (725a) _____
 Wardship Probation (725b) _____

YASI Risk Level

High _____
 Moderate _____
 Low _____

Assessment, Orientation & Case Plan	Y or N	Notes/Feedback
Did the PO review case plan & conditions of probation at initial visit with youth and parents or guardian?		
YASI assessment in file (Include YASI wheel and narrative)? Should be in case record under Section XX		
YASI Re-assessment at 6 months or if recommending OOHP. Should be in case record under Section XX		
Contacts/Communication		
Did PO initiate initial contact with minor and parents within 7 working days of probation grant?		
PO face-to-face contacts with minor at school at least 1x/month? Is contact and any attempted contacts documented on contact summary sheet in Case File?		List school and dates of contact and attempted contacts on Contact Summary Sheet
Any additional contacts with minor or family?		List dates, type and with whom
Interventions, Referrals, Order of Probation		
Is the PO targeting risk and protective factors identified in the CANS or YASI assessments? Is the PO utilizing appropriate level of interventions and referrals based on youth risk and behavior? ie: IHBS, CCM, ERC, MST, FFT, substance abuse treatment, mental health, other CBO or govt. agencies		
Is the PO addressing Order of Probation?		

Supervisor: _____

Date: _____

Comments: