Let’s Get Real – Change is Hard for Youth and Staff

How the San Francisco Juvenile Probation Department effectively created and implemented a new behavioral development system

San Francisco Juvenile Probation Department Presenters

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The Breakdown

Why Create a New Behavioral Development System for our Facility?

What is SFJPD's New Behavioral Development System?

How We Made It Happen

Why Create a New Behavioral Development System?

Old Behavior Management Model

Behavior management vs. Behavior development

System was ill-defined, reactive, and lacked checks and balances

No opportunities for accountability and repair

Responses felt like determinant sentencing

Focused on short-term detention stays

Applied inconsistently and subjectively

All recorded manually (paper & pen) - math required!

In a 2023 third-party Juvenile Hall Interview/Survey Project, many young people reported experiencing this model as confusing, unfair, and punitive.

New Behavioral Development Model

Wanted something homegrown, restorative and procedurally just for youth and staff

Better equip staff to meet the mandates of DJJ Realignment : long term commitments and the supervision and support of young adults

Encourage behavior development instead of management

New Rule of Court required us to assess and report on positive behavior for SYTF youth

All sworn staff and facility partners (behavioral health and education) were beginning to be trained in Roca's Rewire CBT model

What is SFJPD's New Behavioral Development System?



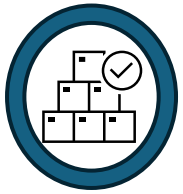
RISE

Behavioral Development System

RISE Positive Behavior Development Program

RISE = Restoration, Improvement, Success and Elevation

RISE is a point and level system that promotes **safety**, a positive **culture**, and encourages **behavior change**.



Encourage Positive Behaviors



Trauma Informed & **Best Practices**



Accountability through a Skill Building & Repair Process

Key Components of RISE

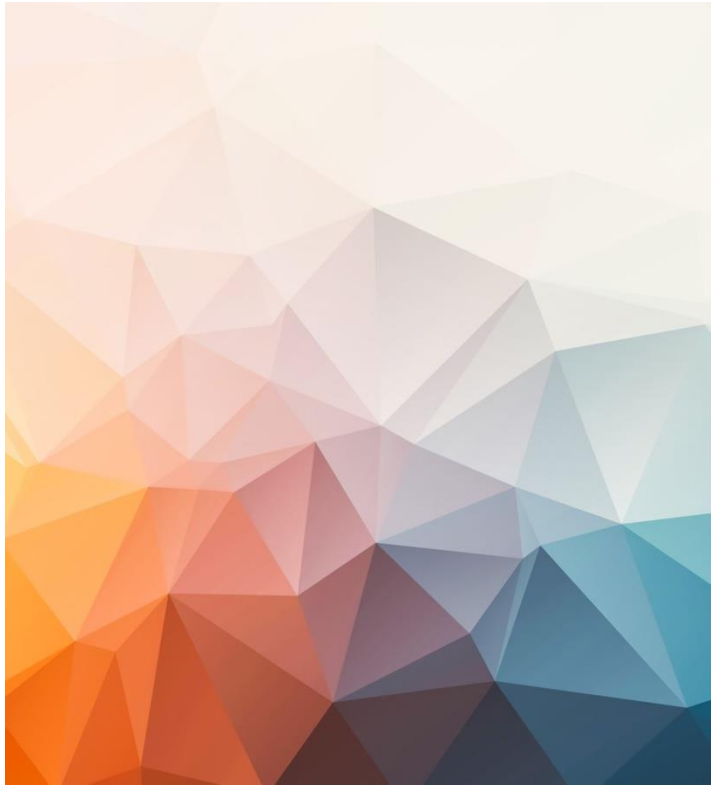
Level System

Daily Points

Privileges and Incentives

RISE Team

Incident Response & Accountability





Level System

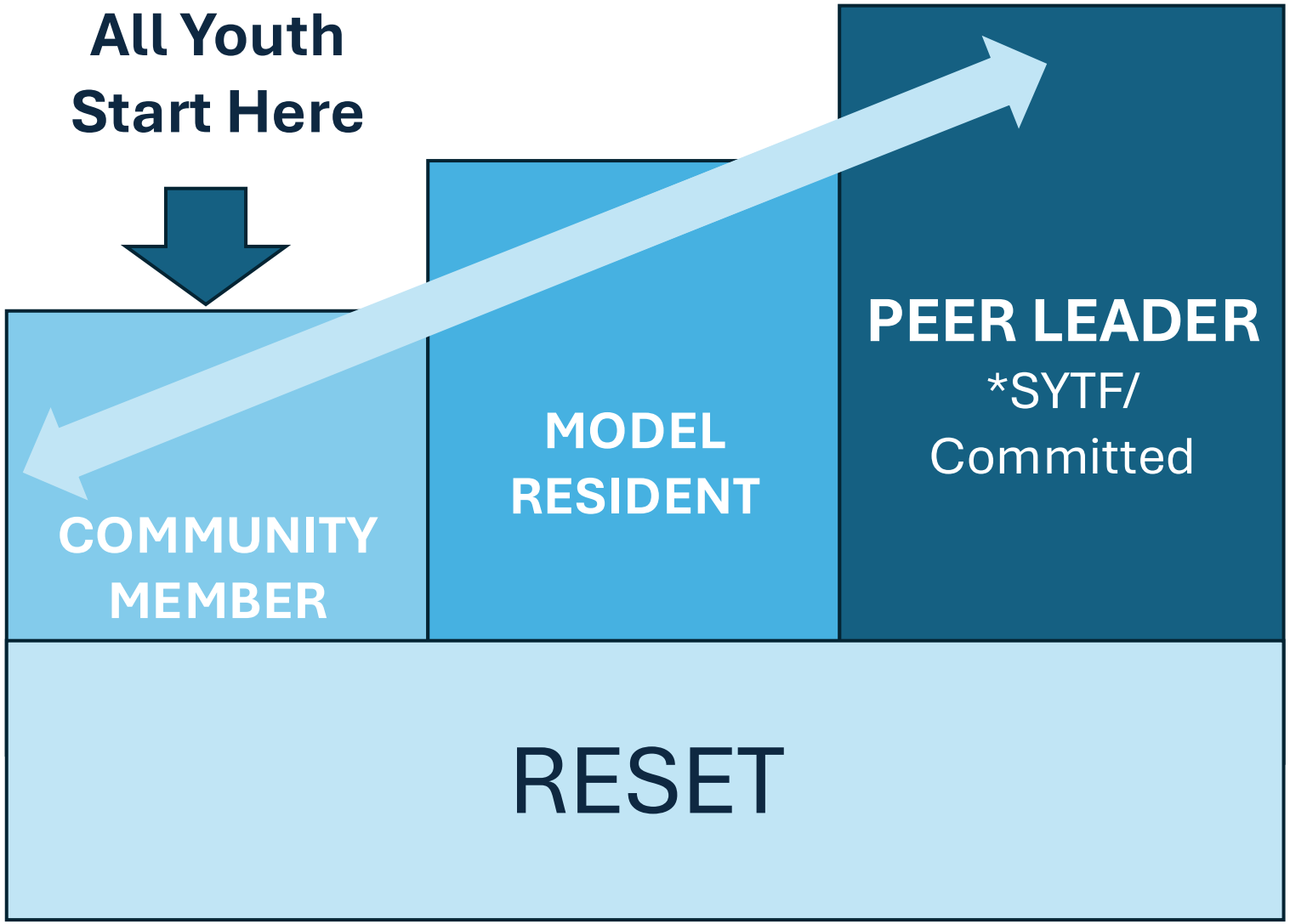
Community Member →

Model Resident →

Peer Leader

RISE Positive Behavior Development Program

All Youth Start Here

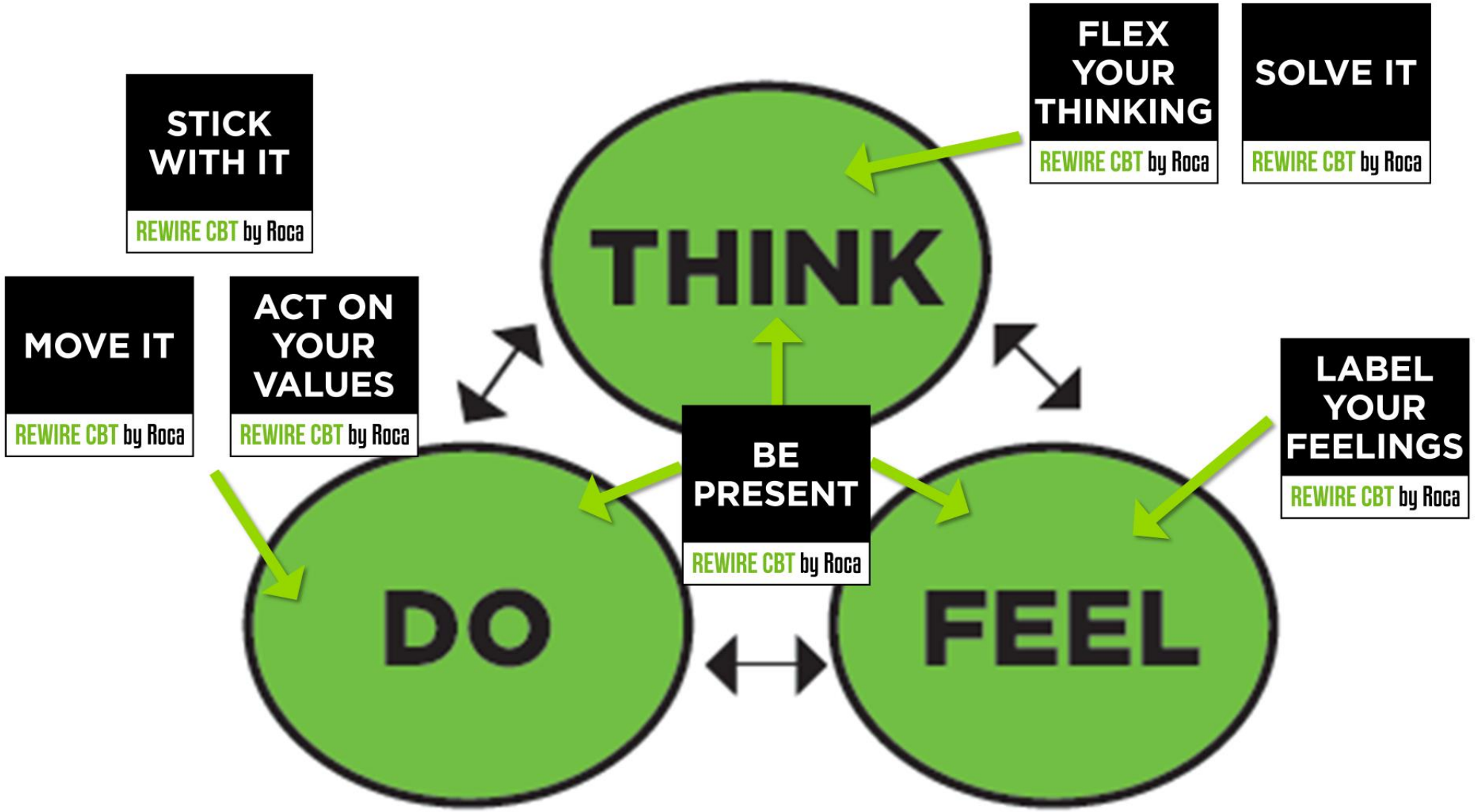


Reset: The reset level is used after a serious behavioral incident to focus on the safety of the young person or another community member, and to allow for repair and stabilization.

Behavior Management Point Earning Domains

- ✓ Respectful of People
- ✓ Follows Directions and Facility Rules
- ✓ Engages in Programming, Including School
- ✓ Exhibits Good Hygiene, Cleanliness and Adheres to Dress Code
- ✓ Good Community Member (Caring, Helpful & Considerate)

Rewire CBT by Roca



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Daily Points

AM/PM Point Domains

Domains	Does Not Meet Standard (0)	Approaching Standard/ Sometimes Observed (10)	Meets Standard/ Often Observed (15)	Exceeds Standard/ Consistently Observed (20)
	Rarely or never.	Sometimes but less than half the time.	More than half of the time.	All or almost all of the time.
1. Respectful of people	0	10	15	20
• **Demonstrates consideration of others (verbally and physically).** • **Does not insult others.** • **Does not use profanity or swearing towards others.**				
2. Follows directions and facility rules	0	10	15	20
• **Follows directions.** • **Acknowledges and adjusts behaviors when requested.** • **Does not violate facility rules.**				
3. Engages in programming, including school	0	10	15	20
• **Attends school or programming when programming and young person are available.** • **Actively engages in programming or school when attending.**				
4. Exhibits good hygiene, cleanliness, and adheres to dress code	0	10	15	20
• **Follows dress code.** • **Keeps room clean and organized.** • **Maintains proper hygiene (i.e. bathing, brushing teeth).**				
5. Good community member (caring, considerate, helpful)	0	10	15	20
• **Helps staff.** • **Helps peers.** • **Demonstrates care and concern for others.** • **Contributes to improving the unit/facility (physical space)**				
Total	0	50	75	100

Overnight Points Domain

Domains	Does Not Meet Standard (0)	Approaching Standard/ Sometimes Observed (10)	Meets Standard/ Often Observed (15)	Exceeds Standard/ Consistently Observed (20)
	Rarely or never.	Sometimes but less than half the time.	More than half of the time.	All or almost all of the time.
1. Overnight	0	10	15	20
• **Does not have windows or lights covered.** • **Sleeps throughout the night without disruptions.** • **Does not need redirection during overnight shift.**				

- **Overnight Grading Sheet** has 1 domain, scored 0-20, out of **20 total possible points.**
- AM & PM Grading Sheets have 5 domains, scored 0-20, out of 100 total possible points.
- Overnight points evaluate conduct during the graveyard shift, 11pm - 7am
  - If conduct happens between the time a young person goes to bed and when graveyard shift starts (i.e. 9pm-11pm), there must be communication between PM staff and Overnight staff

Privileges & Incentives

RISE Privileges /Incentives Chart *(updated 4.7.26)*

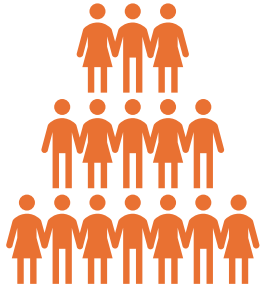
	PHONE CALLS	ELECTRONICS	OTHER
RESET *Phone calls and Visitation Meets Youth Bill of Rights Standards	Minimum 2 phone calls per week		8:00 pm Bedtime
COMMUNITY MEMBER	Minimum 3 phone calls per week (+ extras when available)	• Daily TV Access • Weekend PlayStation	8:30 pm Bedtime 2 items J Store per Week
MODEL RESIDENT	Minimum 3 phone calls per week (+ extras when available)	• Daily TV Access • Access to Tablet – PM downtime • PlayStation During Week & Weekend • MP3 player, DVD	9:00 pm Bedtime 4 items J Store per Week Upgraded Hygiene Products* Personalized Room Items* Access to Specialized Programming Unit/Crew Activities
PEER LEADER (SYTF ONLY)	5 phone calls per week (+ extras when available)	• Daily TV Access + Extra Time • PlayStation During the Week & Weekend • MP3 player, DVD	9:30 pm Bedtime 5 Items J Store per Week Upgraded Hygiene Products* Personalized Room Items* Access to Enhanced Specialized Programming Unit/Crew Activities Order Outside Food

* Items will vary based on pre-adjudicated vs SYTF units.



RISE Team

What is the RISE Team?



The RISE Team oversees the system framework, reviews serious behavioral incidents & violations, and activates the repair/skill building responses.



The RISE Team is comprised of:
-Facility Director
-Assistant Facility Director
-Senior Staff
-Admin Support
-Credible Messenger Life Coach
-JJC Staff (as needed)

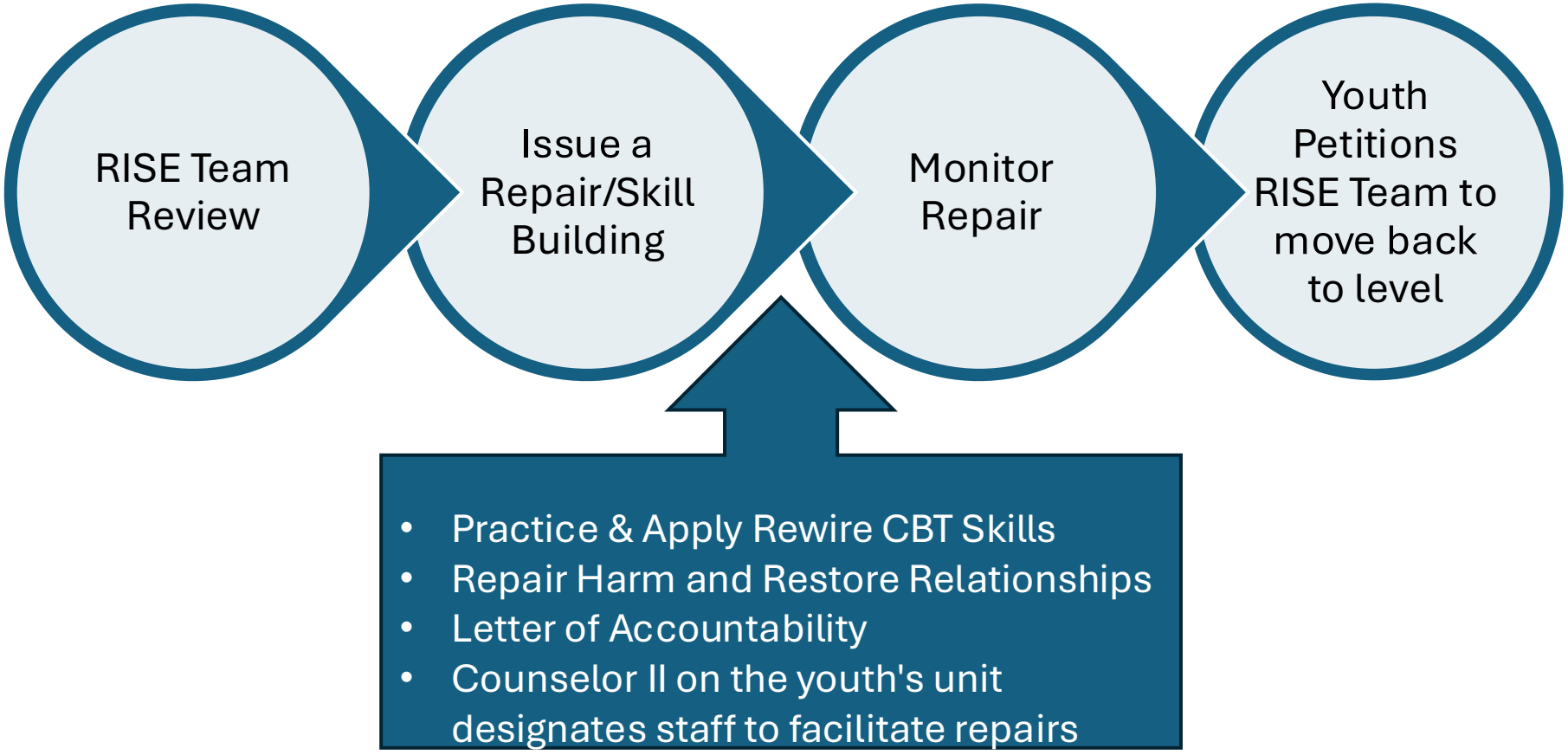


The RISE Team convenes every day, Monday - Friday to discuss any incidents from the previous day, any levels up or down, and hear any petition from young people

Incident Response & Accountability

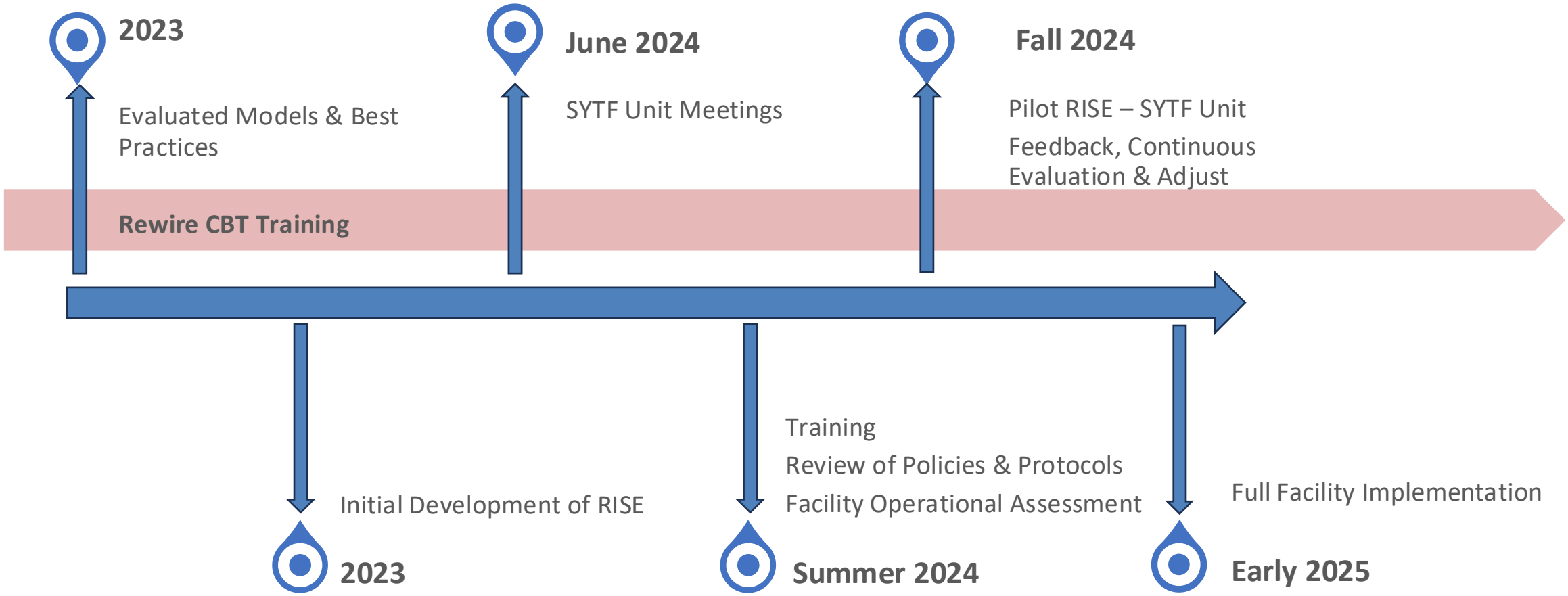
Accountability, Skill Building & Repair

Young people who engage in a serious behavioral incident may be placed on RESET to participate in additional interventions and supports to address specific behaviors.

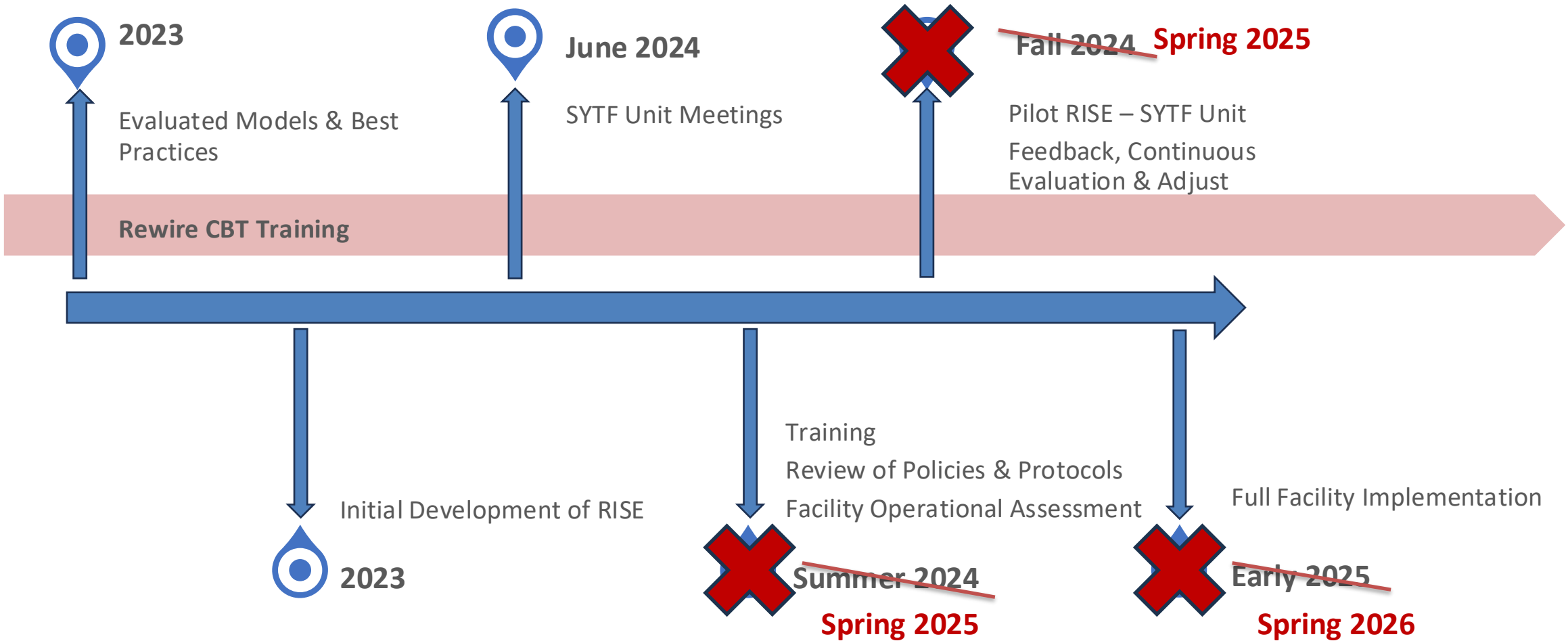


How Did We Make It Happen?

SYTF Model Development Original Timeline



SYTF Model Development Actual Timeline



UNIT-BY-UNIT ROLL OUT SCHEDULE

WEEK 1

Training

- Multiple 4 hour training sessions offered to ensure all unit staff can attend
  - included hands-on practice inputting RISE points into case management system

WEEK 2

Practice

- Staff input practice points during each shift
- Daily QA at RISE Team w/ supervisors and unit manager
- Check-Ins w/ line staff
- Training presentation to youth in the unit

WEEK 3

Practice

- Staff continue inputting practice points during each shift
- Daily QA at RISE Team w/ supervisors and unit manager
- Check-Ins w/ line staff
- Determine if ready for official launch on the unit
  - if so, delete previous points entries so youth start fresh

WEEK 4

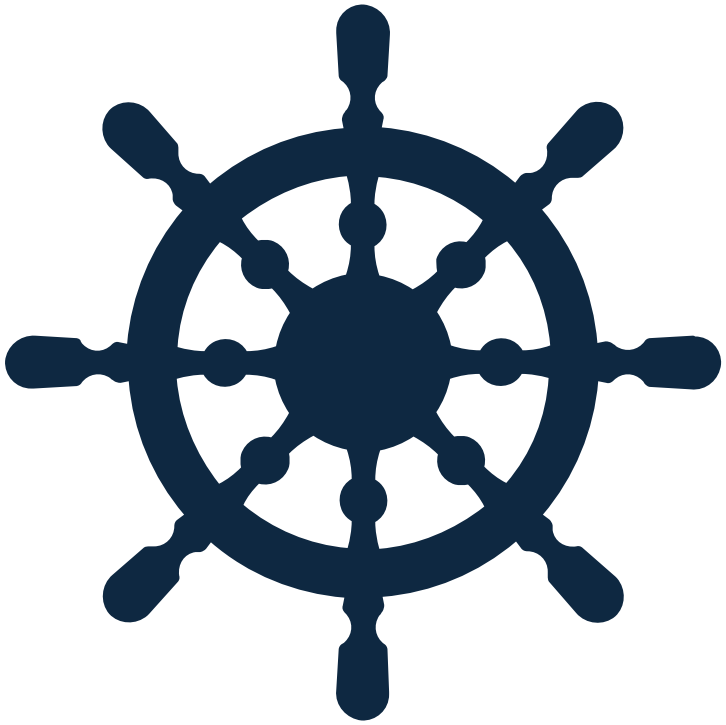
Implementation

- First full week of official points entry
- Daily QA at RISE Team w/ supervisors and unit manager
- Begin weekly review of points with youth

Developed Oversight Infrastructure

RISE Leadership

- **Membership:** Chief, Director of Facilities, Director of Grants, Analytics, and Planning, JJC Initiative Coordinator, & Principal Program & Policy Analyst
- For first year, included intensive Roca **Technical Assistance** support
- Meet **2x/month**
- Reviewed and refined the **implementation plan and timeline**, adjusting as needed
- Makes **final decisions** on content, training, and any programmatic or policy decisions



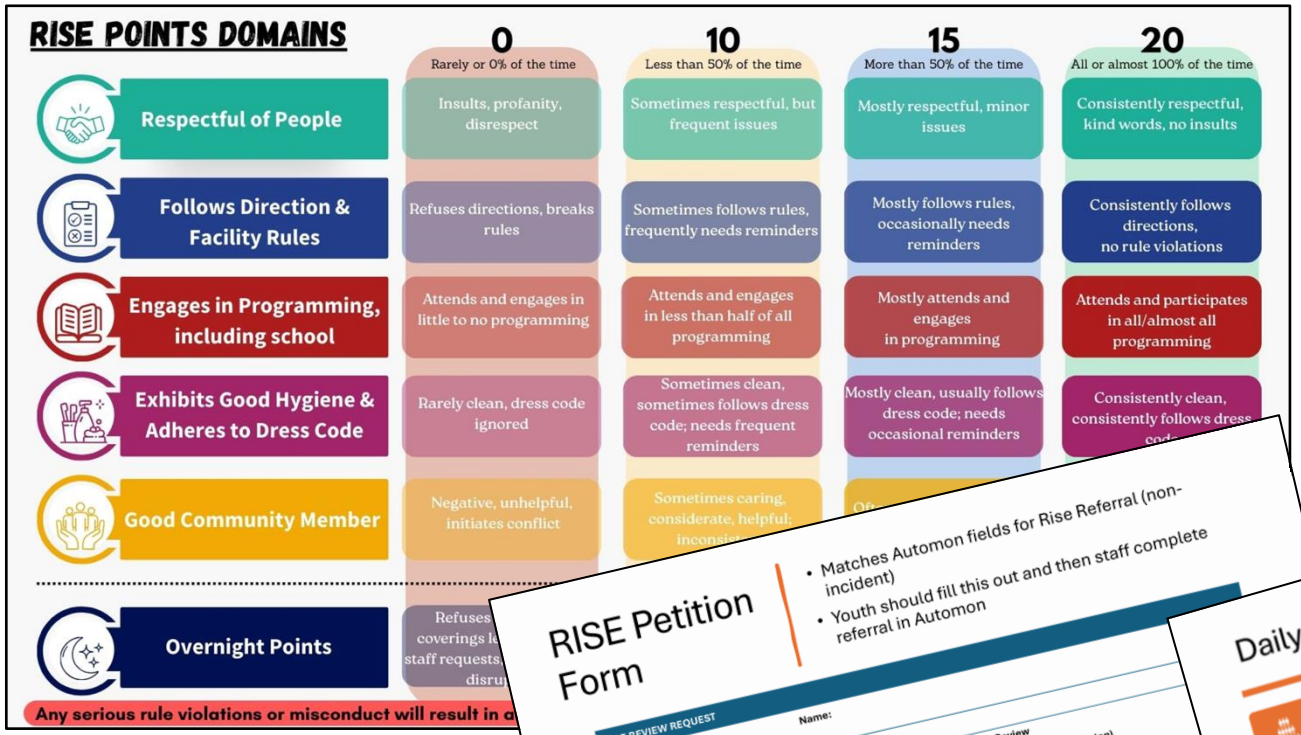
Developed Operational Infrastructure

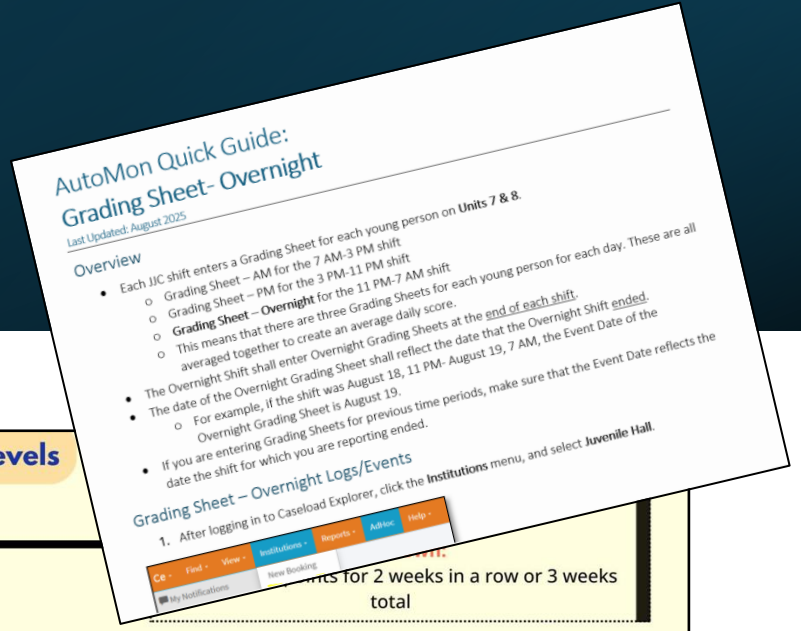
Daily RISE Team

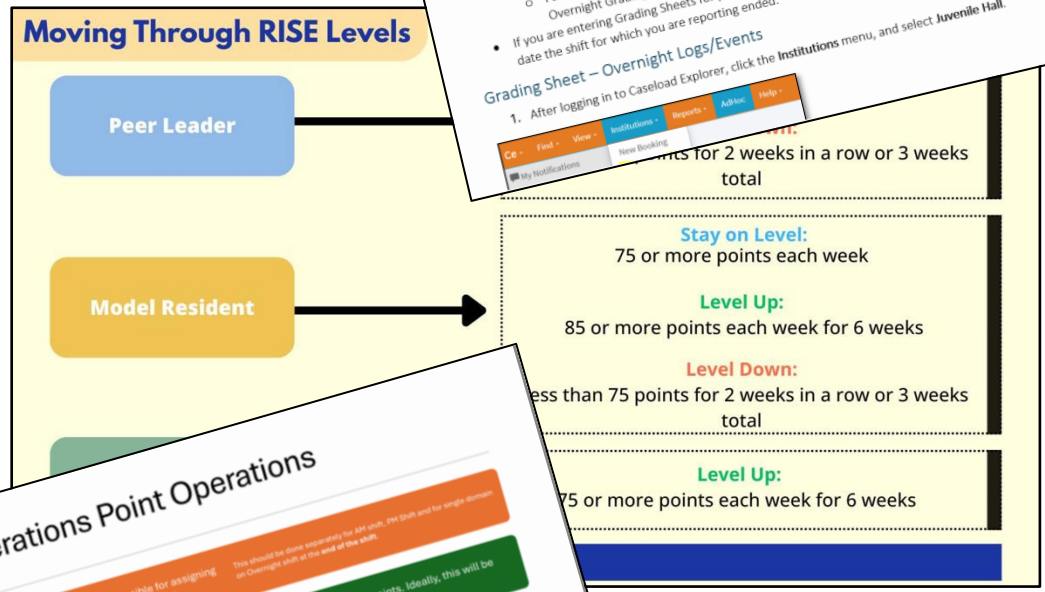
- Determined **who** should be on this team to create, implement, and oversee the new system
- Determined **when** it should meet, what **information** would be reviewed, what **prep** was required, how discussions would be **facilitated**
- Developed **clarity of purpose** (both individual incidents and system oversight/quality assurance)
- Tracked ongoing discussions and decisions and ensured **documentation and dissemination** of decisions

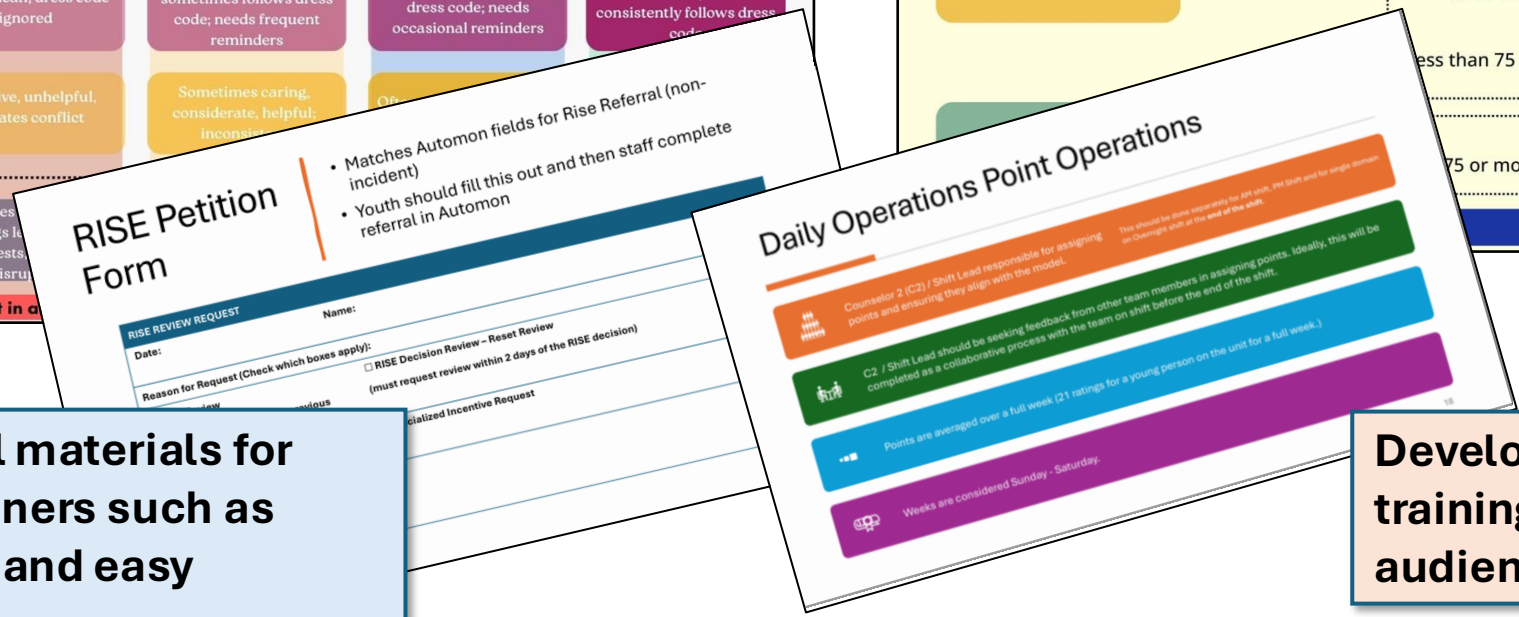


Developed Critical Materials









Developed collateral materials for youth, staff, and partners such as posters, one pagers, and easy reference materials

Developed specific training materials for all audiences

Developed Data Infrastructure



Creating Points & Data System



Inputting Points and Data System into Automon (Case Management System)

Development (practice) site

Production (real) site



Went paperless for all RISE related tasks

Answered Key Questions

What conduct results in an Incident Report vs what conduct can be dealt with through points?

What will be effective incentives in the level system incentive structure?

Did we need a separate room for young people when they were on Reset level?

How will we navigate WIC 827? How to keep the points and levels from being litigated in court?

Training & Feedback

Training

- **JJC Staff**
  - *Initial in-depth 4 hour training for all facility line staff and their supervisors*
  - *Ongoing QA and targeted training*
- **Probation Officers**
  - *Overview of RISE as well as how to incorporate RISE in court reports, youth check-ins, etc.*
- **Youth**
  - *In-depth training at roll out and ongoing check-ins to ensure clarity*
  - *Weekly review of points and any change in level status*
- **On-Site Partners (behavioral health, education, credible messenger life coaches)**
  - *Overview of RISE as well as role of partner in implementation and youth and staff support*

Feedback & Informational Sessions

- Justice Partners (defense, prosecution, the court)
- Secure Providers' Advisory Board
- Oversight Bodies
- Incorporated feedback from staff, youth, on-site partners as well

Unanticipated Challenges & Decision Points

Teaching basic computer skills

Creating points domain for overnight shifts

Quality assurance for pilot required pushing back facility-wide roll out

Supporting youth and staff in understanding what behaviors warrant a ‘20’

Determining the amount and cadence of incentives

Had no way of tracking great achievements or notable positive behaviors – created “Highlights”

Thank you!

Questions?

