



ASSISTANT CHIEF PROBATION OFFICER



THE CITY & COUNTY OF SAN FRANCISCO

San Francisco is a vibrant and dynamic city at the forefront of economic growth and innovation, urban development, arts and entertainment, and social change. Its rich tapestry of cultures and ideas is sustained by a deep commitment to enhancing quality of life for the diverse people of San Francisco and the greater Bay Area.

The City & County of San Francisco is the City's second-largest employer, with more than 34,000 employees across 60 departments delivering essential public services. The City cultivates an inclusive, supportive, and welcoming workplace and advances fair and equitable practices to hire, develop, and retain a diverse and empowered workforce.

THE SAN FRANCISCO JUVENILE PROBATION DEPARTMENT

Established as a standalone City department by San Francisco voters in 1989, the Juvenile Probation Department (JPD) reports to the Mayor and is governed by a seven-member Probation Commission.

JPD is the only probation department in California devoted exclusively to youth alleged or found to have committed law violations under the jurisdiction of the juvenile court.

JPD's operating budget is approximately \$54 million, and 190 employees carry out the department's functions and services through three interconnected divisions: Probation Services, which provides pre- and post-adjudication supervision and support; the Juvenile Justice Center (JJC), which includes Juvenile Hall and the Secure Youth Treatment Facility (SYTF); and Administrative Services, which provides the fiscal, human resources, information technology, planning, and facilities foundation for the Department's work.



CHIEF KATY MILLER'S VISION

Chief Probation Officer Katy Miller has articulated a clear and compelling vision: San Francisco should reimagine how it responds to juvenile crime and delinquency—from referral through reentry—by working with community and government partners, grounding decisions in research and evidence-based practice, addressing racial disparities, and preserving both public safety and the possibility of restoration.

At the center of this vision is a fundamental belief in the potential of young people. JPD seeks to intervene with care and compassion; engage youth and families as partners; provide culturally responsive, healing-centered services; and create real pathways to education, stability, accountability, and opportunity. Community presence and diversion are prioritized wherever appropriate, while young people in secure care receive structured, rehabilitative programming designed for growth and successful reentry.

Chief Miller's next priority is to deepen the progress already underway. The Department is motivated to translate its strongest innovations into consistent daily practice across every unit and shift, provide staff the training, coaching, tools, and supervisory support they need, and use data and evaluation to sustain and grow what works. The Assistant Chief will be the Chief's principal operational partner in turning that vision into a durable culture of excellence.

EXTRAORDINARY PROGRESS—AND MOMENTUM TO BUILD UPON

JPD enters this next chapter from a position of genuine strength. The Department and its partners have achieved phenomenal results while undertaking one of the most complex transformations in the history of California juvenile justice:

- **Youth arrests have declined by approximately 85 percent** from 1990s levels, reflecting a profound shift toward prevention, diversion, and community-based support.
- **All youth in San Francisco's juvenile justice system are quickly assessed by the community-based Community Assessment and Referral Center** and connected with a community-based organization partner that provides youth and family support throughout their system involvement and partners with probation and court partners to foster youth success.
- **After the State closed the Division of Juvenile Justice**, JPD built a new long-term, rehabilitation-focused program for committed youth—some of whom may remain in care into young adulthood—rather than merely absorbing a new custodial mandate.
- **JPD established** higher education and vocational partnerships with the County Office of Education and City College of San Francisco.
- **The Department developed and implemented an innovative behavior-development framework** in the secure Juvenile Justice Center facility, and partnered with leaders in the fields of cognitive behavior theory and supervision practices to train and support all sworn staff.
- **JPD created an Intensive Services Foster Care model** that has received state and national recognition.
- **In partnership with the Department of Public Health and Seneca**, JPD launched Multisystemic Therapy, a highly regarded intervention for justice-involved youth.

Today, JPD serves an active caseload of approximately 330 young people—including youth awaiting adjudication, youth under probation supervision, and youth in extended foster care—while the JJC maintains an average daily population of approximately 30. These results demonstrate what committed staff, strong community partnerships, and a clear reform vision can achieve.

THE OPPORTUNITY

Reporting directly to the Chief Probation Officer, the Assistant Chief Probation Officer oversees the Department's core operations across Probation Services and the Juvenile Justice Center and leads a passionate, dedicated team of approximately 140 employees. The Assistant Chief assesses operational and programmatic strategy, establishes and implements goals and standards, ensures compliance with applicable mandates, and serves as Executive Officer in the Chief's absence.

This is an executive role for a leader who can move fluently between vision and execution. The Assistant Chief will be an empowering mentor to staff, credible with labor and community partners, disciplined in managing people and projects, and skilled at taking an initiative from concept through implementation and evaluation. Externally, the Assistant Chief will support and represent the Chief in collaboration with public agencies, elected and appointed leaders, courts, community-based organizations, families, and other stakeholders.

Most importantly, the incoming leader will recognize that JPD's workforce is the engine of its success. Staff have delivered remarkable change amid evolving responsibilities and unprecedented operational demands. The Assistant Chief must honor that achievement while helping employees become even more proficient in adopting and applying best practices and collaborating effectively with community and system partners to improve youth outcomes. This requires clear expectations, excellent supervision, practical training, coaching, consistent feedback, thoughtful change management, and genuine attention to employee well-being and professional growth.





MAJOR STRATEGIC GOALS AND OBJECTIVES

During the first 12 to 18 months, the Assistant Chief will be expected to:

- **Strengthen and support the workforce.** Listen closely to employees at every level; understand workload, morale, and operational barriers; and create the conditions in which staff can do their best work.
- **Embed best practices consistently.** Complete and align policies, procedures, training, coaching, and supervisory systems so evidence-based, culturally responsive, and racially equitable practice is applied reliably across Probation Services and the JJC.
- **Build a learning organization.** Establish an ongoing professional-development approach that moves beyond one-time training, reinforces practice through supervision and peer learning, and develops future leaders from within the Department.
- **Deepen the rehabilitative culture.** Fully implement the JJC's youth behavioral development model and related evidence-based programming, strengthen program fidelity, and ensure that secure care operates as a genuine therapeutic milieu.
- **Sustain trusted partnerships.** Deepen authentic relationships with community-based organizations, courts, public agencies, labor partners, commissions, youth, families, victims, and neighborhoods.
- **Advance DJJ Realignment.** Partner with the Chief to sustain and improve the Secure Youth Treatment Facility and related Court components, and align staffing and services with the evolving realignment population.
- **Evaluate impact and improve continuously.** Collaborate with JPD's Grants, Analytics and Planning unit to pair implementation with meaningful measures, rigorous program evaluation, and transparent learning so JPD can demonstrate results, refine practice, and invest wisely.
- **Modernize critical infrastructure.** Serve as executive sponsor for efforts to strengthen the technology and data capacity required for effective supervision, facilities, evaluation, and accountability across the JJC and Probation Services.
- **Navigate the broader civic environment.** Build productive relationships with the Mayoral administration, other City leaders and oversight bodies, and advocate effectively for the Department's budget, workforce, programs, and long-term priorities.

THE IDEAL CANDIDATE

JPD seeks an accomplished juvenile justice leader and practitioner with deep operational credibility, a demonstrated commitment to positive youth development, and the ability to build trust across a complex organization and with San Francisco's diverse justice system stakeholders. The ideal candidate will share Chief Miller's community-centered public-safety philosophy and understand that accountability, rehabilitation, racial equity, family engagement, and staff excellence are mutually reinforcing.

The successful candidate will be visible, accessible, and steady. This leader will engage front-line and sworn staff, partners and community stakeholders with respect; invite candid feedback, including dissent; communicate decisions clearly; and follow through consistently. The Assistant Chief will bring the humility to learn from those closest to the work, the confidence to make difficult decisions, and the discipline to translate policy into sound, sustainable practice.

The person selected will also be a gifted manager of people and projects—able to set priorities, clarify ownership, manage competing demands, and hold teams accountable without losing sight of the human dimension of change. The ideal candidate will understand how adults learn, how strong supervision reinforces practice, and how professional development, recognition, and psychological safety improve both staff performance and youth outcomes.

EDUCATION & EXPERIENCE

- A bachelor's degree from an accredited college or university, with major coursework in social science, administration of justice, business or public administration, or a related field.
- Seven years of progressively responsible experience in social work or justice administration in probation, youth services, and delinquency prevention, including four years of management and supervision within an organization delivering probation, corrections, or justice-program services.
- Demonstrated success leading significant operational or cultural change in a complex, highly accountable environment.
- Experience implementing evidence-based or promising practices and reinforcing them through policy, training, supervision, coaching, quality assurance, and program evaluation.
- Experience working effectively with represented employees, labor partners, community-based organizations, courts, public agencies, families, and diverse communities.
- The ability to meet California Board of State and Community Corrections Standards and Training for Corrections requirements.
- A valid California Class C driver's license, or the ability to obtain one within the period required by the City.



PROFESSIONAL & PERSONAL ATTRIBUTES

- Deep knowledge and practice of juvenile probation services in institutional and community settings, including applicable laws, codes, standards, and policies.
- A genuine grounding in positive youth and young-adult development, healing-centered practice, family engagement, and restorative approaches.
- A demonstrated commitment to racial equity and culturally responsive service delivery.
- A coaching orientation and a record of developing employees, strengthening supervisors, building morale, and creating internal leadership pathways.
- Strong organizational management, budget, fiscal stewardship, workforce planning, and project-execution skills.
- Sound judgment, emotional intelligence, courage, humility, discretion, and resilience.
- The ability to communicate with clarity and credibility across staff, unions, community partners, elected and appointed officials, media, youth, families, and the public.
- Political and organizational acumen, paired with an authentic, collaborative, and people-centered leadership style.



A COMMITMENT TO EQUITY & SOCIAL JUSTICE

JPD is committed to transforming systems to improve the lives of the youth, families, community and workforce impacted by San Francisco’s juvenile justice system. The Department recognizes that persistent racial and ethnic disparities in juvenile justice reflect individual, interpersonal, institutional, and systemic inequities embedded across public systems.

JPD advances this work through collaborative planning and justice reinvestment with community and system partners, as well as through sustained internal culture and operational change. Its goals include reimagining the City’s response to juvenile crime from referral through reentry; advancing whole-family engagement so that all youth have equitable access to successful outcomes; and strengthening equitable leadership development and the workplace experience of its diverse staff.

For the Assistant Chief, equity is not a stand-alone initiative. It must shape how policy is designed, how staff are trained and supported, how partnerships are built, how data are interpreted, and how young people and families experience the Department.



COMPENSATION & BENEFITS

The City and County of San Francisco offers a competitive executive compensation package, a salary range of **\$205,538 to \$255,996**, and a comprehensive benefits package, including medical and dental coverage, paid holidays, vacation, sick leave, and retirement benefits.

The final salary will be established in accordance with the City's compensation structure and the selected candidate's qualifications and experience.

Additional benefits information is available through the [San Francisco Health Service System](#) and the [City's Management Employees Association benefit resources](#).

APPLICATION & SELECTION PROCESS

The nationwide search for the Assistant Chief Probation Officer is being conducted by [The Byers Group](#). To be considered, candidates should electronically submit a resume and letter of interest to SFJUV.ACPO@byersgroupca.com. The letter should describe the candidate's interest in the role, relevant accomplishments, and the leadership attributes the candidate would bring to JPD. The first review date of consideration will be **October 30, 2026**. The position will remain open until filled.



THE BYERS GROUP
EXECUTIVE SEARCH AND C-SUITE CONSULTING

CONFIDENTIAL INQUIRIES ARE ENCOURAGED AND CAN BE DIRECTED TO:

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EQUAL EMPLOYMENT OPPORTUNITY

The City and County of San Francisco is an equal employment opportunity employer. Employment decisions are based on merit and qualifications without unlawful discrimination. The City provides reasonable accommodations to qualified applicants and employees with disabilities and prohibits retaliation against individuals who report or oppose unlawful discrimination.