

**Departmental Racial Equity Progress Report**  
Annual Report for 2021

Part A

**Department name:** Juvenile Probation Department

**Date:** May 2, 2022

***Reflections from Department Leadership***

**What specific racial inequities and disparities within your department are you focused on addressing in 2022?**

Through conversations with the Department's Racial Equity Work Group and Racial Equity Leaders, the area that has been uplifted by staff as where they want to prioritize progress is *Organizational Culture of Inclusion and Belonging*. As one staff put it, "I do not want to check boxes, I want to feel different." While our Human Resources team has made significant progress implementing changes related to recruitment, hiring, and promotion in 2021, those domains may not necessarily be what staff think of when they reflect on their day-to-day experiences and how those shape their perceptions of how inclusive and equitable their workplace is.

In 2022, I am focused on engendering meaningful cultural change through the hiring of a Racial Equity Manager to lead REAP implementation and implementing training and cross racial dialogue facilitation to reckon, repair, and build trust across the organization. I believe that our internal racial equity work needs to mirror our external justice system work in several ways:

- **By recognizing the time that it takes to shift decades of inequity:** While we have implemented several changes to policies and practices over the past year, this is only the first step. Addressing decades of racial inequity and bias and repairing harm involves learning, trust-building, and honest dialogue before healing can begin to take place. Achieving true culture transformation is going to be a lengthy and non-linear process. However, patience should be coupled with persistence and measuring of progress along the way. One task that we hope to achieve with the assistance with our new Racial Equity Manager is fine-tuning our goals to be SMART (specific, measurable, achievable, relevant, and time-bound) so we can ensure that we are making adequate progress.
- **By recognizing the necessity of intentional investment/resources to support policy and behavior changes:** Progress on Phase 1 REAP implementation of sections that reflect day-to-day work culture was not as extensive as we had planned. This was a lesson learned that the Department needs to dedicate resources specific to racial equity in order to

advance this work. As long as staff are doing this work on a voluntary basis in addition to their job responsibilities, meaningful progress will not be made. In addition to hiring for the Racial Equity Manager, the Department will also begin the process for obtaining services for training and facilitation. Further, as we continue to right-size the Department, advancing racial equity through supporting REAP implementation will be considered a portion of people's work and that will factor into staffing decisions.

- **By embracing an evolving understanding of the ways that racial inequity and bias have been woven into the fabric of our systems and the resulting impacts on individual and organizational well-being:** Beyond the harmful effect that an inequitable workplace culture has on BIPOC staff, there is also the impact that the work itself can have – particularly when our work is a reflection of systemic inequality. Our staff is 84% staff of color serving an active caseload and juvenile hall population that is overwhelmingly young people of color. Black youth specifically account for 6% of the City's youth population, but typically account for about half of our active caseload and two-thirds of our juvenile hall population. Every day staff come to work, they are reminded of the ways that other systems have systemically failed these young people, which undoubtedly impacts individual and organizational well-being. In addition, many of our staff straddle an uneasy balance as BIPOC law enforcement – sometimes without the understanding or support of their own families and communities. While the population we serve is related to our external work, we should be mindful of and responsive to how it affects our internal racial equity work as well.
- **By adopting approaches grounded in health, restoration, and positive behavior change:** Our success as a department at achieving our mission and vision for the future is a direct reflection of our staff. It is our job to ensure that staff are wholly supported so they show up as their best selves for the community we serve. This means investing in overall staff well-being, and when behavior change is necessary, taking a strengths-based approach that is rooted in principles of redemption and restoration – just as we strive to with and for the young people we serve.

**Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?**

I lead our Racial Equity Working Group meetings in collaboration with our Racial Equity Leaders, and I meet with a subset of the Leaders on an as needed basis to monitor Racial Equity Action Plan progress and identify and address challenges. It was through conversations with our Racial Equity Leaders that our Department determined that it was essential to dedicate resources—through the hiring of a Racial Equity Manager—in order to make further

progress on the Racial Equity Action Plan, as well as to go beyond the Plan to make meaningful culture change that sustainably advances racial equity at JPD.

**Acknowledged by**



**Katherine W. Miller**  
Chief Probation Officer  
May 2, 2022

**1. Hiring and Recruitment**

**Goals and performance measures**

Goals: Recruit and hire a diverse staff which: (a) Mirrors the community we serve, and (b) Provides services in an equitable manner, with a targeted emphasis on those roles, units and divisions which are not meeting this goal.

Performance measures:

- Representation in candidates/new hires: # of activities focused on recruiting diverse staff, % Black candidates/new hires, % candidates/new hires of color, % candidates hired with diverse/non-traditional life, education, and professional backgrounds

**Changes implemented over the 2021 calendar year**

*If relevant, include action numbers from the RE Action Plan.*

**Department-specific changes:**

- Standardizing job announcement templates, with RE goals [1.2.3]: All job postings now include standard language on the role of the Juvenile Probation Department, the Department's mission/vision statement, the Department's equity-centered organizational goals, and a link to read more about the Department. It is the intention that this attracts and encourages applicants who are committed to advancing equity to apply for Department positions.
- Revision of supplemental questions [1.2.5]: HR reviewed positions and identified those where writing is not a primary job responsibility. For those positions, answers to supplemental questions are able to be provided in an oral format rather than an essay

format. This was done to increase inclusivity in the candidate pool and not exclude candidates for something irrelevant to what would be their typical job duties.

- Structured interview questions [1.4.1]: For each position that the Department hires for, it is now standard practice that the same interview questions are asked to candidates and that all questions are asked in the same way. Interview questions are created based off an analysis of the position and the areas of the work that are most important.
- Diverse hiring panel in terms gender and ethnicity [1.4.2]: Hiring panels vary based on position, but all include subject-matter experts diverse in gender and race/ethnicity, in some cases including subject matter experts from community-based organizations that are representative of the youth and families we serve.
- Email all staff to notify about each job posting [1.4.5]: All staff are now notified by HR regarding job postings within the department, in other departments, and potential promotional job positions in other counties.

#### **City-wide changes:**

- Trained in Fairness in Hiring Practices [1.4.3]: Before individuals serve on a hiring panel, they need to complete the Fairness in Hiring Practices training, which was developed by the City and is administered online.
- Implemented SmartRecruiters [1.4.4]: SmartRecruiters was launched by the City in November of 2021, which simplifies the application process and is an overall easier platform to use.

#### **Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

- Hiring positions instrumental to progress in REAP implementation [all]: This year the Department has included positions needed to support REAP implementation [e.g., RE Manager, Training Officer] in the budget. The Department intends to hire for these positions in late summer/early fall once funds are released. Staff feedback on priority actions will help shape the workplan of these two positions for the latter half of 2022.
- Reaching a diverse set of potential candidates [1.2.1]: To reach a more diverse set of potential candidates that reflects the communities we primarily serve, HR has been attending and presenting at job fairs taking place in neighborhoods where many youth that the Department serves live [e.g., Bayview, Visitacion Valley, Western Addition]. The

goal is to expand JPD presence beyond only HR, and include Probation Officers and Counselors in these recruitment efforts.

- Revising Minimum Qualifications [1.2.3; 1.2.6]: There was an attempt to revise minimum qualifications to substitute work experience for education. Since the job classification is not specific to Juvenile Probation, there needs to be buy-in across Departments. There is hope that this can be revisited in 2022.
- Improve the Department's onboarding process [1.4.7]: Staff noted that improvements need to be made to our Department's onboarding process, as staff can recall a stressful "sink or swim" time period where they felt left to figure everything out on their own. The Department aims to implement a standardized onboarding process that accounts for additional support that is needed when starting a new job and ensures that all staff members are oriented to both operational and mission-driven aspects of our work.

## **2. Retention and Promotion**

### **Goals and performance measures**

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

### Performance measures:

- Representation in promotions: % of positions filled by staff being promoted internally, % internal promotions that are Black staff, % of internal promotions that are staff of color
- Representation in civil service exam: % Black and % POC candidates taking/passing civil service exams

### **Changes implemented over the 2021 calendar year**

*If relevant, include action numbers from the RE Action Plan.*

### **Department-specific changes:**

- Retention efforts focused on salary parity [2.2.1; 2.3.2] HR conducted an audit of starting salary steps for all Deputy Probation Officers [DPOs] and their education/experience when they were hired. A formula was created that accounts for

education and experience and salaries were adjusted based off that formula. Any DPO who was not at the top step was realigned based on this analysis. This formula will be applied to all future DPO hires.

- *Challenge: Because this has only been done for the DPO position, this practice is currently inequitably implemented. The goal is to replicate this process across all positions, but this is based on what the budget allows. The impetus for starting with DPOs was that Adult Probation had done it for their DPOs in early 2020. The HR team has been trained on how to use this formula for future new hires.*
  
- Offer/clarify additional benefits [2.1.4]: In 2021, Human Resources focused on raising awareness about benefits and supports, particularly relating to health and wellness. They circulated information relating to using leave benefits [e.g., Covid sick leave, kin care sick leave] and resources relating to mental health and overall wellness [e.g., return to work guide, offering a stress first aid course]. JPD also partnered with San Francisco's Sherriff Department and the Employee Assistance Program to offer the Department a Peer Support Group, which provided individual and/or group support to JPD employees in the time of trauma, crisis, and loss.
  
- Publicly recognize employees for their contributions and work [2.4.1]: When staff are hired or promoted, all Department staff are notified via email with information regarding the hiring/promotion and the staff's accomplishments to date leading up to the hiring/promotion. Staff have been celebrated for their contributions and accomplishments upon departure from the Department during (internal) all-staff and (public) commission meetings. Staff are encouraged to leave messages of kudos for departing staff.
  
- Reduce opportunities for bias in promotion decisions: For all interview panels, external subject-matter experts are brought on to reduce bias that may occur when panel members personally know candidates who are applying or the promotional opportunity.
  - *Challenge: Staff have noted that even with external interviewers, they still may be familiar with internal candidates in a way that allows for bias to affect decision-making [i.e., they work for a different Department/community partner that works closely with JPD]. We are actively trying to find the right balance between bringing in external interviewers to minimize bias while also bringing in interviewers that the position will need to collaborate with in their day-to-day work.*

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

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- Standardize and increase transparency related to promotions [2.3.1; 2.3.2; 2.3.3]: At all feasible points of decision-making, the Department should go through a standardized and transparent process for new hires and promotions. For longer-term Acting positions, the Department is focused on increasing “rotating Acting” positions, where multiple staff can gain experience in a higher-level role through a formalized selection process. This practice is being implemented more regularly in Juvenile Hall, and the goal is to expand this practice to other divisions.
  
- Better understand the barriers that keep Black staff and staff of color from being promoted to adequately address them [2.3.4; 2.3.5]: Overall our hiring and promotions of people of color is strong, though it is often non-Black people of color who are hired or promoted into leadership positions. A significant reason for this is because we have struggled to have Black staff apply for key promotional opportunities. As a Department, we need to do more work to understand barriers that keep staff from applying for positions in order to specifically recruit and support Black candidates.
  - Challenge: *There have been concerns raised by staff about how there is currently no career pathing for Juvenile Hall Counselors who want to transition to Probation Services. Anecdotally, this is due to not scoring high enough on the exam. RE Leaders at Juvenile and Adult Probation have discussed finding ways to address this in 2022 [e.g., creating a training program facilitated by staff who have passed, creating study groups, etc.]. Because the Department has been undergoing a process of right-sizing over the past 3 years, where Probation Officer positions have not been backfilled when Probation Officers retire or leave JPD, there have been fewer opportunities. However, of the last two Probation Officers hired (in 2020), one was a Black Juvenile Hall counselor. It is likely that efforts to prepare staff for taking the exam will be for advancement positions in other Departments [such as Adult Probation or Probation departments in other counties]. While not ideal for JPD operationally, we commit to this nonetheless as a strategy for advancing racial equity beyond our own department.*
  
- Expand employee recognition beyond hires/promotions/departures [2.4.1]: Staff should be celebrated any time they excel in or go above and beyond in carrying out their job duties, not only when they are hired, promoted, and departing. This year, the Department is working towards making staff acknowledgment and celebration more engrained in Departmental culture with the creation of a new JPD Employee of the Month Program. Through this program, staff are nominated on a monthly basis and the staff selected is publicly celebrated with an award and a special parking space.

- REAP-aligned Department and Division goals: The department will be developing performance goals, standardized across the department and within divisions, for all staff beginning in 2022-23. The purpose of this effort is to set clear expectations for how our mission and our racial equity efforts will drive our work, and to identify professional development support that staff will require to meet these expectations.

### 3. Discipline and Separation

#### Goals and performance measures

Goals: (a) Enact the principle that actions do not define the person, (b) enact our organizational belief of redemption and helping people to succeed, and (c) build capacity while meeting disciplinary goals.

#### Performance measures:

- Discipline: # of disciplinary actions, parity in demographic breakdown of staff overall and staff experiencing discipline, parity in demographic breakdown of staff experiencing discipline both within and across divisions
- Separation: parity in demographic breakdown of staff overall and staff experiencing termination or release, % of staff leaving JPD voluntarily, % of staff leaving JPD for promotional opportunities elsewhere, % of staff leaving who go through exit interviews

#### Changes implemented over the 2021 calendar year

*If relevant, include action numbers from the RE Action Plan.*

#### Department-specific changes:

- Reduced level of discipline overall [3.2.1; 3.1.5]: In 2021, JPD reduced number of disciplinary actions issued by over 50% and severity of discipline when issued [*due to so few disciplinary cases and privacy/confidentiality concerns, a breakdown of data is not provided*]. There was a conscious effort to be consistent with discipline across divisions in the Department. As a Department, we have also recently reached close to a 100% completion rate for Performance Appraisals which gives proper foundation for outlining expectations and issuing corrective action when those are not met.
- Challenge: *It takes more time and resources to truly manage employees into the correct behavior than when relying on discipline as a first response, which can make it more difficult to achieve supervisor buy-in. Truly managing employees means starting with a performance improvement plan and monitoring progress over time. However, by enacting this change, the Department has been successful at solving the behavior*



*without needing to rely on excessive punishment which has historically been common practice.*

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

- Exit interview analysis [3.1.2]: In 2019, Human Resources began offering exit interviews to staff leaving the Department voluntarily. HR leadership has now analyzed the data that has been gathered over the past two years to understand the factors that influence staff's decisions to leave the Department and changes that need to be made to better retain staff. This information has been shared with the CPO, and will be disseminated more broadly within the department.
- Alternative resolution strategies [3.1.4]: JPD staff report that historically, JPD has disciplined staff as much as possible and often much harsher than was necessary. The Department is committed to moving towards preventing excessive discipline, recalibrating our response from punishment to opportunities for restorative models and skill building, and increasing buy-in from managers to invest in city mediation assistance as an alternative resolution strategy.
- Increase transparency around discipline [3.2.1]: Discipline and corrective action is determined by prior behavior, severity of behavior, and type of behavior. However, there is currently little transparency about behaviors that warrant discipline and what severity of discipline those behaviors would warrant. Human Resources has noted creating and circulating this information as a priority. The aim is to create an informational document that balances the need to standardize responses to behavior with the need to allow for flexibility based on various scenarios that could arise which relating to a behavior.
- 6-month performance reviews: in 2022-23 JPD will further leverage performance evaluations to promote professional growth and reduce reliance on disciplinary procedures by actively using 6-month reviews to identify areas of skill-building and training that individual employees need to promote course correction and development.

#### 4. Diverse and Equitable Leadership

##### Goals and performance measures

Goals: 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.

##### Performance measures:

- Representation in senior leadership and supervisory roles: % Black staff, % staff of color
- Commitment to racial equity by senior leadership and supervisory roles: # of racial equity-related actions taken by management
- Perceptions of commitment to racial equity by senior leadership and supervisory roles: % staff responding favorably that leadership of JPD promotes and implements a diverse, inclusive, and equitable work environment [Annual Staff Survey]

##### Changes implemented over the 2021 calendar year

*If relevant, include action numbers from the RE Action Plan.*

##### Department-specific changes:

- Incorporate senior leadership demographics in the department annual report and/or other public-facing reporting [4.1.3]: In the 2020 JPD Annual Report [released in 2021], staff demographics were published for all staff (excluding senior leadership) and senior leadership. This will continue to be included in annual reports going forward.
  - Challenge: *This reporting illuminated the stark contrast of our Department's demographics as a whole versus senior leadership. Despite 40% of the Department staff being Black, only 9% of the Executive Team was Black. Currently, there are no Black staff in the Executive Team despite JPD having the highest percentage of Black staff across all city departments. Staff have noted that while those in supervisory and leadership has become more diverse, it is often not Black staff being promoted in those positions. More progress needs to be made towards having Department leadership mirror the community we serve, though we acknowledge the difficulty of making this shift in a small and continuously shrinking department with limited opportunities for advancement/executive leadership. We are committed to providing staff with the experience and professional development opportunities they need to advance, even if it is with another Department.*
- Incorporated racial equity lens in department plans and communications: Senior leadership has incorporated the department's racial equity goals and a racial equity

framework into our Department budget, hiring priorities, capital planning, job descriptions, on our web site, as well as in our Division of Juvenile Justice Realignment Plan, our strategic planning, and in the development of performance measures with our commission. We consistently report out on REAP activities and opportunities in both internal All Staff meetings and public Commission meetings. Leadership is committed to transparently centering racial equity in all of our work, internally and externally, and at all levels of the organization.

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

- Ensure that those in supervisory positions are receiving continual racial equity training [4.1.2]: Perceptions of how equitable a workplace is are largely affected by day-to-day interactions, particularly with those in positions of more power. It is imperative that managers are trained to supervise in a way that is free of bias and microaggressions.
- Implement a simple process to submit anonymous input to senior leadership. Develop a plan to respond to such input. [4.1.4]: JPD has an anonymous suggestion box where input can be submitted to senior leadership. However, there does not seem to be widespread knowledge that this box exists or trust that feedback will be addressed. More work needs to be done to let staff know that this venue of feedback exists and solidify a process for receiving and responding to feedback.

**5. Mobility and Professional Development**

**Goals and performance measures**

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

Performance measures:

- Participation in professional development and/or continued learning: # of staff, % Black staff, % staff of color
- Representation in candidate pools for promotional opportunities and staff promoted: % Black staff, % staff of color

## Changes implemented over the 2021 calendar year

If relevant, include action numbers from the RE Action Plan.

### Department-specific changes:

- Equip staff who advance to supervisory positions with tools they need to be successful [5.1.1]: Department supervisors offered feedback that more needs to be done to support staff who advance into supervisory roles. In 2021, all new management, Supervising Probation Officers, and Senior Counselors have been enrolled in 24 Plus training offered by DHR in addition to their Manager or Supervisor STC Core Course that they are mandated to complete within one year of their hire date.
- Increasing Department-wide completion of performance appraisals [5.2.1]: Historically, JPD has not had universally high rates of completion of performance appraisals across divisions. This has been a priority of the new administration, with a close to 100% completion rate for the last performance review cycle.
  - Challenge: *While performance appraisal completion rates have increased, staff in supervisory positions have noted that there was no formal training on how to conduct these appraisals. Relatedly, the experience of having one's own performance evaluated has varied across staff. For some, it was a participatory process while for others, there was no conversation about the content of the performance evaluation. Our goal is to work towards standardizing the performance evaluation process and providing training for staff on how to evaluate performance.*
- Assign spaces for staff to take breaks, be in community with one another (e.g., department celebration, affinity groups) [5.3.3]: The creation of a JPD Celebrations Committee has likely been the change that has made the largest impression on staff. The Celebrations Committee has acknowledged, celebrated, and circulated learning materials on Black History Month, Lunar New Year, Women's History Month, AAPI Heritage Month, Pride Month, Juneteenth, Latinx Heritage Month, Filipino American History Month, and so many more. They have engaged staff with trivia games, writing contests, the start of a book club, and prizes and tokens of appreciation. Some staff have commented that 2021 was the first time they experienced the Department acknowledging their cultures/cultural celebrations.
  - Challenge: *Since the creation of this Committee, it has been fully funded by senior leadership. Given the extensive work that this Committee does to ensure that all JPD staff feel seen and celebrated, this ends up being costly when the responsibility falls on a few individuals. Allowing for a small percentage of the budget that can be used for staff appreciation and celebration would help create a change in culture that is sustainable rather than one that can easily shift with changes in Department leadership – and would demonstrate a City commitment to and recognition of the value of these activities as a racial equity advancement strategy.*

## Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.

- Create a mentorship program between senior and junior level staff. [5.2.2]: In 2021, the Department's internal Racial Equity Work Group [REWG] attempted to create a mentorship program. The REWG engaged in a brainstorming process on what a mentorship program could look like [e.g., *traditional mentoring, reverse mentoring, structured leadership development*] and administered a survey to gauge departmental interest in implementing and participating in the mentorship program. Only one person who responded to the survey indicating interest in implementing the program, though several staff were interested in participating in it. In 2022, the Department aims to build capacity to start a mentorship program under the leadership of the Racial Equity Manager.
- Encourage and normalize professional development participation and continued learning for all staff [5.1.3; 5.1.4; 5.1.5; 5.4.4]: Related to retention and promotion efforts, staff have cited universal access to professional development across the Department as a top priority. Due to a continuously shrinking Department, there is a lack of promotional opportunities, which affects retention efforts. However, our aim is to be a Department where staff feel they are supported to continue learning and growing in the mission of better serving the youth in our community and in their specific professions/roles within the Department. Equitable investment in professional development for staff is a Department priority to retain the talented staff that we have.
  - Challenge: *Given limited promotional opportunities at JPD, leadership has embraced the reality that professional development may best position our staff, including Black staff, for career advancement opportunities in other City departments or probation departments. We are making this commitment, knowing that it will not help JPD make gains in the above Performance Measures.*
- Increase intentionality around meeting Department needs while accounting for individual staff interests and strengths [5.2.1; 5.3.2]: Within each job classification, staff who fill that role will vary in individual strengths and interests. To increase retention and mobility, the Department aims to balance meeting Department needs with also accounting for aspects of the work that people excel in, enjoy, and would want to continue doing in a promotional position so that they are well-equipped to take on those responsibilities in the future. For example, as we have made recent promotions in Juvenile Hall, we have identified staff to take on acting roles so as to

give them opportunities to try on the role and build skills prior to applying for promotion into those positions.

## 6. Organizational Culture of Belonging and Inclusion

### Goals and performance measures

Goals: 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.

### Performance measures:

- Staff engagement: % of staff engaging in REAP implementation, % of staff engaging in Department events and activities
- Perceptions of JPD: % of staff responding to RE survey, improvements in overall perceptions of JPD over time (particularly by Black staff and staff of color)

### Changes implemented over the 2021 calendar year

*If relevant, include action numbers from the RE Action Plan.*

### Department-specific changes:

- Racial Equity Work Group as a venue for staff input, decision-making, and accountability [6.1.2]: The Department's Racial Equity Work Group [REWG], which consists of management, RE Leaders, and others in the Department with interest in working on racial equity implementation was able to provide feedback on REAP implementation – where progress has been made, how action items should be implemented, and priorities going forward.
  - Challenge: *This group was unable to convene regularly in 2021. There has been one meeting so far in 2022, where members were able to provide input in priorities for 2022 that are outlined in this report. It is the goal of the Department that these meetings become more regularly scheduled once the Racial Equity Manager position is filled.*
- Regularly update staff, board, and commissioners on RE Action Plan updates [6.1.4]: Racial equity updates have been incorporated as part of all-staff meetings, senior management meetings and commission meetings.
- Support and provide spaces for affinity groups, prioritizing historically marginalized peoples [6.1.5]: JPD has been an active member of the ORE Criminal Justice Partners Cohort, which has implemented Black History Month celebrations and created a Black Law Enforcement Sworn Officers Circle of Support.

- Have staff participate in trainings, conferences, and discussions that promote a wider understanding of racial equity [6.1.6]: Staff across all divisions participated in a two-day training on implicit bias (82 staff). Staff in Probation Services and Juvenile Hall took part in various trainings related to diversity, cultural competency, and understanding and addressing racial trauma (36 staff). Racial Equity Leaders attended a Government Alliance for Racial Equity (GARE) conference (2 staff) and participated in the Justice Partners Cohort Stronghold Series (4 staff). Staff also participated in the Justice Partners Cohort Black Law Enforcement Sworn Officers Circles of Support.
- Conduct an annual staff survey that assesses the department's commitment to an organizational culture of inclusion and belonging [6.1.7]: JPD conducted its second staff survey in 2021. While responses were more favorable across all racial/ethnic groups in 2021 in comparison to 2020, the sample sizes were very small when disaggregated by race/ethnicity. It is possible that those who feel most strongly about progress in racial equity are overrepresented in the sample of responses.
  - Challenge: *To ensure participation, surveys were offered online/on paper, with survey drop-off boxes in both buildings. The survey was announced via Department-wide emails, on flyers hung throughout the buildings, and at all-staff meetings. Participation was also incentivized with the division with the highest response rate receiving a pizza party. Despite these efforts, survey participation rate decreased from 33% in 2020 to 24% in 2021. Going forward, more needs to be done in the future to increase staff participation in Department racial equity surveys to ensure that all voices are heard.*
- Find opportunities to invest into and support the communities the department serves [6.4.2]: In 2021, the Department invested over \$40,000 in gift cards to administer to the young people and families that it serves. It also conducted a holiday food bag drive and a holiday gift program for youth on JPD's active caseload. Further, while JPD is still awaiting instruction from the ORE on the Phase 2 of the REAP, the City has been engaged in a process of re-imagining and redesigning what youth justice looks like in San Francisco [e.g., Mayor's Blue Ribbon Panel, Close Juvenile Hall Work Group]. To ensure that this process centered race equity at the forefront, JPD engaged the services of an external consulting firm [Third Sector Capital Partners] to convene JPD-CBO Workgroups aimed at improving community supervision and engagement to ensure positive impact on youth with a focus on racial equity. The Department has also continued to expand our justice reinvestment efforts, increasing our investment of state juvenile justice apportionment dollars in community-based organizations by over \$1.6 Million from FY21 to FY22 alone.

## Priority actions for 2022 calendar year, including opportunities for staff input and decision-making

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- Improve connection throughout the Department, with a special focus on Juvenile Hall [6.6.1]: Part of creating an equitable and just workplace is facilitating connection and relationship-building for staff. It has been a challenge to bridge longstanding silos and tensions that exist across divisions within the Department, particularly between those who work in the Administration building and those who work in Juvenile Hall. The pandemic has made it difficult to make progress in this area due to remote work, but this is one of the top priorities for 2022 now that all staff have returned to the office.
- Improve communication throughout the Department, with a special focus on Juvenile Hall [6.2.3]: Communicating information to all staff remains a significant challenge, despite monthly all-staff meetings. Due to work schedules, short-staffing, and other work-related demands that staff face, it is common for only about 20% - 30% of the Department to be present at all-staff meetings. This means that a significant percentage of staff is not receiving updates that affect the whole Department. While audio recordings are posted online, that is not an effective way of communicating to staff, particularly those who do not have regular access to computers during their workday [e.g., Juvenile Hall Counselors, Building & Grounds]. Based on feedback from Juvenile Hall staff, the Department is launching an email that summarizes information discussed at all-staff meetings. A separate newsletter that shares critical information about the department and community partners and highlights staff work and milestones is currently under development.
- Reenergizing the Department on racial equity work [6.1.2; 6.1.7]: We acknowledge that progress on our Phase 1 REAP implementation stymied in 2021. Short-staffing, departures, and personal leaves from the Department [particularly by staff who were involved in REAP implementation], has affected not only progress, but likely also the morale of staff involved in this work. The less staff there are to work on implementation, the more burdensome the work feels, which undoubtedly affects staff engagement in this work. We are hopeful that the hiring of a Racial Equity Manager, who will serve as a project manager for Phase 1 REAP implementation, will help staff feel empowered to take on roles in implementation in a way that is better supported, defined and achievable. We hope that this will have a trickle-down effect on the whole Department, once they see that tangible steps are being taken towards creating a more equitable workplace.



- Create safe spaces for staff to speak up about their experiences [6.1.5]: JPD cannot truly make progress in creating a safe and equitable workplace unless staff feel comfortable speaking up about their experiences with racism, racial bias, and microaggressions in the workplace. While our REAP is comprehensive, we want to ensure that it accounts for the specific ways that racism, racial bias, and microaggressions permeate the culture of JPD in order to truly affect culture change. We aim to bring in outside help to assist with focus groups with staff to conduct a culture analysis that could help inform Phase 1 REAP implementation [*discussed further in "Department Resourcing for Phase 1 RE Action Plan"*].
- Racial Equity Book Club: Beginning in 2022, the Department launched a quarterly book club. Staff nominate and vote on books intended to promote a collective understanding of bias and racial history/policy - both fiction and nonfiction. Staff across divisions and including Executive Leadership gather (virtually, at present) to discuss the selected books.

## 7. Boards and Commissions

### Goals and performance measures

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

#### Performance measures:

- Representation in Commission: % Black Commissioners, % Commissioners of color, % Commissioners with diverse/non-traditional life, education, and professional backgrounds and viewpoints
- Racial Equity Training: # of racial equity trainings completed by Commissioners, % of Commissioners participating in trainings

### Changes implemented over the 2021 calendar year

*If relevant, include action numbers from the RE Action Plan.*

#### Department-specific changes:

- Collect current board and/or commission demographic data and include in the department annual report [7.1.2]: This data was reported in our 2020 annual report [*released in 2021*] and will continue to be included in annual reports.

- Racial equity-related items are regularly agendized [7.1.4]: Updates on Racial Equity, both ongoing internal and external efforts, are included in the Chief's Report at Commission meetings.

**Priority actions for 2022 calendar year, including opportunities for staff input and decision-making**

*If relevant, include action item numbers from the RE Action Plan. Please also highlight any major revisions made to RE Action Plan since first submission.*

- Onboard new Commissioners: Given significant Commission turnover in 2022, the Department will work to ensure that the full body is oriented to the City's racial equity work, and specifically to JPD's Phase I REAP.
- Empower the Commission to determine its priorities and support them in implementation of their items [all]: The changes implemented in 2021 were ones that JPD could readily implement internally. With significant turnover in our Commission's membership over the past year, and with three new members joining since the start of 2022, it is timely that they discuss their vision for the future and how they will commit to centering racial equity going forward. It is the goal that in 2022, the Commission will determine which action items are their priority to implement. Once our Racial Equity Manager position is filled, they will assist our Commission with implementation of their prioritized items.
- Diversify audiences the Commission hears from [7.1.5]: In 2022, we have prioritized inviting outside speakers doing research related to San Francisco's Juvenile Justice System to present in front of the Commission. Likewise, based on feedback received from staff, we plan to diversify the voices they hear from within JPD. This includes providing more opportunities for staff to speak about the work they are doing with youth directly to the Commission and giving them the opportunity to build and practice their public speaking skills.

**Department Resourcing for Phase 1 RE Action Plan**

**Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021. Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:**

- Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)
  - None
- Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)

*Some staff who served as Racial Equity Leads or Racial Equity Work Group members were released from their posts, or if they worked night shifts, received overtime so they could participate in Department meetings and Citywide convenings.*

- Dorothy Ellis\*, Deputy Probation Officer, Probation Services
- Gail Booth Toliver \*, Counselor, Juvenile Hall
- Warren Johnson\*, Counselor, Juvenile Hall
- Scott Kato, Senior Counselor, Juvenile Hall
- Maceo Johnson, Senior Counselor, Juvenile Hall
- Kevin Lewis, Counselor II, Juvenile Hall

- Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)

*There were a significant number of staff who volunteered to advance racial equity work at JPD: as REAP item leads, Department Racial Equity Work Group (REWG) members, and Citywide Racial Equity (RE) Leaders. Due to short-staffing, staff were limited in the number of hours they could dedicate to REAP implementation. Many staff were only able to attend RE and REWG meetings throughout the year. Once the Racial Equity Manager is serving as a Project Manager for REAP implementation, they will lead small teams of staff who are interested supporting the implementation of specific action items.*

- Chief Katherine Miller, Chief Probation Officer
- Paula Hernandez, Assistant Chief Probation Officer – no longer with JPD
- Steve Arcelona, Deputy Director of Administration, Administration
- Cheryl Taylor\*, Interim Finance Director, Administration (Finance) – no longer with JPD
- Kenyetta Hinton, Senior Analyst, Administration (Finance) – no longer with JPD
- Preston Treichel, HR Director, Administration (Human Resources)
- Carla Lemus, Secretary, Administration (Human Resources)
- Maria McKee, Director of Research & Planning, Administration (Research & Planning)
- Celina Cuevas\*, Senior Analyst, Administration (Research & Planning)
- Gary Levene, Sr. Supervising Probation Officer, Probation Services – no longer with JPD
- Kwanza Morton\*, Deputy Probation Officer, Probation Services
- Jamica Walker\*, Deputy Probation Officer, Probation Services

- *Jessica Bishop, Deputy Probation Officer, Probation Services*
- *Martha Martinez, Supervising Probation Officer, Probation Services*
- *Karen Sanchez, Deputy Probation Officer, Probation Services*
- *Rhonda Williams, Social Worker, Probation Services*
- *Lorena Garcia, Supervising Probation Officer, Probation Services*
- *Veronica Libre, Deputy Probation Officer, Probation Services*
- *Anna Shirin, Deputy Probation Officer, Probation Services*
- *Adrian Garcia, Community Development Specialist, Probation Services*
- *Henrietta Lee, Secretary, Probation Services – no longer with JPD*
  
- *Consultants/vendors (including firm name and contract number, if applicable)*
  - *None*

**What changes, if any, do you plan for 2022?**

While we had several members of JPD who wanted to contribute to Phase 1 REAP implementation, we learned that staff doing this work on a voluntary basis will not affect substantial progress. The Department needs to dedicate resources to implement change. One way we are committing resources to REAP implementation is by converting a vacant Supervising Probation Officer position to a Manager I position in the budget for FY 2022, which will serve as Racial Equity Manager for the department. The intention is that this position would be the Project Manager for REAP implementation, supported by Citywide Racial Equity Leaders and Department Racial Equity Work Group Members. As we right-size the Department, advancing racial equity through supporting REAP implementation will be considered a portion of people’s work and be accounted for in staffing decisions. The Department is also converting a vacant Deputy Probation Officer position to a Training Officer position in the budget for FY 2022, which will serve to develop trainings for the whole Department related to racial equity.

Throughout this year, it has also become clear that additional groundwork needs to take place to achieve meaningful change. This includes truly unpacking what the current culture of the Department is, initiating important conversations and healing that need to take place, and achieving staff buy-in on the implementation of the REAP. The Department is committed to bringing in additional assistance with this work. A significant amount of time in 2021 was spent figuring out how JPD could pay for already existing resources available to city departments to assist with our racial equity work [e.g., *obtaining assistance from a list of pre-qualified citywide consultants or from the Controller’s Office*], in order to avoid the time-consuming process of putting out our own RFP. None of those plans came to fruition, but we are hopeful we will be able to obtain these services in 2022 under the leadership of the new Racial Equity Manager.

## Attachments

### Workforce and board/commission demographic data

Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

The only workforce demographic data available is racial/ethnic data for the whole department and by division as of January 7, 2022. As more comprehensive DHR Workforce Data Dashboards become available to Citywide Racial Equity Leaders, additional data will be provided in future reports.

	<b>AAPI</b>	<b>Black</b>	<b>Latinx</b>	<b>White</b>
<b>Juvenile Probation Department</b>	30%	37%	17%	16%
<b>By Division:</b>				
- <b>Admin &amp; Finance</b>	51%	8%	23%	18%
- <b>Juvenile Hall</b>	26%	49%	13%	12%
- <b>Probation Services</b>	19%	42%	21%	19%

### Racial Equity Action Plan

Link to or attach current version of department Racial Equity Action Plan

[JUV Racial Equity Plan 2020-12-28.pdf \(sfgov.org\)](#)

## Departmental Racial Equity Progress Report

Annual Report for 2021

Part B

## Attachment

### Budget Equity Tool: Department Inventory

Completed department inventory spreadsheet

# Department Inventory Tool: FY 21-22 Budget

ORE Version: Dec 31, 2021, with updates Feb 9, 2022  
 For guidance and upcoming workshops, click here

About this worksheet		
Department name	Date last updated	Notes
Juvenile Probation Department	4/29/2022	Initial inventory submitted as part of department progress report, per guidance from Office of Racial Equity. Will be further refined during development of Phase Two Racial Equity Action Plans

A. Department priority issue areas for improving racial equity or closing racial equity		
Issue area	Brief description	Notes or examples
1. Organizational Culture of Inclusion and Belonging	There is significant need for dedicated resources within JPD to make meaningful change, including training and cross racial dialogue facilitation: <b>reckon, repair, build trust.</b>	FY 23 Budget Submission includes 2 FTE (\$394,451) to support these efforts. Racial Equity Manager and Training Manager
2. Public-facing. Forthcoming.	Awaiting instruction from Office of Racial Equity on External REAP	

B. Item name and description			C. Overall resources				D. Racial equity alignment	E. Racial equity-related activity information							
Name of activity, function, program, service, or initiative <i>Suggest 10 words or less</i>	Brief description of purpose <i>Suggest 50 words or less. Note any intended demographics or communities</i>	Activity/service type <i>1 - Public-facing activity or service 2 - For other City departments 3 - Within department only</i>	Estimated FTEs and/or budget amount	Funding type <i>Note whether funding is City general fund, restricted government source, or other</i>	Estimated number of contracted service providers or consultants for this activity/service, if any	Names of 5 largest contracted service providers or consultants for this activity/service, if any  By total contract amount	Department priority equity issue areas  <i>List any priority equity issue areas from (A) that are relevant to this activity. If none, leave blank.</i>	Locations <i>Note neighborhood(s) in which activity/service facility is located. See list on next tab for examples</i>	Open to general public or application/referral required <i>1 - General public 2 - Application or referral required</i>	Estimated number of people served <i>Suggest 10 words or less</i>	Estimated racial/ethnic demographics of people served <i>Suggest 30 words or less</i>	Additional demographics of people served <i>Suggest 30 words or less. See list on next tab for examples</i>	Community input and decision-making opportunities <i>Suggest 30 words or less. See list on next tab for examples. If none, leave blank</i>	Estimated FTEs and/or budget specifically for racial equity improvements	Names of contracted providers or consultants for racial equity improvements, if any <i>Include as attachment if too many to list in cell</i>
Training	Training for JPD staff. Content includes diversity and inclusion, implicit and explicit bias, cultural responsiveness and racial trauma, as well as professional development and improvement	3 - Within department only	\$ 18,110	General Fund and State Grant Funding	4	1. Costume Training 2. Island Consulting & Training	1. Organizational Culture of Inclusion and Belonging								Non applicable as this is an internal facing (department only) initiative
Personnel	Interim Finance Director - Tasked with Racial Equity Lead Activities	3 - Within department only	0.1 FTE (\$26,500)	General Fund	n/a	n/a	1. Organizational Culture of Inclusion and Belonging								Non applicable as this is an internal facing (department only) initiative
JPD - CBO Collaboration	Third Sector JPD-CBO Workgroups to improve community supervision and engagement to ensure positive impact on youth with a focus on racial equity	1 - Public-facing activity or service	\$ 320,000	General Fund	1	Third Sector Capital Partners Inc.	2. Public-facing. Forthcoming.								Racial Equity activity information related to public facing priority issues will be refined and presented during Phase Two of Racial Equity Action Plans
DCYF - Work Orders	JPD work orders funds to DCYF to provide prevention and intervention services to justice involved youth and young adults. Services include a foster care pilot program and preserving the only group home in San Francisco	1 - Public-facing activity or service	\$ 2,366,287	General Fund and State Block Grant Funding	8	1. Alternative Family Service 2. Catholic Charities, Inc. 3. Mission Neighborhood Center 4. Young Women's Freedom Center 5. Center of Juvenile and Criminal Justice	2. Public-facing. Forthcoming.								Racial Equity activity information related to public facing priority issues will be refined and presented during Phase Two of Racial Equity Action Plans
JPD Direct Contracts	JPD contracts directly with a few providers to offer meaningful programming and services to youth in custody. In addition, technical assistance services are procured to support the operations of the department and the Juvenile Probation Commission	1 - Public-facing activity or service	\$ 314,959	General Fund and State Block Grant Funding	6	1. City Youth Now 2. Scholastic Interest Group Foundation, Inc. Seneca Family of Agencies 3. Centers for Equity and Success, Inc. 4. Todd Wright	2. Public-facing. Forthcoming.								Racial Equity activity information related to public facing priority issues will be refined and presented during Phase Two of Racial Equity Action Plans
Gift Cards	JPD uses gift cards as program incentives for clients and to address acute clients and family needs in extreme emergency situations	1 - Public-facing activity or service	\$ 200,000	State Block Grant Funding	2	1. Target 2. Safeway	2. Public-facing. Forthcoming.								Racial Equity activity information related to public facing priority issues will be refined and presented during Phase Two of Racial Equity Action Plans
Stipends	JPD provides stipends to youth advisory body members (Juvenile Justice Realignment Subcommittee and Juvenile Advisory Committee)	1 - Public-facing activity or service	\$ 50,000	State Block Grant and Private Grants Funding	n/a	n/a	2. Public-facing. Forthcoming.								Racial Equity activity information related to public facing priority issues will be refined and presented during Phase Two of Racial Equity Action Plans