



Proposed Performance Measures FY 23 – 24

For Controller's Office *Annual Performance Results* and
Mayor's *Budget Book*

San Francisco Juvenile Probation Department

December 13, 2023

Agenda

- **Introduction**

- Purpose of performance measures
- Issues with current performance measures
- Proposed changes

- **Overview of Each Performance Measure**

- How it's measured
- Background & Context

Current Performance Measures

- **Used in:**
 - Controller’s Office Annual Performance Report
 - Mayor’s Budget Book
- **Purpose:**
 - Make transparent, data-driven decisions
 - Align programming with resources for greater efficiency and impact
 - Target may be a projection or goal, depending on whether department has control over results
- **Issues:**
 - Not updated in 5+ years
 - Not aligned with goals established by Juvenile Probation Commission in 2022
 - Not most effective measures of department performance

Controller’s Office Annual Performance Report (FY 22)

| JUVENILE PROBATION | | | | | | |
|---|-----------|-----------|-----------|-----------|-------------|-------------|
| Fiscal Year | 2019-2020 | 2020-2021 | 2021-2022 | | 2022-2023 | 2023-2024 |
| Goal | Actual | Actual | Actual | Target | Target | Target |
| Provide a safe and secure environment for staff and detainees | | | | | | |
| Juvenile hall population | 20 | 13 | 14 | 24 | 30 | 30 |
| Percent of Juvenile Justice Center youth grievances processed within two business days after filing | 100% | 100% | 100% | 100% | 100% | 100% |
| Reduce overtime expenditures in the entire department | | | | | | |
| Annual overtime expenditures | \$921,422 | \$770,018 | \$942,037 | \$500,000 | \$1,000,000 | \$1,000,000 |
| Number of overtime hours incurred across the department | 14,284 | 17,619 | 20,735 | 7,500 | 15,000 | 15,000 |
| Reduce repeat offenders | | | | | | |
| Percent of youth on wardship probation who incur a sustained finding for a new law violation | 21% | 9.0% | 17% | 15% | 10% | 10% |
| Successful Completion of Probation | | | | | | |
| Average length of stay (in days) from disposition to placement of youth in juvenile hall awaiting out of home placement | 23 | 22 | 26 | 7.0 | 7.0 | 7.0 |
| Percent of youth on informal probation (WIC 654.2) who incur a sustained finding for a new law violation within 6 months of starting informal probation | 0.0% | 7.0% | 6.0% | 0.0% | N/A | N/A |

Proposed Changes

| Status | Performance Measure | Reason |
|----------------------|---|--|
| Remove (4) | Overtime Expenditures | Not meaningful measure of performance and not understandable for the public |
| | Total Overtime Hours | |
| | JJC Youth Grievance Processing | Not useful, as it's always 100% |
| | Youth Probation Violations | Not best measure of effectiveness/ community safety |
| Keep (2) | Average Length of Stay | |
| | Juvenile Hall Population | |
| Add (5) | Percent of JJC population that is committed | Important to capture changing composition of JJC population |
| | Juvenile Misdemeanor Diversion | Tracking progress towards goal of 100% diversion |
| | Youth Connection to Programs | Connection to enriching and responsive programming is foundational to diverting youth away from system involvement |
| | Youth Recidivism | Important measure of effectiveness/ community safety |
| | Average Caseload per Case Carrying Staff | Important for right-sizing JPD |

New Performance Measures

Operational Areas and Goals

| JPC and JPD Goals | Performance Measure | Type | Status | Operational Area |
|--|---|------------|----------|-------------------------------|
| Reimagine how the City addresses juvenile crime and delinquency | Average Daily Juvenile Justice Center Population | Projection | Kept | Detention and Commitments |
| | Length of Stay in Juvenile Hall | Goal | | Detention and Commitments |
| | Youth Recidivism | Goal | New | Youth Engagement and Outcomes |
| Prioritize diversion and connection to appropriate services and responses at every stage of the youth's contact with JPD | Juvenile Misdemeanor Diversion | Goal | | Diversion |
| | Youth Connection to Programs | Goal | | Youth Engagement and Outcomes |
| Advance the goals of the City and DJJ Realignment Subcommittee | Commitments as a Percentage of the Average Daily Juvenile Justice Center Population | Projection | | Detention and Commitments |
| Equitably right-size and operate the Juvenile Probation Department | Average Caseload per Case Carrying Staff | Goal | Staffing | |

Performance Measures

Overview

Average Daily Juvenile Justice Center Population

Goal: Reimagine how the City addresses juvenile crime and delinquency

- **Target** (Projection updated annually):
 - 26 youth
- **Example:**
 - Mid-Year: 18 youth
 - Full-Year: 21 youth
- **Definition:**
 - Includes youth detained in Juvenile Hall
 - Includes youth committed to Juvenile Hall
 - Includes youth committed to SYTF
- **Background & Context:**
 - San Francisco has one of the lowest juvenile incarceration rates of any county in California

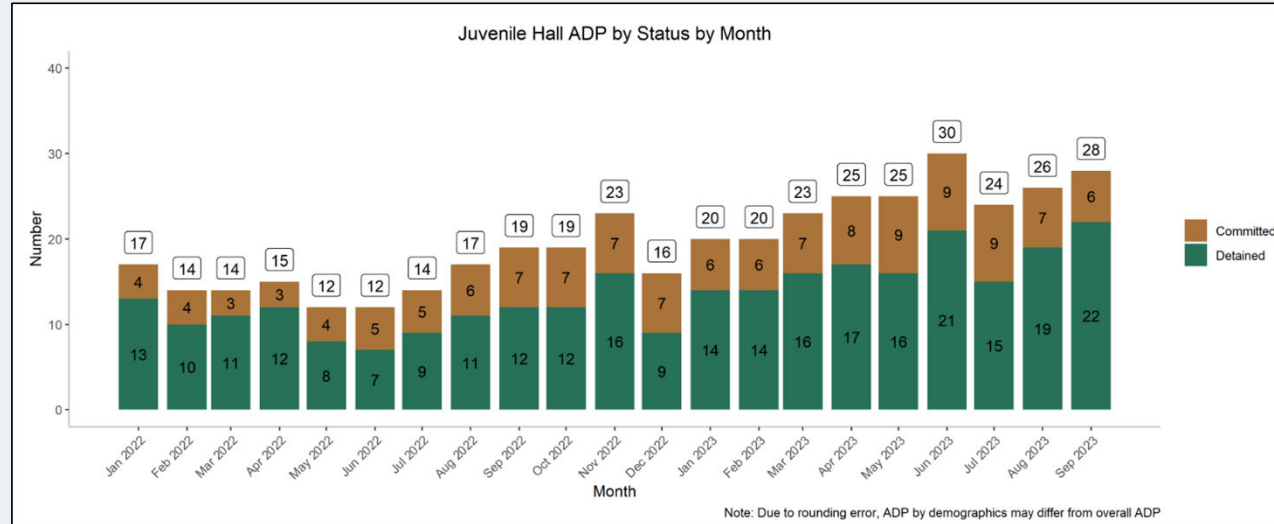
Juvenile Incarceration Rates by California County

| County | ADP (2022) | Total Youth Population (2022) | Incarceration Rate (X per 100,000) |
|----------------------|------------|-------------------------------|------------------------------------|
| Solano | 25 | 97,378 | 26 |
| San Diego | 163 | 678,175 | 24 |
| Contra Costa | 59 | 251,062 | 24 |
| Los Angeles | 445 | 1,983,112 | 22 |
| Santa Clara | 81 | 379,802 | 21 |
| Alameda | 67 | 317,654 | 21 |
| Sonoma | 18 | 90,256 | 20 |
| San Francisco | 18 | 110,756 | 16 |
| San Mateo | 21 | 140,732 | 15 |
| Yolo | 6 | 43,312 | 14 |

Commitments as a Percentage of the Average Daily Juvenile Justice Center Population

Goal: Advance the goals of the City and DJJ Realignment Subcommittee

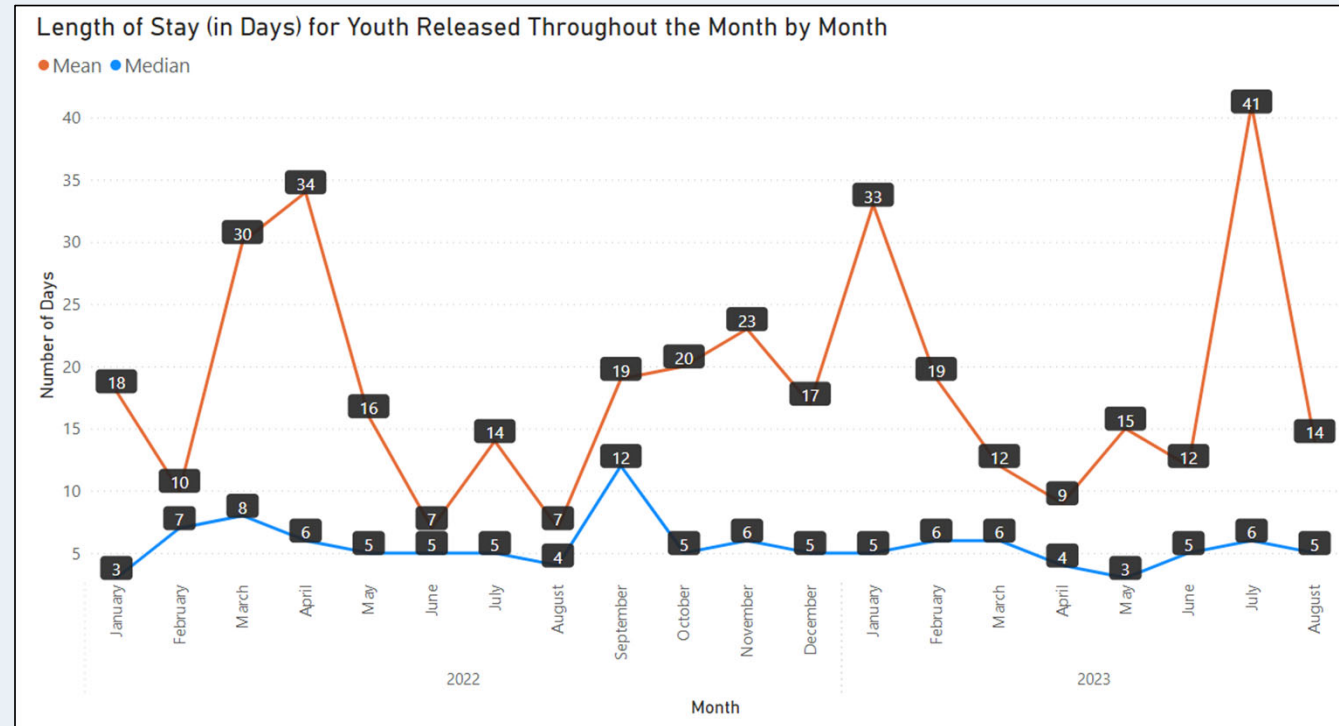
- **Target** (Projection based on historical data):
 - 33%
- **Example:**
 - Mid-Year: 35%
 - Full-Year: 32%
- **Definition:**
 - Percent of the Juvenile Justice Center's Average Daily Population that are committed to Juvenile Hall or the Secure Youth Treatment Facility
- **Background & Context:**
 - New responsibility from the state to house youth long-term impacts youth, staffing, and resources. Important to distinguish between detained and committed youth.



Length of Stay in Juvenile Hall: Percent of detained youth released within 5 days

Goal: Reimagine how the City addresses juvenile crime and delinquency

- **Target (Goal):**
 - $\geq 50\%$
- **Example:**
 - Mid-Year: 50%
 - Full-Year: 51%
- **Definition:**
 - Percent of detained youth released from Juvenile Hall within 5 days of admission
 - Excludes committed youth
- **Context/Background:**
 - JPD has developed detention alternatives:
 - Intensive services foster care pilot program
 - Boys' Home



Juvenile Misdemeanor Diversion: Percent of eligible misdemeanors diverted from prosecution

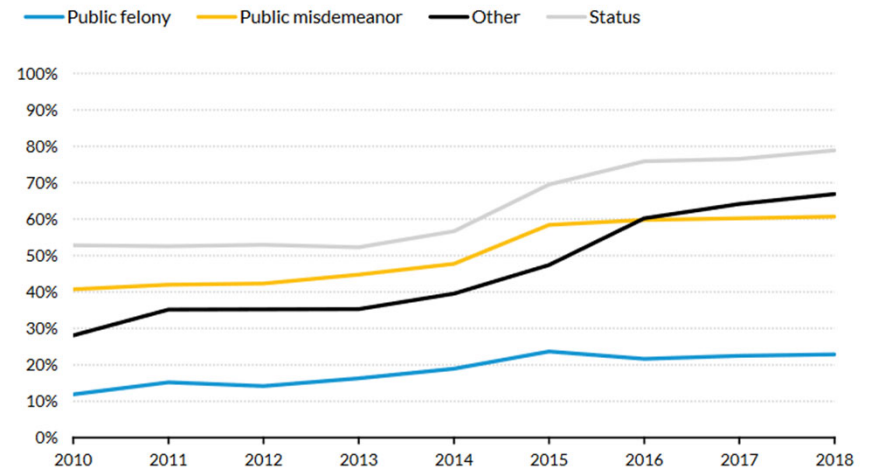
Goal: Prioritize diversion and connection to appropriate services and responses at every stage

- **Target (Goal):**
 - 100%
- **Example:**
 - Full-Year: 85%
 - Data only available as of March 2023
- **Definition:**
 - Percent of **eligible** juvenile misdemeanor citations diverted from prosecution
 - Only includes referrals **eligible** for diversion
 - Excludes out of county citations
 - Excludes all traffic offenses, as they are referred to traffic court; WIC 707(b)/youth 14 or older
 - In the future, counsel and close will be counted as diversion
- **Background & Context:**
 - Kentucky, a leader in diversion, had a misdemeanor diversion rate of 60% between 2015 and 2018

FIGURE 7

Diversion Agreements Increased for all Nondismissed Complaint Types, Particularly Status Complaints

Proportion of nondismissed complaints with diversion agreements



URBAN INSTITUTE

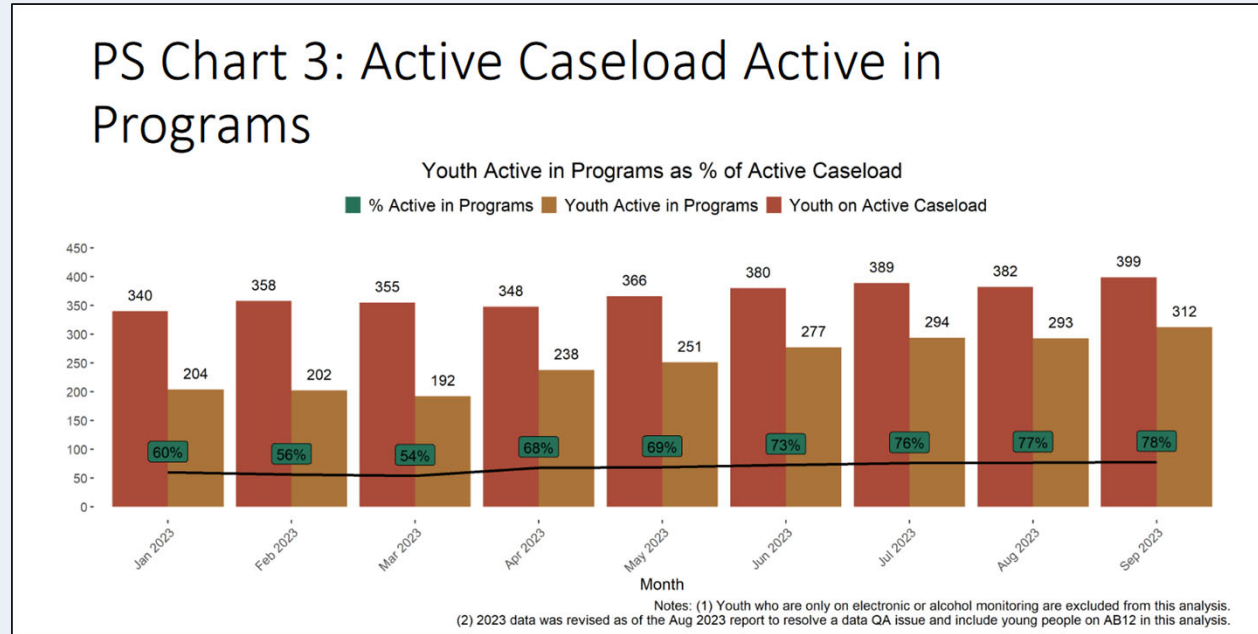
Source: Urban analysis of Administrative Office of the Courts data.

Note: "Other" includes public violations, violations of local ordinances, and "unknown."

Youth Connection to Programs

Goal: Prioritize diversion and connection to appropriate services and responses at every stage

- **Target (Goal):**
 - 100%
- **Example:**
 - Mid-Year: 57%
 - Full-Year: 62%
- **Definition:**
 - Percent of youth on the JPD caseload who are in community-based and/or public programs
- **Context/Background:**
 - Access to enriching and responsive programming, positive activities, and training is foundational in diverting youth and TAY/A away from system-involvement



Youth Recidivism

Goal: Reimagine how the City addresses juvenile crime and delinquency

- **Target (Goal):**
 - ≤ 20%
- **Example:**
 - Mid-Year: 20%
 - Full-Year: 19%
- **Definition:**
 - Percent of youth who recidivate (youth with a sustained petition who have a subsequent sustained petition in a 2-year period)
 - Does not include involvement in the adult system
 - Does not include other counties
- **Background & Context:**
 - Each jurisdiction measures recidivism differently
 - Some define as re-arrest, return to custody, re-conviction, or re-incarceration
 - Some use 1-, 2-, or 3-year follow-up periods
 - Many include adult system involvement

| Components used in recidivism calculations that include all youths who have left secure care | Number of jurisdictions that reported recidivism rate using component | Average recidivism rate |
|--|---|-------------------------|
| Tracking periods | | |
| 12 month tracking period | 5 | 21.7 |
| 24 month tracking period | 4 | 35.7 |
| Recidivating act | | |
| Arrest only | 1 | 58 |
| Adjudication only | 3 | 27.8 |
| Commitment to juvenile and/or adult services | 4 | 22.3 |
| Commitment to youth services only | 2 | 13.0 |

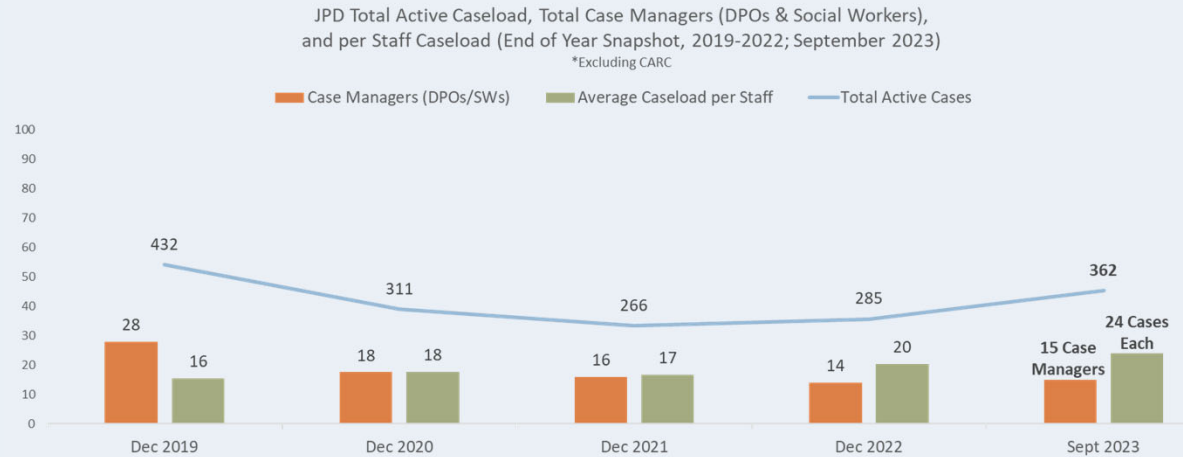
Source: CJCA Yearbook 2009

Source: A CJCA White Paper; Harris, Lockwood, and Mengers "Defining and Measuring Recidivism" (2009)

Average Caseload per Case Carrying Staff

Goal: Equitably right-size and operate the Juvenile Probation Department

- **Target (Goal):**
 - ≤ 20 youth per staff caseload
- **Example:**
 - Mid-Year: 20 youth per staff caseload
 - Full-Year: 21 youth per staff caseload
- **Definition:**
 - Includes Deputy Probation Officers and Social Workers
 - Excludes cases diverted to CARC at arrest
- **Context/Background:**
 - Limited data on ideal juvenile probation officer caseloads
 - Target is based on current mandates and understanding of best practices for engaging and supporting young people and their families.



New Performance Measures

Summary of Targets & Examples

| # | Performance Measure | Example (FY 22 – 23) | | | |
|---|---|----------------------|------------|----------|-----------|
| | | Target | Type | Mid-Year | Full-Year |
| 1 | Average Daily Juvenile Justice Center Population | 26 | Projection | 18 | 21 |
| 2 | Commitments as a Percentage of the Average Daily Juvenile Justice Center Population | 33% | Projection | 35% | 32% |
| 3 | Length of Stay in Juvenile Hall (% of youth released from JH within 5 days) | ≥ 50% | Goal | 50% | 51% |
| 4 | Juvenile Misdemeanor Diversion | 100% | Goal | N/A* | 85%* |
| 5 | Youth Connection to Programs | 100% | Goal | 57% | 62% |
| 6 | Youth Recidivism | ≤ 20% | Goal | 20% | 19% |
| 7 | Average Caseload per Case Carrying Staff | ≤ 20 | Goal | 20 | 21 |

Questions?