



JUVENILE PROBATION COMMISSION ANNUAL RETREAT MEETING MINUTES

Date/Time: October 18, 2024 from 10:00 am – 4:00 pm

Location: Port of San Francisco, 1 Embarcadero, Rm. Bayside 2-4pm (in person)

Commissioners:

Margaret Brodtkin, President
Johanna Lacoé
Allison Magee
Linda Martley-Jordan (*came after roll call*)

Toye Moses
Manuel Rodriguez
James Spingola

JVPD = Juvenile Probation Department
JVPC = Juvenile Probation Commission

Commission Secretary: Nicole Codling

Retreat Facilitators & Notetakers: Oksana Shcherba, Heather Littleton (City Performance, Controller's Office)

Commissioners discussed the following **potential next steps** that should be further discussed in future Commission or Committee meetings:

- Reviewing individual sticky notes from the Activity in Agenda Item #6a-b
- Formally adopting Commission goals (that could include additional goals and performance measurement language)
- Identifying program performance measurement indicators (that are available and/or missing) and tying them to goals
- Governance Committee to look at Commission structure opportunities (e.g., right number or length of committee meetings, balanced with Department staff time)
- Voting on some of the above by the December 2024 Commission meeting
- Commissioners were interested in a detailed breakdown of staff who participated in the staff racial equity survey, including how many responded and what the "other" category represented.
- Commissioners also recommended agendizing topics around the Department's racial equity plan at future commission meeting in addition to CalAIM funding opportunities.
- Other: Create a newsletter with monthly updates

ID	TOPIC	NOTES (<i>Agenda items with no notes are in blue rows and those with notes are in grey rows</i>)
1a	Retreat Welcome, Introductions, and Warm Up	<p>Content: Roll call, retreat welcome, agenda overview, and warm-up activity</p> <p>Led By: Commission President Margaret Brodtkin, Nicole Codling, and Controller’s Office</p>
1b	Retreat Welcome, Introductions, and Warm Up: Public Comment on Items Not on the Agenda	The Commission Secretary opened public comment, but no members of the public were present at the meeting.
2a	Racial Equity Plan and Framework: Department Presentation	<p>Content: Presentation on JVPD’s updated Racial Equity Action Plan, Racial Equity Framework, and RISE case study</p> <p>Led by: Chief Katherine Miller and Naomi Wright, JVPD DEI Manager</p>
2b	Racial Equity Plan and Framework: Commission Discussion	<p>Content: Facilitated Q & A on agenda topic 2a</p> <p>Led by: Commission President Margaret Brodtkin, Controller’s Office</p>
2a-2b NOTES		<ul style="list-style-type: none"> • Naomi Wright, JPD’s Diversity Equity and Inclusion Manager, led a presentation on ways in which the Department is promoting racial equity and cultural competence at JPD. She also shared a racial equity framework that the Department is applying to its programs. • Commissioners were also interested in how microaggressions were defined and were curious about workplace-specific examples. Another commissioner asked whether staff had reported on macro aggressions, to which JPD mentioned that there is an open, anonymous question box where staff can self-report on this. • Naomi reported that JPD staff want more opportunities to get together in community (e.g., affinity groups) and a framework for how to talk about race. • Commissioners added that the guidance for boards and commission in the racial equity plan could be a menu of options for the JVPC to explore and implement. • Following Naomi’s presentation, Chief Katherine Miller shared how JPD is applying their racial equity framework to current and new programming, including JPD’s RISE Behavior Development Model. • Specifically related to the RISE Behavior Development Model, Commissioners recommended that youth be consulted on new programming and were curious whether the Department adequately communicated the supporting reasons for the change. JPD staff affirmed they included youth in their communications.

ID	TOPIC	NOTES (<i>Agenda items with no notes are in blue rows and those with notes are in grey rows</i>)
		<ul style="list-style-type: none"> Chief Miller clarified that the current population JPD serves is different than what it was ten years ago, with youth now having much higher risks with more complexity. Commissioners and staff mentioned an interest in looking at recidivism across the justice system to identify for what types of offenses youth are getting re-arrested to see if that can fill in some data gaps.
2c	Racial Equity Plan and Framework: Public Comment Racial Equity Plan and Framework: Public Comment	The Commission Secretary opened public comment, but no members of the public were present at the meeting.
3	BREAK: Commissioners took a five-minute break.	
4a	Department Vision & Priorities for the Future: Chief's Presentation	Content: Presentation on JVPD's vision, FY25 strategic objectives and key initiatives Led by: Chief Katherine Miller
4b	Department Vision & Priorities for the Future: Commission Discussion	Content: Facilitated Q & A on agenda topic 4a Led by: Commission President Margaret Brodtkin, Controller's Office
4a-4b NOTES		<ul style="list-style-type: none"> Chief Katherine Miller presented her vision and priorities for the Department. Commissioners weighed in on the vision and generally agreed on the Department's high level Fiscal Year (FY) 2025 priorities. A Commissioner noted that they liked the overlay of Department goals to the Commission's. Commissioners mentioned other considerations related to JPD's priorities, stating that the Department will need to consider the following: <ul style="list-style-type: none"> New or changing Re-Entry needs because of the Division of Juvenile Justice (DJJ) Realignment. JPD will need to plan for youth re-entry back in community through housing or other supports, juvenile justice realignment, and other changes like Prop 57 (older adults who were sentenced as juveniles). These are interconnected and impact the population that JPD serves. Data is limited since Realignment.

ID	TOPIC	NOTES (<i>Agenda items with no notes are in blue rows and those with notes are in grey rows</i>)
		<ul style="list-style-type: none"> ○ JPD supports more young adults in their choices once they're no longer clients. Some young adults have wanted to go home, some have wanted to live independently and/or go to school, and the Department has assisted with tuition payments. ○ How budget and resourcing constraints impact Department administration and operations. JPD stated that these constraints can push back timelines and lead to limited administrative capacity; flexibility is needed as they pursue and balance intertwining priorities and initiatives. ○ JPD staff reiterated that hiring at the Hall is a challenge, with staff reporting burnout; a Commissioner mentioned recruiting staff for a job that requires going into a physical space will be hard in a post-COVID, remote/ hybrid environment. ○ Commissioners mentioned tapping into new funding opportunities like CalAIM to leverage Medi-Cal funding for JPD operations, particularly in light of the budget deficit. CalAIM has requirements for youth in custody and has impacts on youth in community and going through re-entry. Adult probation is closer to flipping the switch than juvenile probation. This may be discussed at future Commission meetings.
4c	Vision & Priorities for the Future: Public Comment	The Commission Secretary opened public comment, but no members of the public were present at the meeting.
5	LUNCH & Team building	Commissioners broke for lunch and participated in a facilitated activity on dominant work styles and how these working styles may impact how they operate on a commission.
6a	Having the Most Impact as a Commission: Presentation and Comments from Ed Harrington, former SF Controller	<p>Content: Presentation on the role and best practices of commissions</p> <p>Led by: Former Controller Ed Harrington</p>
6b	Having the Most Impact as a Commission: Commission Discussion & Activity	<p>Content: Facilitated Q & A on 6a followed by activity on what JVPC should do to be an effective commission</p> <p>Led by: Commission President Margaret Brodtkin, Controller's Office</p>

ID	TOPIC	NOTES (<i>Agenda items with no notes are in blue rows and those with notes are in grey rows</i>)
6a-6b	Notes	<ul style="list-style-type: none"> • Commission President Brodtkin welcomed and introduced Ed Harrington, former San Francisco Controller and PUC Director, went through his various roles in City government including his recent work on Commissions and SPUR Good Government Task Force Member. • Ed Harrington, former San Francisco Controller and PUC Director, presented on the duties and roles of commissions, what makes them effective, and how JVPC might leverage its mandate; he solicited questions from the Commission on what JVPC could do differently. • A Commissioner asked which commissions have been most effective, and Ed Harrington noted a couple of examples, reiterating that JVPC is one of the commissions that has decision-making authority as opposed to being advisory, per the SF Charter. • Like other governance commissions, JVPC can have impact and exerts its influence in the following ways: <ul style="list-style-type: none"> ○ Influence department head staffing. Ask for annual evaluations of the Department head and provide input on a Department’s annual report to hold department leadership accountable. ○ Develop and review policy and offer recommended changes; policies can endure for a long time if there’s turnover at the department and staff aren’t aware of why current policies exist or their initial intent. Historically, JVPC has not voted on policies. ○ Influencing Department leadership by developing alliances, collaborating on focus areas, having the Department staff respond to its priorities in meetings. ○ “Be supportive but not a rubber stamp” by offerings checks and balances and accountability. ○ Monitor whether the department is meeting its goals and performance measures. All measures are tied to goals but not all goals have measures. There is an opportunity to change performance measures and focus on the most important ones, with youth outcomes the key overarching measure. <p>Elevate department issues to the mayor; it’s important to consider that department heads might align closer with their commission on vision than with the mayor (and vice-versa). Also important to consider that the Mayor is elected and accountable to the citizenry, and Commissioners are not.</p> <ul style="list-style-type: none"> ○ Vote on department budget; City Attorney said budget can still be submitted without commission approval but should probably be transparent if there was no vote for approval. ○ Weigh in on the Department’s Annual Report and noting the Commission’s approval and/or inserting their own text, increasing “collective ownership of these key public-facing reports and products, and/or submitting the Commission’s own annual report.

ID TOPIC

NOTES (Agenda items with no notes are in blue rows and those with notes are in grey rows)

- **Field community input to ensure diverse perspectives are heard** in front of the Commission and Department staff

The Commission can:

- 1.) respond directly to public comment if the comment is related to an agenda item agenda
- 2.) say the item may be agendaized in the future
- 3.) hold more meetings in community spaces instead of City Hall

- Considering commissions are subject to political changes, a Commissioner suggested codifying department goals and policies so that they survive changing mayoral policies and priorities and resulting potential staffing changes to department leadership and/or its oversight commission.
- A Commissioner generally expressed that JPD leadership has appropriately solicited JVPC input and incorporated commissioners' and community feedback.

After the presentation, facilitators from the Controller's Office, Heather Littleton and Oksana Shcherba, led the Commission in a discussion and brainstorm. They discussed what the Commission should do less of or stop doing, what it would like to do more of or has done well, and what new ideas it would like to implement based on the best practices mentioned in Ed Harrington's presentation. Below are their suggested ideas:

After the presentation, facilitators from the Controller's Office, Heather Littleton and Oksana Shcherba, led the Commission in a discussion and brainstorm. They discussed what the Commission should do less of or stop doing, what it would like to do more of or has done well, and what new ideas it would like to implement based on the best practices mentioned in Ed Harrington's presentation. Below are their suggested ideas:

Commissioners stated that they would like to **do less of or stop** doing the following:

- Skipping over or not reviewing data reports
- Going over agenda time
- Taking an adversarial tone in meetings which can impact public comment and Department staff; take on a more collaborative approach while maintaining open line of questioning
- Talking too much instead of taking action. To note, other Commissioners responded to this comment by clarifying that a commission isn't boots on the ground, but rather ensures accountability that appropriate actions are being or have been taken, such as elevating concerns to political leadership, and closing the loop.

Commissioners stated that they would like to **do more of or have done well** with the following:

- Identifying important items for the agenda and using public comment as a brain trust for identifying agenda items to add

ID	TOPIC	NOTES (<i>Agenda items with no notes are in blue rows and those with notes are in grey rows</i>)
		<ul style="list-style-type: none"> • Diving deep into data • Building a cohesive and respectful culture as a body • Partnering with the Chief of the Department • Conducting meetings in the community; this resonated with multiple Commissioners • Advocating for cross-agency solutions • Rethinking Community Assessment and Referral Center (CARC) role and support of JPD in restructure <p>Commissioners stated that they would like to implement the following new ideas:</p> <ul style="list-style-type: none"> • Implementing administrative changes, including starting meetings with reminders of goals, sticking to the agenda • Revisit role of commissions to best use Department staff time • Formalizing and codifying goals as policy, reviewing goals regularly, and ensuring alignment of performance measures with goals; goals could include reducing use of probation • Making efficient use of JPD staff time • Doing more community outreach, including promoting meetings to all of the City, inviting young people in custody to attend meetings • Improving community response, including responding to public comment, when appropriate • Create a newsletter with monthly updates
6c	Having the Most Impact as a Commission: Public Comment	The Commission Secretary opened public comment, but no members of the public were present at the meeting.
7a	JVPC Vision and FY25 Priorities: Activity and Discussion	<p>Content: Three-part activity to get clarity on JVPC overarching vision and discuss the right “altitude” for JVPC and how this translates to goal-setting. Following this, will itemize FY25 priorities, which will be finalized in future committee/commission meetings</p> <p>Led by: Controller’s Office</p>
7a Notes		<p>JVPC Vision and FY25 Priorities: Facilitated Activity and Discussion</p> <p>Facilitators from the Controller’s Office led the Commissioners through three facilitated flipchart activities to:</p> <ol style="list-style-type: none"> 1) brainstorm key words that home in on their <i>Commission-focused vision</i> 2) discuss relevancy of the Commission’s FY 2023 <u>goals</u> 3) create a draft list of Commission’s <u>priorities</u> for FY 2025 <p><u>Activity #1</u></p> <p>The Controller’s Office offered the below possible definition of vision, to differentiate between vision, goals, and priorities.</p>

ID TOPIC

NOTES (*Agenda items with no notes are in blue rows and those with notes are in grey rows*)

“Vision” is defined here as a declaration of long-terms goals and aspiration for the future. It’s a formal way to communicate commitments and goals. It can inspire staff or (commissioners) by providing a sense of purpose and direction.

Commissioners noted that the following key words as part of their vision:

- Value-add (to the Department)
- Dedication and commitment
- Transparency
- Equity
- Accountability
- Aspirational/transformational/inspirational
- Being a space for creative, collaborative move forward in justice for youth

Activity #2

The Controller’s Office offered the below possible definition of goals, to differentiate between vision, goals, and priorities.

“Goals” are defined as specific aims (the what) to achieve a vision. They can be strategic, broad, and future focused or tactical and shorter term.

Commissioners broke into small groups and answered the below questions (noted in blue):

1) Are the JVPC’s FY23 goals still relevant? Why or why not?

Commissioners noted that FY23 goals are relevant in terms of content (and given Ed Harrington’s presentation) but noted that they should have additional separate, Commission-focused (e.g., diversion or Log Cabin-specific goals) and Commission-function-oriented goals.

This speaks to the overarching challenging Commissioners identified when finding the right “altitude” (e.g., not focusing on day-to-day operations) for how JVPC should function.

2) Is it good to be aligned with Dept goals or should goals be different (e.g., more overarching)?

Commissioners stated that it’s good if the Commission and the Department are aligned, but they should remain flexible, and some of this is dependent on the current administration’s reform orientation.

3) What are potential opportunities to change/rethink our goals? (should they be more policy-oriented, oversight oriented)?

Some Commissioners in this group wanted to keep the goals as integrated by Chief Miller which incorporate both Department and Commission input (slide 50 of the PowerPoint) while other Commissioners noted the need for additional Commission-focused goals.

ID	TOPIC	NOTES (<i>Agenda items with no notes are in blue rows and those with notes are in grey rows</i>)
		<p><u>Activity #3</u></p> <p>The Controller’s Office offered the below possible definition of priorities, to differentiate between vision, goals, and priorities</p> <div data-bbox="604 367 1843 427" style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p>“Priorities” are defined as things to focus on now. Goals are broken down into priorities and priorities are broken down into tasks.</p> </div> <p>Commissioners had a group discussion on draft priorities for FY 2025 and beyond.</p> <ul style="list-style-type: none"> • Codify and endorse Department goals and add Commission-focused goals • Develop strategic performance measures that are missing or need input • Monitor implementation of new Community Assessment and Referral Center (CARC) JSCC model • Consider more opportunities to advance programs and services for girls • Plan for more opportunities for enhanced language access at public meetings; this relates to more resources for and cultural competence around anti-Latino bias • Continue to focus on research-backed diversion programs • Conduct more outreach to community
7b	<p>FY25 JVPC Commission Goals/Meeting Actions: Public Comment</p>	<p>The Commission Secretary opened public comment, but no members of the public were present at the meeting.</p>
8	<p>Closing</p>	<p>Led by: Commission President Margaret Brodtkin</p>