



**City and County of San Francisco
Juvenile Probation Department**

Katherine Weinstein Miller
Chief Probation Officer

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December 28, 2020

Director Shakirah Simley
Office of Racial Equity
San Francisco Human Rights Commission
25 Van Ness Avenue #800
San Francisco, CA 94102

Re: San Francisco Juvenile Probation Department Racial Equity Action Plan

Dear Director Simley,

The Juvenile Probation Department (JPD) respectfully submits our Racial Equity Action Plan, in alignment with the Office of Racial Equity's framework for the City and County of San Francisco. Prior to submission, this document has been presented to the Juvenile Probation Commission and reviewed by the JPD Racial Equity Work Group.

The juvenile and adult justice systems represent a legacy of racial inequity and harm that place them in the spotlight as the nation, California, and San Francisco grapple with an unparalleled racial reckoning. The enduring racial and ethnic disparities in our juvenile justice system provide stark evidence of the individual, interpersonal, institutional, and systemic racism that has underpinned our public systems since their inception. Longstanding justice system approaches have served to deepen the involvement of many young people in the system and in delinquency—youth often failed by other public institutions beginning in early childhood—rather than providing opportunities to successfully and permanently exit the system and thrive. Research repeatedly has demonstrated what young people, families and communities of color, particularly the African American community, know all too well: the juvenile justice system's traditional reliance on detention, supervision, and sanctions destabilizes families and communities, disrupts prosocial connections and relationships, and serves as a powerful source of trauma and pipeline to adult justice system involvement for a select group of children.

Compared to many other jurisdictions, San Francisco has long served as a model for alternative approaches to youth crime, including our Community Assessment and Referral Center (CARC), commitment to detention alternatives, and network of community-based services. Like many other jurisdictions across the country, San Francisco has seen dramatic reductions of youth in our courtrooms and our juvenile hall. Yet as numbers overall have declined, racial disparities have increased—particularly for Black youth, who comprise over 50 percent of JPD's caseload. On a recent day in November, only 12 youth were detained in our juvenile hall, but 100 percent were Black—in a City where Black children comprise less than 6 percent of our youth population.

As of this writing, San Francisco is engaged in unprecedented efforts to re-imagine our approach to youth justice. City leadership has committed to broad system change, including the closure of the current Juvenile Hall, through collaborative processes that center the voice of youth, families, and community institutions. JPD is committed to this process, and to a transformed approach that can improve the lives of BIPOC youths, families, and communities.

At the same time, the department itself has been reflective, racially and ethnically, of the young people it serves and supervises. Eighty-five percent of JPD's staff are BIPOC, including almost 40 percent that are Black. In the last 20 years, three of the five JPD Chief Probation Officers who served have been Black, and three of five Assistant Chief Probation Officers have been BIPOC. As we submit this Racial Equity Action Phase I Plan, JPD finds itself in a unique position. We are creating a plan for the department as it is, while engaged in a seismic shift in the way we address youth justice in San Francisco—with likely significant impacts on the department itself. ORE calls for us to provide a blueprint for advancing racial equity in JPD across the next three years, but we don't know what those years will bring for the department or our youth justice system as a whole. Possible "internal" impacts could include a dramatically reduced workforce (including layoffs) and reduced opportunities for advancement, both of which will disproportionately impact our BIPOC staff. But they also could present exciting new opportunities to serve in a transformed system that centers racial equity and improves outcomes for our youth. We welcome these vital reforms while working to ensure that we give our BIPOC staff the support they need to move into this new chapter of youth justice—or other employment opportunities—and to be heard during this uncharted process. Ultimately, we are committed to a vision of probation in which our youth and families see the department as reflective *of* them, and working *for* them and *with* them.

Development of the Juvenile Probation Department's Internal Racial Equity Action Plan

Following the murder of George Floyd at the hands of Minneapolis Police officers on May 25, 2020, all Juvenile Probation Department (JPD) staff were invited to participate in healing/expressive dialogues facilitated by an external clinician, and to participate in creating a Work Group to examine racial equity and bias both in our work and in our department culture. Staff responded enthusiastically to the opportunity to engage in these critical conversations—particularly resonant for a department overwhelmingly comprised of BIPOC who serve in law enforcement positions. Twenty individuals, representing diversity across race and ethnicity, roles, and department divisions, volunteered to join the JPD Racial Equity Work Group, including line staff with decades of experience within the department and working with justice-involved youth and families both in detention and in the community; top leadership; and staff with experience in data analysis, training, and labor representation. This effort laid the groundwork to support the Office of Racial Equity's (ORE) process starting in late June.

To meet the ORE's directives, JPD identified Racial Equity Leaders from the Racial Equity Work Group, which was subdivided into an Internal Subcommittee, responsible for completion of Phase I of the Citywide Racial Equity Framework (this document), and an External Subcommittee, responsible for completion of Phase II (forthcoming). The Internal Subcommittee of the JPD Racial Equity Work Group has identified the following Departmental goals. Activities associated with these goals are already underway, with full-scale implementation planned throughout 2021. At the same time, JPD will continue to develop and implement our racial equity plan for our external work with youth, families, and community partners.

Juvenile Probation Department Internal Racial Equity Action Plan Goals

Hiring and Recruitment

Recruit and hire a diverse staff which mirrors the community we serve and provides services in an equitable manner, with a targeted emphasis on those roles, units and divisions which are not meeting this goal.

Retention and Promotion

Create clearly defined, widely disseminated expectations for promotional opportunities; enact supervisor accountability regarding training opportunities, mentoring; take a strength-based approach that supports opportunity and equitable helps staff succeed.

Discipline and Separation

Enact the principle that actions do not define the person; enact our organizational belief of redemption and helping people to succeed; build capacity while meeting disciplinary goals.

Diverse and Equitable Leadership and Management

Executive and senior management and front-line supervisory teams mirror the community we serve and explicitly demonstrate commitment to racial equity across all aspects of work and operations.

Mobility and Professional Development

Continuous opportunities for individualized professional development and advancement within the department, City and juvenile justice field, with an emphasis on BIPOC staff.

Organizational Culture of Inclusion and Belonging

Active creation of an organizational culture across all divisions of JPD that is aware of subtle bias, de-centers whiteness as a proxy for professionalism and consciously embraces diverse presentations of professionalism.

Boards and Commissions

Actively support Juvenile Probation Commission members to be aligned with JPD's Racial Equity Action Plan and the City's racial equity commitment.

I look forward to the continued engagement of JPD's staff in working to achieve these goals, and the ongoing collaboration with ORE to advance racial equity sustainably throughout San Francisco, and particularly in the justice system.

Sincerely,



Katherine W. Miller
Chief Probation Officer

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VERSION 1

RACIAL EQUITY ACTION PLAN TEMPLATE PHASE 1

A Racial Equity Action Plan (RE Action Plan) shall include Racial Equity indicators to measure current conditions and impact, outcomes resulting from changes made within programs or policy, and performance measures to evaluate efficacy, that demonstrate how a City department will address Racial Disparities within the department as well as in external programs. — ORE Legislative Mandate, [Ordinance No. 188-19](#)

Juvenile Probation Department

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Last Updated
12/28/20

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Racial Equity Action Plan Template Key

ACTIONS: specific acts to accomplish to achieve departmental goals
RESOURCES COMMITTED: what is needed to perform actions; financial, human, and/or material
INDICATORS: quantifiable measure of an action’s success; how much, how well, or is anyone better off?
TIMELINE: dates denoting the start and end of the action

IMPLEMENTATION: detailed plan on how the action will be accomplished; month, quarter, and/or year
STATUS: the action’s current status, updated regularly [ongoing | in-progress | completed | not started]
LEAD: staff, committee, or body responsible for the action and/or accountable for its completion

VERSION 1

Racial Equity Action Plan Sections

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

PROCESS

Please describe how your RE Action Plan was developed and who was involved.

Following the murder of George Floyd, department leadership invited all staff to (1) participate in healing/expressive dialogues facilitated by an external clinician; and (2) participate in creating a work group to look at racial equity and bias both in our work and in our department culture. Staff responded enthusiastically to the opportunity to engage in these critical conversations - particularly resonant for a department overwhelmingly comprised of BIPOC¹ who serve in law enforcement positions.

With the launch of the ORE's process in late June, we took the following steps:

- (1) RE leaders were identified, either by invitation or by request to participate. The RE leadership group was selected to represent a broad array of department experience, from all divisions. This group has been regularly coordinating with the ORE, including participating in City-level meetings and training sessions and attending ORE office hours for support in the development of JPD's plan. RE Leaders also provide regular updates on this work at bi-weekly Administrative Team meetings, monthly JPD All Staff Meetings, and at Juvenile Probation Commission meetings.
- (2) Open invitation to all members of the department to participate in JPD Racial Equity Work Group. In response to this invitation, a group of 20 individuals volunteered to join this effort, representing diversity across race & ethnicity, roles, and department divisions. The group includes line staff with decades of experience within the department and working with justice-involved youth and families both in detention and in the community; top leadership; and staff with experience in data analysis, training, and labor representation. Executive leadership committed that individuals participating would not have to do so on top of other duties, and would have sufficient time to engage in this important effort. This group began meeting on June 26, 2020 and divided into two subcommittees:

¹ BIPOC is an acronym for "Black, Indigenous (and) People of Color. From Dictionary.com: Black can refer to dark-skinned peoples of Africa, Oceania, and Australia or their descendants without regard for the lightness or darkness of skin tone, and who were enslaved by white people. Indigenous, here, refers to ethnic groups native to the Americas, and who were killed en masse by white people. People of color is an umbrella term for non-white people, especially as they face racism and discrimination in a white dominant culture. Growing in use and awareness during the 2020 George Floyd protests against racism and police brutality, BIPOC is meant to emphasize the particular hardships faced by Black and Indigenous people in the US and Canada—especially because Indigenous people often get forgotten in social justice causes and that anti-Black racism is particularly virulent.

VERSION 1

- (1) The Internal Subcommittee: responsible for completion of Phase I of the Citywide Racial Equity Framework (this document). The Internal Subcommittee then split into 2 subgroups; one tackled goals 1-3 and the other focused on 4-7 in the template. The group gathered relevant Human Resources data and policies.
- (2) The External Subcommittee: responsible for completion of Phase II of the (forthcoming) Citywide Racial Equity Framework. In the interim, this group has created and is populating its own matrix that identifies key components of JPD's work with youth, families, and community partners and recommends areas of improvement in each component. Once the Phase II framework is released, the temporary matrix will be used to populate that document.
- (3) Development and completion of JPD Racial Equity Staff Survey - see page 9, below.

Prior to submission, this document has been presented to the Juvenile Probation Commission and full Racial Equity Work Group, and shared with all JPD staff via email for feedback.

DEPARTMENT BACKGROUND

Moved to APPENDIX A:

CURRENT WORKFORCE DEMOGRAPHIC DATA

Moved to APPENDIX B:

RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Moved to APPENDIX C:

VERSION 1

1. HIRING AND RECRUITMENT

Identify, Attract, Invest in and Retain a Diverse City Workforce. Racial homogeneity within hiring and recruiting networks reproduce historical inequities in access to family-sustaining, living wage jobs. Therefore, cultivating an inclusive workforce requires intentional efforts in and with diverse, underrepresented and underserved communities. Rather than passively waiting for a more diverse candidate pool and people with more varied backgrounds to apply, Departments can and should actively seek these

individuals out. This includes assessing the most basic barriers to access that influence the City’s applicant pool, and developing a clear, intentional outreach strategy. Further, partnering creatively within non-traditional outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems will cultivate a rich pool of diverse candidates.

DEPARTMENT GOAL

What is the department’s overall goal on Hiring and Recruitment?

Recruit and hire a diverse staff which:

- Mirrors the community we serve;
- Provides services in an equitable manner, with a targeted emphasis on those roles, units and divisions which are not meeting this goal.

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department’s RE Action Plan.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.1.1. Assess current conditions and barriers that impede 1) potential applicants’ ability to competitively apply to available positions, and 2) disallows current, competitive employees to apply.	REWG Internal Team; HR Team; Community Partnership & Strategies Coordinator; Executive Leadership	Barriers assessment is completed	Assessment completed by end Q2, 2021	A. Review applicant demographics for all positions; compare with staff demographics, SF population, and demographics of youth/families impacted by the juvenile justice system. B. Review job qualifications across divisions and across positions. C. Review current protocol for announcing and promoting employment opportunities. D. Review current process for screening candidates across classifications.	Applicant demographics for past three years collected & analyzed. B-D in process Staff survey completed.	RE Leaders

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				<ul style="list-style-type: none"> E. Obtain staff input via JPD Race Equity Survey. F. Solicit community feedback regarding barriers to employment at JPD. G. Solicit feedback regarding hiring practices from other jurisdictions that have engaged in probation/juvenile justice transformation. H. Review research on bias in hiring and recruiting. 	F-G will commence in 2021.	
1.1.2. Implement an annual staff survey to assess departmental diversity and inclusivity that would inform hiring and recruitment goals, particularly looking for gaps within data. Survey data and results are disaggregated and included in the department annual review.	REWG Internal Team; Director of Research & Planning	<ul style="list-style-type: none"> Survey is administered annually Survey results are included in the department annual review 	First survey administered 11/20; ongoing annually	<ul style="list-style-type: none"> A. Review prior departmental surveys and other sample survey tools. B. Brainstorm additional survey questions. C. Develop new survey tool. D. Administer survey. E. Collect & analyze data. F. Present annually to staff and Juvenile Probation Commission. G. Revise tool for future years based on feedback and emerging issues. 	<ul style="list-style-type: none"> A-F completed for 2020. G to be completed in 2021 and ongoing. 	Director of Research & Planning
1.1.3. Draft and release an equitable and inclusive hiring and recruitment policy that includes learnings and feedback from staff survey and applicant barriers assessment. This policy must be vetted by the Racial Equity Leaders and any related working group ² .	REWG Internal Team; HR Team; Community Partnership & Strategies Coordinator; Executive Leadership	Policy is created, implemented, and reviewed annually to maximize results	Feedback from staff and community stakeholders at end Q3 2021; plan finalized and released by end Q4 2021; annual review thereafter	<ul style="list-style-type: none"> A. Review results of barrier assessment internally, with City partners, and community stakeholders. B. Incorporate City-level guidance/policies (forthcoming) on recruitment, candidate de-identification, minimum qualifications/supplemental questions, and testing. C. Solicit & incorporate practices from other jurisdictions that have engaged in probation/juvenile justice transformation. 	Awaiting completion of barrier assessment and forthcoming City-level guidance/policies.	Deputy Director, Administration

² Department management will need to review all responses to see whether any of them qualify as EEO complaints.

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				<ul style="list-style-type: none"> D. Information sharing with APD to promote consistency for deputy PO positions. E. Review and incorporate any research findings regarding bias in hiring and recruitment. F. Share draft and incorporate feedback from JPD staff, community members, system stakeholders. G. Finalize and release policy internally and externally. 		

1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.1. Develop a clear and expansive recruitment process that addresses most basic barriers to access to employment opportunities, and stretches beyond existing outreach protocols to new and unexpected outlets and networks. Map and track outreach efforts.	REWG Internal Team; HR Team; Community Partnership & Strategies Coordinator; Executive Leadership	Candidate pool is increasingly more diverse and referred from a variety of sources	Complete by Q3 2021	<ul style="list-style-type: none"> A. Incorporate City-level guidance/policies (forthcoming) on recruitment. B. Develop local/regional/national outreach channels and protocol including educational institutions (with a focus on HBCUs), community providers, local workforce development programs. C. Develop social media & online protocol. D. Train & deploy diverse pool of staff to serve as outreach ambassadors at hiring events and community forums, ensuring they are fluent in JPD mission/RE commitment; JPD operations and SF’s larger youth justice structure and culture; and JPD’s hiring process. E. Map & track efforts. 	<p>Awaiting City-level guidance/policies on recruitment.</p> <p>B is in process.</p> <p>C-E to begin by Q2 2021.</p>	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.2. Foster relationships with new and unexpected outlets, community-based organizations, BIPOC professional networks, re-entry programs, SFUSD and community college systems that could feed into open positions.	REWG Internal Team; HR Team, Community Partnership & Strategies Coordinator	Candidate pool is increasingly more diverse and referred from a variety of sources	Began Q3 2020; ongoing	A. Leverage City-level relationships with nontraditional outlets. B. Outreach to and establish partnerships with the resources listed. C. Outreach to and establish partnerships with organizations focused on justice reform. D. Map & track efforts.	Began Q3 2020; ongoing	Deputy Director, Administration
1.2.3. Review, simplify, and standardize job descriptions and minimum qualifications to remove any barriers to attracting a diverse candidate pool and those with diverse life, education and professional experiences. Include multiple ways to apply to a position.	REWG Internal Team; HR Team; Executive Leadership	Job descriptions display consistent and inclusive language Candidate pool is increasingly more diverse	Initial language standardized by Q3 2021; ongoing assessment of MQs as department evolves	A. Awaiting City-level guidance/policies (forthcoming) on MQs, recruitment & application process. B. Partner with DHR and labor to standardize JPD/SF youth justice system values, commitment to racial equity and centering the needs of BIPOC within the department and community we serve.	Commence 2021	HR Director
1.2.4. Interrogate necessity of minimum qualifications (MQs) that may disproportionately create racial inequities in hiring and recruitment. Consider the option of learning on the job or relevance of transferable skills. Remove unnecessary/outdated MQs for certain classifications to expedite hiring and allow for greater equity.	REWG Internal Team; HR Team; Community Partnership & Strategies Director	An increase in applicant pool with more diverse life, education, and professional experiences	TBD on City guidance; internal & community outreach completed by Q3 2021	A. Awaiting City-level guidance/policies (forthcoming) on MQs. B. Internal & community outreach to inform essential qualities of JPD staff & diversity of experiences necessary to support a vision of JPD grounded in racial equity and centering the needs of BIPOC.	Awaiting City guidance; outreach to begin 2021	HR Director
1.2.5. Review the need for supplemental questions. Does this job require the applicant to write well as a part of their job duties? If not, reconsider supplemental essay questions, unless grammar and other writing skills will not be considered. ³	REWG Internal Team; HR Team; IT	An increase in applicant pool with more diverse life, education, and professional experiences	Analysis & protocol completed Q4 2021	A. Assess which positions require strong writing skills. B. For positions that do not require strong writing skills, either add supplemental questions into oral interview or provide format for recorded verbal responses.	Commence 2021	HR Director

³ From <https://www.cityofmadison.com/civil-rights/documents/RESJEquitaleHiringTool.docx>.

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
1.2.6. Reject the practice of “degree inflation” which exacerbates racial disparities in educational and wealth attainment by requiring a four-year college degree for jobs that previously did not. Be specific about the hard and soft skills needed for the role.	REWG Internal Team; HR Team; Community Partnership & Strategies Coordinator; Executive Leadership	An increase in applicant pool with more diverse life, education, and professional experiences	Feedback from staff and community stakeholders at end Q3 2021; changes to qualifications finalized and released by end Q4 2021	A. Awaiting City-level guidance/policies (forthcoming) on MQs. B. Solicit internal feedback on critical hard & soft skills needed for JPD positions. C. Solicit feedback from community and justice system stakeholders on critical hard & soft skills needed for JPD positions. D. Review job descriptions from jurisdictions that have engaged in probation/juvenile justice system transformation. E. Review research on required skills for evidence-based youth supervision.	Commence 2021	Deputy Director, Administration
1.2.7. Require outside recruiters to comply with departmental standards for equitable and inclusive hiring to ensure the production of diverse and qualified candidate pool. Use outside recruiters who bring an equity lens and culturally-competent skills to their work.	HR Team; Executive Leadership	Candidate pool is increasingly more diverse and referred from a variety of sources	End Q3 2021 and thereafter	To the degree that JPD will utilize outside recruiters: A. Engage outside recruiters that have demonstrated expertise performing this work through a racial equity lens. B. Orient recruiter to JPD/SF juvenile justice system vision and values, with racial equity at the center. C. Orient recruiter to JPD’s equitable and inclusive hiring policy.	Commence in 2021	HR Director

1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship and apprenticeship programs, and provide equal opportunity towards permanent employment.

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.1. Create, maintain, and develop internship stipends and paid fellowship opportunities. Be clear and upfront about the ability to fund internships and fellowships during the interview process.	Training Officer; Directors of all divisions; Community Partnership & Strategies Coordinator	# of paid interns/fellows, increase annually or meets department needs/capacity	Ongoing	A. Expand all internship/fellowship programs, including: Project Pull (high school students); college internships; Juvenile Advisory Committee (stipended program for young adults with lived experience); graduate school fellowships. B. Ensure sufficient funds are budgeted. C. Outreach to community partners re: youth interests. D. Clear policy regarding access of interns and fellows to confidential juvenile information.	Ongoing	Deputy Director, Administration
1.3.2. Identify and secure a minimum number of departmental summer placements and employee mentors for participants in the Mayor’s Opportunities for All program.	All divisions of JPD; Training Officer	# of Opportunities for All placements and mentors	Assess & recruit spring 2021 and annually	A. Assess number and nature of possible placements given confidentiality restrictions in juvenile cases and records. B. Recruit and orient employee mentors. C. Supervise mentors/mentees.	Commence in 2021	Training Officer
1.3.3. Disrupt employment patterns relying on a ‘feeder model’ that consistently pulls candidates from the elite institutions and universities. Target local community colleges, trade schools, training programs, re-entry programs, public high schools, etc. e.g. SF Unified School District’s Career Pathways Program .	REWG Internal Team; HR Team; Community Partnership & Strategies Coordinator	Internship/fellowship candidate pool is increasingly more diverse and referred from a variety of sources	Ongoing	A. Awaiting City-level guidance/support (forthcoming) on recruitment. B. Develop & deepen outreach relationships with listed resources.	In process	Deputy Director, Administration
1.3.4. Include opportunities to expand collective knowledge regarding diversity, equity, and inclusion.	REWG; Training Officer; Director of Research & Planning; Community Programs & Strategies Coordinator	# of opportunities during internship/fellowship	Develop orientation by Q3 2021; ongoing	A. Develop & implement intern/fellows orientation to JPD, SF’s youth justice system, reform efforts and the City’s commitment to centering racial equity. B. Include interns/fellows in JPD trainings and All Staff Meetings during tenure with department.	Commencing in 2021	Training Officer

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.3.5. Track and evaluate outcomes including reviewing the application process and resulting hires by race/ethnicity, to address any fallout due to bias. Collect constructive feedback of intern and fellowship experiences. Adjust programs accordingly.	REWG; Training Officer; HR Team; Director of Research & Planning; Community Programs & Strategies Coordinator	Tracking system implemented % of evaluations completed Internship/fellowship program updated before next cycle	Tracking tool/feedback protocol developed by end Q2 2021; ongoing use & review	A. Develop & implement intern/fellows tracking tool, including outreach, applications and hires by race/ethnicity. B. Develop intern/fellows feedback mechanisms, including exit interview and survey. C. Semi-annual review of feedback by REWG and Executive Leadership.	Commencing in 2021	Training Officer

1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
1.4.1. Maintain a standardized and holistic interview process with structured interview questions.	REWG; HR Team; Community Partnership & Strategies Coordinator	Standardized interview process with a set of inclusive interview questions	City guidance TBD; standard interview language to be drafted by 2021 Q3 and used ongoing; position-specific questions to be developed as openings arise	A. Review current hiring process. B. Awaiting City-level guidance/policies on the use of anonymous screening/interviews. C. Develop standard introductory language which grounds interviews in JPD’s vision, values and commitment to racial equity. D. Develop standard set of interview questions to be used in combination with specific position questions. E. For each position, develop set of structured, accessible questions designed to draw out applicant strengths and honor diversity of experiences and perspectives.	A complete; B-E to commence 2021	HR Director
1.4.2. Ensure a diverse hiring panel for each interview.	REWG; HR Team	Demographic composition of panels	Pool identified by Q3 2021; data monitored semi-annually	A. Develop diverse internal pool. B. Recruit diverse external partners to serve on pools for outward-facing positions. C. Track composition of all panels.	In progress	HR Director

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
		Increase in diverse interview panels				
1.4.3. Train staff on conducting interviews, taking care to focus on implicit bias and equity. This includes staff involved in selecting interns and fellows	REWG; HR Team; Training Officer; Community Programs & Strategies Coordinator	Interview panels will be increasingly more equitable, conversations regarding racial equity can be easily had	Orientation completed by Q3 2021; City-level guidance TBD	A. Develop orientation for all panelists addressing bias, racial equity, JPD’s vision and role in SF’s youth justice system. B. Depending on (forthcoming) City-level guidance on anonymous screening & interviews, additional training may be required.	Commencing in 2021	HR Director
1.4.4. Adopt a tool to track application progress and provide assistance where needed through multiple means to reach more job seekers.	HR Team; Director of Research & Planning; IT (if needed)	Tool created and implemented # of applicants increased Increased assistance to job seekers	Developed & implemented by Q4 2021	A. Develop and implement tracking tool as described.	Commencing in 2021	HR Director
1.4.5. Share and post all job openings internally. Abide by department’s RE Action Plan goals to create and streamline professional mobility.	HR Team; Training Officer	Increase in internal part-time and full-time staff, interns and fellows applying for job openings	To begin immediately	A. All job announcements will be shared internally via “JUV-Everyone” email address. B. All job announcements will be posted in paper format outside HR suite and in Juvenile Hall administration area. C. All job announcements will be emailed to interns and fellows by Training Officer. D. Measure and track.	In process	HR Director
1.4.6. Decrease and close lags and long wait times in hiring, interviewing, and onboarding processes that can cause delays in service provision and potential economic harm to interested applicants.	HR Team; Executive Leadership	Hiring, interviewing, and onboarding processes standardized Lag times/wait times	Ongoing	A. Track and monitor hiring timeframes to identify any delays in process that must be addressed. B. Semi-annual report to REWG/Executive Leadership.	Ongoing	HR Director
1.4.7. Formalize and standardize the onboarding process for full-time and part-time staff, volunteers, interns, fellows, and freelancers.	REWG; HR Team; Executive Leadership	All new hires are processed similarly regardless of position	Orientation developed & implemented Q3 2021	A. Develop & implement orientation for all new staff, including JPD vision & values, commitment to racial equity and culture of	Commencing in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				inclusion & belonging; meeting with Executive Leadership. B. Explore adoption of JPD racial equity pledge as onboarding component.		
1.4.8. Expand upon the default Certification Rule of Three Scores. For example, expanded to the Rule of Ten or more.	HR Team	Increase in number of diverse candidate pools Overall faster hiring times	Pending City authorization	A. Pending City-level policy/guidance, expand to Rule of 10 for all positions that require Rule of the List.	Pending	HR Director

VERSION 1

2. RETENTION AND PROMOTION

Our Workforce is Our Largest Asset. Retaining a strong workforce means supporting our employees holistically to ensure that they are affirmed, in and out of the office. A competitive salary, inclusive benefits and opportunities for advancement ensure that our workforce can sustain themselves and their immediate family, and oftentimes, due to the wealth gap and the effects of systemic racism, their extended

families and friends. A clear and intentional path to promotion addresses barriers to upward mobility that systemically face underrepresented employees. Lastly, acknowledging and responding to any potential inequitable impacts of the COVID-19 pandemic on frontline City workers will be essential.

DEPARTMENT GOAL

What is the department’s overall goal on Retention and Promotion?

- Create clearly defined, widely disseminated expectations for promotional opportunities;
- Enact supervisor accountability regarding training opportunities, mentoring;
- Take a strength-based approach that supports opportunity and equitable helps staff succeed

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.1.1. Track deployment and the given functions of all DSW workers (frontline work and remote work) deployed throughout the period, disaggregated by race/ethnicity, age, gender, classification, pay, union, tenure with the City, accommodations/disability, etc. Compare aforementioned demographics of employees who volunteered through the DHR DSW survey with those who were requested/deployed. ⁴	REWG; HR Team; Executive Leadership	Tracking mechanism implemented Demographic data analyzed	Develop & implement tool January 2021; bi-monthly reporting thereafter	A. Develop & implement tracking tool for DSW deployment as specified. B. Report findings every 2 months to Executive Leadership, Administrative Team, REWG.	Informal tracking and reporting to Executive Leadership since March 2020; formalized tracking & reporting to	HR Director

⁴ Disaggregation is in line with Department of Human Resources standard (rule of 10 or less).

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
					begin January 2021	
2.1.2. Conduct internal budget analysis with racial equity lens and DSW data, to inform current and future staffing needs. Develop strategies to prevent inequities in layoffs and furloughs.	N/A	Budget analysis completed Strategies developed and published	N/A	Note: JPD has not implemented layoffs or unpaid furloughs as a result of COVID-19. The steps being implemented to support workforce reductions as a result of SF’s juvenile justice reform and closure of Juvenile Hall are addressed in Section 5.4 below.	N/A	N/A
2.1.3. Ensure that frontline DSW workers have access to necessary PPE to complete their job function, including, but not limited to, masks, gloves, gowns, and access to hand washing and sanitizing materials.	Buildings & Grounds Team; Finance Team; Probation Services; Juvenile Hall Division	PPE access protocol established DSW workers have an increased awareness of PPE access protocol	Ongoing	A. Procure sufficient types & quantities of PPE for all JPD staff (not just DSWs), with particular emphasis on frontline workers. B. Develop & implement protocols for dissemination, use and replacement of PPE.	Ongoing	Buildings & Grounds Director
2.1.4. Offer and clarify additional benefits for compensation, paid sick leave, and flex time for deployed workers.	HR Team; Admin Team; Executive Leadership	Compensation, paid sick leave, and flex time benefits assessed and easily accessed Increased employee awareness of additional benefits	Ongoing	A. Ongoing written information provided to staff, including: (1) department-wide emails from HR Director, Director of Probation Services, Juvenile Hall Director, CPO and ACPO; (2) weekly messages from CPO from March-August 2020; (3) presentations by HR Director at (recorded) monthly All Staff Meetings from August 2020-present. B. Individualized information and consultations provided by HR Team, written and verbal, as needed.	Ongoing	HR Director
2.1.5. Consider DSW caretaking and safe transportation constraints when making assignments to avoid additionally burdening workers. e.g. graveyard shifts	HR Team; Admin Team; Executive Leadership	Caretaking and safe transportation sections included in DSW deployment protocol	Ongoing	A. JPD Amin Team, HR Team and Senior Leadership have been cognizant and responsive to individual employee constraints when responding to City DSW deployment requests.	Ongoing	HR Director

VERSION 1

2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.2.1. Conduct annual internal reviews of salary standards against industry standards to ensure parity.	REWG; HR Team; Executive Leadership	Pay inequities are reduced and aligned annually after salary data is reviewed	Complete by Q2 2021, annual thereafter	A. Non-JPD specific positions: coordinate with DHR to assess annually. B. JPD-specific positions: compare probation officer and juvenile hall counselor positions with APD, Bay Area probation departments; report findings to DHR and City leadership.	Commence in 2021	ACPO
2.2.2. Conduct annual internal reviews of the parity of department benefits, reviewing and enhancing existing policies. e.g. parental leave policy, short-term disability, etc.	REWG; HR Team; Admin Team	Benefits provided are annually improved	Ongoing; formal annual review to begin Q3 2021	Benefits & eligibility criteria are determined at the City level. A. Ensure staff are able to equitably access City-provided benefits; develop formal review & reporting mechanism.	Informally ongoing; formal process to commence 2021	HR Director
2.2.3. Review the paid time off (PTO) policy annually and enhance it to value all religious and cultural holidays.	REWG; HR Team; Admin Team	PTO policy is annually improved # of staff taking PTO increases	Ongoing; formal review to begin Q3 2021	PTO policy/eligibility determined at the City level. A. Develop formal review and reporting mechanism to ensure staff are able to equitably access PTO within and across divisions. B. Review department/division protocols, practices, and staff use.	Informal ongoing; formal review to commence 2021	HR Director

2.3. Create paths to promotion that are transparent and work to advance equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.3.1.	REWG; HR Team; Admin Team;	Increase in knowledge about raises and promotions	Updated standards by Q3 2021;	A. Awaiting City-level guidance/policies on MQs.	Commencing in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
Determine standard factors considered for raises and promotions. Make this information available to staff.	Executive Leadership		communicate & build FY 21-22 performance evaluations	<ul style="list-style-type: none"> B. Develop clear standards for promotion, including demonstration of: (1) knowledge & experience; (2) skills & abilities; (3) advancement of JPD/SF’s youth justice system mission, values, structure and commitment to racial equity. C. Seek feedback from staff, justice system stakeholders, and youth/families impacted by the system. D. Communicate and reinforce standards to staff via (1) in-person and written communication with individual staff, labor associations; (2) inclusion in performance evaluations; (3) inclusion in individualized professional development plans. 		
2.3.2. Develop a formal and transparent process for raises and promotions.	REWG; HR Team; Admin Team; Executive Leadership	Increase in staff feedback about promotion and raise process	New opportunities posted January 2021 & ongoing; formal feedback by end Q2 2021 and annually thereafter	<ul style="list-style-type: none"> A. Work with REWG to create accessible description of promotion process. B. Communicate all promotion opportunities in JPD as set forth in 1.4.5 with clear timeline, application process and job description. C. Communicate process for raises where available. D. On annual basis, seek feedback from staff regarding equity and effectiveness of process, and accessibility of information. 	Commencing in 2021	HR Director
2.3.3. Develop a process for “acting/interim” roles to avoid staff working these roles for extended periods of time without compensation.	REWG; Training Officer; HR Team; Admin Team; Executive Leadership	Acting/interim staff process included in internal policies and processes Increased awareness of process for acting/interim staff	Begin analysis Q3 2021; updated procedure & disseminate by end Q4	<ul style="list-style-type: none"> A. Review current procedures for “acting/interim” roles; compare criteria across divisions and bargaining units. B. Update procedures to clarify eligibility & process for equitable selection: staff to be selected for their work performance and demonstrated skills. Simultaneously, supervisors should treat as a professional 	Commencing in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				development opportunity and offer to all eligible staff. C. Develop training for positions that require unique knowledge and offer it to staff who are interested in serving in those roles. D. Share updated procedure with staff and bargaining units. E. Collect and analyze demographic data on staff designated in acting roles.		
2.3.4. Internally investigate key classifications with current “drop-offs” in employee diversity, such as Administrative Analyst Series (182X series). Set forth strategies and training opportunities to support employee development to achieve mobility.	REWG; HR Team; Director of Research & Planning	Reversal of diversity drop-offs in 182x classifications	City-level guidance TBD; Q4 2021	A. Awaiting City-level guidance/policies (forthcoming) regarding updated MQs. B. Use individualized professional development planning and access to resources as set forth in Section 5 (Mobility & Professional Development) to support diverse employees in the 182X series.	Commencing in 2021	Director of Research & Planning
2.3.5. Revisit classifications that “dead end” employees, to create a clear upward path for continued employment opportunities with the City.	HR Team; Juvenile Hall Staff; Admin Team; Executive Leadership	Identify “dead end” classification and revise	Work to be done in 2021 to align with closure of Juvenile Hall	A. Awaiting City-level guidance (forthcoming) regarding citywide classifications. B. Work with DHR and relevant City agencies to develop continuing pathways for staff in JPD-only classifications (e.g. counselors).	Ongoing	Deputy Director, Administration

2.4. Create opportunities to publicly commend staff for excellent performance.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
2.4.1. Publicly recognize employees for their contributions and work.	REWG; Admin Team; Executive Leadership	Appreciation events and forums created	Begin 2021, ongoing	A. Nominate staff for citywide employee awards (e.g. SPUR Good Government Award).	In process	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
				<ul style="list-style-type: none"> B. Create employee recognition program within public safety and/or social services agencies to celebrate service to the community. C. At department level, develop opportunities to celebrate longevity and exemplary performance. D. Retire badges of longtime staff/contributors. 		

VERSION 1

3. DISCIPLINE AND SEPARATION

The Path to Termination is Filled with Bias. Managerial practices that surround employee evaluation, monitoring, warning, suspensions, and termination must be applied equally. Employees of color, especially Black and Latinx employees, receive extra scrutiny from supervisors leading to worse performance reviews, missed promotion opportunities, and, oftentimes, termination.¹ This additional scrutiny is a result of a biased feedback loop in which Black and Latinx employees are often seen as less skilled because of consistent or prolonged unemployment. This cycle must be stopped. Higher rates of corrective action and

discipline negatively impacts a department’s ability to successfully recruit, retain, and engage employees of color, specifically Black and Latinx employees.² Thus, supervisors should be aware of their own biases, evaluations and reviews must be standardized, and, most importantly, managers should always center the needs of their employees. Job expectations should be reasonable, clear, and gladly supplemented with opportunities for upskilling.

¹ Gillian White, Black Workers Really Do Need to Be Twice as Good, The Atlantic (Oct. 7, 2015) <https://www.theatlantic.com/business/archive/2015/10/why-black-workers-really-do-need-to-be-twice-as-good/409276/>.

² Department of Human Resources, CCSF, 2020 Annual Workforce Report, Phase I 11 (Mar. 2020).

DEPARTMENT GOAL

What is the department’s overall goal on Discipline and Separation?

- Enact the principle that actions do not define the person;
- Enact our organizational belief of redemption and helping people to succeed;
- Build capacity while meeting disciplinary goals.

3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.1. Track disciplinary actions and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color.	REWG; HR Team; Admin Team; Executive Leadership	Create tracking mechanism Analyze data annually Increase accountability in disciplinary actions	Analysis complete by Q3 2021; annual thereafter	A. Aggregate and analyze disciplinary data from the last three years, disaggregating demographically across divisions, and between line staff and leadership. B. Annual data review and employee feedback.	Commence in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.1.2. Track all types of separations and analyze subsequent disaggregated data. Pay special attention to data pointing to biases against staff of color. Feel free to include other approaches to addressing this area in your department.	REWG; HR Team; Admin Team; Executive Leadership	Create tracking mechanism Analyze data annually	Analysis complete by Q3 2021; annual thereafter	A. Aggregate and analyze separation data from the last three years, disaggregating demographically across divisions, and between line staff and leadership. B. Annual data review and employee feedback.	Data has been collected; analysis commence in 2021	HR Director
3.1.3. Train supervisors on bias and equitable and compassionate discipline and separation.	HR Team; Admin Team; Executive Leadership	# of trainings completed annually	City guidance TBD; staff training by Q4 2021 and annually	A. Awaiting City-level guidance/policies/resources on compassionate discipline and separation. B. All JPD staff, including supervisors, to complete annual training on bias.	Commence in 2021	Training Officer
3.1.4. Implement alternative dispute resolution opportunities, such as mediation, to resolve interpersonal issues, thus reducing the need for separation or traditional disciplinary measures. Encourage a “scaled back” discipline process.	HR Director as liaison to City	Human resources trained on alternative dispute resolution	N/A	City developing mediation program.	N/A	HR Director
3.1.5. Standardize discipline procedures and corrective actions to ensure that all employees receive the same level of discipline for a particular policy.	REWG; HR Team; Admin Team; Executive Leadership	Reduction of racial disparities in disciplinary actions	Discipline policies updated and disseminated by end 2021	A. REWG to meet with relevant HR staff to examine discipline process and identify areas of improvement through an equity lens. B. Analyze discipline data across JPD’s three divisions: Administration, Juvenile Hall, Probation Services - to ensure that discipline is conducted consistently for similar behaviors, particularly given the differences in racial composition of the divisions. C. Research whether the use of outside parties to make discipline recommendations improves equity and consistency. D. REWG to provide specific recommendations to Executive Leadership. E. Policies review and updated. F. Discipline process shared with all staff to promote transparency and fairness.	Commenced 2020	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
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G. Annual data review.

3.2. Use disciplinary action as an opportunity to strengthen individual performance and department well-being.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1. Build opportunities to develop capacity and repair harm in disciplinary plan.	REWG; HR Team; Training Officer; Admin Team; Executive Leadership	Creation of restorative, strength-based disciplinary plans.	Q3 2021-22	A. With City-level guidance (forthcoming) on discipline, explore JPD’s ability to build restorative principles and training to address deficiencies into discipline plans for a wide range of behaviors. B. Identify which behaviors/knowledge gaps lead to frequent errors and increase training opportunities for those areas.	Commence in 2021	Deputy Director, Administration

3.3. Design policies and procedures that promote success.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
3.2.1. Ensure all departmental policies and procedures are clearly written, disseminated and trained on to reduce disciplinary actions.	REWG; HR Team; Admin Team; Director of Research & Planning, Community Partnership U& Strategies Coordinator;	Staff positive feedback; reduced disciplinary actions.	New template by Q3 2021; 2 year process to review, disseminate and train in parallel with SF youth	A. Develop policy & procedure template and related forms that are grounded in principles of behavioral science (e.g. evidence-based principles that help people make and follow through on good decisions). B. Solicit feedback from staff and impacted parties (youth/families; community, justice system partners).	Commence in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
	Executive Leadership		justice reform efforts	C. Timely dissemination and training of staff on all new policies/changes.		

VERSION 1

4. DIVERSE AND EQUITABLE LEADERSHIP

An Equitable Workplace Starts with Diverse Leadership. Fostering an organizational culture of inclusion and belonging means seeing oneself in every aspect of the workplace. When white men make up 85% of all senior executive and board members in America, it is difficult to imagine how women and people of color can see themselves in a leadership position.¹ In general, a department’s leadership determines multiple aspects of the workforce, who gets hired, where the money goes, what projects are greenlit. Thus,

it is more likely that a diverse leadership that carries shared values with their staff, will better uplift the staff. In fact, all employees, both white and employees of color, benefit from a people of color-led department.² Even the community will benefit because a diverse leadership will be better connected with the community, thus being able to create far more robust and innovative ways to support them.

¹ Laura Morgan Roberts & Anthony J. Mayo, Toward a Racially Just Workplace, Harvard Business Review (2019) <https://hbr.org/cover-story/2019/11/toward-a-racially-just-workplace>.

² Race to Lead, Race to Lead Revisited: Obstacles and Opportunities in Addressing the Nonprofit Racial Leadership Gap.

DEPARTMENT GOAL

What is the department’s overall goal on Diverse and Equitable Leadership?

Executive and senior management and front-line supervisory teams mirror the community we serve and explicitly demonstrate commitment to racial equity across all aspects of work and operations.

4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.1.1. Adhere to a hiring and recruitment policy that generally aligns with the citywide racial equity framework and the departmental RE Action Plan.	REWG; HR Team; Admin Team; Executive Leadership	% increase in diverse leadership	Hiring & recruitment policy, leadership curriculum and professional development strategies implemented/ in process by	A. Implement equitable & inclusive hiring & recruitment policy per Section 1.1.3. B. Implement Internal Leadership Curriculum per Section 4.2. C. Implement the range of mobility & professional development strategies in Section 5.	Commencing in 2021	CPO

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
			end of 2021; diversity of leadership assessed annually			
4.1.2. Commit to ongoing racial equity training and development for leadership.	Training Officer; REWG; Admin Team; Executive Leadership	# of training & development completed by leadership per quarter	Annually beginning 2020	A. Work with ORE to access all City-provided racial equity training and development opportunities. B. Offer a minimum of in-house racial equity trainings/leadership development opportunities annually/	Underway	Training Officer
4.1.3. Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting.	HR Team; Director of Research & Planning; IT; Executive Leadership	Senior leadership demographic included in the department annual report	2021 Annual Report & annual thereafter	A. Add staff demographic data, included senior leadership, into JPD Annual Report.	Commence in 2021	Director of Research & Planning
4.1.4. Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. ⁵	Executive Leadership; Confidential Assistant to the CPO/ACPO	% of staff is aware of the process	Process implemented and announced by Q3 2021; assessed for effectiveness end 2021	A. Invite staff to submit anonymous input to Executive Leadership by placing in CPO mailbox at JPD reception desk. Announce process via email, at All Staff Meetings, and by posting around campus. B. Anonymous submissions will be received by CPO’s Confidential Assistant, reviewed by Executive Leadership, and responded to department-wide via email from a member of Executive Leadership (CPO/ACPO/Deputy Director, Administration).	Commence in 2021	Confidential Assistant to the CPO/ACPO

⁵ Department management will need to review all responses to see whether any of them qualify as EEO complaints.

VERSION 1

4.2. Develop Leadership Training Academy to enhance the ability of JPD’s diverse staff to advance to leadership positions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
4.2.1. Develop a leadership training curriculum for JPD staff seeking to advance to leadership positions within the department/justice system/field.	REWG Internal Group; HR Team; Admin Team; Senior Leadership	Internal Leadership Training Academy developed and implemented; # staff participating	Proposal developed and presented Q3 2020; leadership to review and revise and plan implementation schedule by Q3 2021.	A. REWG Internal Group to develop and present proposed curriculum components and structure to HR Team, Admin Team, and Executive Leadership. B. HR Team, Admin Team and Executive Leadership to review proposed Academy design, add/modify components to ensure that proposed structure and content effectively supports staff for leadership roles in transformed probation/youth justice system agencies, determine participation eligibility and announce new Academy to all staff.	Ongoing	Deputy Director, Administration

VERSION 1

5. MOBILITY AND PROFESSIONAL DEVELOPMENT

When an Employee’s Needs are Met, so are the Department’s Needs. Our City workforce should center the needs of our employees. In order to do that, it is important to recognize having both the hard and soft skills needed to perform certain tasks is a form of privilege. It is equally important to realize that employees of color are more likely to repeatedly prove their capabilities rather than being evaluated by their expected

potential.¹ By intentionally investing in the specific professional development of each staff, the department can uplift an employee’s journey to developing new skills rather than scrutinizing for a lack of skills. In essence, professional development through mentorship, training, and workshops create an internal pipeline retaining employees to one day fulfill leadership positions.

¹ Evelyn Carter, *Restructure Your Organization to Actually Advance Racial Justice*, Harvard Business Review (Jun. 22, 2020) <https://hbr.org/2020/06/restructure-your-organization-to-actually-advance-racial-justice>.

DEPARTMENT GOAL

What is the department’s overall goal on Mobility and Professional Development?

Continuous opportunities for individualized professional development and advancement within the department, City and juvenile justice field, with an emphasis on BIPOC staff.

5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.1. Require formal training for all staff regardless of full/part-time status or seniority.	Training Officer; HR Team; Admin Team; Executive Leadership	# of available professional development opportunity # of completed training	Training is ongoing; annual survey to be developed by Q3 2021; onboarding training to be developed by Q4 2021.	A. All staff to receive initial and ongoing training regarding JPD’s vision and values; SF’s transforming youth justice system; our commitment to racial equity. B. Staff who are required to complete specified Standards and Training Authority hours/topics will be provided with a range of opportunities that meets their current roles and work schedules, as well as opportunities that position them for advancement in the field. C. On an annual basis, Training Officer will survey staff about desired areas of	Training is ongoing; new components to commence in 2021	Training Officer

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				<p>training/development and work with Executive Leadership to develop a responsive training plan.</p> <p>D. All staff will be invited to attend JPD-offered training.</p> <p>E. All staff will have ample time and reminders to complete City-required trainings.</p>		
5.1.2. Formalize a process for staff to attend conferences. Make clear processes and protocols for reimbursement, stipends, and payments.	REWG; Training Officer; Admin Team; Finance Team; Executive Leadership	# of attended, external conferences	Process formalized and disseminated by Q4 2021	<p>A. Acknowledging current City budget limitations, department will prioritize attendance at virtual conferences but provide equitable opportunities for staff to participate.</p> <p>B. Where selection of employees is required, JPD will be transparent about selection process (e.g. first to request; position requirements; etc.).</p> <p>C. Finance will work with Executive Leadership to set annual training budget and equitably spend funds.</p> <p>D. Finance will work with staff requiring reimbursement to ensure timely payment.</p>	Training is ongoing; new components to commence in 2021	Deputy Director, Administration
5.1.3. Offer opportunities for continual and extended learning. Include in the annual budget.	REWG; Training Officer; Admin Team; Finance Team; Executive Leadership	# of staff enrolling and completing extended learning \$ dedicated to extended learning annually	Process formalized and disseminated by Q4 2021	<p>A. Acknowledging current City budget limitations, department will determine equitable and transparent process for providing staff with these opportunities.</p> <p>B. Finance will work with Executive Leadership to set annual training budget and equitably spend funds.</p> <p>C. Executive Leadership will collaborate with other City justice agencies to advance equitable training and professional development opportunities across the system, and inter-agency mobility.</p>	Training is ongoing; new components to commence in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.1.4. Encourage participation in professional development by sharing external opportunities that are related to the department’s missions and goals. Provide financial support for paid opportunities.	REWG; Training Officer; Admin Team; Finance Team; Executive Leadership	# of staff participating in outside events or opportunities	Process formalized and disseminated by Q4 2021	A. Training Officer and REWG will research and track external opportunities and communicate them to all staff. B. Training Officer will facilitate enrollment where possible. C. Acknowledging current City budget limitations, department will determine equitable and transparent process for providing staff with opportunities that require payment.	Training is ongoing; new components to commence in 2021	Deputy Director, Administration
5.1.5. Track professional and skill development and assess annually, specifically looking to target underrepresented staff of color.	REWG; Training Officer; Admin Team; Finance Team; Executive Leadership	Adopt a tracking system, analyze annually # of staff of color utilizing professional development	Some tracking ongoing; data analysis to begin by Q4 2021	A. Staff encouraged to report all training/professional development in which they engage to Training Officer. B. Training Officer to annually track and report on all known staff training. C. Training participation will be analyzed by demographics, positions and divisions to determine where additional offerings or support should be provided.	Some tracking ongoing; data analysis to commence in 2021	Training Officer

5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
5.2.1. Develop an annual performance evaluation for all staff, part-time and full-time. Highlight advancement opportunities.	REWG; Admin Team; HR Team; Executive Leadership	Bi-annual performance evaluation program to all staff	Ongoing; updated performance evaluation templates by Q3 2021	A. Analyze existing performance evaluation templates for all positions. Build in criteria reflecting demonstrated commitment to JPD vision and values, advancement of SF youth justice model; commitment to racial equity and centering youth and families impacted by the system.	Ongoing; new elements to commence in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				<ul style="list-style-type: none"> B. Assess performance evaluation templates used in jurisdictions with transformed probation/youth justice systems for applicability. C. For supervisor positions, build in criteria reflecting demonstrated commitment to professional development of supervised staff, and format for supervised staff to provide input. D. For all positions, formal opportunity will be provided to discuss and document staff needs during evaluation process. E. Disseminate and provide training on new templates in advance of implementation. F. Continue to require annual performance evaluations of all staff. 		
5.2.2. Create a mentorship program between senior and junior level staff.	REWG; Admin Team; HR Team; Executive Leadership	# of mentorship programs per year # of mentorship programs per year # of meetings per program cycle	Implement by Q2 2022	A. REWG to design mentorship program between senior and junior staff; seek staff input and propose to Administrative Team for review and implementation.	Commencing by 2022	REWG/RE Leader

5.3. Ensure staff needs are centered and timely met in order to perform and excel at their jobs.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.1. Create a process where staff can submit accommodation requests to the department's	REWG; Admin Team; HR Team; Executive Leadership	Process developed % of staff aware of accommodation process	Ongoing process; changes to begin Q4	A. REWG to review existing process with HR Team and provide feedback on transparency and accessibility.	Ongoing process in place; new work	REWG/RE Leader

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
administration. The overall timeline process should be transparent and easily accessible.		# of accommodations made increased	2021; complete Q2 2022	B. HR Team to update process as needed to promote transparency and accessibility. C. Updated process will be disseminated via department-wide email, posted outside HR Suite and other locations as appropriate, and presented at an All-Staff Meeting.	commencing in 2021	
5.3.2. Incorporate an assessment of staff needs into the staff performance evaluation process.	REWG; Admin Team; HR Team; Executive Leadership	Accommodations discussed and recorded during bi-annual performance evaluation process	Updated performance evaluation templates by Q3 2021	A. Addressed in 5.2.1 above.	Commence in 2021	Deputy Director, Administration
5.3.3. Assign spaces for staff to take breaks, be in community with one another (e.g. department celebration, affinity groups).	REWG; Admin Team; Buildings & Grounds Director; HR Team; Executive Leadership	Improvement in overall staff mental health, increase in staff feedback	Process completed by Q1 2022	A. REWG to assess existing spaces for staff to relax, gather and respect religious and cultural practices, and will make recommendations for change/enhancement to Admin Team, and Executive Leadership. B. Staff will be encouraged to provide input on décor and use agreements. C. Any changes to existing break spaces or additional spaces will be communicated via department-wide email and presented at an All-Staff Meeting.	Commence in 2021	REWG/RE Leader
5.3.4. Set up processes and open communication channels so management is available to respond to employees’ non-work-related needs that contribute to overall work quality. Center the most vulnerable individuals. e.g. transportation stipends, exercise stipends, childcare, etc.	HR Team; REWG; Finance Team; Executive Leadership	Assessment performed annually \$ set aside for accommodations Increase in staff awareness of accommodations	Process complete by Q1 2022	A. Determine what is permissible to set at department level versus City policies. B. Where stipends are permissible, determine policy for equitable distribution and use. C. Disseminate information to all staff regarding stipends and other staff supports.	Commence in 2021	HR Director

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.3.5 Respect religious and cultural practices of employees	HR Team; REWG; Admin Team; Executive Leadership	Improvement in overall staff mental health	Complete review and communication of policies/ grievance process by Q4 2021	A. Ensure that all policies permit for the respect of religious and cultural practices of employees. B. Communicate both policy and grievance channels to staff via email, posting within the building, and All Staff Meetings, C. Ongoing review and addressing of grievances, as well as annual analysis of grievances.	Commence in 2021	HR Director

5.4. Maintain a just and equitable workforce despite coming external & organizational change.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
5.4.1. Develop annual and as-needed individualized professional development plans to support both staff who will transition out of the department and continuing staff whose job duties may evolve.	REWG; HR Team; Training Officer, Admin Team; Executive Leadership	Established Individualized Professional Development Plan Program.	Implement by Q2 2021 for Juvenile Hall staff; implement by Q4 2021 for other divisions	A. Develop procedure and to support individualized professional development plans, including who will support staff to develop plans; documentation, linkage to on-site and off-site training and development opportunities. B. For annual plans, determine whether to incorporate into performance evaluation process or keep separate. C. For as-needed plans, determine criteria and process. D. Program information disseminated to JPD staff via email, unit meetings and All Staff Meetings.	Commence in 2021	Deputy Director, Administration
5.4.2. Develop inter-departmental shadow program pairing staff across departments to gain on-the-job	REWG; HR Team; Training Officer, Admin Team;	Establish Inter-Departmental Shadow Program	Implement by Q3 2021 for Juvenile Hall	A. REWG and Admin Team to determine relevant departments/job shadow opportunities; with REWG seeking staff input.	Commence in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
experience that enhances staff’s current performance and builds capacity for transition to related fields/positions.	Executive Leadership		staff; implement by Q1 2022 for other divisions	<ul style="list-style-type: none"> B. Executive Leadership to engage with select department heads to propose partnership; each to identify point person to implement and oversee program from respective department’s end. C. Program information disseminated to JPD staff via email, unit meetings and All Staff Meetings. 		
5.4.3. Leverage intercounty associations, professional organizations and relationships with Bay Area probation departments to support transitions of staff to other agencies.	Admin Team; HR Team; Executive Leadership	# of potential employment opportunities in other Bay Area counties identified for and shared with JPD staff	Ongoing	<ul style="list-style-type: none"> A. Continue and expand relationships with intercounty associations, professional organizations and Bay Area probation leadership to identify external employment opportunities. B. Disseminate external employment opportunity information via email. 	Ongoing	Deputy Director, Administration
5.4.4. Identify opportunities for advancement and growth outside of traditional metric of promotion as the department is reduced and reimaged.	REWG; HR Team; Training Officer, Admin Team; Executive Leadership	# of non-promotional opportunities for advancement and growth created and provided to staff	Identify initial opportunities by Q3 2021; ongoing	<ul style="list-style-type: none"> A. Develop non-promotional opportunities for career growth, leadership and advanced skill development, including development of subject matter expertise; oversight of discrete programs or projects; mentorship and others. REWG to seek staff input on ideas and equitable process for making opportunities available. B. Develop protocol for identifying candidates for non-promotional opportunities for advancement, growth and leadership. C. Disseminate information about opportunities and protocol/program via email, unit meetings and All Staff Meetings. 	Commence in 2021	Deputy Director, Administration

VERSION 1

6. ORGANIZATIONAL CULTURE OF INCLUSION AND BELONGING

Growing a Diverse Workforce is Just the First Step. Employees must feel welcomed and included at every stage of their employment. Racial homogeneity is not only found in hiring and recruiting, it permeates throughout organizational culture, policies, and procedures. It also can take form as coded, traditional standards, such as “professionalism,” that ultimately centers whiteness.¹ This factor takes an immense mental health toll on underrepresented employees who do not feel like they belong. Departments must

actively work to create a culture of inclusion and commit to ongoing assessment to uncover gaps in policies and procedures that create a culture of othering. Changes in organizational culture starts and continues with the needs of the employee. These needs are discovered by fostering intentional relationships with underrepresented employees, specifically women, trans employees, Black employees, indigenous employees, employees of color, and employees living with disabilities.

¹ Aysa Gray, *The Bias of ‘Professionalism’ Standards*, Stanford Social Innovation Review (Jun. 4, 2019) https://ssir.org/articles/entry/the_bias_of_professionalism_standards.

DEPARTMENT GOAL

What is the department’s overall goal on Organizational Culture of Inclusion and Belonging?

Active creation of an organizational culture across all divisions of JPD that is aware of subtle bias, de-centers whiteness as a proxy for professionalism and consciously embraces diverse presentations of professionalism.

6.1. Foster an intentional organizational culture that is committed to inclusion and belonging.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.1.1. Ensure that the department’s mission, policies, and procedures reflect an ongoing commitment to an organizational culture of inclusion and belonging.	REWG; Community Programs & Strategies Coordinator; Admin Team; Executive Leadership	Department mission, policies, and procedures are updated and available	Ongoing; completion of updates by Q1 2022	A. Seek staff input in the development of updated mission, policies and procedures, with intentional outreach to and engagement of BIPOC. Ensure participation of all three divisions and create inter-division forums regarding mission, policies, and procedures, that bridge perceived separations within the Department. Provide multiple, diverse opportunities for input including anonymous feedback (beyond that provided via the annual	Ongoing into 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
				<p>staff survey). Review language for accessibility and subtle bias.</p> <p>B. Consider adoption of a JPD Racial Equity Pledge as set forth in 1.4.7 above.</p> <p>C. Seek and incorporate stakeholder input to ensure that JPD’s culture of inclusion and belonging extends to our community partners, public partners, and the youth & families we serve.</p>		
6.1.2. Create a Racial Equity Team consisting of Racial Equity Leads committed to keeping the department accountable for reaching its RE Action Plan goals.	REWG; Admin Team; Executive Leadership	Regular, scheduled meetings with RE Team to implement RE Action Plan	Team created & ongoing	<p>A. Continue to support ongoing meetings of REWG (both internal and with ORE/City partners).</p> <p>B. Continue to invite and welcome JPD staff to join the REWG via email and All Staff Meeting announcements.</p> <p>C. Ensure RE Leads and other REWG members have the ability to engage in this work as a part of their JPD responsibilities rather than as an add-on to their full-time work.</p>	Team created & ongoing	RE Leaders
6.1.3. Develop a RE Action Plan that is updated regularly and available to the public.	REWG; Admin Team; Executive Leadership; IT	RE Action Plan is published on department website	Ongoing; quarterly updates beginning Q2 2021	<p>A. Complete and submit current REAP by 12/31/20.</p> <p>B. Continue to update REAP on a quarterly basis.</p> <p>C. Publish REAP on JPD website.</p>	Ongoing	RE Leaders
6.1.4. Regularly report to staff, board, and commissioners on RE Action Plan updates.	REWG; Executive Leadership	Ongoing reporting	Ongoing	<p>A. Continue regular reporting on REAP updates bi-monthly at All Staff and Commission meetings.</p> <p>B. RE Lead to provide regular reports at bi-weekly Admin Team meetings.</p>	Ongoing	RE Leaders
6.1.5. Support and provide spaces for affinity groups, prioritizing historically marginalized peoples.	REWG; Admin Team; Building & Grounds Team;	Physical and/or virtual space for affinity groups; awareness	Complete by Q4 2021	<p>A. REWG to solicit staff input and make recommendations to Admin Team regarding</p>	Commence in 2021	RE Leaders

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
	Executive Leadership; IT	among BOPIC staff of affinity group meeting opportunities.		affinity group gatherings and spaces (physical and virtual). B. Buildings and Grounds Director to assess potential physical meeting space options. C. IT Director to assess virtual meeting space options. D. Resulting opportunities to be communicated to staff via email and at All Staff Meetings.		
6.1.6. Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity.	REWG; HR Team; Training Officer, Community Partnership & Strategies Coordinator; Admin Team; Executive Leadership	# of training, conference, or discussion regarding diversity, equity, and inclusion completed by staff per quarter	Ongoing; formal tracking and reporting to begin Q2 2021	A. RE Leaders to inform Training Officer about City racial equity trainings, conferences and discussion opportunities with all staff via email. B. Training Officer to share both City and external equity trainings, conferences and discussion opportunities with all staff via email, and to facilitate enrollment. C. Staff will be encouraged to participate during work hours; participation in will be included as a factor in updated performance evaluation templates. D. Participation in trainings, conferences or discussions regarding diversity, equity and inclusion will be tracked by Training Officer and reported quarterly to REWG and Admin Team.	Ongoing; formal tracking/reporting to commence 2021	Training Officer
6.1.7. Conduct an annual staff survey that assesses the department’s commitment to an organizational culture of inclusion and belonging.	REWG; Director of Research & Planning; Admin Team; HR Team; Executive Leadership	Annual survey with disaggregated data and feedback	Ongoing annually	A. Continue to revise and administer JPD Racial Equity Employee Survey on an annual basis. B. Collect & analyze data annually. C. Present annually to staff and Juvenile Probation Commission. D. Revise tool for future years based on feedback and emerging issues.	Ongoing	Director of Research & Planning
6.1.8.	REWG; Buildings & Grounds	Increase in staff engagement	REWG recommendati	A. REWG to solicit staff input and make recommendations to Admin Team regarding	Commencing in 2021	RE Leaders

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
Ensure that all art, decor, and design where staff work daily reflect racial and social diversity.	Director & Team; Finance Team; Admin Team; Executive Leadership		ons completed by Q3 2021	art, décor and design grounded in racial and social diversity. B. Finance Team to determine budget for art, décor and design improvements grounded in racial and social diversity. C. Buildings and Grounds Director to support installation of resulting art, décor and design.		

6.2. Develop internal communication processes and procedures that promote equity.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.1. Regularly update departmental mailing lists to ensure that all staff receive communications.	IT; Admin Team; HR Team; Executive Leadership; CPO/ACPO Confidential Assistant	Increase in staff feedback, participation, and response to communications	Ongoing; Everbridge to launch Q1 2021	A. Continue to regularly update JPD staff mailing list. B. Launch Everbridge system for contacting staff via text on their personal phones for staff who are not remotely connected to City email and wish to receive communications in this matter (voluntary).	Ongoing; Everbridge use to commence in 2021	Deputy Director, Administration
6.2.2. Ensure that all staff meetings center a diverse range of speakers and inclusive topics while offering space for staff engagement. Be transparent about the speakers and topics.	REWG; Executive Leadership; CPO/ACPO Confidential Assistant	Ongoing staff participation and feedback	Ongoing	A. CPO to regularly solicit suggestions for guest speakers at monthly All Staff Meetings and to build meeting agendas that incorporate diverse speakers and inclusive topics, and space for in-meeting and follow-up dialogue. B. All Staff Meeting agendas to be circulated to all JPD staff in advance; meetings to be recorded so staff who are not available to attend can watch afterward.	Ongoing	Chief Probation Officer

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION PLAN	STATUS	LEAD
6.2.3. Create, maintain, and make available a space, physical and/or digital, for staff to share information.	REWG; Admin Team; Building & Grounds Team; Executive Leadership; IT	Ongoing staff participation and feedback	Complete by Q4 2021	E. REWG to solicit staff input and make recommendations to Admin Team regarding physical and/or virtual space needs for staff to share information. F. Buildings and Grounds Director to assess potential physical space options. G. IT Director to assess virtual space options. H. Resulting information sharing spaces to be announced to all staff via email and at All Staff Meetings.	Commence in 2021	RE Leaders

6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.3.1. Create an accessibility protocol that is utilized across all events, communications, and departmental functions.	Buildings & Grounds; IT; Admin Team; HR Team; Community Partnership & Strategies Coordinator; Executive Leadership	Protocol distributed internally and with any outward-facing interactions	To complete by Q4 2021	A. Draft accessibility protocol that combines relevant information from Buildings & Grounds, Information Technology, Community Partnership, Probation Services, Juvenile Hall and others to apply to all events, communications and departmental functions. B. Post accessibility protocol on JPD website and disseminate to all staff via email and at All Staff Meeting.	Commencing in 2021	Deputy Director, Administration
6.3.2. Evaluate and improve on all physical spaces to meet or exceed accessibility standards taking into account staff and visitors with disabilities, seniors, and families.	Buildings & Grounds, Finance Team; Admin Team; HR Team; Executive Leadership	A plan for physical space improvement \$ funding secured Successful implementation	Ongoing	A. Ongoing work by Director of Buildings & Grounds in collaboration with Admin Team and Executive Leadership.	Ongoing	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
e.g. elevator access, ramps, lactation rooms, scent-free cleaning products, gathering spaces, etc.						
6.3.3. Evaluate and improve on all digital functions and communications to meet or exceed accessibility standards taking into account staff and visitors with disabilities.	IT, Finance Team; Admin Team; HR Team; Executive Leadership	A plan for digital improvement \$ funding secured Successful implementation	Ongoing	A. Ongoing work by Director of Information Technology in collaboration with Admin Team and Executive Leadership.	Ongoing	Deputy Director, Administration
e.g. plain-text messages, recordings with captions, accommodations for blind or low vision individuals, accommodations for Deaf people, etc.						
6.3.4. Invest in translation services.	Finance Team; Admin Team; HR Team; Executive Leadership	# Increase in translated materials	Ongoing	A. Continue to fund JPD’s use of the Language Line and City Repro for translation needs. B. On an annual basis, reassess budgeted funds to ensure they are sufficient to meet translation needs.	Ongoing	Deputy Director, Administration
6.3.5. Encourage individual forms of inclusive identity expression.	REWG; HR Team; Admin Team; Executive Leadership	Increase in staff using inclusive identity expression, second nature	Input solicited by Q3 2021; recommendations implemented by Q1 2022; trainings and modeling ongoing	A. HR/REWG to solicit input (including anonymous input) on ways to encourage individual forms of inclusive identity expression and to implement resulting recommendations. B. All managers to complete City training on harassment. C. Managers and senior leadership to model support for inclusive identity expressing, including the addition of pronouns on their email signatures.	Commence in 2021	Deputy Director, Administration
e.g. honoring gender pronouns, relaxing or modifying dress code, etc.						
6.3.6. Bring accessibility information and accommodations to the forefront rather than offering it upon request. Accommodations can benefit other people besides the initial targeted group.	REWG; HR Team; Buildings & Grounds; IT; Admin Team; Executive Leadership	Accommodations information infused throughout department touchpoints (e.g., website, event announcements)	Ongoing; additional posting and staff training completed by Q3 2021; IT to	A. Ensure all accessibility information is posted on JPD website and at building entrances, and is included on event announcements. B. Work with IT to utilize city capacity for closed-captioning and other digital equity tools.	Ongoing; additional steps to commence in 2021	Deputy Director, Administration

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
		Provide closed-captioning by default Increased digital equity (e.g., access) for all employees	work with City for accessibility tools throughout 2021 and ongoing as new tools provided	C. Train probation officers and Juvenile Hall staff to proactively provide accessibility information to youth/families who will be visiting the building.		

6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.1. Incorporate a process to gather community feedback on projects, events, and communications that involve or will impact the community.	REWG; Community Partnership & Strategies Coordinator and Community Development Specialist; Director of Research & Planning; Finance Team; Admin Team, Executive Leadership	Community will have an impact on all department projects	Commission ongoing; JJCC to begin regular meetings in December 2020 and ongoing; Community Partnership & Strategies Coordinator to develop plan by Q2 2021	A. Newly established Community Partnership & Strategies Coordinator will develop and implement multi-strategy action plan for fostering community engagement and feedback on JPD’s vision, values and operations, with a focus on engaging BIPOC, youth and families impacted by the youth justice system, and community-based organizations that serve them. B. Juvenile Probation Commission will continue to serve as a monthly forum for community feedback on JPD operations and community engagement strategies. C. Juvenile Justice Coordinating Council (JJCC), chaired by the Chief Probation Officer, will resume regular meetings and serve as a forum for community input on both JPD functions and SF’s youth justice system reforms.	All work underway	Community Partnership & Strategies Coordinator

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.4.2. Find opportunities to invest into and support the communities the department serves.	REWG; Finance Team; Community Partnership & Strategies Coordinator; Admin Team; Executive Leadership	Amount of department funds/revenue invested in youth-serving community services and/or directly into youth and families impacted by the justice system.	Ongoing	A. Continue to support allocation of state Juvenile Justice Crime Prevention Act funds in youth-serving community-based organizations. B. Continue to reinvest funds traditionally used to support probation functions into community services in the upcoming budget cycles. C. Fully implement newly-developed gift card policy designed to support youth and families directly; track usage. D. Continue to allocate JPD funds and staff time to support opportunities and activities for justice-involved youth (e.g. Camp Mather, sailing, etc.)	Ongoing	Chief Probation Officer

6.5. Implement Procedural Justice⁶ as a guiding principle and practice across all aspects of operations, both internal and external.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.5.1. Train all JPD staff on Procedural Justice and consciously center department procedures (both internal and external facing) in the principles of PJ.	REWG; Training Officer; Admin Team; HR Team; Executive Leadership; Director of Research & Planning;	# and % of staff who complete initial and ongoing procedural justice training	Initial training will be conducted by Q3 2021	A. Adapt SFPD’s Procedural Justice training curriculum for JPD staff; all staff to be trained initially and to receive annual continuing training.	Commencing in 2021	Training Officer

⁶ Procedural Justice is a justice system approach based on research that demonstrates that the use of four key principles - voice, neutrality, respectful treatment, and trustworthiness - makes individuals more likely to follow through. It is increasingly being adopted in courtrooms, and by law enforcement in community interactions, and its principles have been shown to improve both relationships with clients/community and positive cultures within organizations. It is also aligned with trauma-informed care. In San Francisco, procedural justice is a core component of training for judges and is included in the San Francisco Police Department’s Training Academy. For more information, see <https://law.yale.edu/justice-collaboratory/procedural-justice/guides-practitioners>.

Community
Partnership &
Strategies
Coordinator

6.6. Build professional regard, respect and cohesion across JPD divisions.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
6.6.1. Design and implement activities to connect staff across JPD divisions and build a department-wide community united in its commitment to JPD’s mission, vision, values.	REWG; Admin Team; Executive Leadership	Staff feedback on annual survey	Plan drafted by Q2 2021; Events underway by Q3 2021	A. REWG to solicit staff input and develop a plan of events and opportunities for staff across divisions to become familiar with all JPD operations; to build relationships; and to develop cross-division strategies for supporting youth and families. B. REWG will propose plan to Admin Team and Executive Leadership. C. Resulting events and collaborative opportunities will be announced via email and at All Staff Meetings.	Commencing in 2021	RE Leaders

VERSION 1

7. BOARDS AND COMMISSIONS

An Equitable Workforce Starts with Equitable Decision Making. For many departments, an equitable and diverse leadership does not stop with senior leadership positions. Decisions are also being made in boards and commissions. These seats must represent the community that the department serves. Bylaws that

contain policies and language that perpetuate implicit bias must be revised. Seats must be accessible and available to employees of color. Policies and budget decisions made by these advisory bodies must be assessed through a racial equity lens.

DEPARTMENT GOAL

What is the department's overall goal on Boards and Commissions?

Actively support Juvenile Probation Commission members to be aligned with JPD's Racial Equity Action Plan and the City's racial equity commitment.

7.1. Ensure a diverse and equitable board and commission members that match the community being served.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.1.1. Review and revise bylaws and rules of order to create other commission procedures to include inclusive language and align with the department's RE Action Plan.	Commission Secretary; Commission Deputy City Attorney; Commissioners; REWG; Executive Leadership	Bylaws, rules of order or other procedures successfully amended	Bi-laws amended by Q3 2021	A. Commission members to receive training on racial equity, the City's racial equity efforts, and JPD's RE Action Plan. B. Commission members to review bi-laws and amend as needed to align with these efforts.	Commence in 2021	Commission President
7.1.2. Collect current board and/or commission demographic data and include in the department annual report.	Commission Secretary; Director of Research & Planning; IT	Annually collect board/commission demographic data Include data in annual report Use data to guide recruitment efforts	2021 Annual Report & annual thereafter	A. Commission demographic data, including historical trends, will be included in JPD's Annual Report. B. Commission demographic data will be reported annually to the Commission for review and action to guide recruitment efforts. C. Commission will collaborate with Mayor's Office to advance racial and gender equity on	Commence in 2021	Director of Research & Planning

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
		Greater racial and gender equity in board and/or commission members		the Commission to mirror the community we serve.		
7.1.3. Have board/commission adopt a resolution around racial equity.		Resolution adopted		A. Using the Criminal Justice Racial Equity Statement already adopted by the Community Corrections Partnership, SF Reentry Council and SF Sentencing Commission as a foundation, Commission will draft and adopt a resolution around racial equity, with feedback from the community.	Commence in 2021	
7.1.4. Racial equity-related items are regularly agendized.		# of policies and issues related to racial equity that are heard, reviewed and/or implemented	Ongoing	A. Commission will agendize a standing item for racial equity efforts in the Department at all meetings. B. Commission will agendize a standing item for racial equity efforts on the Commission at all meetings.	Already underway and ongoing	
7.1.5. Expand ability for board/commission members to hear from diverse voices from a place of influence.		Participatory budgeting processes Community advisory working groups Issue-specific task forces		A. Commission will develop communications strategy to conduct broader outreach to the communities and populations most impacted by the Juvenile Justice system and ensure advance notice of commission meetings, and information regarding public participation, particularly in regarding the budget process. B. Commission will develop annual topic and speaker plan to ensure diverse representation. C. Commission will coordinate with other City Juvenile Justice efforts and bodies to develop Community advisory working groups and Issue-specific task forces.	Commence in 2021	
7.1.6.		Resolution adopted	By end of Q2 2021	A. Commission will pass a resolution on a Ramaytush Ohlone Land Acknowledgement.	Commence in 2021	

VERSION 1

Pass a resolution on a Ramaytush Ohlone Land Acknowledgement.⁷

7.1.7. Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.		Greater racial and gender equity in board and/or commission members		A. Commission will Incorporate Proposition C 2020 passage which removes the requirement of U.S. citizenship and voter registration for individuals to serve on city boards, commissions, and advisory bodies.	Commence in 2021	
7.1.8. Adopt ORE racial equity assessment tools to inform decision-making of boards and commissions.	Commission; REWG; Executive Leadership	# of policies passed with RE lens Budget equity completed	TBD - awaiting release of tools	B. REWG will provide Commission with ORE's race equity assessment tools upon release. C. Commission will explicitly use forthcoming race equity assessment tools to inform its decision-making.	Commence in 2021	Commission President

7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.1. Determine a regular and standardized protocol for accommodation requests, centering people with disabilities, working people, parents, etc. e.g. ASL interpretation, video conferencing, food during meetings, translations, etc.		# of diverse board/commission members % of board/commission retention Implementation of inclusive protocols	Protocol developed by Q3 2021	A. Commission President and Secretary to develop protocol to ensure that accommodations are available to support Commissioners who require them.	Commence in 2021	Commission President
7.2.2. Commit to ongoing racial equity training being mindful of ongoing and current issues.		# of completed training per quarter Increased participation rate	Training Officer to begin coordinating with	A. JPD Training Officer will make Commission Secretary aware of all City-provided racial equity training being offered to JPD staff. B. JPD Training Officer will make Commission Secretary aware of select JPD-provided race	Commence in 2021	Commission Secretary

⁷ <https://americanindianculturaldistrict.org/ramaytush-land-acknowledgement>

VERSION 1

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.2.3. Develop a mentorship program between newer and more experienced board/commission members.		Increased board/commission retention Member experience satisfaction survey	Commission Secretary Q2 2021; annual reporting	equity training in which Commissioners are invited to participate. C. Commissioner participation in racial equity training will be tracked and reported annually.		Commission President

7.3. Enhance knowledge capture

ACTIONS	RESOURCES COMMITTED	INDICATORS	TIMELINE	IMPLEMENTATION	STATUS	LEAD
7.3.1. Incorporate racial equity section into commission’s onboarding binder so that new members are immediately oriented to this work.	REWG, Commission Secretary, Training Officer, Executive Leadership	Section incorporated into binder for all future appointments, and provided to all current members to incorporate into their already existing binders.	To be completed by Q4 2021	A. Create binder section to include: RE training materials that have been provided to commissioners, RE resources, all RE-related policies generated by the department and commission. B. Incorporate into binder for all future appointments and provide to current commissioners to incorporate into their binders.	Commencing in 2021	Commission Secretary

VERSION 1

APPENDIX A: DEPARTMENT BACKGROUND

The sections below provide context for your department's RE Action Plan, including history and the San Franciscans you serve.

Number of Employees: 212.65 FTEs

Annual Budget: \$41,284,225

Department History

San Francisco has a long history of creating, enforcing and/or sanctioning laws, policies, and institutions that perpetuate racial inequity in our City (e.g. for instance redlining, exclusionary zoning). Moving forward, San Francisco wants to ensure that its laws, policies, and programs do not perpetuate racial inequities within government and in community.

As part of addressing this issue, we encourage City departments to reflect upon and recognize any potential harm that their structural and systemic processes may be causing to underrepresented, underserved, and marginalized communities.

Example: [Planning Commission Resolution No. 20738, June 11, 2020](#)

The juvenile and adult justice systems represent a legacy of racial inequity and harm that place them in the spotlight as the nation, California, and San Francisco grapple with an unparalleled racial reckoning. The enduring racial and ethnic disparities in our juvenile justice system provide stark evidence of the individual, interpersonal, institutional, and systemic racism that has underpinned our public systems since their inception. Longstanding justice system approaches have served to deepen the involvement of many young people in the system and in delinquency—youth often failed by other public institutions beginning in early childhood-- rather than providing opportunities to successfully and permanently exit the system and thrive. Research repeatedly has demonstrated what young people, families and communities of color, particularly the African American community, know all too well: the juvenile justice system's traditional reliance on detention, supervision, and sanctions destabilizes families and communities, disrupts prosocial connections and relationships, and serves as a powerful source of trauma and pipeline to adult justice system involvement for a select group of children.

Compared to many other jurisdictions, San Francisco has long served as a model for alternative approaches to youth crime, including our Community Assessment and Referral Center (CARC), commitment to detention alternatives, and network of community-based services. Like many other jurisdictions across the country, San Francisco has seen dramatic reductions of youth in our courtrooms and our juvenile hall. Yet as numbers overall have declined, racial disparities have increased - particularly for Black youth, who comprise over 50% of JPD's caseload. On a recent day in November, only 12 youth were detained in our juvenile hall, but 100% were Black - in a City where Black children comprise less than 6% of our youth population.

As of this writing, San Francisco is engaged in unprecedented efforts to re-imagine our approach to youth justice. City leadership has committed to broad system change, including the closure of the current Juvenile Hall, through collaborative processes that center the voice of youth, families, and community institutions. JPD is committed to this process, and to a transformed approach that can improve the lives of BIPOC youths, families, and communities.

At the same time, the department itself has been reflective, racially and ethnically, of the young people it serves and supervises. Eight-five percent of JPD's staff are BIPOC, including almost 40% that are Black. In the last 20 years, three of the five JPD Chief Probation Officers who served have been Black, and three of five Assistant Chief Probation Officers have been BIPOC.

As we submit this Racial Equity Action Phase I Plan, JPD finds itself in a unique position. We are creating a plan for the department as it is, while engaged in a seismic shift in the way we address youth justice in San Francisco - with likely significant impacts on the department itself. ORE calls for us to provide a blueprint for advancing racial equity in JPD across the next three years, but we don't know what those years will bring for the

VERSION 1

department or our youth justice system as a whole. Possible “internal” impacts could include a dramatically reduced workforce (including layoffs) and reduced opportunities for advancement, both of which will disproportionately impact our BIPOC staff. But they also could present exciting new opportunities to serve in a transformed system that centers racial equity and improves outcomes for our youth. We welcome these vital reforms while working to ensure that we give our BIPOC staff the support they need to move into this new chapter of youth justice - or other employment opportunities - and to be heard during this uncharted process. Ultimately, we are committed to a vision of probation in which our youth and families see the department as reflective *of* them, and working *for* them and *with* them.

A note about terminology:

For the purposes of this document, please use the following glossary:

- Administrative (“Admin”) Team: Senior management team comprised of Executive Leadership plus the Directors /Senior Staff of Buildings & Grounds, Finance, Human Resources, Information Technology, Juvenile Hall, Probation Services, Research & Planning and a Racial Equity Leader.
- Executive Leadership: Team comprised of the Chief Probation Officer, (CPO) Assistant Chief Probation Officer (ACPO), and Deputy Director, Administration.
- REWG: Racial Equity Work Group, as described above, which includes both JPD’s Racial Equity Leaders and additional volunteer members of the department.

Vulnerable Populations Served

Please include your response to the Office of Racial Equity’s Vulnerable Populations Engagement Assessment you submitted, with any relevant updates.

JPD’s Vulnerable Populations Engagement Assessment submitted on 7/13/20 is included below, with updated COVID-19 response information below the chart.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
Black or African American	-Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association	53%	\$22.2 million	-institutional racism & the legacy of slavery -implicit & explicit bias -disproportionate juvenile and criminal justice involvement -disproportionate child welfare involvement -poverty -trauma -community violence -family violence -employment/educational opportunities -culturally competent services & health care -affordable housing -digital divide	Direct service

VERSION 1

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
	-My Brothers My Sisters Keeper				
Latino/a/x or Hispanic	-Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association	28%	\$11.7 million	-institutional racism -implicit & explicit bias -poverty -trauma -community violence -family violence -employment/educational opportunities -culturally competent services & health care -affordable housing -undocumented/unaccompanied minors -language access -immigration issues -digital divide	Direct service
Indigenous, Native American or American Indian	-Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association	0.2%	\$84K	-institutional racism & the legacy of colonization -implicit & explicit bias -poverty -trauma -community violence -family violence -employment/educational opportunities -culturally competent services & health care -affordable housing -digital divide	Direct service

VERSION 1

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
Pacific Islander/Native Hawaiian; Samoan	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association 	3%	\$1.2 million	<ul style="list-style-type: none"> -institutional racism -implicit & explicit bias -poverty -trauma -community violence -family violence -employment/educational opportunities -culturally competent services & health care -affordable housing -language access -immigration issues -digital divide 	Direct service
East Asian; Southeast Asian; South Asian/Indian	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association 	3%	\$1.2 million	<ul style="list-style-type: none"> -institutional racism -implicit & explicit bias -poverty -employment/educational opportunities -culturally competent services & health care -affordable housing -language access -immigration issues -digital divide 	Direct service
Filipino/a/x	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach 	1%	\$418K	<ul style="list-style-type: none"> -institutional racism -implicit & explicit bias -poverty 	Direct service

VERSION 1

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	\$ OF BUDGET	CRITICAL ISSUES	MEASURABLE ACTIVITIES
	-Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association			-employment/educational opportunities -culturally competent services & health care -affordable housing -language access -immigration issues -digital divide	
*Please see DPH & DCYF for population breakdowns			\$1 million		Provide funding for services administered by CBOs through work orders to DPH and DCYF. CBO-specific measurable activities are specified in their grant plans.

JPD COVID-19 Response:

In late February 2020, the San Francisco Juvenile Probation Department initiated our response to the unprecedented global COVID-19 pandemic. We have since expanded those efforts to address every aspect of operations in Juvenile Hall and Probation Services. The Juvenile Probation Department is committed to safeguarding the well-being of the children, families, and communities we serve, as well as that of everyone who works in and visits our facilities and offices. Our response has included a sustained focus on safely reducing youth detention in Juvenile Hall, wherever possible.

- To assess whether families require assistance with a variety of needs, JPD has developed a checklist of questions for all Probation Officers and Social Workers to use in their contact with families, and an accompanying resource guide to quickly provide families with referrals – including access to food, school support (computers/wifi); mental and physical health services, shelter, childcare, or other resources.
- The JPD website has been updated with links to critical resources for families and youth, as well as information regarding COVID-19 prevention procedures in Juvenile Hall.
- Printed information about critical resources has been mailed to all families currently working with the department.
- During the summer City budget process, JPD allocated \$7M in funding to DCYF to ensure that DCYF-funded grantees would not face budget reductions in FY20-21 due to the City’s COVID-19-related deficit.
- In October 2020, JPD received approval from the Controller’s Office to leverage HSA’s Gift Card Policy so that JPD could begin providing gift cards to youth and families who were in need of financial assistance. In November 2020, JPD received approval from the Juvenile Probation Commission for its own Gift Card Policy, which was immediately implemented. This policy and associated budgeted funds enables the department to continue to provide financial assistance to youth and their families in the community, as well as incentives for detained youth to participate in remote programming that is available during the ongoing visiting restrictions in the facility.

VERSION 1

Vulnerable Populations Engagement Assessment

Please share how you engage with individuals and groups in San Francisco’s communities of color. What percentage of your budget supports this effort, what critical issues face these communities and groups, and what departmental accomplishments are in support of the identified population. Please use the table below and add rows as needed.

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Black or African American	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association -My Brothers My Sisters Keeper 	53%	<ul style="list-style-type: none"> -institutional racism & the legacy of slavery -implicit & explicit bias -disproportionate juvenile and criminal justice involvement -disproportionate child welfare involvement -poverty -trauma -community violence -family violence -employment/educational opportunities -culturally competent services & health care -affordable housing -digital divide 	<p>Through a comprehensive forensic accounting analysis, JPD identified unspent juvenile justice grant revenue from prior years and through the leadership of Mayor Breed, reinvested \$7 million via the FY20/21 budget to the Department of Children Youth and their Families to augment support for African American-led justice organizations and justice organizations that serve a majority of African American participants.</p> <p>In December 2020, the Juvenile Probation Commission and the Controller’s Office approved the Department’s first ever Gift Card Policy, enabling JPD to provide gift cards as a form of direct justice reinvestment to current clients and their parents/guardians, who are disproportionately BIPOC, and disproportionately experience economic hardship.</p> <p>Prior to the approval of the official Department policy, in Summer 2020, JPD received approval for a temporary COVID-19 gift card policy to incentivize families to continue social distancing and provide capacity to obtain necessities and normalization resources. COVID-19 is having an enormous, disproportionate impact on BIPOC, and on the children and families that we serve in all aspects of their lives. Many families do not have the resources to adhere to the city and state social distancing dictates and to meet their basic needs.</p> <p>Starting in summer 2020, each month, JPD publicly reports on the demographics of the youth held in detention, as well as those on the JPD caseload, who are disproportionately BIPOC, through a racial equity lens that is focused on developing strategies to sustainably address pervasive racial disparities throughout the system.</p>

VERSION 1

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Latino/a/x or Hispanic	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association 	28%	<ul style="list-style-type: none"> -institutional racism -implicit & explicit bias -poverty -trauma -community violence -family violence -employment/educational opportunities -culturally competent services & health care -affordable housing -undocumented/unaccompanied minors -language access -immigration issues -digital divide 	<p>Established in December 2020, the Community Partnership & Strategies Coordinator will develop and implement multi-strategy action plan for fostering community engagement and feedback on JPD’s vision, values and operations, with a focus on engaging BIPOC, youth and families impacted by the youth justice system, and community-based organizations that serve them.</p> <p>Through a comprehensive forensic accounting analysis, JPD identified unspent juvenile justice grant revenue from prior years and through the leadership of Mayor Breed, reinvested \$7 million via the FY20/21 budget to the Department of Children Youth and their Families to augment support for African American-led justice organizations and justice organizations that serve a majority of African American participants.</p> <p>In December 2020, the Juvenile Probation Commission and the Controller’s Office approved the Department’s first ever Gift Card Policy, enabling JPD to provide gift cards as a form of direct justice reinvestment to current clients and their parents/guardians, who are disproportionately BIPOC, and disproportionately experience economic hardship.</p> <p>Prior to the approval of the official Department policy, in Summer 2020, JPD received approval for a temporary COVID-19 gift card policy to incentivize families to continue social distancing and provide capacity to obtain necessities and normalization resources. COVID-19 is having an enormous, disproportionate impact on BIPOC, and on the children and families that we serve in all aspects of their lives. Many families do not have the resources to adhere to the city and state social distancing dictates and to meet their basic needs.</p> <p>Starting in summer 2020, each month, JPD publicly reports on the demographics of the youth held in detention, as well as those on the JPD caseload, who are disproportionately BIPOC,</p>

VERSION 1

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
<p>Indigenous, Native American or American Indian</p>	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association 	<p>0.2%</p>	<ul style="list-style-type: none"> -institutional racism & the legacy of colonization -implicit & explicit bias -poverty -trauma -community violence -family violence -employment/educational opportunities -culturally competent services & health care -affordable housing -digital divide 	<p>through a racial equity lens that is focused on developing strategies to sustainably address pervasive racial disparities throughout the system.</p> <p>Established in December 2020, the Community Partnership & Strategies Coordinator will develop and implement multi-strategy action plan for fostering community engagement and feedback on JPD’s vision, values and operations, with a focus on engaging BIPOC, youth and families impacted by the youth justice system, and community-based organizations that serve them.</p> <p>Through a comprehensive forensic accounting analysis, JPD identified unspent juvenile justice grant revenue from prior years and through the leadership of Mayor Breed, reinvested \$7 million via the FY20/21 budget to the Department of Children Youth and their Families to augment support for African American-led justice organizations and justice organizations that serve a majority of African American participants.</p> <p>In December 2020, the Juvenile Probation Commission and the Controller’s Office approved the Department’s first ever Gift Card Policy, enabling JPD to provide gift cards as a form of direct justice reinvestment to current clients and their parents/guardians, who are disproportionately BIPOC, and disproportionately experience economic hardship.</p> <p>Prior to the approval of the official Department policy, in Summer 2020, JPD received approval for a temporary COVID-19 gift card policy to incentivize families to continue social distancing and provide capacity to obtain necessities and normalization resources. COVID-19 is having an enormous, disproportionate impact on BIPOC, and on the children and families that we serve in all aspects of their lives. Many families do not have the resources to adhere to the city and state social distancing dictates and to meet their basic needs.</p>

VERSION 1

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
				<p>Starting in summer 2020, each month, JPD publicly reports on the demographics of the youth held in detention, as well as those on the JPD caseload, who are disproportionately BIPOC, through a racial equity lens that is focused on developing strategies to sustainably address pervasive racial disparities throughout the system.</p> <p>Established in December 2020, the Community Partnership & Strategies Coordinator will develop and implement multi-strategy action plan for fostering community engagement and feedback on JPD’s vision, values and operations, with a focus on engaging BIPOC, youth and families impacted by the youth justice system, and community-based organizations that serve them.</p>
<p>Pacific Islander/Native Hawaiian; Samoan</p>	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association 	<p>3%</p>	<ul style="list-style-type: none"> -institutional racism -implicit & explicit bias -poverty -trauma -community violence -family violence -employment/educational opportunities -culturally competent services & health care -affordable housing -language access -immigration issues -digital divide 	<p>Through a comprehensive forensic accounting analysis, JPD identified unspent juvenile justice grant revenue from prior years and through the leadership of Mayor Breed, reinvested \$7 million via the FY20/21 budget to the Department of Children Youth and their Families to augment support for African American-led justice organizations and justice organizations that serve a majority of African American participants.</p> <p>In December 2020, the Juvenile Probation Commission and the Controller’s Office approved the Department’s first ever Gift Card Policy, enabling JPD to provide gift cards as a form of direct justice reinvestment to current clients and their parents/guardians, who are disproportionately BIPOC, and disproportionately experience economic hardship.</p> <p>Prior to the approval of the official Department policy, in Summer 2020, JPD received approval for a temporary COVID-19 gift card policy to incentivize families to continue social distancing and provide capacity to obtain necessities and normalization resources. COVID-19 is having an enormous, disproportionate impact on BIPOC, and on the children and families that we serve in all aspects of their lives. Many families</p>

VERSION 1

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
				<p>do not have the resources to adhere to the city and state social distancing dictates and to meet their basic needs.</p> <p>Starting in summer 2020, each month, JPD publicly reports on the demographics of the youth held in detention, as well as those on the JPD caseload, who are disproportionately BIPOC, through a racial equity lens that is focused on developing strategies to sustainably address pervasive racial disparities throughout the system.</p> <p>Established in December 2020, the Community Partnership & Strategies Coordinator will develop and implement multi-strategy action plan for fostering community engagement and feedback on JPD’s vision, values and operations, with a focus on engaging BIPOC, youth and families impacted by the youth justice system, and community-based organizations that serve them.</p>
<p>East Asian; Southeast Asian; South Asian/Indian</p>	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association 	<p>3%</p>	<ul style="list-style-type: none"> -institutional racism -implicit & explicit bias -poverty -employment/educational opportunities -culturally competent services & health care -affordable housing -language access -immigration issues -digital divide 	<p>Through a comprehensive forensic accounting analysis, JPD identified unspent juvenile justice grant revenue from prior years and through the leadership of Mayor Breed, reinvested \$7 million via the FY20/21 budget to the Department of Children Youth and their Families to augment support for African American-led justice organizations and justice organizations that serve a majority of African American participants.</p> <p>In December 2020, the Juvenile Probation Commission and the Controller’s Office approved the Department’s first ever Gift Card Policy, enabling JPD to provide gift cards as a form of direct justice reinvestment to current clients and their parents/guardians, who are disproportionately BIPOC, and disproportionately experience economic hardship.</p> <p>Prior to the approval of the official Department policy, in Summer 2020, JPD received approval for a temporary COVID-19 gift card policy to incentivize families to continue social distancing and provide capacity to obtain necessities and</p>

VERSION 1

POPULATION	STAKEHOLDER ENGAGEMENT	% OF BUDGET	CRITICAL ISSUES	ACCOMPLISHMENTS
Filipino/a/x	<ul style="list-style-type: none"> -Juvenile Advisory Council -Community Outreach -Youth and Family Outreach -Juvenile Justice Coordinating Council -Juvenile Justice Local Action Plan -Juvenile Probation Commission -Juvenile Justice Commission -Mayor’s Blue Ribbon Panel -Board of Supervisors Work Group to Close Juvenile Hall -Juvenile Justice Providers Association 	1%	<ul style="list-style-type: none"> -institutional racism -implicit & explicit bias -poverty -employment/educational opportunities -culturally competent services & health care -affordable housing -language access -immigration issues -digital divide 	<p>normalization resources. COVID-19 is having an enormous, disproportionate impact on BIPOC, and on the children and families that we serve in all aspects of their lives. Many families do not have the resources to adhere to the city and state social distancing dictates and to meet their basic needs.</p> <p>Starting in summer 2020, each month, JPD publicly reports on the demographics of the youth held in detention, as well as those on the JPD caseload, who are disproportionately BIPOC, through a racial equity lens that is focused on developing strategies to sustainably address pervasive racial disparities throughout the system.</p> <p>Established in December 2020, the Community Partnership & Strategies Coordinator will develop and implement multi-strategy action plan for fostering community engagement and feedback on JPD’s vision, values and operations, with a focus on engaging BIPOC, youth and families impacted by the youth justice system, and community-based organizations that serve them.</p> <p>Through a comprehensive forensic accounting analysis, JPD identified unspent juvenile justice grant revenue from prior years and through the leadership of Mayor Breed, reinvested \$7 million via the FY20/21 budget to the Department of Children Youth and their Families to augment support for African American-led justice organizations and justice organizations that serve a majority of African American participants.</p> <p>In December 2020, the Juvenile Probation Commission and the Controller’s Office approved the Department’s first ever Gift Card Policy, enabling JPD to provide gift cards as a form of direct justice reinvestment to current clients and their parents/guardians, who are disproportionately BIPOC, and disproportionately experience economic hardship.</p>

VERSION 1

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				<p>Prior to the approval of the official Department policy, in Summer 2020, JPD received approval for a temporary COVID-19 gift card policy to incentivize families to continue social distancing and provide capacity to obtain necessities and normalization resources. COVID-19 is having an enormous, disproportionate impact on BIPOC, and on the children and families that we serve in all aspects of their lives. Many families do not have the resources to adhere to the city and state social distancing dictates and to meet their basic needs.</p> <p>Starting in summer 2020, each month, JPD publicly reports on the demographics of the youth held in detention, as well as those on the JPD caseload, who are disproportionately BIPOC, through a racial equity lens that is focused on developing strategies to sustainably address pervasive racial disparities throughout the system.</p> <p>Established in December 2020, the Community Partnership & Strategies Coordinator will develop and implement multi-strategy action plan for fostering community engagement and feedback on JPD’s vision, values and operations, with a focus on engaging BIPOC, youth and families impacted by the youth justice system, and community-based organizations that serve them.</p>

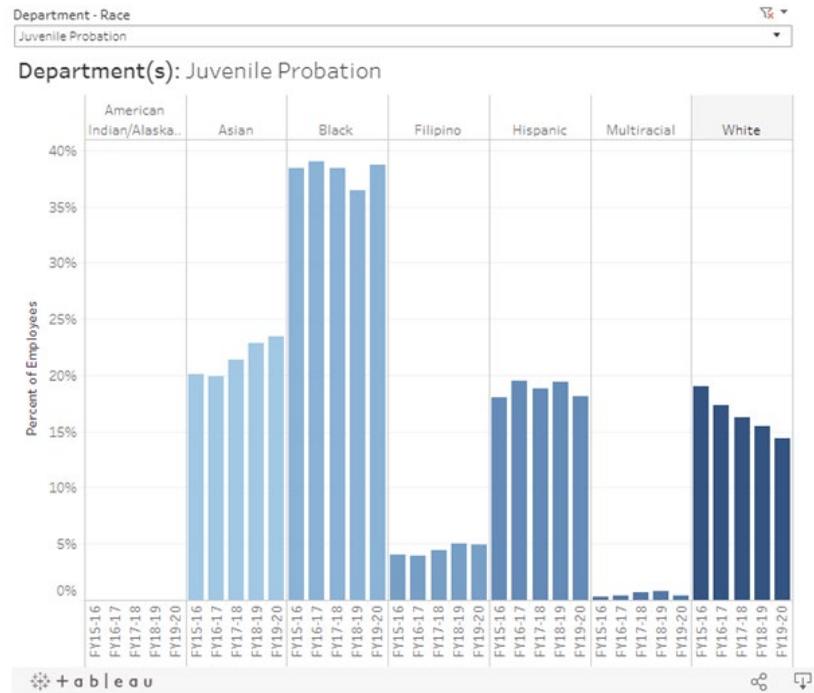
VERSION 1

APPENDIX B: CURRENT WORKFORCE DEMOGRAPHIC DATA

Note: The Office of Racial Equity worked with the SF Controller and Department of Human Resources to produce a report pursuant to its ordinance; [this report](#) was released on March 10, 2020 to Mayor London Breed and the SF Board of Supervisors. As a follow-up to the Phase I report publication, in Summer 2020 ORE will work with DHR, the Office of the Controller and City Departments on producing Phase II analysis. The Phase II report will provide a more granular review of the intersection of department-specific employment decisions and race as well as gender, namely for hiring, promotions, professional development, terminations, and compensation decisions for all City employees. *In the meantime, basic departmental workforce demographic data has been provided by DHR to departments.*

Race/Ethnicity and Department

To view at the department level, click on the "▼" button, deselect the "✓" for "(All)", select "✓" next to the department(s) you want to review and then click again on the "▼" button.



VERSION 1

APPENDIX C: RESULTS FROM DEPARTMENT ASSESSMENT AND EMPLOYEE SURVEY

Overview

As part of JPD's efforts to develop a Department Racial Equity Action Plan, the Internal-facing Racial Equity Work Group created an employee survey to gather information about staff perceptions of racial equity and JPD's hiring practices, promotions, discipline, compensation, professional development, and management practices. The anonymous Microsoft Forms web survey was sent via email to all JPD employees on October 5, 2020, allowed only one response per employee, and closed on November 1, 2020. The survey included 10 five-point Likert Scale survey questions: strongly agree, agree, don't know, disagree, strongly disagree.

Respondents

In total, 66 JPD staff members responded to the survey, roughly 33% percent of JPD's 200 employees. This sample is too small to generate statistically significant findings, however, the results are still meaningful and informative.

21% of respondents identified as African American (JPD staff: 40%); 17% as LatinX (JPD staff: 15%); 14% white (JPD staff: 16%); 14% Asian/Pacific Islander (JPD staff: 30%); 12% multi-racial; 8% other; and, 15% selected, "prefer not to state."

African American staff are underrepresented by 19 percentage points. Similarly, Asian staff are underrepresented by 16 percentage points. Some of this discrepancy may be due different categorization in the Human Resources data, and notably, 15% of survey respondents declined to state their race/ethnicity.

36% of respondents are from Probation Services (JPD staff 24%); 26% are from Juvenile Hall (JPD staff 53%); 20% are from Administration & Finance (JPD staff: 24%); and 18% were missing division information⁸. Probation Services is overrepresented in the survey, while Juvenile Hall and, to a lesser extent, Administration & Finance are underrepresented.

Questions

Q3. In your opinion, is the hiring process equal/fair for all that apply to JPD, regardless of race or ethnicity?

Q5. In your opinion, are promotions given out fairly to everyone at JPD, regardless of race or ethnicity?

Q7. In your opinion, is the discipline process at JPD equal for all employees, regardless of race or ethnicity?

Q9. Compared to my peers (based on education/experience), I am being compensated fairly.

Q11. All employees of the Juvenile Probation Department have equal access to training opportunities and professional development, regardless of race or ethnicity.

⁸ To address concerns about anonymity, one survey question regarding classification & division was changed to ask about division only. This change resulted in division data being lost for 12 previously submitted responses.

VERSION 1

Q13. As a whole, the San Francisco Juvenile Probation Department is making progress towards achieving racial equity.

Q15. JPD supervisors and managers hold all employees to the same workplace expectations and disciplinary standards, regardless of race or ethnicity.

Q17. The leadership and management at the San Francisco Juvenile Probation Department promote and implement a diverse and equitable work environment.

Q19. The leadership and management of JPD participate and support conversations about racial and social equity.

Q21. The leadership and management of JPD addresses racial disparities in departmental planning and strategies.

Responses

All ten questions elicited a range of favorable (agree or strongly agree) and unfavorable (disagree or strongly disagree) responses across racial and ethnic groups regarding racial equity at JPD, with particularly wide margins between respondents who identified as Black/African American and those who identified as white.

There was no question to which a majority (>50%) of Black/African American respondents expressed favorable perceptions of racial equity at JPD. Black/African American respondents expressed the highest favorability—50% agree or strongly agree—to two questions regarding making progress towards achieving racial equity and the leadership and management of JPD participating in and supporting conversations about racial and social equity. Just 7% of Black/African American respondents agreed or strongly agreed that the discipline process at JPD is equal for all employees, regardless of race or ethnicity.

A majority of respondents who identified as Asian/Pacific Islander responded favorably to six of the ten questions. Asian/Pacific Islander respondents expressed the highest favorability—100% agree or strongly agree—to the question regarding the leadership and management of JPD participating in and supporting conversations about racial and social equity. Similar to Black/African American respondents, the question regarding the discipline process elicited the lowest favorability rate (33% agreed or strongly agreed) among Asian/Pacific Islander respondents.

A majority of respondents who identified as LatinX/Hispanic responded favorably to five of the ten questions. LatinX/Hispanic respondents expressed the highest favorability—73% agree or strongly agree—to the question regarding the hiring process. Two questions elicited an 18% favorability rate among LatinX/Hispanic respondents: the question regarding the discipline process and the question regarding the leadership and management of JPD addressing racial disparities in departmental planning and strategies.

A majority of respondents who identified as multi-racial responded favorably to four of the ten questions. Multi-racial respondents expressed the highest favorability—88% agree or strongly agree—to the question regarding equal access to training opportunities and professional development. Once again, the question regarding the discipline process elicited the lowest favorability rate (26% agreed or strongly agreed) among this group of respondents.

White respondents were the only group for which a majority expressed favorable perceptions of racial equity at JPD for all ten questions. White respondents expressed the highest favorability (100%) to the question regarding equal access to training opportunities and professional development, and the lowest (56%) to the question regarding the discipline process.

There were two areas where a majority within each group, except white respondents, expressed unfavorable views: promotions and discipline. Across the entire Department, these areas had the lowest favorability ratings out of 10 questions (promotions: 32% agree or strongly agree; discipline: 25% agree or strongly agree).

VERSION 1

There were also two areas where a majority within each group, except Black/African American respondents, expressed favorable views: hiring and training. Across the entire Department, 56% of responses were favorable regarding hiring, and 65% were favorable regarding training. In response to the question regarding the leadership and management of JPD participating in and supporting conversations about racial and social equity, 65% were also favorable.

The survey also revealed disparate experiences of racial equity across Divisions, with the Administration & Finance Division expressing more favorability than Probation Services for 8 out of 10 questions, and Probation Services expressing greater favorability than Juvenile Hall for all but 1 question. There was no question to which a majority (>50%) of Juvenile Hall staff expressed favorable perceptions of racial equity at JPD. These disparities were most concentrated in regard to racial equity and promotions – with 77% of Juvenile Hall staff stating that they disagreed or strongly disagreed that promotions given out fairly to everyone at JPD, regardless of race or ethnicity, as compared to 42% in Probation Services, and 0% in the Administration & Finance Division.