OFFICE OF THE SHERIFF
CITY AND COUNTY OF SAN FRANCISCO

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PAUL MIYAMOTO
SHERIFF

August 7, 2026
Reference: US2026-071

Honorable Rochelle C. East
Presiding Judge of the Superior Court of California
County of San Francisco
400 McAllister Street
San Francisco, CA 94102

RE: Response to the 2025/2026 San Francisco Civil Grand Jury Report:
"WHEN MAKING DO DOESN'T WORK: SAN FRANCISCO JAILS IN CRISIS"

Presiding Judge East,

Pursuant to Penal Code §933.05(c), the Office of the Sheriff (hereinafter "Office") respectfully submits the following in response to the findings and recommendations in the 2025/2026 Civil Grand Jury Report.

The San Francisco Civil Grand Jury serves an important oversight function to improve public service, accountability, transparency, and efficiency. Where improvements are warranted and operationally feasible, the Office is committed to implementing changes that enhance public safety, improve jail operations, and strengthen the delivery of services.

FINDING 1: City and County leadership would benefit from first-hand knowledge obtained through inspection of the jail facilities and operations to enable them to better understand how policy changes affecting budget and operations for the Jails impact the operation of the Jails.

RESPONSE to F1: R1-A, B, C: Agree

Familiarity with and an understanding of the county jail system, including the various types of jail facilities, inmate classification processes, staffing requirements, and infrastructure, are beneficial to elected officials and public employees who have authority to allocate funding. Site visits by elected and appointed officials provide valuable opportunities to communicate directly with incarcerated individuals, front-line staff, and command staff, thereby enhancing their understanding of jail operations and the operational impacts of policy and budgetary decisions.

FINDING 2: Important jail reports report data in inconsistent manners, including a lack of clarity regarding how people in the booking process are categorized in ADP counts; a lack of available data on those booked and released directly from the Intake and Release Center without being assigned a bed in the general population; a lack of available data on recidivists with multiple prior jail bookings; and average stay data that is so broad as to preclude an accurate picture of the short term population.

RESPONSE to F2: R2 A and B: Partially Disagree, in progress with a completion date before November 1, 2026. R2-C: Agree - however, this data already exists

The Office of the Sheriff currently maintains internal reporting capabilities that support tracking individuals who are booked and released from County Jail #1 (CJ#1) prior to being housed within the jail system. This data set will be incorporated into our current published reports.

However, it is important to clarify that not every person housed from CJ#1 is assigned a bed in the general population. Some individuals are housed in specialized housing assignments based upon the inmate classification process, with input from Jail Health Services on medical and psychiatric needs. The term "special housing" is a general term that may include individuals placed in administrative separation pursuant to Title 15, as well as those assigned to medical housing, psychiatric housing, medical observation, or detoxification protocol observation.

The Office currently has, and historically has had, the ability to track individuals with unique bookings as well as repeat offenders within the county jail system. The availability of this data dates back to December 2009, when the current Jail Management System (JMS) became operational.

The primary limitation associated with this data results from an existing policy concerning individuals arrested and booked into CJ#1 for California Penal Code § 647(f), commonly referred to as "Release When Sober." Individuals processed under this statute are not fingerprinted; therefore, positive identification cannot be definitively established. Consequently, the Office cannot conclusively determine whether the same individual has been booked on multiple occasions. Additionally, persons booked under Penal Code § 647(f) are released without criminal prosecution, the arrest is converted to a detention pursuant to Penal Code § 849(b)(2), and the record of arrest is not transmitted to the California Law Enforcement Telecommunications Systems (CLETs).

The Office has previously reported on repeat offender statistics to various interested stakeholders. Attached is one such detailed report with data from 2018, which demonstrates the availability of this information and the detail in which this data is available. Additionally, the Office currently publishes a monthly jail population report, which is also attached. The Office will identify an appropriate method to incorporate and report repeat booking data within this report.

Individuals who are not medically accepted during the intake triage process and are instead referred to a higher level of medical care are not entered into the JMS. As a result, this Office cannot generate reports for that specific data point. This information is maintained within the Department of Public Health's (DPH) EPIC medical record system, together with

confidential medical information documenting the condition requiring a higher level of care. The Office will not enter medical data into JMS.

FINDING 3. The Jails are dangerously close to capacity, and SFSO has not convened the Crowding Committee despite meeting the capacity triggers outlined in the SFSO Custody and Court Operations Manual, Policy 511.2.

RESPONSE to F3: R3-A and B: Disagree

The Office agrees that the Crowding Committee was not convened. However, the requirements identified within Crowding Policy for activating the committee have not been met.

The Office monitors the jail population daily and continually evaluates population trends, booking activity, release rates, and significant legal developments to anticipate future operational needs. Earlier this year, based upon projected increases in the jail population and sustained improvements in staffing levels, the Office advanced plans to separate the San Bruno Annex into its own jail facility. Those efforts included requesting additional staffing positions during the budget process and initiating the required meet-and-confer process with the labor organizations.

Subsequently, the Office experienced a decline in the jail population. This reduction has been attributable to increased releases rather than a decrease in bookings. While the inmate population has declined following the *In re Kowalczyk* decision, the population participating in the Electronic Monitoring (EM) Program has increased significantly. In response, the Office has expanded resources within Community Programs, the unit responsible for administering the EM Program.

The May 2026 Monthly Jail Population Trend Report, attached for reference, identified three significant findings:

1. The average daily jail population has experienced a sustained downward trend for six consecutive months, averaging 1,202 incarcerated individuals in May.

2. Bookings during May totaled 1,527, representing a 12% increase over the previous month and a 24% increase over the same period last year, marking the highest booking volume since prior to the COVID-19 pandemic.

3. Although the sentenced population continues to represent a relatively small portion of the overall jail population, the California Department of Corrections and Rehabilitation (CDCR) population has steadily increased and represented approximately one-third of all sentenced individuals during May.

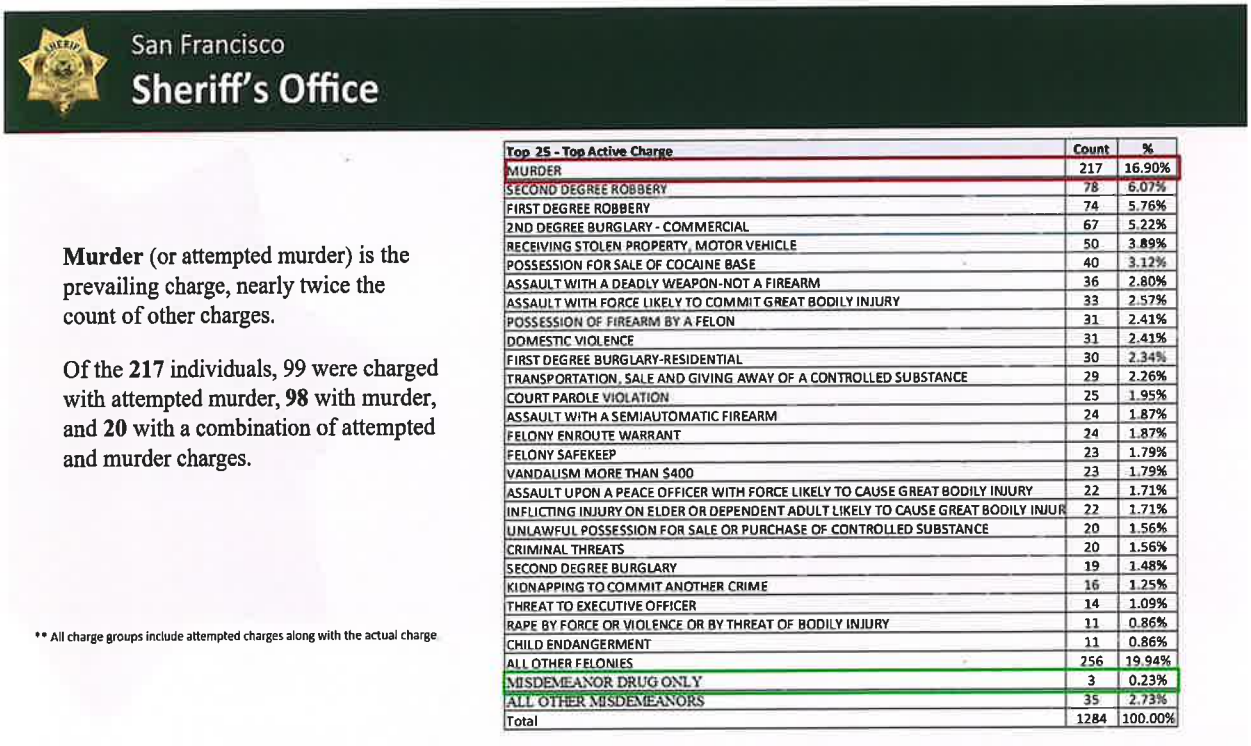
On Friday, July 24, 2026, the jail population was 1,070, with three of the six housing units at the San Bruno Annex occupied. As of July 27, 2026, the Annex alone had 186 available male beds. This figure does not include additional available housing capacity within County Jail #2 or County Jail #3. Additionally, there were approximately 80 available female beds.

County Jail #2 has a Board of State and Community Corrections (BSCC) rated capacity of 392 beds. This capacity does not include the beds located in C Pod, which houses the Psychiatric

Sheltered Living Unit and the Medical Step-Down Unit. C Pod typically houses between 45 and 60 inmates daily.

County Jail #3 has a BSCC-rated capacity of 768 beds, while the County Jail #3 Annex has a BSCC-rated capacity of 384 beds, for a combined rated capacity of 1,544 beds. Using the July 24, 2026, population of 1,070, subtracting the 40 individuals housed in C Pod on that date, and applying a 15% classification factor to account for housing restrictions, the jail system still had approximately 359 available beds. Accordingly, the current operational capacity does not support the conclusion that the facilities are approaching overcrowded conditions or that the policy thresholds requiring activation of the Crowding Committee have been reached.

Beyond monitoring the overall jail population, the Office also evaluates the severity and complexity of the inmate population to ensure operational planning reflects not only the number of individuals housed but also the level of supervision and services required. Attached is the PowerPoint presentation previously provided to the Human Rights Commission addressing these population characteristics. That presentation provides additional context regarding the current composition of the San Francisco County Jail population. Below is an excerpt from that presentation, for easy reference.



Top 25 - Top Active Charge	Count	%
MURDER	217	16.90%
SECOND DEGREE ROBBERY	78	6.07%
FIRST DEGREE ROBBERY	74	5.76%
2ND DEGREE BURGLARY - COMMERCIAL	67	5.22%
RECEIVING STOLEN PROPERTY, MOTOR VEHICLE	50	3.89%
POSSESSION FOR SALE OF COCAINE BASE	40	3.12%
ASSAULT WITH A DEADLY WEAPON-NOT A FIREARM	36	2.80%
ASSAULT WITH FORCE LIKELY TO COMMIT GREAT BODILY INJURY	33	2.57%
POSSESSION OF FIREARM BY A FELON	31	2.41%
DOMESTIC VIOLENCE	31	2.41%
FIRST DEGREE BURGLARY-RESIDENTIAL	30	2.34%
TRANSPORTATION, SALE AND GIVING AWAY OF A CONTROLLED SUBSTANCE	29	2.26%
COURT PAROLE VIOLATION	25	1.95%
ASSAULT WITH A SEMIAUTOMATIC FIREARM	24	1.87%
FELONY ENROUTE WARRANT	24	1.87%
FELONY SAFEKEEP	23	1.79%
VANDALISM MORE THAN $400	23	1.79%
ASSAULT UPON A PEACE OFFICER WITH FORCE LIKELY TO CAUSE GREAT BODILY INJURY	22	1.71%
INFLICTING INJURY ON ELDER OR DEPENDENT ADULT LIKELY TO CAUSE GREAT BODILY INJUR	22	1.71%
UNLAWFUL POSSESSION FOR SALE OR PURCHASE OF CONTROLLED SUBSTANCE	20	1.56%
CRIMINAL THREATS	20	1.56%
SECOND DEGREE BURGLARY	19	1.48%
KIDNAPPING TO COMMIT ANOTHER CRIME	16	1.25%
THREAT TO EXECUTIVE OFFICER	14	1.09%
RAPE BY FORCE OR VIOLENCE OR BY THREAT OF BODILY INJURY	11	0.86%
CHILD ENDANGERMENT	11	0.86%
ALL OTHER FELONIES	256	19.94%
MISDEMEANOR DRUG ONLY	3	0.23%
ALL OTHER MISDEMEANORS	35	2.73%
Total	1284	100.00%

Accordingly, while the Office recognizes the importance of the Crowding Policy and the role of the Crowding Committee, current operational conditions do not support the conclusion that the policy thresholds have been met. The Office will continue to monitor daily population trends, housing capacity, staffing levels, and legal developments, and will convene the Crowding Committee should the established criteria be satisfied.

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FINDING 4. Beyond relying on facilities at other Bay Area jails far from San Francisco's courts, the SFSO has no plan for continued long term growth or a surge in the incarcerated population.

RESPONSE to F4: R4: Partially Disagree

As noted elsewhere in this report, the Office continuously monitors the daily jail population and plans for fluctuations through its Primary, Alternate, Contingency, and Emergency (PACE) planning framework. Under the Primary plan, the San Bruno Annex operates with three occupied dormitories. The Alternate plan provides for the activation of all six dormitories to capacity, while simultaneously advancing the Annex toward operation as a stand-alone jail facility. Should the population increase beyond the available capacity at the Annex, the Office would implement the Contingency phase of its planning, which includes the use of neighboring counties to house inmates. The inmate count has not risen to a level requiring the implementation of an emergency plan at this time.

The Office will advance the request for funding to update the Facilities Needs Assessment as we recognize the importance of long-term facility planning. The updated assessment should evaluate projected population trends, operational requirements, infrastructure needs, court holding capacity, transportation functions, and the need for a new jail with medical, psychiatric, and programming housing, as well as access to direct unfiltered sunlight, to ensure the jail system remains capable of safely and effectively serving the City and County of San Francisco well into the future.

FINDING 5. The Jails population has increasingly complex health needs, particularly mental health and substance use problems, which require more clinical and custodial resources than the system is designed to support.

RESPONSE to F5: R5 A-E: This item will be addressed by the Mayor's office.

FINDING 6. Current resources and procedures do not allow for sufficient discharge planning and resource provision or connection for people repeatedly booked on, and rapidly released from, charges for low-level offenses, creating further destabilization in this population.

RESPONSE to F6: RA-B: Partially Disagree

This item, in part, will be addressed by the Mayor's office. In addition, the Office previously developed and implemented several programs specifically designed to improve continuity of care, facilitate successful community reintegration, and reduce recidivism among individuals released from custody. The Office currently operates a Discharge Planning (DP) program, located immediately outside the County Jail #1 which is staffed Monday through Friday from 2:00 p.m. to 10:00 p.m. The DP program provides transition planning and linkage services for individuals identified as having the greatest need at the time of release. Services are prioritized for three primary populations:

- Persons who have been sentenced or have pled and are scheduled to be sentenced;
- Persons who are booked into the San Francisco County Jail most frequently;

- Persons booked into jail on drug-related charges that were arrested in the neighborhoods most impacted by open air drug markets.

Staff attempt to link these persons with case management services and facilitate coordinated releases when possible. Persons who request assistance with linkage to substance use disorder treatment are provided with cab rides to DPH's Behavioral Health Access Center or to a 24-hour sobering center, depending on the time of the release.

Cab rides, implemented years ago, are provided by the Office and with the objective of safe passage, to persons released from the county jail at night who have requested assistance; or when staff has identified a transportation need. All SFSO employees, providers and health services employees are empowered to initiate transportation requests and depending on the timing of the release, either a deputy in County Jail #1 or DP arrange for the taxi.

Safe Harbor, also implemented years ago, is a program operated by DP staff, that seeks to immediately address emergency housing needs of vulnerable people following release from jail by providing a safe room until service providers are available.

Medi-Cal enrollment and the CalAIM Justice Initiative shifted the focus from the sentenced population to newly booked persons. In 2023, this shift took effect and is administered through our partnership with DPH. The CalAIM Justice Initiative also mandates that all eligible Medi-Cal people are discharged from custody with all prescribed medications for up to 30-days.

On May 4, 2026, the City and County of San Francisco (CCSF) opened the first of its kind sobering center, operated by law enforcement, the Rapid Enforcement Support Evaluation and Triage (RESET) Center. Eligible individuals who are arrested for public intoxication are brought to the center where they can access immediate support and be connected to treatment services. This site fills a critical service gap for individuals typically held for four to six hours, who do not receive access to jail-based programs, services, or after-care services due to the short stay in jail. It provides a law enforcement-managed environment that holds individuals accountable for public drug and alcohol use while also offering care and recovery support aimed at breaking the cycle of addiction. The RESET Center is part of the Office's broader overdose prevention strategy.

Additional information regarding the RESET Center as well as service data may be located at on our website at: https://sfsheriff.com/reset-center

FINDING 7. For at least a decade, the City has declined to make major capital investments in jail facilities, with the result that the Jails are operating in aging buildings that do not meet current operational, clinical, or safety needs.

RESPONSE to F7: R7-A: Partially Agree, R7-B: Requires further Analysis

In October 2017, the City and County of San Francisco published a report titled, "*Hall of Justice Phased Closure, Sheriff's Department Infrastructure, Improvement Study*". This report outlines our needs at that time.

More recently, the CCSF, through representatives from the City Administrator's Office, has re-engaged with the plans to exit the Hall of Justice (HOJ). Recent site visits and discussions prioritize a court holding and transportation hub which were eliminated when the jail located on the 7th floor of the HOJ closed. Studies are presently underway, and while the critical priority is a court holding and transportation hub, the discussions also include possibilities to relocate our Central Records and Warrants Unit.

From the capital budget, the Office will receive approximately $6.3M in the current fiscal year for projects, and approximately $4.5M in FY 27/28.

Project	Project Title	Authority Title	FY27	FY28
10013797	Roads & Urban Forestry	SH Roads & Urban Forestry	100,000	250,000
10037684	SH Jail Monitoring System JMS	SH Jail Monitoring System JMS	2,190,000	0
10041429	San Bruno Water Heaters	San Bruno Water Heaters	500,000	200,000
10042517	SH CJ2 and CJ3 Infrastr Upgrd	SH CJ2 and CJ3 Infrastr Upgrd	500,000	1,500,000
10042519	SH CJ3 UPS Replacement	SH CJ3 UPS Replacement	150,000	150,000
10043591	CJ1, CJ2 & CJ3 Fire Life	CJ1, CJ2 & CJ3 Fire Life	1,000,000	1,000,000
10043592	CJ3 Low Voltage Electrical	CJ3 Low Voltage Electrical	200,000	300,000
10043593	County Jail 3 Fire Mitigation	County Jail 3 Fire Mitigation	500,000	500,000
10043594	CJ3 C.S. Water Pump #2	CJ3 C.S. Water Pump #2	130,000	0
10043595	CJ3 Sewer Line Replacement	CJ3 Sewer Line Replacement	210,000	0
10043596	CJ3 Farm Infrast Upgrades	CJ3 Farm Infrast Upgrades	0	150,000
10043597	SBJ Water Line Repl	SBJ Water Line Repl	0	200,000
10043598	CJ3 Sewage Grinder Repl	CJ3 Sewage Grinder Repl	60,000	60,000
10043599	425 7th Street Roof & HVAC	425 7th Street Roof & HVAC	150,000	200,000
10043609	CJ3 Annex Remodel	CJ3 Annex Remodel	600,000	0
			6,290,000	**4,510,000**

The Office is a willing partner in any discussions that address the needs of the inmate population, our staff, and the community we serve. It is unclear if a joint broader report and subsequent hearing are attainable in the timeline prescribed.

FINDING 8. The residential dormitories in the Annex at CJ#3 were designed for minimum security and selected low-risk inmates, but the current population consists primarily of medium- and maximum-security inmates and creates heightened risk of violent incidents.

RESPONSE to F8: R8: Partially Disagree

Our current classification system was previously validated in November of 2015, by Dr. James Austin of the JFA Institute. The existing classification model is an objective, point-based system that evaluates three primary factors: the severity of the current offense, criminal history, and in-custody behavior. The classification process also incorporates a review of individual stability factors. In addition, every incarcerated person is personally interviewed by a Classification Deputy Sheriff prior to housing. This interview serves as the final step in the classification process, providing an opportunity to identify any information that may not have been previously considered while also allowing the individual to raise concerns or provide relevant information

regarding housing placement. The Office will advance the recommendation to consult with a classification expert to revalidate the current inmate classification system. However, the Office has already implemented numerous measures to mitigate the safety risks associated with housing a more complex and higher-security population at the Annex. These efforts include both operational modifications and significant facility improvements. Although the BSCC rated each dormitory for an occupancy of 64 persons, the Office intentionally operates below that capacity. Maintaining a lower population density improves sightlines from both the elevated control station and within the dormitories and enhances staff supervision. Additionally, there is an increase in staffing assigned to each housing unit. Staff continuously adjust supervision strategies, strengthen communication between housing units, and actively monitor inmate behavior to identify concerns early and intervene before situations escalate.

The Office has also made substantial investments in physical improvements designed to enhance security, modernize aging infrastructure, and improve the overall safety and functionality of the Annex. Completed upgrades include:

- Security cameras added to dormitories
- Exterior yard security cameras
- Updated monitors and other equipment in the control room
- Plumbing fixture replacements
- Elimination of ligature points
- Waste line connection replacement
- Roof repairs
- Dedicated hot water heater installation for individual dormitories
- Privacy barriers in dormitory restroom areas
- Anti-ligature shower curtain rods
- Exterior waterproofing
- Elevator flooring replacement
- Yard security fencing
- Exterior gates and locks
- Netting installed over all recreation yards
- Interior and exterior lighting improvements
- Video storage expansion
- Air handler control upgrades
- Electrical upgrades within plumbing chases
- Main water supply line repairs, including pressure-reducing valves
- Interior lock repairs
- Procurement of metal bunks
- Yard clearing and vegetation removal
- Boundary line striping
- Exterior drainage repairs
- Pickleball court installation in each recreation yard
- Inmate television and cable television repairs

The effectiveness of these combined operational and infrastructure improvements is reflected in recent incident data. During April 2026, the Annex recorded two physical altercations between incarcerated persons despite housing a population that is significantly more complex than the facility was originally designed to accommodate. This outcome reflects the professionalism and

vigilance of staff, the physical upgrades, the effectiveness of enhanced supervision strategies, and the continued expansion of programming.

These improvements represent a significant investment in modernizing the Annex and enhancing the safety of both staff and inmates. As technology and security practices continue to evolve, the Office will continue to evaluate and implement infrastructure enhancements that improve the facility's ability to safely manage today's inmate population.

FINDING 9. The SFSO is underinvested in technology and overly reliant on outmoded, inefficient paper processes for records management, overtime assignments and tracking, and various other procedures. The SFSO central technology platform for all custody operations (JMS) is outdated, presenting risks to operations and creating inefficiencies for staff.

RESPONSE to F9: R9-A: Agree and completed / R9-B: Agree and will be implemented

The JMS replacement project already has an existing project plan, which is attached for review.

The last IT assessment was conducted in 2020 and requires updating. This recommendation will be advanced.

The Office conducted a review and assessment regarding the need for a Records Management System (RMS) and submitted budget requests for this purpose previously. The Office will continue to advance funding requests for this purpose.

FINDING 10: Implementation of essential technology has been delayed and undercut by reappropriation of the technology budget to cover overtime costs. Starting October 1, 2026, if the Sheriff seeks to de-appropriate funds from the IT capital budget to pay for overtime or other compensation expenses, the Sheriff should prepare a cost-benefit analysis of the operational and fiscal impact of losing these IT funds on jail operations, including a five-year history of the de-appropriation of capital budget line items. This information should be presented to the BOS when the SFSO submits its request for a supplemental appropriation pursuant to Administrative Code section 3.17 and should be posted on the Sheriff's website with any budget presentations.

RESPONSE to F10: R-10: Agree

FINDING 11. The SFSO operates below required minimum staffing levels on a chronic and recurring basis; and the many problems associated with operating below required minimums have been magnified by the Sheriff's decision to curtail the use of overtime and operate below minimums from approximately March 15, 2026, to the end of FY 2025-2026.

RESPONSE to F11: R11 Partially Disagree

As noted elsewhere in this response, the Office previously advanced the need for the Annex to operate as a stand-alone jail. That process was halted based on legal changes affecting the jail count. The Office agrees with this recommendation, and it is completed.

However, as a point of clarification, this Office did not suspend the use of overtime for budgetary constraints during the period of March 15, 2026, to June 30, 2026, but rather the use

of involuntary overtime was limited. The use of voluntary overtime to reach minimum staffing was not affected during this period, if there were sufficient volunteers.

FINDING 12: Chronic overtime spending in excess of budget, including the cost of staffing the Annex entirely on overtime after the City denied funding for staffing when the Annex reopened in 2023 and added additional dorms in 2024 and 2025, has directly impeded essential investment in the jail system. Overtime levels in recent years are detrimental to the safety, security, and health of the entire Jail community and the reliance on overtime at the Annex is particularly concerning.

RESPONSE to F12: R12: Will Not Be Implemented

The Office is currently under an audit by the Budget and Legislative Analyst's Office; therefore, another audit by the Office of the Controller is not warranted. The initial meeting occurred and we are currently in the document production phase of the audit.

FINDING 13. Incidents of below minimum staffing result in facility lockdowns or lesser mobility restrictions, cause suspended programming, reduce out-of-cell time, interrupt access to health services, impede visitation, and have other negative impacts on inmates, yet data on lockdowns is unavailable.

RESPONSE to F13: R13-A Partially Disagree, R13-B: Agree

The term "lockdown" no longer accurately reflects modern jail operations and should be updated to better describe the range of operational restrictions that may occur within today's jail environment. For example, the San Bruno Annex is a dormitory-style facility without individual cells; therefore, inmates cannot be "locked down" in the traditional sense. Depending on the operational need, restrictions may instead involve modifications to movement, programming, or other services not mandated under Title 15, while maintaining the safety and security of the facility.

Although data regarding "lockdowns" is not currently centralized or automatically generated through JMS, the information is maintained by each housing facility. The housing jails track operational restrictions, including the reason for the restriction and the level of services affected, on a quarterly basis. Accordingly, the Office considers this recommendation completed. Attached are the reports for the first two quarters of 2026, as well as prior internal communications addressing this same subject.

While these reports have not historically been included in the Office's routine public reporting, they have been provided whenever requested. The Office recognizes that the opportunity for improvement is not the collection of this information, but rather the transparency with which it is routinely shared. To that end, the Office is committed to expanding public access to operational data and identifying appropriate methods to incorporate this information into its regular public reporting. Enhancing transparency and proactively sharing operational information with the community and stakeholders remains an important organizational objective.

On behalf of Sheriff Miyamoto, I would like to thank the members of the 2025/2026 San Francisco Civil Grand Jury for the considerable time, effort, and public service they devoted to examining the operation of the San Francisco County Jail system. The Civil Grand Jury plays an important role in promoting accountability, transparency, and thoughtful discussion regarding the delivery of public services, and we appreciate the opportunity to review and respond to its findings and recommendations.

The Office remains steadfast in its commitment to protecting public safety while ensuring that every person entrusted to our custody is housed in a safe, secure, and humane environment that protects their constitutional rights. Fulfilling that responsibility requires not only the dedication and professionalism of our staff, but also continued investment in our facilities, infrastructure, technology, and workforce.

Many of the challenges identified within this report extend beyond the Office alone and require collaboration among elected officials, CCSF agencies, labor organizations, and our public safety and health partners. We are especially grateful for our longstanding partnership with DPH, whose presence within our jails and collaboration with the Office have significantly enhanced the delivery of medical care, behavioral health services, discharge planning, overdose prevention, and continuity of care for individuals in our custody. Together, we remain committed to engaging in meaningful and constructive discussions regarding the financial, operational, and infrastructure investments necessary to ensure the long-term success of the San Francisco County Jail system.

Our objective is not simply to respond to recommendations, but to continually improve our operations in a manner that enhances public safety, supports our employees, respects the dignity of those in our custody, and responsibly serves the residents of the City and County of San Francisco. We look forward to continuing that work in partnership with our stakeholders.

Regards,

Katherine Johnson, #2
Undersheriff

Attachments:
CGJ F2 Response 2018-20 Booking Data
CGJ F2 & 3 Response 2026_05_Jail_Population_Report
CGJ F3 Response Final 2026_Jail_Population_Snap Data Human_Rights_Commission
CGJ F9 Response JMS Implementation Project Management Plan
CGJ F13 Response - 2025 CJ#3 Programs
CGJ F13 Response - 2026 CJ#3 Programs
CGJ F13 Response CJ#2 1st and 2nd Quarters 2026 CJ2 Program cancellations
CGJ F13 Response CJ#3 - 2026.01.01 - 06.30 CJ#3 Q1 and 2 program facility data

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Bookings:

The data represents bookings that occurred in calendar years 2018-2020.

- Unique Individuals: Identifies the total individuals booked with a previously issued SF# or new SF#. Some bookings did not have a SF#. These are majority RWS bookings.
- Total Bookings: Count of bookings, releases (inclusive of those who were booked prior to the calendar year), average length of stay, median length of stay, those released within 72 hours and those released within 96 hours.
- Incarceration Reason: Incarceration reason at the time of booking. If an individual has at least one On View charge (new charge), the booking is classified as *On View Booking.
- Top Crimes for 2018-2020 On-View Bookings: Top crime identified for the On-View Bookings.
- Top Crimes for 2018-2020 On-View Bookings-Detailed: Top crime identified for the On-View Bookings. Red text indicates the crime is against a person.

Booking Types:

This data represents the bookings in 2018-2020 and highlights groups under supervision: Post Release Community Supervison (PRCS), Probation, Parole, Pretrial Electronic Monitoring.

- Bookings: Identifies the count of bookings and bookings with at least one on-view charge. Includes All Bookings for the calendar year with 4 supervision violation subgroups. A booking could be counted in multiple subgroups.

  Example: Individual could be on probation and pretrial electronic monitoring. That individual will appear in the following categories in the charge below: All Bookings, Probation Violation and Pretrial EM Violation.
- Individuals: Identifies the count of people and if they were rebooked in the same calendar year. An individual would be counted in each calendar year they were booked into jail.
- 2018-2020: Sum of all individuals for the three calendar years. Number that were rebooked, rebooked with on-view charges, rebooked with on-view drug charge(s), rebooked with on-view drug charge(s) only, the percentage of violation categories, on-view drug charges only and one more more of the violations listed. rebookings with at least one on-view charge. percentage of rebookings with at least one on-view drug charge, and percentage of rebookings with on-view drug charge(s) only. Drug Charges for "All Bookings" was individuals who had at least one booking in which there were only drug charges. Drug Charges for the violations included individuals who had at least one booking in which there were only drug charges and at least one ore more violations listed.
- Age Range: Age at the time of first booking.
- Booking Frequency: Number of times a person was booked into jail. Indicates if the individual had at least one on-view charge among all bookings.

Bookings:

The data represents bookings that occurred in calendar years 2018-2020.

- Unique Individuals: Identifies the total individuals booked with a previously issued SF# or new SF#.

Some bookings did not have a SF#. These are majority RWS bookings.

- Total Bookings: Count of bookings, releases (inclusive of those who were booked prior to the calendar year), average length of stay, median length of stay, those released within 72 hours and those released
- Incarceration Reason: Incarceration reason at the time of booking. If an individual has at least one On View charge (new charge), the booking is classified as *On View Booking.
- Top Crimes for 2018-2020 On-View Bookings: Top crime identified for the On-View Bookings.
- Top Crimes for 2018-2020 On-View Bookings-Detailed: Top crime identified for the On-View Bookings.

Red text indicates the crime is against a person.

Unique Individuals	Unique Individuals w/previous SF#		Unique Individuals w/new SF# Issued		Total SF	No SF# @ booking
2018	6,904	63.30%	4002	36.70%	10,906	322
2019	7,033	63.91%	3971	36.09%	11,004	236
2020	5,234	66.69%	2614	33.31%	7,848	100

Total Bookings	Bookings	Releases	Avg Length of Stay	Median Length of Stay	Released w/in 72 hours	%	Release w/in 96 hours	%
2018	17,663	17,559	25	3	9,662	55.03%	10,841	61.74%
2019	17,557	17,831	25	3	9,682	54.30%	10,901	61.14%
2020	11,757	12,125	32	3	6,396	52.75%	7,369	60.78%

Incarceration Reason	2018		2019		2020	
*On View Booking	13,193	74.69%	12,795	72.88%	9,263	78.79%
Warrant Arrest	3,661	20.73%	3,881	22.11%	2,028	17.25%
Parole Violation	230	1.30%	251	1.43%	125	1.06%
Court Ordered Return	135	0.76%	150	0.85%	123	1.05%
Remand	118	0.67%	141	0.80%	59	0.50%
Safekeep	97	0.55%	166	0.95%	71	0.60%
Other/Unknown	71	0.40%	35	0.20%	11	0.09%
Probation Violation	56	0.32%	73	0.42%	22	0.19%
CDCR PRCS	24	0.14%	33	0.19%	26	0.22%
Sentence Surrender	22	0.12%	14	0.08%	4	0.03%
SFSD Program	20	0.11%	7	0.04%	5	0.04%
Prog Roll Up	15	0.08%	8	0.05%	3	0.03%
Bond Surrender	8	0.05%	1	0.01%	7	0.06%
Body Attachment	7	0.04%	1	0.01%	8	0.07%
Indictment	5	0.03%		0.00%	2	0.02%
OOC 5KEYS	1	0.01%	1	0.01%		0.00%
Total	17,663		17,557		11,757	

Top Crimes for 2018-2020 On-View Bookings		
Crime Type	Count	%
Other Crimes Against a Person	13,615	38.62%
Other Charges - Property	7,351	20.85%
Other Charges - Drug Sales	3,096	8.78%
Other Charges - DUI	2,401	6.81%
Other Charges- Miscellaneous	2,318	6.58%
Other Charges - Drug Possession	1,326	3.76%
Other Charges - Weapon	1,295	3.67%
Other Charges- Contempt of Court	1,162	3.30%
Other Charges - RWS	1,066	3.02%
Other Charges- Traffic	510	1.45%
Other Charges - Arson	290	0.82%
Other Charges - Trespass	274	0.78%
Other Charges - 290 Registrant	220	0.62%
Other Charges- Conspiracy	142	0.40%
Other Charges- Hit and Run	98	0.28%
Other Charges- Sex Offense	87	0.25%
Total	35,251	100.00%

Top Crimes FOR 2018-2020 On-View Bookings - Detailed	Count	%
DOMESTIC VIOLENCE	2,013	5.71%
FIRST DEGREE ROBBERY	1,611	4.57%
BATTERY	1,344	3.81%
ASSAULT WITH A DEADLY WEAPON-NOT A FIREARM	1,233	3.50%
SECOND DEGREE ROBBERY	968	2.75%
FIRST DEGREE BURGLARY-RESIDENTIAL	958	2.72%
CRIMINAL THREATS	842	2.39%
RESISTING, OBSTRUCTING, DELAYING OF A PEACE OFFICER OR EMT	716	2.03%
ASSAULT WITH FORCE LIKELY TO COMMIT GREAT BODILY INJURY	512	1.45%
CHILD ENDANGERMENT	443	1.26%
ATTEMPTED MURDER	379	1.08%
INFLICTING INJURY ON ELDER OR DEPENDENT ADULT LIKELY TO CAUSE GREAT BODILY INJURY	291	0.83%
THREAT TO EXECUTIVE OFFICER	268	0.76%
FALSE IMPRISONMENT	206	0.58%
BATTERY	180	0.51%
KIDNAPPING	144	0.41%
ASSAULT UPON A PEACE OFFICER WITH FORCE LIKELY TO CAUSE GREAT BODILY INJURY	140	0.40%
CARJACKING	106	0.30%
MURDER	90	0.26%
BATTERY WITH SERIOUS BODILY INJURY	86	0.24%
STALKING-VIOLATION OF A RESTRAINING ORDER	54	0.15%
MAYHEM	49	0.14%
KIDNAPPING TO COMMIT ANOTHER CRIME	48	0.14%
RAPE BY FORCE OR VIOLENCE OR BY THREAT OF BODILY INJURY	45	0.13%
PREVENTING OR DISSUADING A WITNESS BY FORCE OR THREAT	42	0.12%
Other Crimes Against a Person	847	2.40%
2ND DEGREE BURGLARY - COMMERCIAL	3,139	8.90%
DRIVING UNDER THE INFLUENCE OF ALCOHOL	1,881	5.34%
TRANSPORTATION, SALE AND GIVING AWAY OF A CONTROLLED SUBSTANCE	1,343	3.81%
RECEIVING STOLEN PROPERTY, MOTOR VEHICLE	1,100	3.12%
DRUNK IN PUBLIC - RELEASE WHEN SOBER	1,066	3.02%
VANDALISM MORE THAN $400	1,034	2.93%
POSSESSION FOR SALE OF COCAINE BASE	931	2.64%
POSSESSION OF UNLAWFUL DRUG PARAPHERNALIA	890	2.52%
Other Charges- Miscellaneous	2,318	6.58%
Other Charges - Property	2,078	5.89%
Other Charges - Weapon	1,295	3.67%
Other Charges- Contempt of Court	1,162	3.30%
Other Charges - Drug Sales	822	2.33%
Other Charges - DUI	520	1.48%
Other Charges- Traffic	510	1.45%
Other Charges - Drug Possession	436	1.24%
Other Charges - Arson	290	0.82%
Other Charges - Trespass	274	0.78%

Other Charges - 290 Registrant	220	0.62%
Other Charges- Conspiracy	142	0.40%
Other Charges- Hit and Run	98	0.28%
Other Charges- Sex Offense	87	0.25%
Total	35,251	100.00%

RED text identifies crimes against a person

Other crimes against a person include charges such as:

Assault with a firearm
Corporal Injury to a child
Stalking
Rape by use of drugs
Arson causing great bodily injury
Torture
Voluntary manslaughter
Kidnapping for ransom
Continuous sexual abuse
Lewd act upon a child

This data represents the bookings in 2018-2020 and highlights groups under supervision: Post Release Community Supervison (PRCS), Probation, Parole, Pretrial Electronic Monitoring.

- Bookings: Identifies the count of bookings and bookings with at least one on-view charge. Includes All Bookings for the calendar year with 4 supervision violation subgroups. A booking
  Example: Individual could be on probation and pretrial electronic monitoring. That individual will appear in the following categories in the charge below: All Bookings, Probation Violatior
- Individuals: Identifies the count of people and if they were rebooked in the same calendar year. An individual would be counted in each calendar year they were booked into jail.
- 2018-2020: Sum of all individuals for the three calendar years. Number that were rebooked, rebooked with on-view charges, rebooked with on-view drug charge(s), rebooked with on-view drug charge(s) only, the percentage of violation categories, on-view drug charges only and one more more of the violations listed. rebookings with at least one on-view charge. percentage of rebookings with at least one on-view drug charge, and percentage of rebookings with on-view drug charge(s) only. Drug Charges for "All Bookings" was individuals who had at least one booking in which there were only drug charges. Drug Charges for the violations included individuals who had at least one booking in which there were only drug charges and at least one ore more violations listed.
- Age Range: Age at the time of first booking.
- Booking Frequency: Number of times a person was booked into jail. Indicates if the individual had at least one on-view charge among all bookings.

Bookings	All Bookings			PRCS Violation			Probation Violation			Parole Violation			Pretrial EM Violation		
	Bookings	On-Views		Bookings	On-Views		Bookings	On-Views		Bookings	On-Views		Bookings	On-Views	
2018	17,663	13,193	74.69%	398	221	55.53%	107	83	77.57%	760	434	57.11%	315	93	29.52%
2019	17,557	12,795	72.88%	440	252	57.27%	149	105	70.47%	844	500	59.24%	597	222	37.19%
2020	11,757	9,263	78.79%	277	169	61.01%	183	158	86.34%	646	445	68.89%	735	384	52.24%

Individuals	All Bookings			PRCS Violation			Probation Violation			Parole Violation			Pretrial EM Violation		
	People	Rebooked Same Year		People	Rebooked Same Year		People	Rebooked Same Year		People	Rebooked Same Year		People	Rebooked Same Year	
2018	11,288	3,257	28.85%	268	203	75.75%	87	23	26.44%	429	197	45.92%	281	84	29.89%
2019	11,240	3,245	28.87%	300	207	69.00%	124	29	23.39%	434	208	47.93%	476	184	38.66%
2020	7,948	2,023	25.45%	215	117	54.42%	166	20	12.05%	366	164	44.81%	565	227	40.18%

2018 - 2020	All Bookings		PRCS Violation		Probation Violation		Parole Violation		Pretrial EM Violation	
People	23,114		346		331		877		1155	
Rebooked	8,303	35.92%	237	68.50%	54	16.31%	422	48.12%	328	28.40%
Rebooked w/On View	7,859	34.00%	206	59.54%	54	16.31%	374	42.65%	244	21.13%
Rebooked w/On-View Drug charge(s)	2,479	10.73%	43	12.43%	12	3.63%	87	9.92%	62	5.37%
Rebooked w/On-View Drug Charge(s) only	618	2.67%	16	4.62%	6	1.81%	45	5.13%	45	3.90%
% of rebookings w/ on-view charge(s)	94.65%		86.92%		100.00%		88.63%		74.39%	
% of rebookings w/ on-view drug charge(s)	29.86%		18.14%		22.22%		20.62%		18.90%	
% of rebookings w/ on-view drug charge(s) only	7.44%		6.75%		11.11%		10.66%		13.72%	

Ethnicity	All Bookings		PRCS Violation		Probation Violation		Parole Violation		Pretrial EM Violation	
African American	7860	34.01%	187	54.05%	178	53.78%	495	56.44%	537	46.49%
American Indian	93	0.40%	1	0.29%	0	0.00%	10	1.14%	4	0.35%
Asian/Pacific islander	2063	8.93%	20	5.78%	18	5.44%	29	3.31%	78	6.75%
Hispanic	5770	24.96%	45	13.01%	67	20.24%	124	14.14%	263	22.77%
African	71	0.31%	1	0.29%	0	0.00%	2	0.23%	6	0.52%
Unknown	315	1.36%	5	1.45%	4	1.21%	2	0.23%	12	1.04%
White	6942	30.03%	87	25.14%	64	19.34%	215	24.52%	255	22.08%
Total	23,114	100.00%	346	100.00%	331	100.00%	877	100.00%	1,155	100.00%

Residence	All Bookings		PRCS Violation		Probation Violation		Parole Violation		Pretrial EM Violation	
SAN FRANCISCO	11,760	50.88%	165	49.85%	145	41.91%	387	44.13%	414	35.84%
NOT SF	6,803	29.43%	43	12.99%	37	10.69%	197	22.46%	234	20.26%
HOMELESS/TRANSIENT	4,259	18.43%	120	36.25%	159	45.95%	277	31.58%	494	42.77%
UNKNOWN	292	1.26%	3	0.91%	5	1.45%	16	1.82%	13	1.13%
Total	23,114	100.00%	331	100.00%	346	100.00%	877	100.00%	1,155	100.00%

Gender	All Bookings		PRCS Violation		Probation Violation		Parole Violation		Pretrial EM Violation	
Female	4,624	20.01%	29	8.38%	29	8.76%	54	6.16%	126	10.91%
Male	18,490	79.99%	317	91.62%	302	91.24%	823	93.84%	1,029	89.09%
Total	23,114	100.00%	346	100.00%	331	100.00%	877	100.00%	1,155	100.00%

Age Range	All Bookings		PRCS Violation		Probation Violation		Parole Violation		Pretrial EM Violation	
18-25	5,864	25.37%	47	13.58%	102	30.82%	126	14.37%	309	26.75%
26-35	7,426	32.13%	121	34.97%	112	33.84%	293	33.41%	376	32.55%
36-45	4,857	21.01%	92	26.59%	75	22.66%	206	23.49%	234	20.26%
46-55	3,121	13.50%	63	18.21%	31	9.37%	165	18.81%	147	12.73%
56-65	1,498	6.48%	22	6.36%	10	3.02%	69	7.87%	78	6.75%
66+	348	1.51%	1	0.29%	1	0.30%	18	2.05%	11	0.95%
Total	23,114	100.00%	346	100.00%	331	100.00%	877	100.00%	1,155	100.00%

Booking	All Bookings				PRCS Violation				Probation Violation				Parole Violation				Pretrial EM Violation			
Frequenc	Count of People		With On-Views		Count of People		With On-Views		Count of People		With On-Views		Count of People		With On-Views		Count of People		With On-Views	
1	14,811	64.08%	12,594	61.58%	109	31.50%	63	23.42%	277	83.69%	215	79.93%	455	51.88%	310	45.32%	827	71.60%	323	56.97%
2	3,402	14.72%	3,091	15.11%	76	21.97%	55	20.45%	33	9.97%	33	12.27%	163	18.59%	130	19.01%	224	19.39%	157	27.69%
3	1,636	7.08%	1,559	7.62%	50	14.45%	44	16.36%	7	2.11%	7	2.60%	84	9.58%	76	11.11%	64	5.54%	50	8.82%
4	1,028	4.45%	995	4.86%	30	8.67%	30	11.15%	5	1.51%	5	1.86%	46	5.25%	41	5.99%	26	2.25%	23	4.06%
5	646	2.79%	630	3.08%	30	8.67%	27	10.04%	3	0.91%	3	1.12%	44	5.02%	42	6.14%	8	0.69%	8	1.41%
6-10	1,280	5.54%	1,273	6.22%	39	11.27%	38	14.13%	6	1.81%	6	2.23%	64	7.30%	64	9.36%	6	0.52%	6	1.06%
11-15	240	1.04%	240	1.17%	11	3.18%	11	4.09%	0	0.00%	0	0.00%	13	1.48%	13	1.90%	0	0.00%	0	0.00%
16-20	53	0.23%	53	0.26%	1	0.29%	1	0.37%	0	0.00%	0	0.00%	7	0.80%	7	1.02%	0	0.00%	0	0.00%
21-25	14	0.06%	14	0.07%	0	0.00%	0		0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
26-30	3	0.01%	3	0.01%	0	0.00%	0		0	0.00%	0	0.00%	1	0.11%	1	0.15%	0	0.00%	0	0.00%
31-35	1	0.00%	1	0.00%	0	0.00%	0		0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
Total	23,114	100.00%	20,453	100.00%	346	100.00%	269	100.00%	331	100.00%	269	100.00%	877	100.00%	684	100.00%	1,155	100.00%	567	100.00%

Jail Population Trend Report

May Jail Report

SAFETY+JUSTICE CHALLENGE

Supported by the John D. and Catherine T. MacArthur Foundation

Jail Population May 2026 Report

Average Daily Population

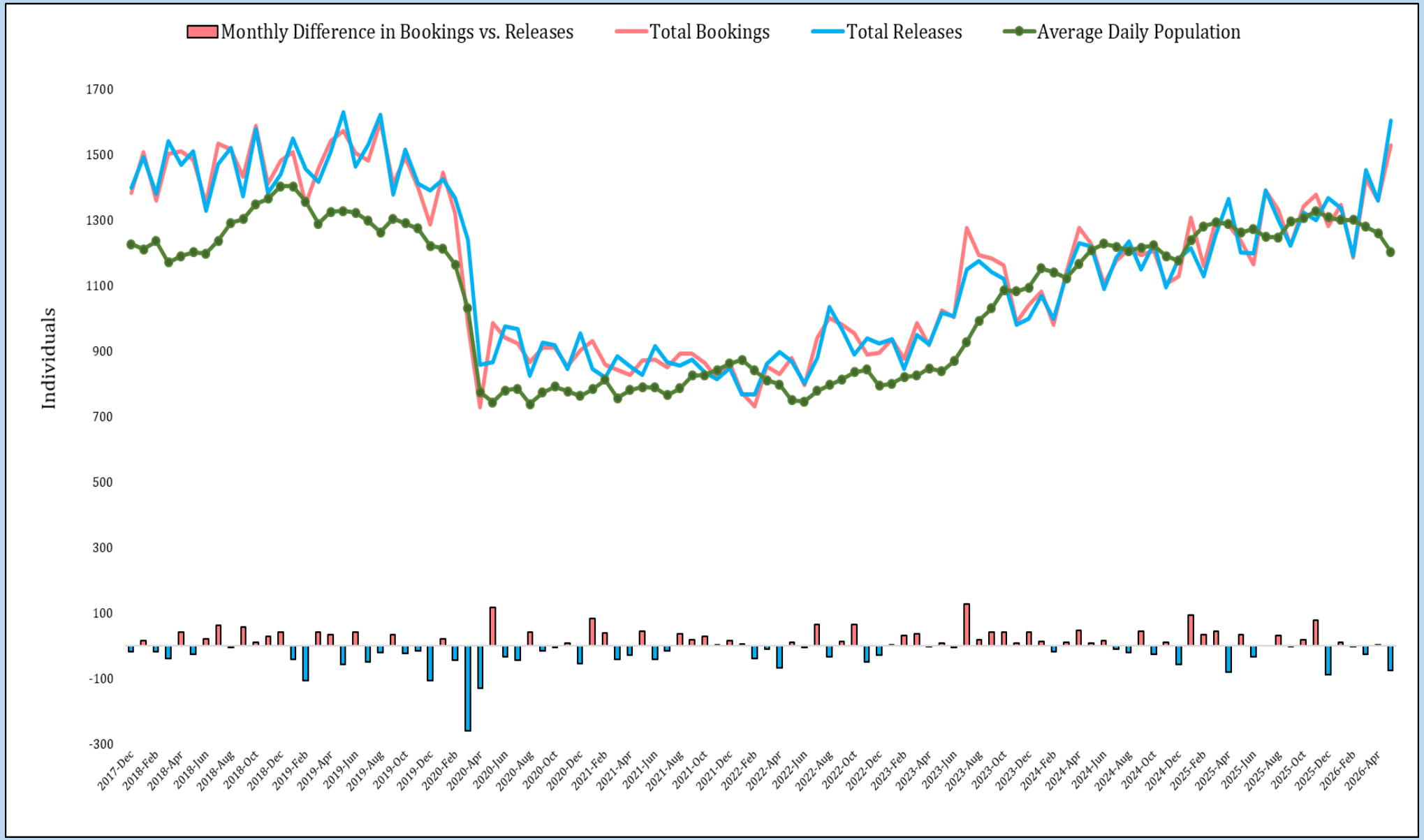
This Month	Change from last month	Change from last year
1202	5% ↓	5% ↓

Bookings

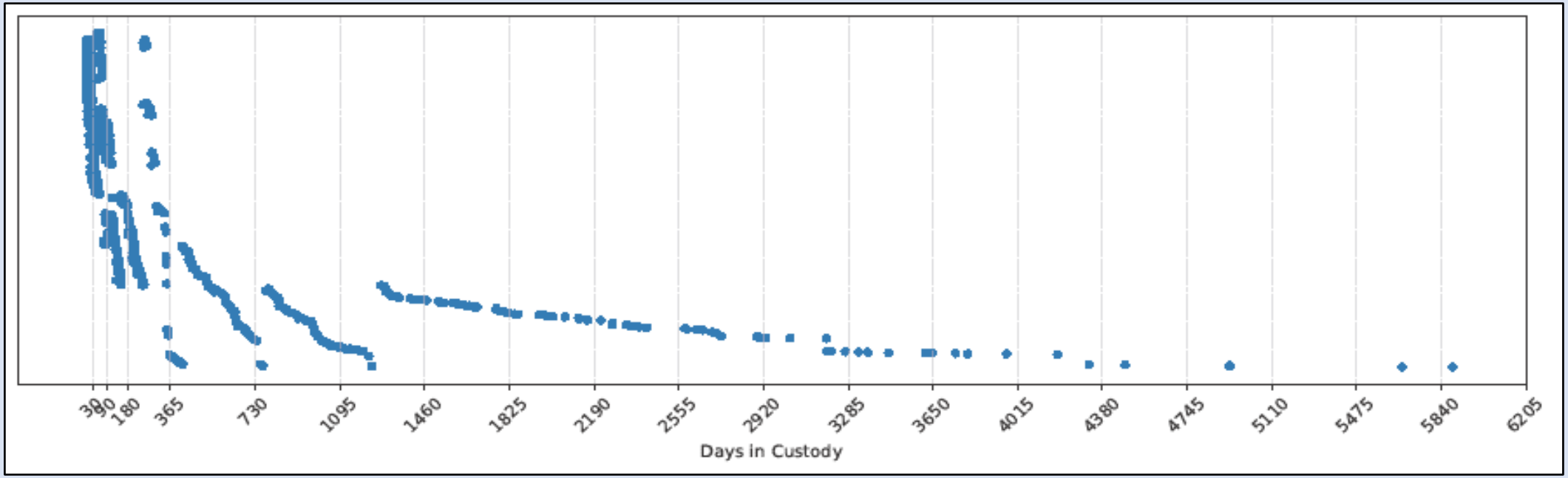
This Month	Change from last month	Change from last year
1527	12% ↑	24% ↑

Releases

This Month	Change from last month	Change from last year
1602	18% ↑	33% ↑



Jail Population May 2026 Report



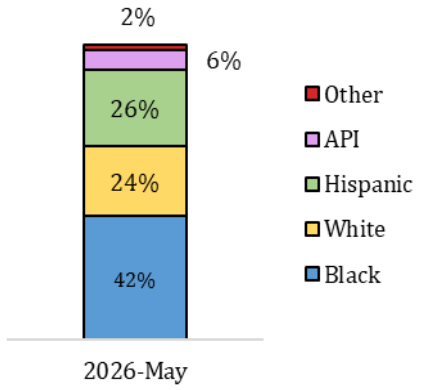
Population 1201

Average days in custody 398

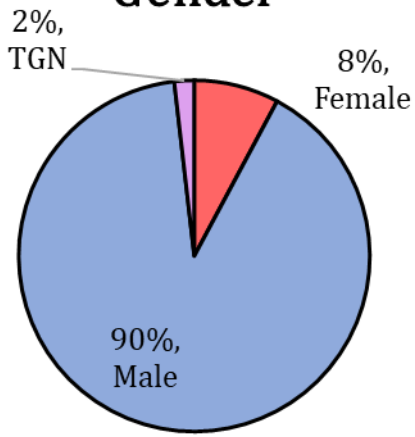
Median days in custody 127

	May	Last 12 Months
Black	42%	Low 40 High 43
White	24%	Low 23 High 25
Hispanic	26%	Low 26 High 29
API	6%	Low 5 High 6
Other	2%	Low 1 High 2

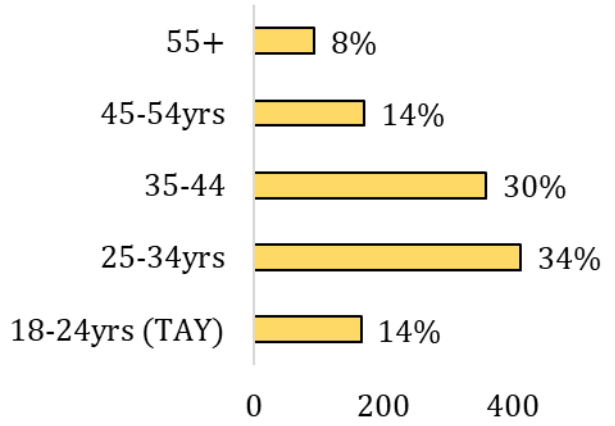
Ethnic and Race Percent



Gender



Age at Booking



Jail Population Long Stayers May 2026 Report

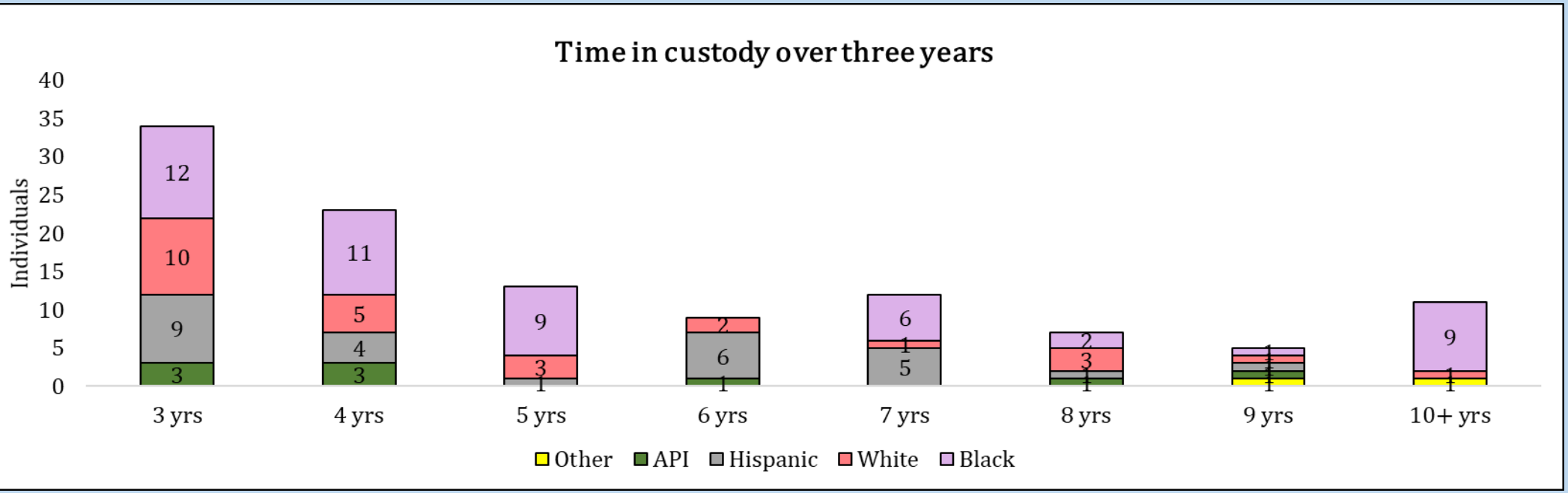
Long Stayer Population 114

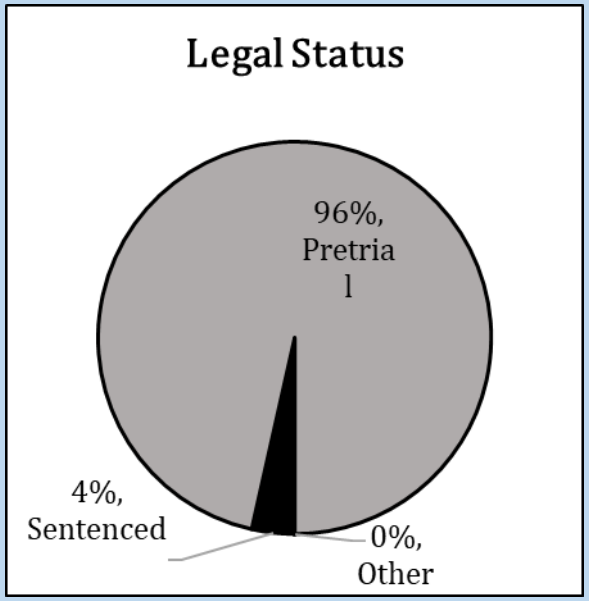
Percent of Population 9%

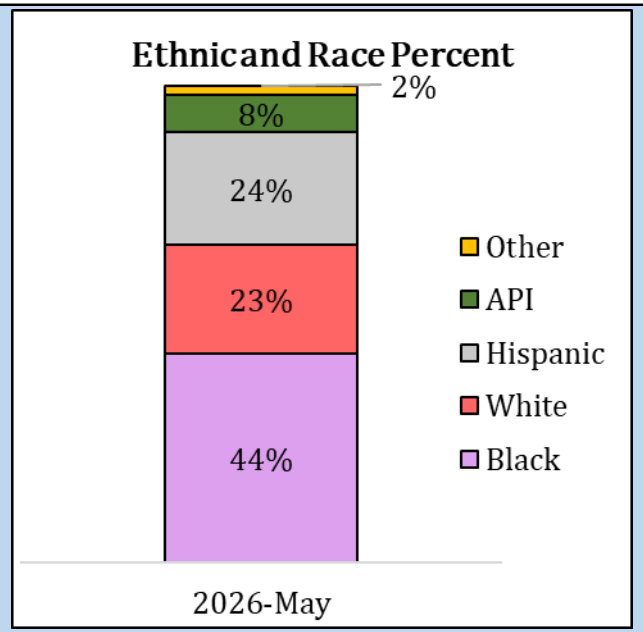
Average time in custody 6.0 yrs.

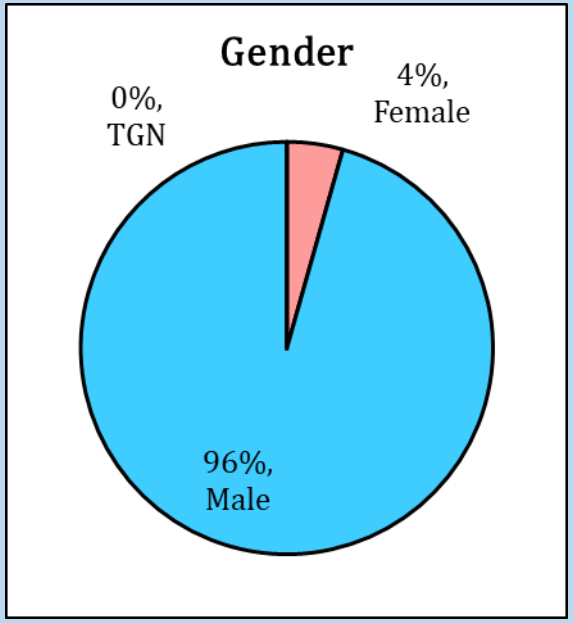
Median time in custody 5.03 yrs.

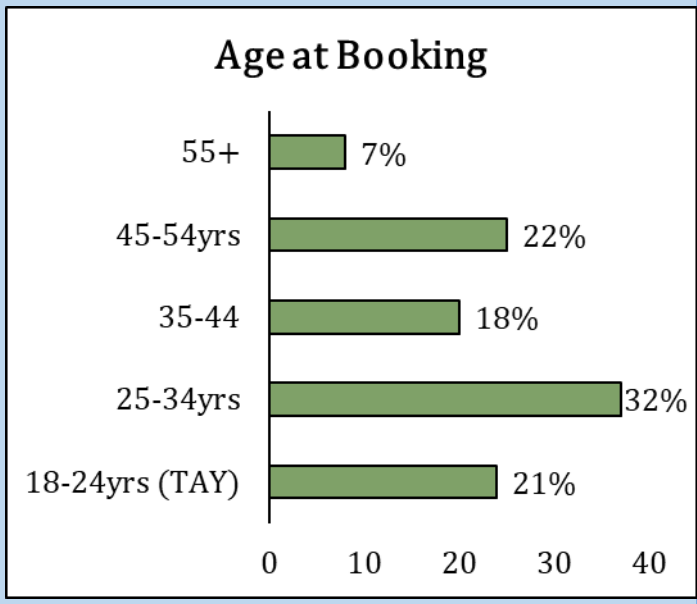
Transgender/ Non-Binary Population 0





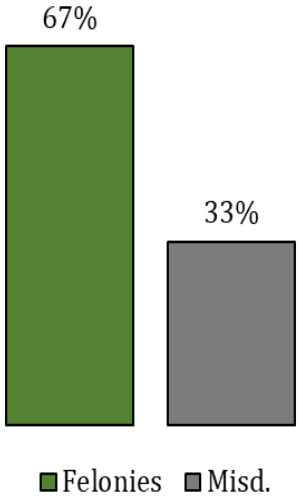




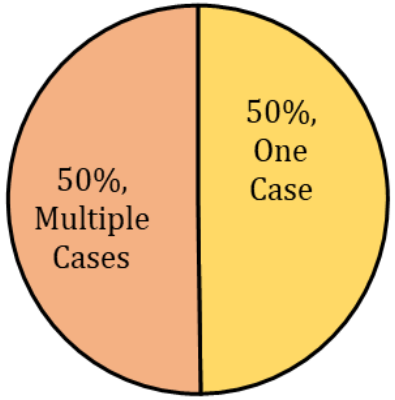


Jail Population (Bookings) May 2026 Report

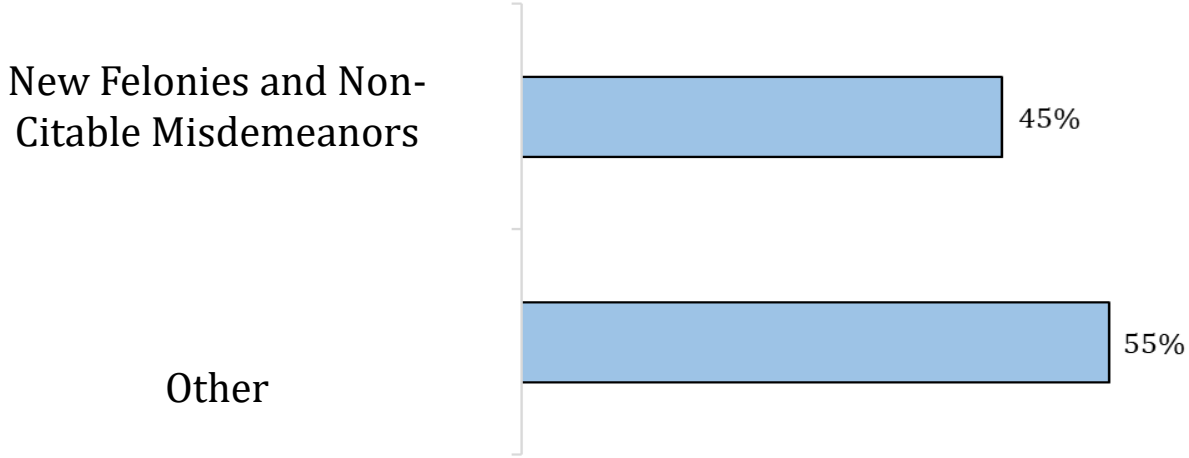
Crime Class at Booking



Caseload Per Booking Number

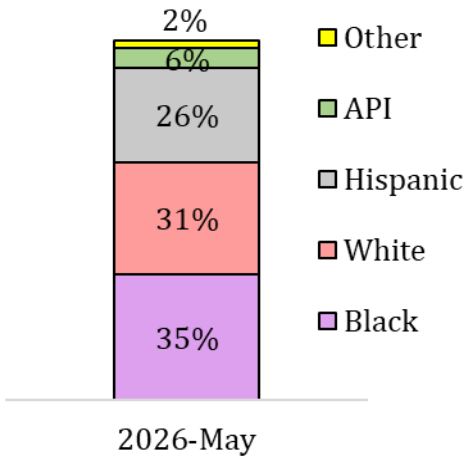


On View Charges

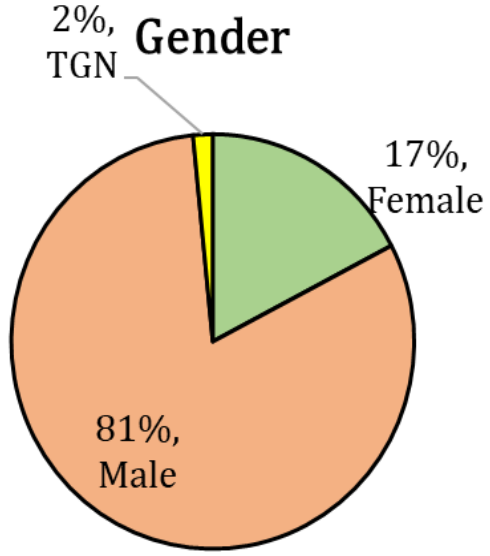


May	Last 12 Months
Black	35% Low 31 High 38
White	31% Low 27 High 34
Hispanic	26 Low 25 High 29
API	6% Low 5 High 7
Other	2% Low 1 High 3

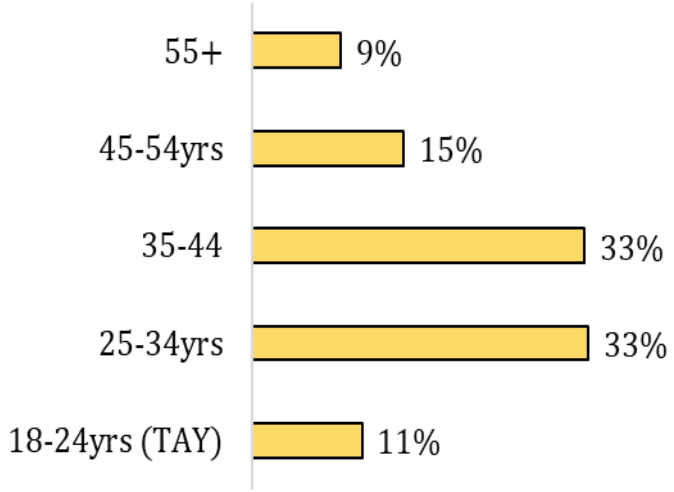
Enthic and Race Percent



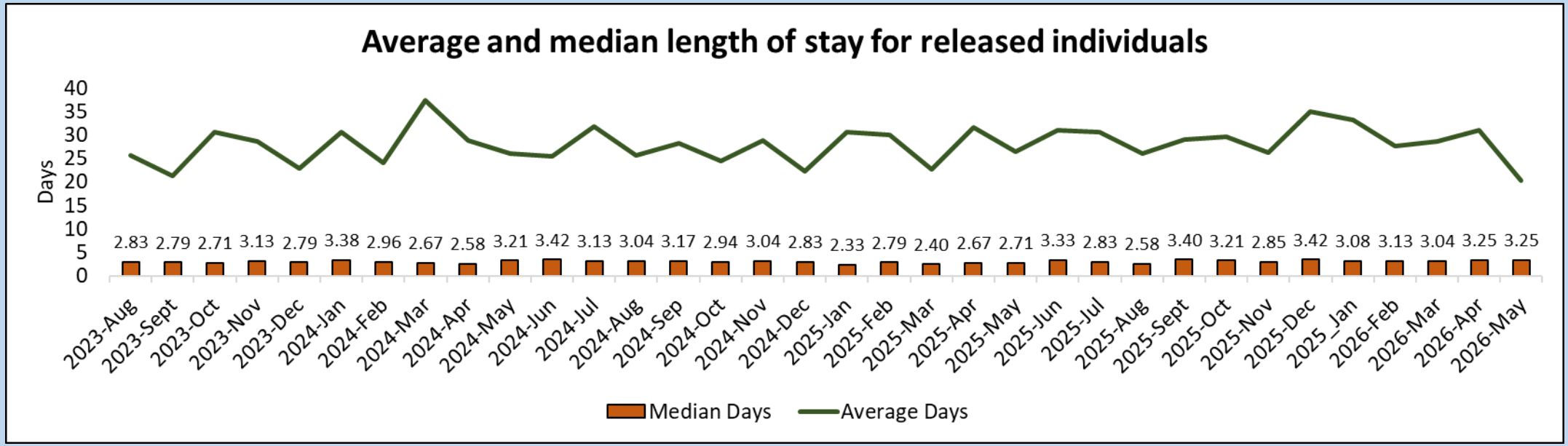
Gender



Age at Booking



Jail Population (Releases) May 2026 Report

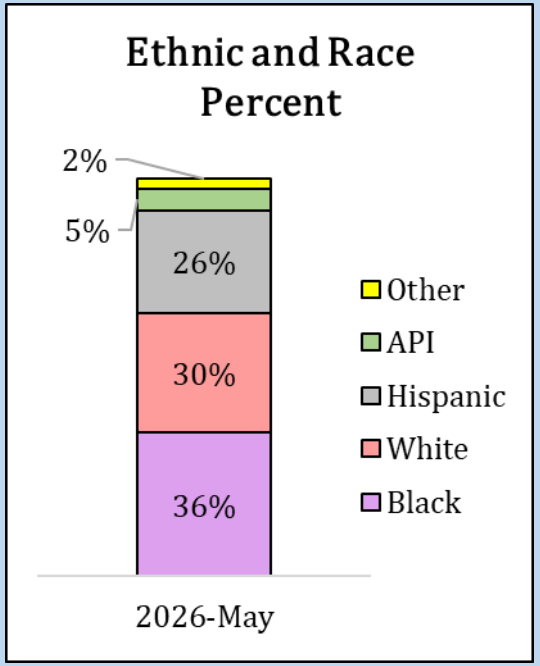


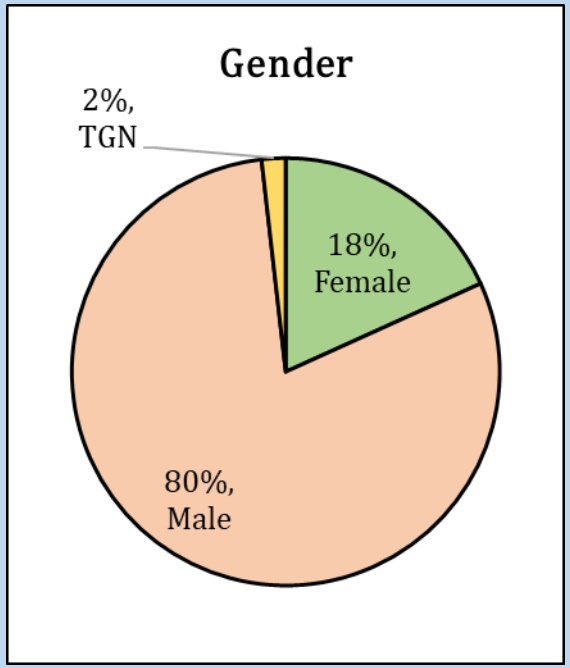
Released for month 1602

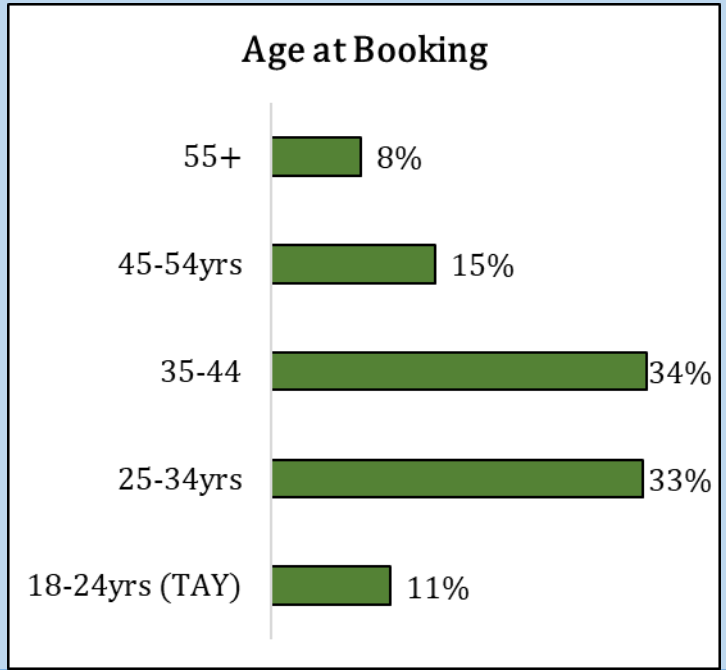
Average length of stay in days 20

Median length of stay 3.25 days

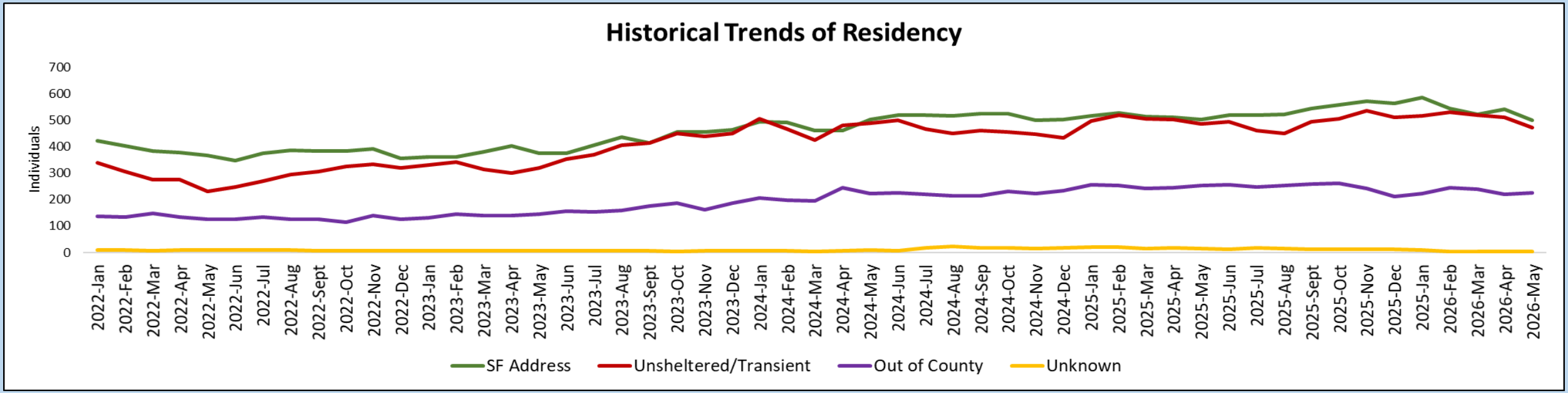
May	Last 12 Months
Black	36% Low 31 High 37
White	30% Low 28 High 35
Hispanic	26% Low 25 High 28
API	6% Low 4 High 7
Other	2% Low 1 High 3

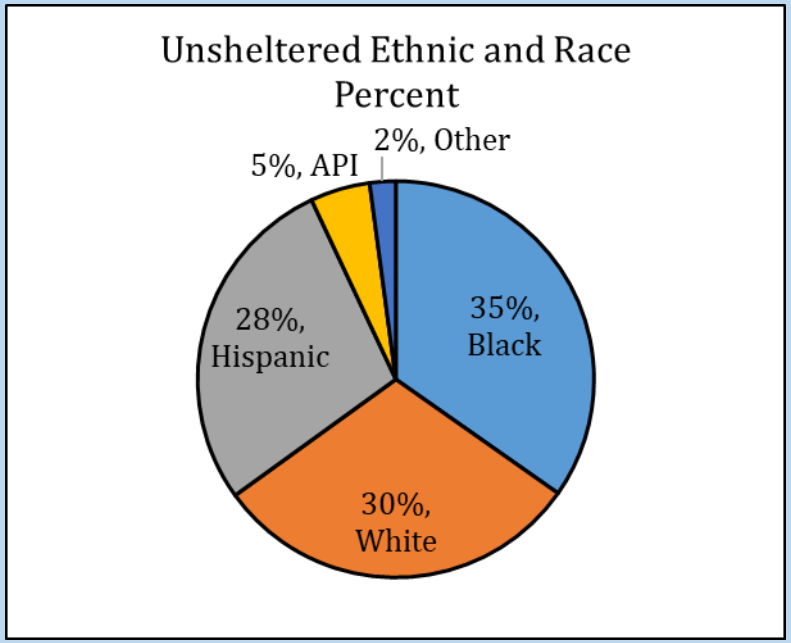


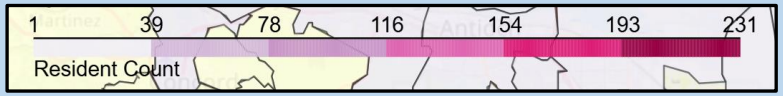




Jail Population (Snapshot) May 2026 Report

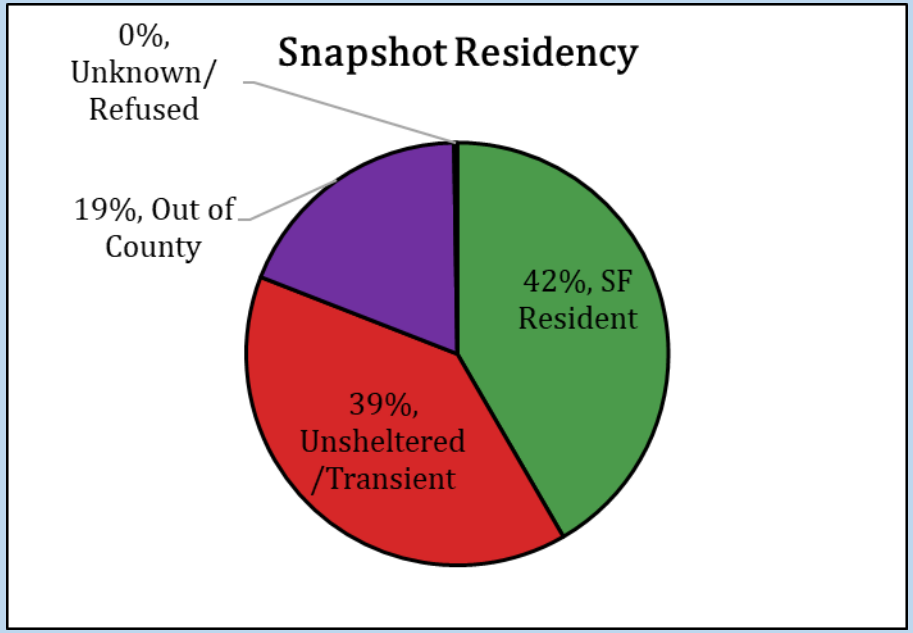






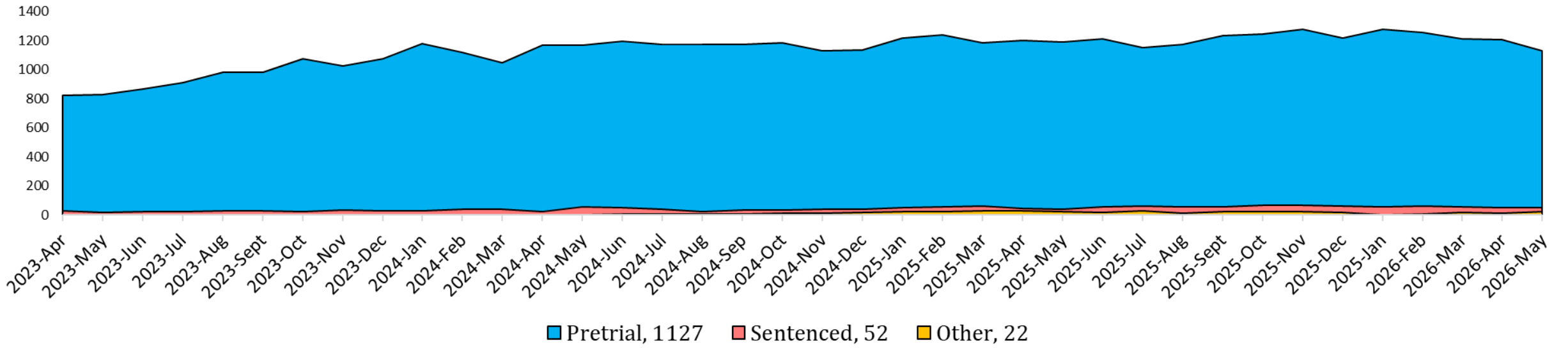


Leaflet | Data by © OpenStreetMap, under ODbL.

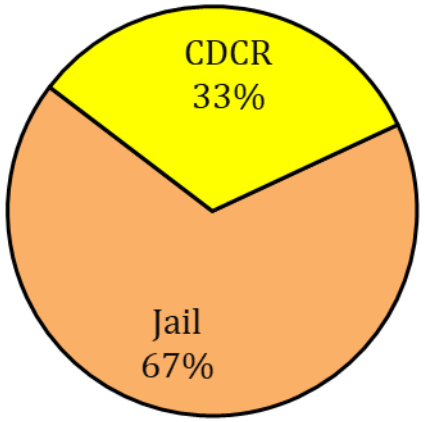


Jail Population May 2026 Report

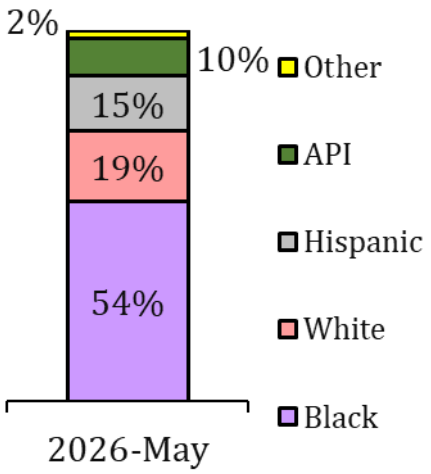
Legal Status of Confined Individuals



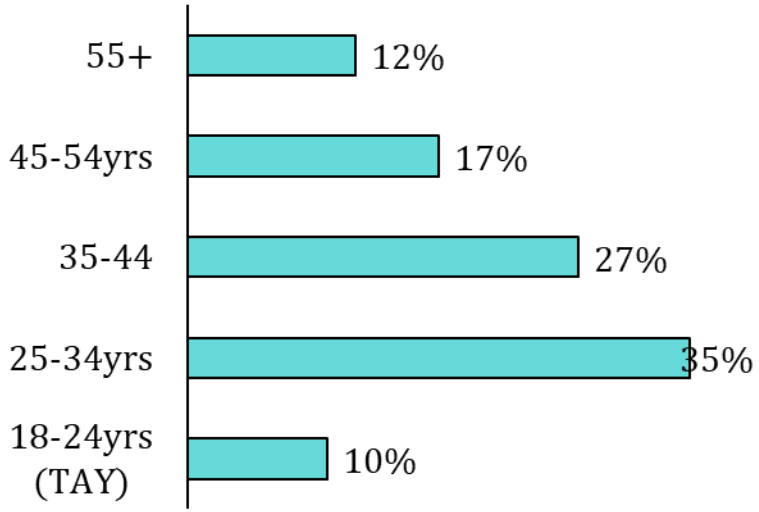
Sentenced Type



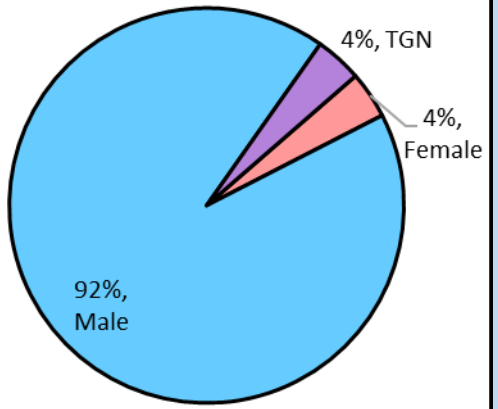
Sentenced Ethnic and Race Percent



Sentenced Age at Booking



Gender Sentenced



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CORE VALUES



SERVICE

Protection of life / property / freedom and commitment to safety

PROFESSIONALISM

Remain impartial (react to behaviors, not race, not politics), Lead by example

PRIDE

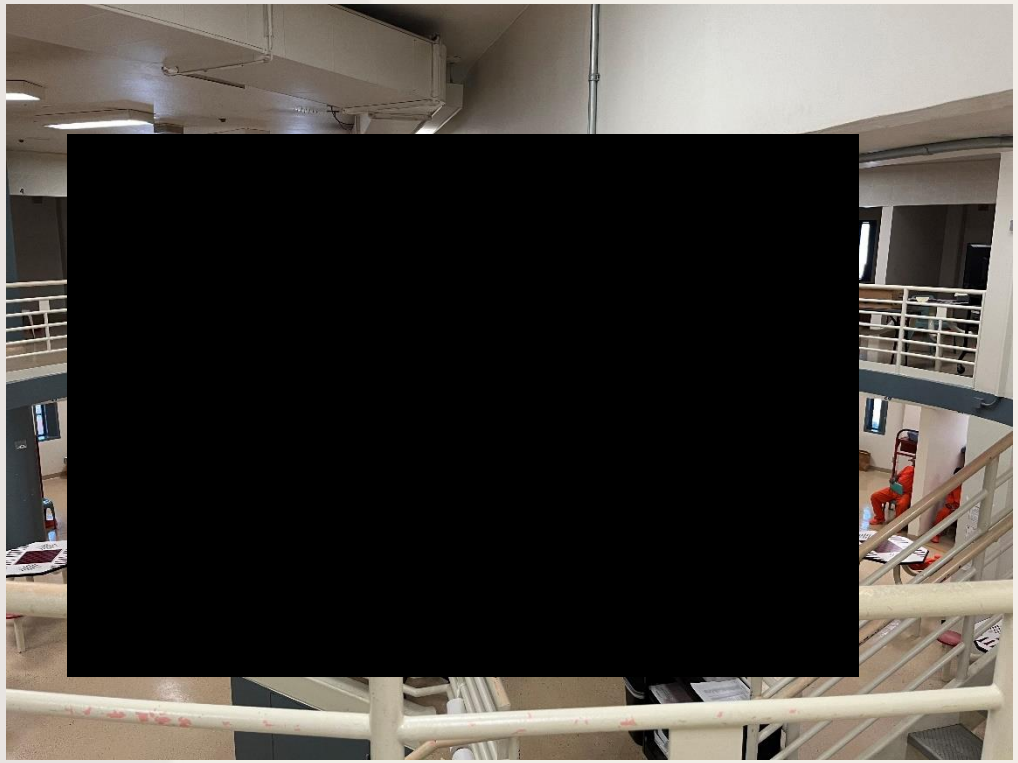
Respect the star, embrace the responsibility, Acting with courage, honesty, and honor

Updated March 3, 2026

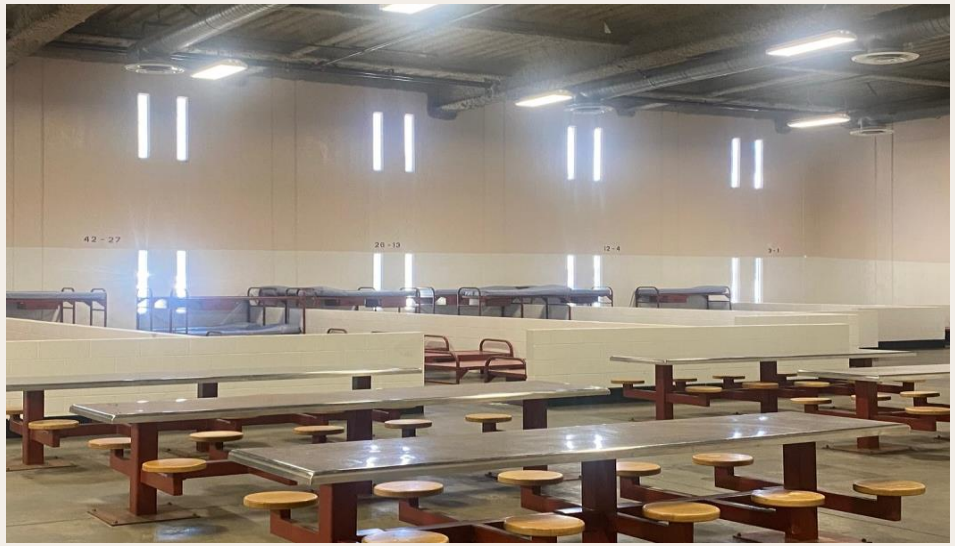
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INFRASTRUCTURE







CJ#3 ANNEX OPENED ON OCTOBER 27, 2023

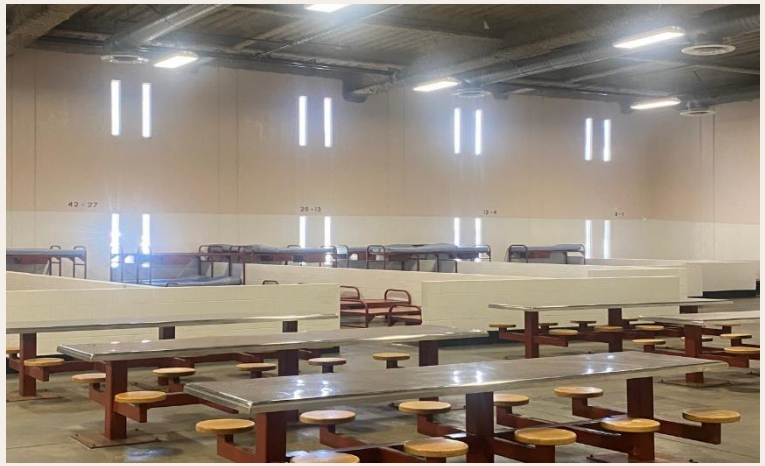


- In 2015 the SHF was awarded an $80M grant to build a new 384-bed facility.
- The City and County refused the accept and expend and returned the funds to the BSCC.

Population at Annex

- A-Dorm: General Population
- B-Dorm: Behavioral Health Services Psychiatric Sheltered Living Unit
- C Dorm: Vacant
- D Dorm: General Population
- E Dorm: General Population
- F-Dorm: Roads to Recovery





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2025 Contraband: Drugs - Weapons





OVERDOSE PREVENTION STRATEGY







In addition to manufactured weapons, inmates make weapons with items in the jail.

Snap Data of Active Charges on June 17th, 2025

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Murder (or attempted murder) is the prevailing charge, nearly twice the count of other charges.

Of the **217** individuals, 99 were charged with attempted murder, **98** with murder, and **20** with a combination of attempted and murder charges.

** All charge groups include attempted charges along with the actual charge.

Top 25 - Top Active Charge	Count	%
MURDER	217	16.90%
SECOND DEGREE ROBBERY	78	6.07%
FIRST DEGREE ROBBERY	74	5.76%
2ND DEGREE BURGLARY - COMMERCIAL	67	5.22%
RECEIVING STOLEN PROPERTY, MOTOR VEHICLE	50	3.89%
POSSESSION FOR SALE OF COCAINE BASE	40	3.12%
ASSAULT WITH A DEADLY WEAPON-NOT A FIREARM	36	2.80%
ASSAULT WITH FORCE LIKELY TO COMMIT GREAT BODILY INJURY	33	2.57%
POSSESSION OF FIREARM BY A FELON	31	2.41%
DOMESTIC VIOLENCE	31	2.41%
FIRST DEGREE BURGLARY-RESIDENTIAL	30	2.34%
TRANSPORTATION, SALE AND GIVING AWAY OF A CONTROLLED SUBSTANCE	29	2.26%
COURT PAROLE VIOLATION	25	1.95%
ASSAULT WITH A SEMIAUTOMATIC FIREARM	24	1.87%
FELONY ENROUTE WARRANT	24	1.87%
FELONY SAFEKEEP	23	1.79%
VANDALISM MORE THAN $400	23	1.79%
ASSAULT UPON A PEACE OFFICER WITH FORCE LIKELY TO CAUSE GREAT BODILY INJURY	22	1.71%
INFLICTING INJURY ON ELDER OR DEPENDENT ADULT LIKELY TO CAUSE GREAT BODILY INJUR	22	1.71%
UNLAWFUL POSSESSION FOR SALE OR PURCHASE OF CONTROLLED SUBSTANCE	20	1.56%
CRIMINAL THREATS	20	1.56%
SECOND DEGREE BURGLARY	19	1.48%
KIDNAPPING TO COMMIT ANOTHER CRIME	16	1.25%
THREAT TO EXECUTIVE OFFICER	14	1.09%
RAPE BY FORCE OR VIOLENCE OR BY THREAT OF BODILY INJURY	11	0.86%
CHILD ENDANGERMENT	11	0.86%
ALL OTHER FELONIES	256	19.94%
MISDEMEANOR DRUG ONLY	3	0.23%
ALL OTHER MISDEMEANORS	35	2.73%
Total	1284	100.00%

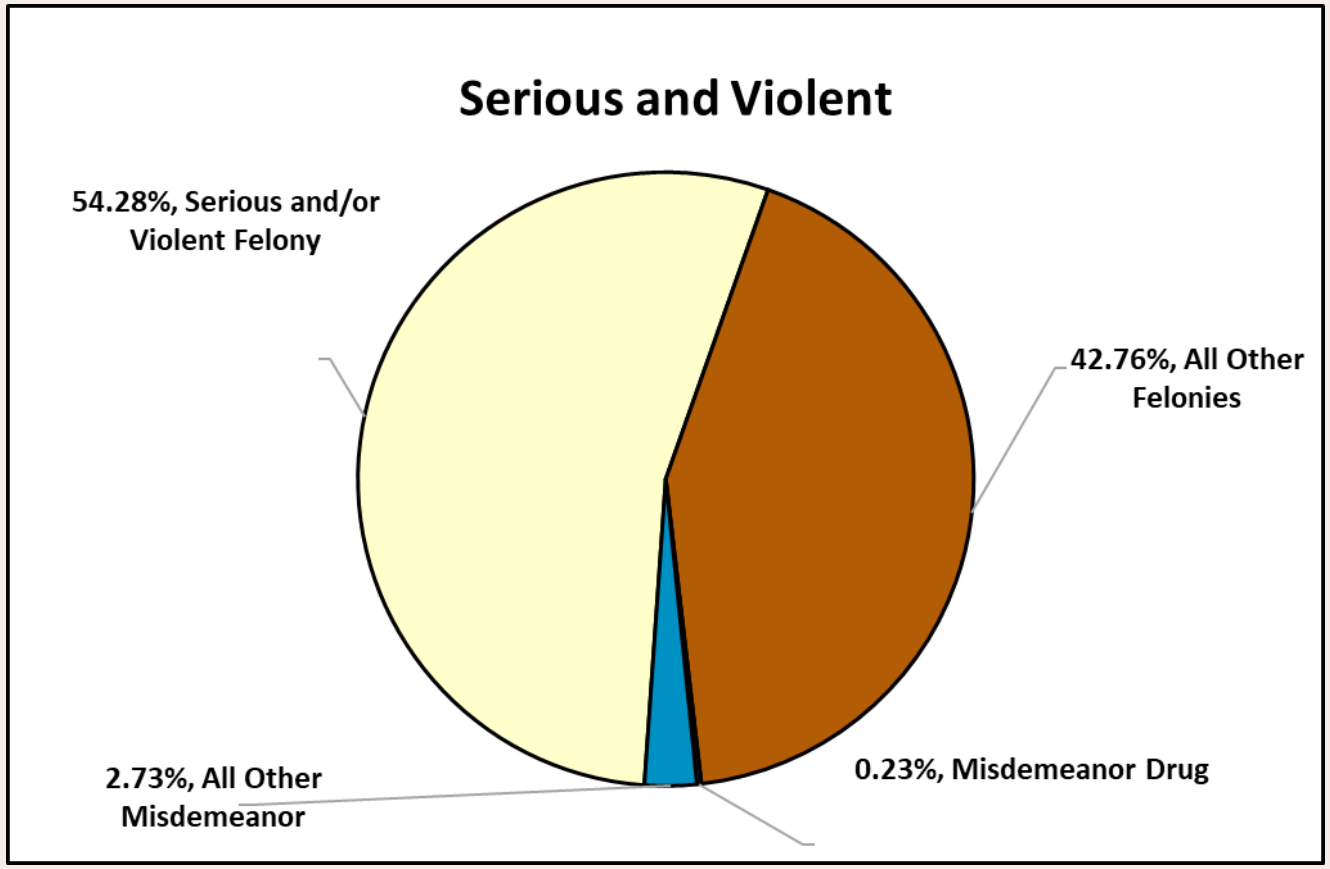
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Inmates charged with felony offenses make up the majority of the jail population, totaling **97.04%.** Of these:

- **54%** Are classified as serious / violent
- **43%** All other felonies

Misdemeanors represent a minimal portion of the jail population, with only **2.96%** of the total.
Misdemeanor drug possession makes up less than one percent.



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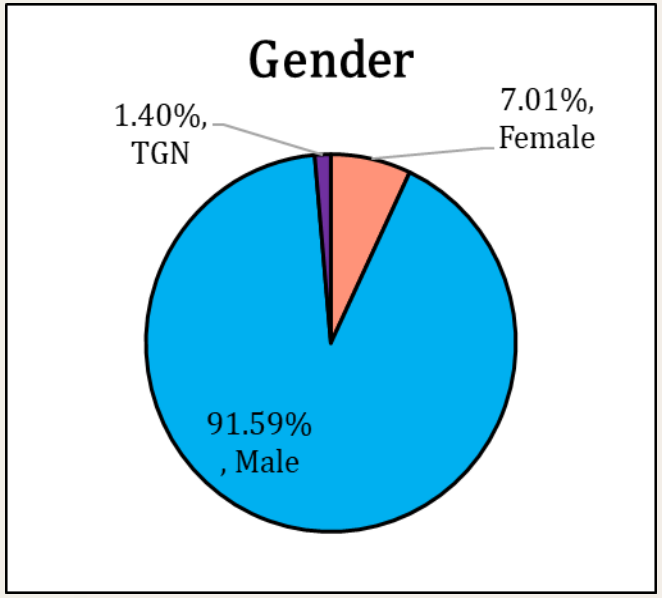
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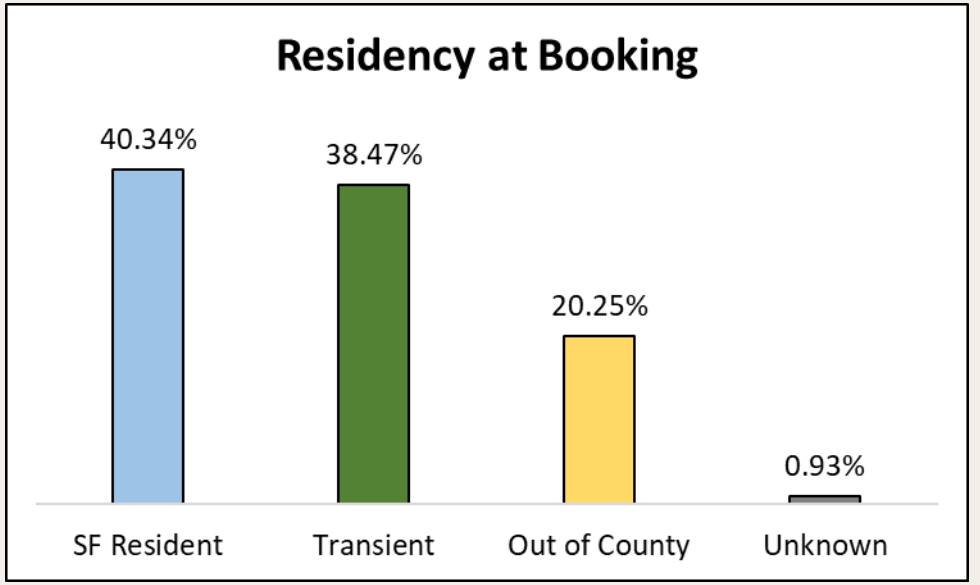
General Demographics

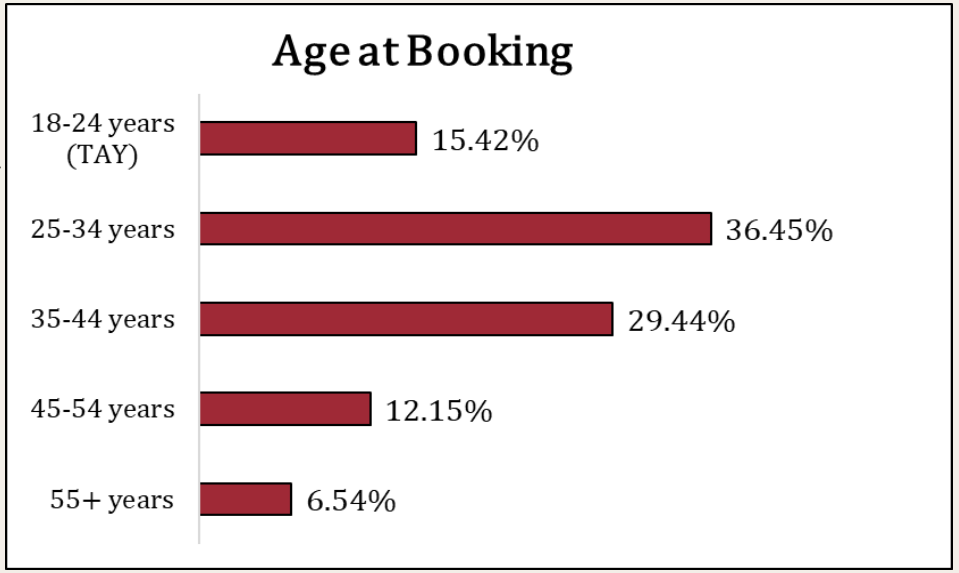
Of those in jail:

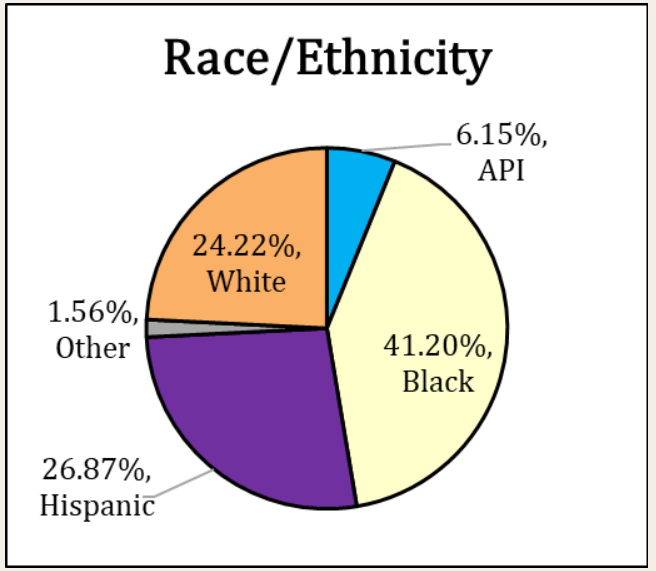
- 92% Male
- Only 40% were SF Residents
- 36% 25-34 Years of Age at Booking
- 41% Black

Demographics and Residency are collected and reported from the time of jail intake booking.



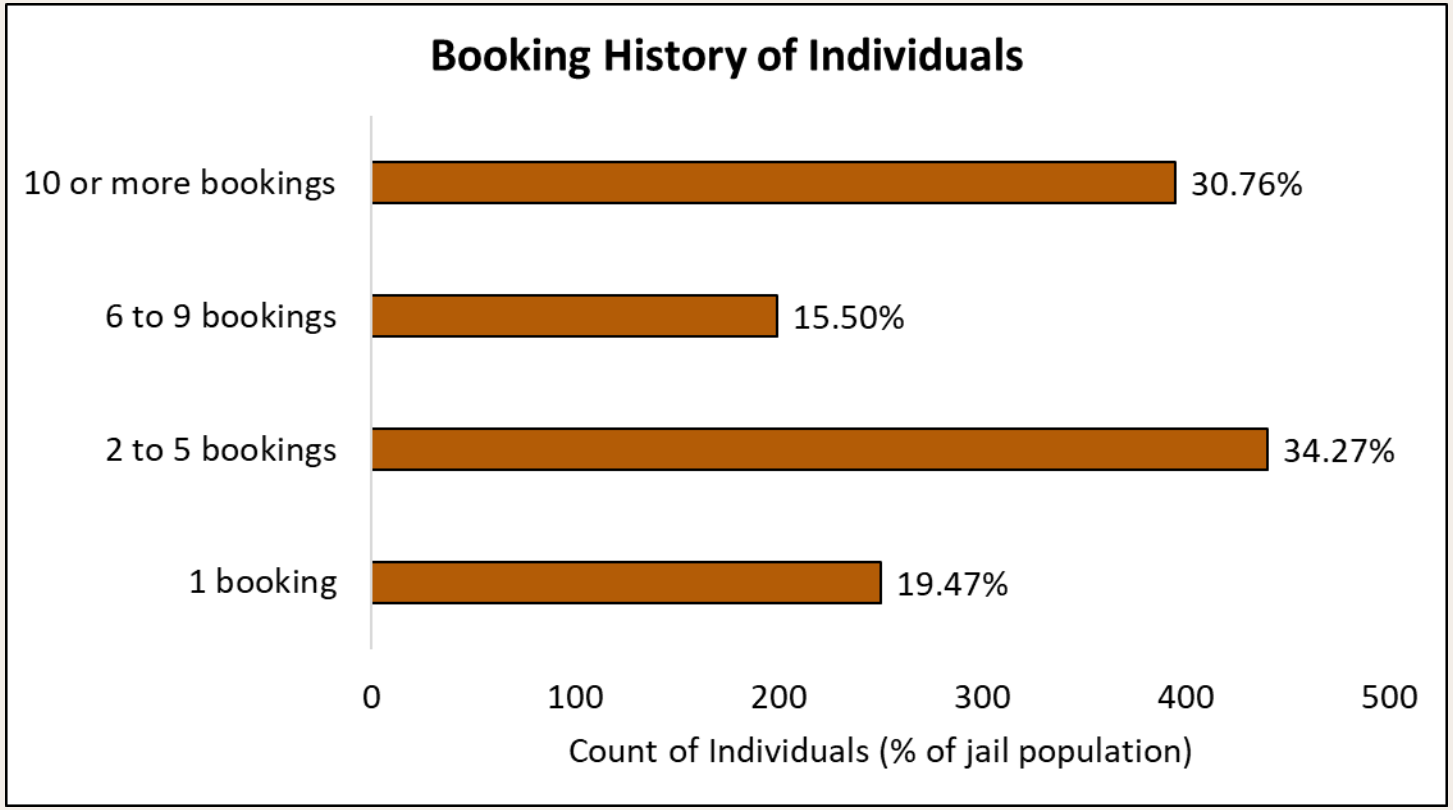






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80.53% of all inmates in the jail had more than one booking and nearly one-third of this group, **30.76%**, have been booked into the jail system **10** times or more.



NOTE: This data is only from the SF criminal history and from December of 2009.

Snap Data of the subcategory Murder (or attempted murder)

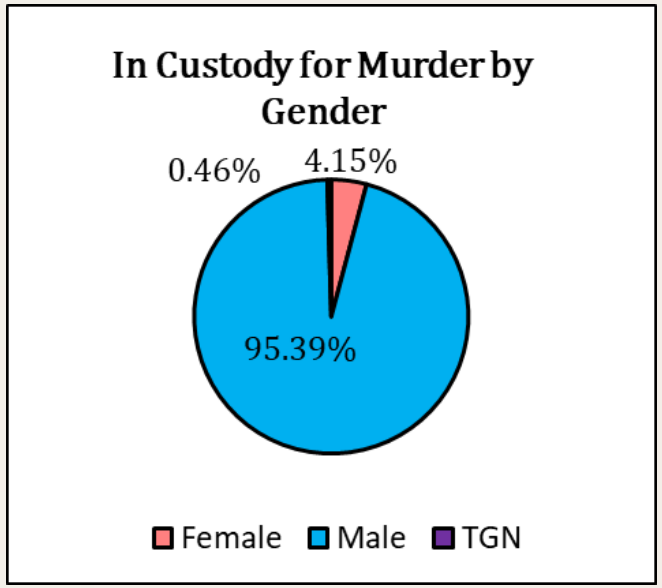
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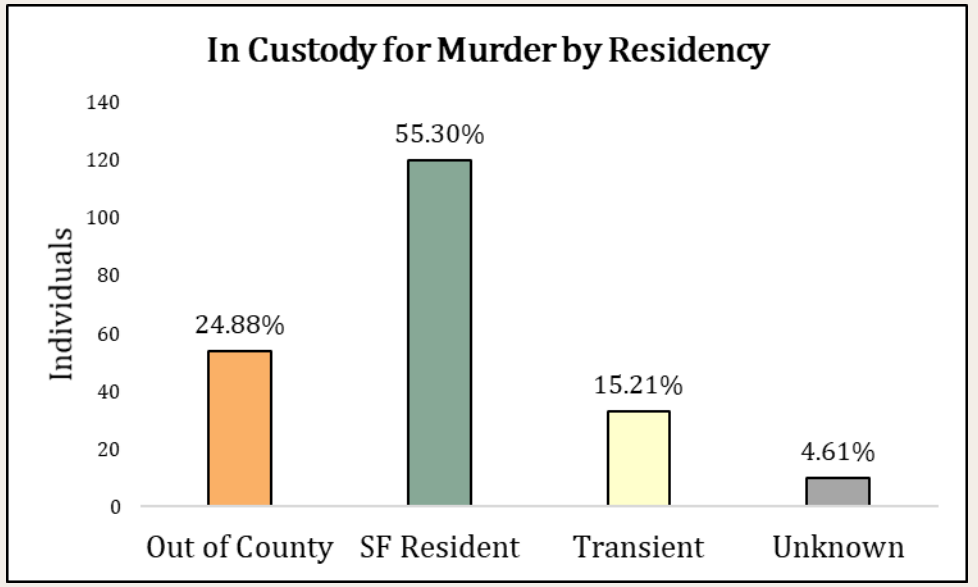
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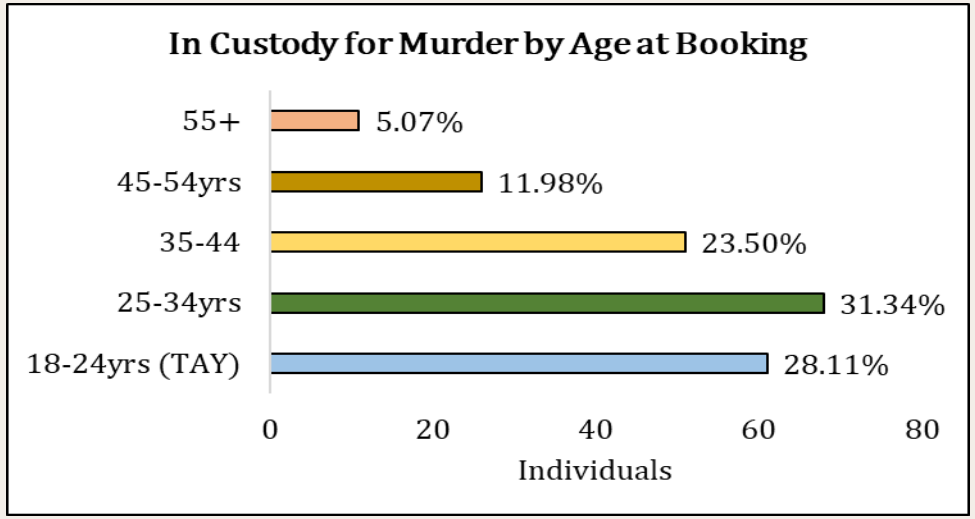
General Demographics

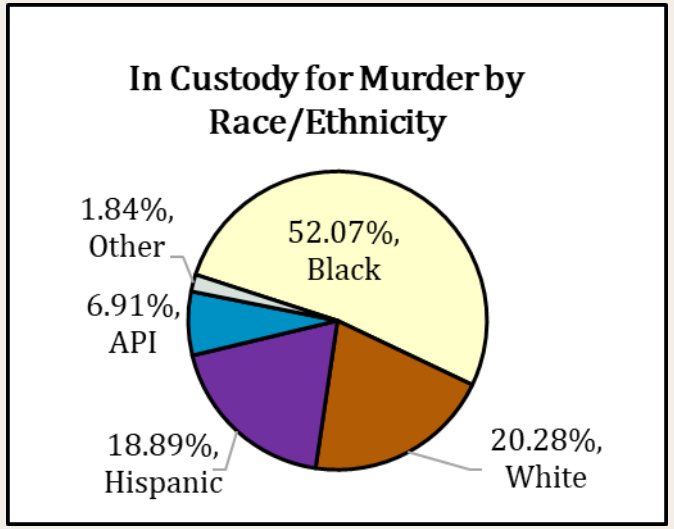
Of those in custody charged with murder, attempted murder or a combination of both:

95% Male
55% SF Residents
28% TAY
52% Black



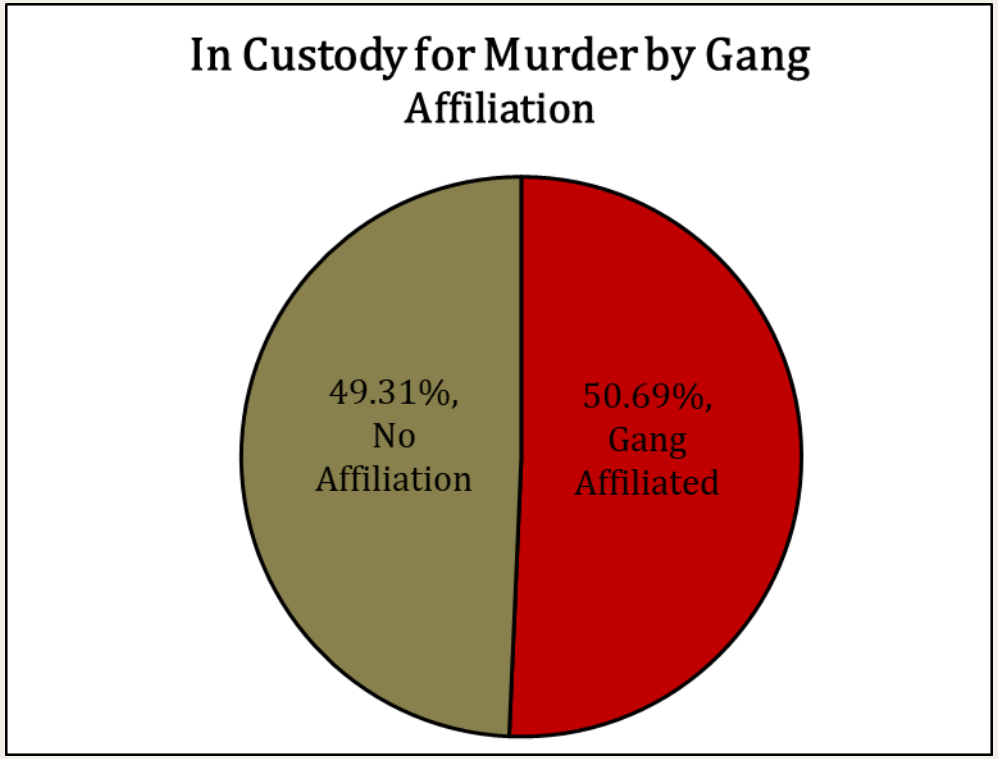






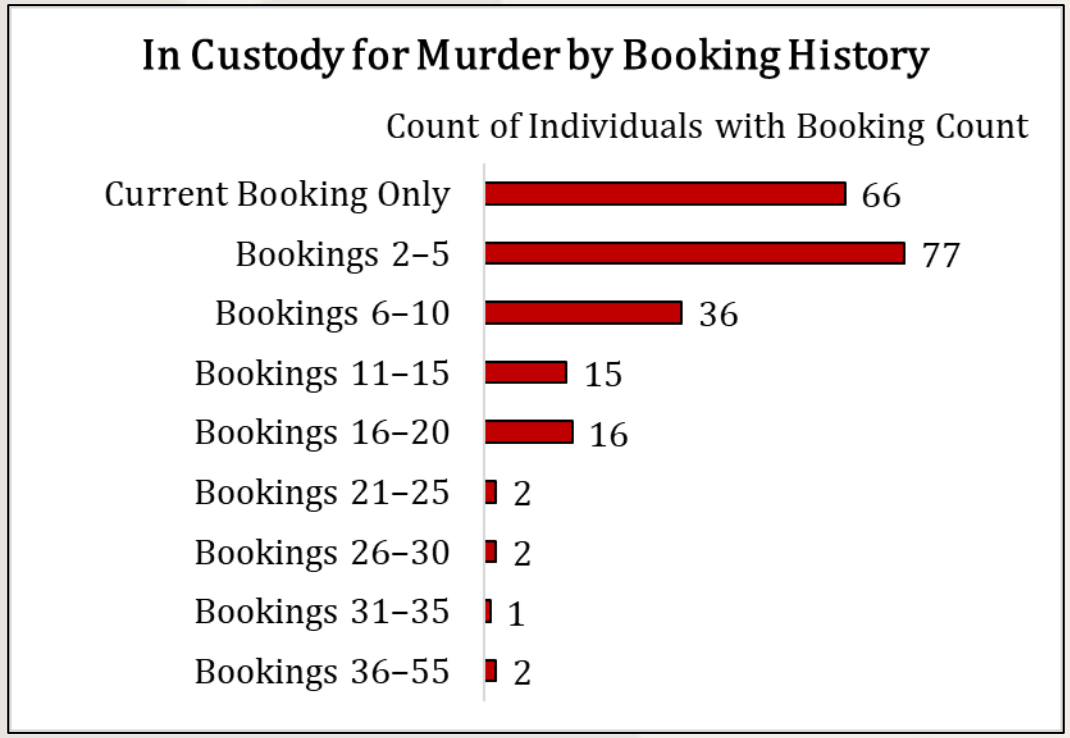
Gang Affiliation

Of individuals currently in custody for murder, just over half (50.7%) are gang affiliated, while 49.3% have no gang affiliation.



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**Determined through only Sheriff Jail Management data.*

36% of individuals have 2 to 5 prior bookings.

34% shows booking history over 5 prior bookings

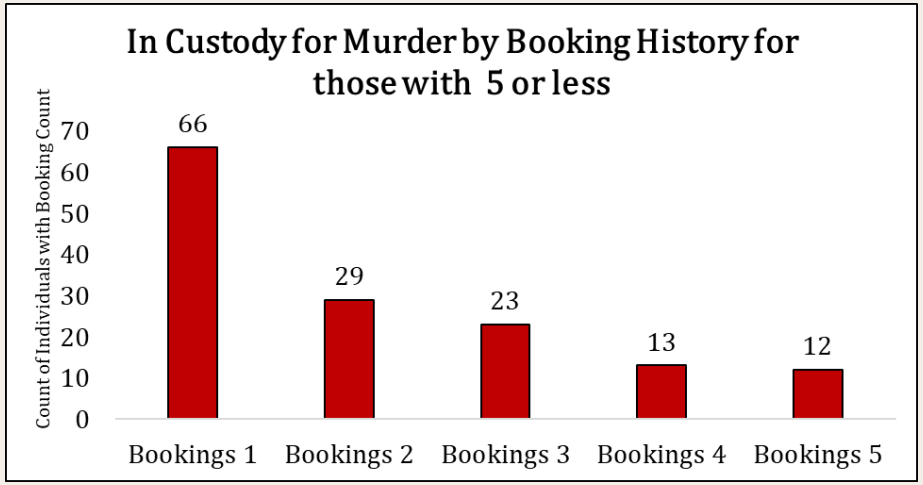
48 individuals had between 5-10 bookings

31 individuals had between 11-20 bookings

30% are on their first booking.

A number had more extensive booking histories

a handful showing over 30 bookings



HOUSING JAILS: CRIME PREVENTION

Housing Jails

FIVE KEYS SCHOOLS and PROGRAMS

Five Keys is the first charter high school ever esttablished in an adult detention facility.

ONE FAMILY

The **One Family** program provides parenting classes and opportunities for children to remain connected to their incarcerated parent(s).

STORIES FROM MOM/DAD

This program fosters relationships between incarcerated parents and their children.

CULINARY TRAINING

Vocational training for the food industry is offered in both classroom and kitchen settings.

YOGA

Breath control, simple meditation, and bodily postures practiced for health and relaxation to support physical and mental health

OLDER ADULT CASE MANAGEMENT

A dedicated case manager facilitates groups and provides reentry and linkage services.

TRANSITIONAL AGE YOUTH (TAY) CASE MANAGEMENT

In partnership with the Department of Children Youth and Their Families, **Five Keys** provide groups, and re-entry and linkage services to persons aged 18 to 24.

AA/NA

Meetings for the purpose of **recovery** from the disease of addiction. All Anonymous groups are bound by the principles of the *Twelve Steps*.

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City College

San Francisco City College partners with SFSO and Five Keys to offer a variety of classes to incarcerated students.

Stanford Lecture Series

Graduate student facilitators teach two cohorts of classes 2-3 times per year.

SF Public Library Jail and Reentry Services Program

Librarians distribute books weekly and facilitate a "Trans Representation in Media" class in CJ 2 upper A pod.

Religious Services

Volunteer religious leaders provide spiritual guidance, bible study and grief counseling to people in jail. Other activities include concerts, dinners, holiday celebrations and gifting of books and other gifts to children from their parents in-custody.

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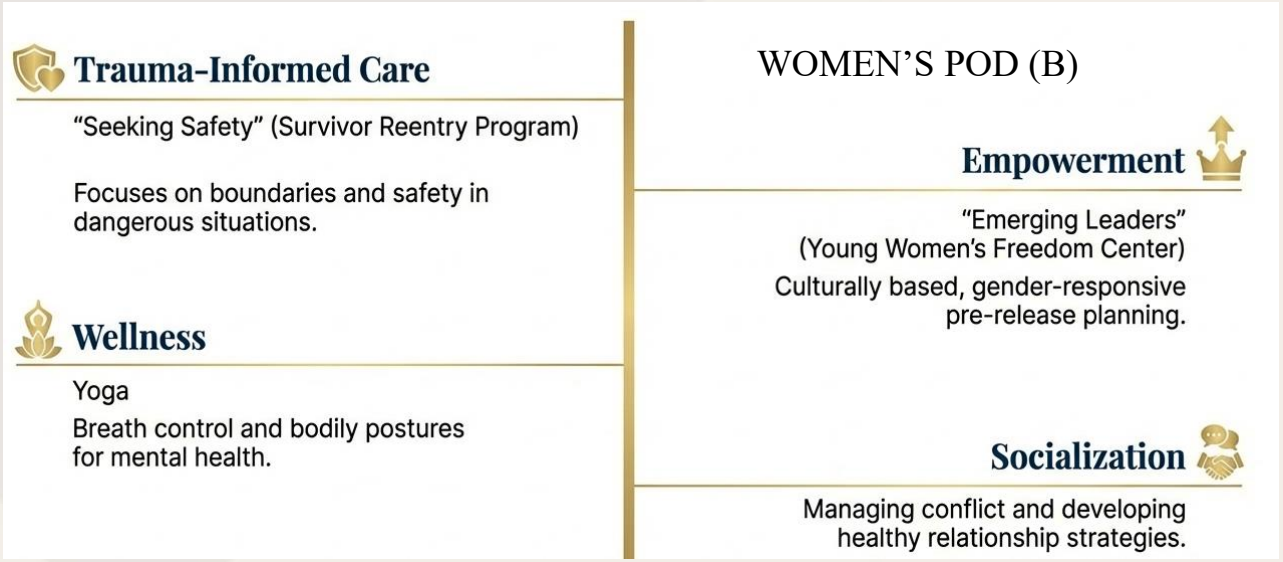
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COUNTY JAIL #2

SISTERs IN SOBER TREATMENT EMPOWERED IN RECOVERY (SISTER): Is a gender-specific substance abuse treatment and behavior management program

SURVIVOR REENTRY SERVICES: Works with survivors of domestic violence and human trafficking by providing trauma-informed, culturally responsive and strength-based treatment through groups, individual counselling and case management

FREEDOM BRAIDERs: Initiated by the Barber Pathways project of Bay Area Community Resources, and supported by Five Keys, this vocational training program is taught by professional braiders.





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COUNTY JAIL #2 C POD: PSLU

Mindfulness

- Yoga
- Deep Breathing Techniques

Emotional Regulation

- The Dimensions of Happiness (Increasing well-being)
- Coping Skills

Dosage: 21 Hours of Groups Per Week

Improve ADLs (activities of daily living) and prepare the clients for re-entry into the community.

Expression & Self-Care

- Beauty Bar (Personal style as empowerment)
- Art Therapy

Cognitive Work

- "What is Anxiety" (Challenging irrational thoughts)
- Habit Plan (Building long-term goals)

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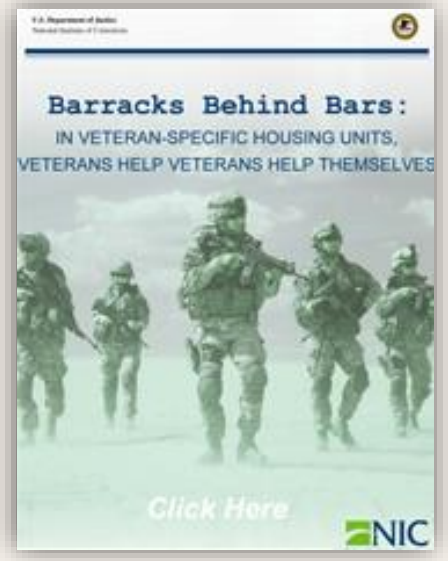
CRIME PREVENTION CJ#3

- **ROADS TO RECOVERY:** Is a substance use disorder treatment program that includes individual case management, treatment groups, and referrals and linkages to community-based services upon release.

- **RESOLVE to STOP the VIOLENCE PROJECT** (RSVP): Is a survivor-centered program for violent offenders based on a restorative justice model. RSVP is driven by victim restoration, offender accountability and community involvement.

- **COMMUNITY of VETERANS ENGAGED in RESTORATION** (COVER): Is designated for veterans of all the branches of the United States Military, regardless of the character of discharge.

- **SUCCESS STORIES:** Success Stories builds safe communities by delivering transformational feminist programs to youth and adults with an emphasis on people who have caused harm.
- **Pickleball in SF Jails**:

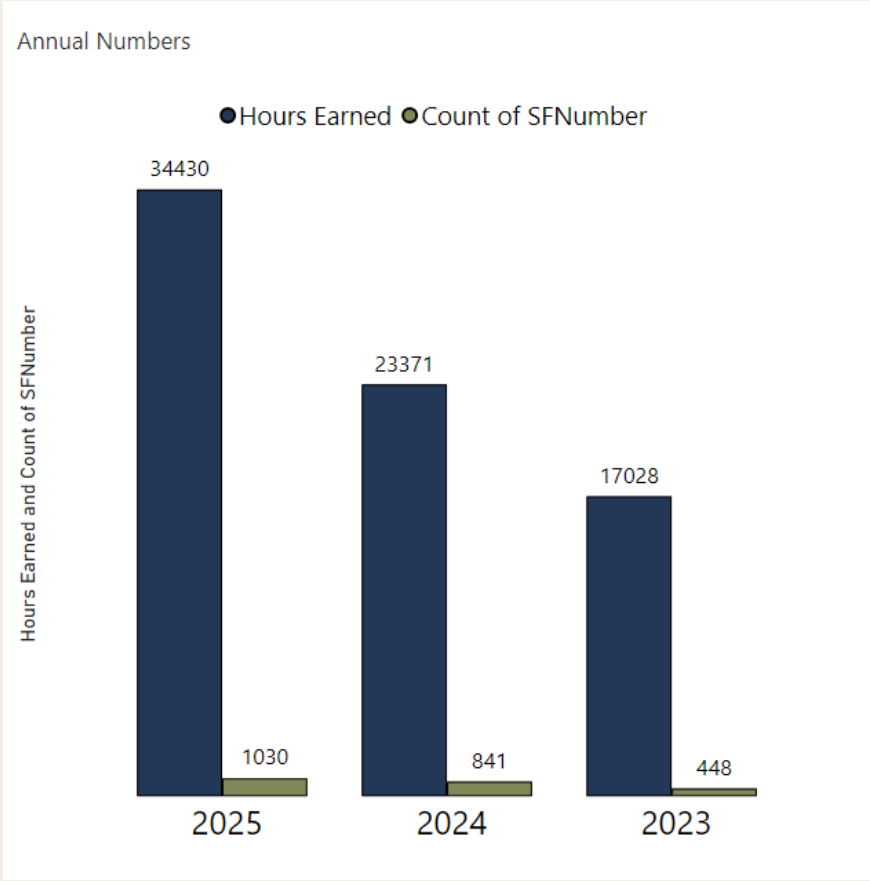




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MILESTONE CREDITS





Milestones are earned but are not awarded until sentencing.

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REENTRY PROGRAMMING:

DISCHARGE PLANNING Staff work between 2pm and 10pm Monday through Friday, providing linkage services to high need and vulnerable persons.

Safe Passage The objective of the Safe Passage program is to provide transportation to persons released from the SF County jails at night who have requested assistance; or when staff have identified a transportation need.



Safe Harbor Operated by Discharge Planning staff, this program seeks to immediately address emergency housing needs of vulnerable clients following release from jail by providing a safe room until service providers are available.

MEDI-CAL ENROLLMENT ASSISTANCE and CalAIM The California Advancing and Innovating Medi-Cal (CalAIM) is a multi-year reform initiative led by the CA Department of Health Care Services to improve health equity and includes a focus on the justice impacted population and a mandate that everyone booked into a correctional facility be screened for insurance status and be provided with enrollment assistance if eligible.

HOUSING ACCESS POINT A DHSH contracted provider conducts assessments to determine whether one qualifies for Permanent Supportive Housing (PSH) opportunities and/or additional financial support services for adults experiencing homelessness.

HSH DEPARTMENT OF HOMELESSNESS AND SUPPORTIVE HOUSING

MEDICATION ASSISTED TREATMENT LINKAGE Individuals who have initiated medication assisted treatment for opioid or alcohol use disorders while in jail are connected by Jail Health Services to community providers for on-going treatment and provision of medication.



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HARRIS CORRECTIONS

San Francisco Sheriff's Office

JMS Implementation
Project Management Plan



Date: 30-Apr-2025 v1.4

Prepared by: Harris Corrections

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HARRIS CORRECTIONS

Document History

Version History			
Version	**Date**	**Author (s)**	**Description**
0.1	01-Apr-2025	Lyne Eaker (HCOR)	Initial draft and internal reviews
0.2	02-Apr-2025	Lyne Eaker (HCOR)	Updates
1.0	02-Apr-2025	Lyne Eaker (HCOR)	Submitted to SFSO for review and input
1.1	11-Apr-2025	Lyne Eaker (HCOR)	Updates with feedback from HCOR and SFSO. SFSO edits have been accepted or if not accepted a comment has added for clarification. All comments from SFSO have been responded to.
1.2	16-Apr-2025	Lyne Eaker (HCOR)	Updated payment milestone dates to reflect update project schedule as sent out on April 11, 2025. Final version and submitted for approval.
1.3	23-Apr-2025	Lyne Eaker (HCOR)	Updated document per feedback received from SFSO on April 18, 2025 and discussion on April 22, 2025.
1.4	30-Apr-2025	Lyne Eaker (HCOR)	Updated that Keefe IDS was replaced by Aramark as of March 1, 2025

Document Review

Document Review History			
Date	**Name/Audience**	**Position/Title**	**Organization**
7-Apr-2025 18-Apr-2025 30-Apr-2025	Martin Okumu	CIO	SFSO
9-Apr-2025	Carrie Young	VP	HCOR

Document Approval

Document Approval History			
Date	**Approver**	**Position/Title**	**Signature of Approver**
5/1/2025	Martin Okumu	CIO	Martin Okumu 14C5116078604A6...

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1.0 Introduction

1.1 Purpose

This Project Management Plan documents the structure, governance, and roadmap for Harris Corrections (HCOR) delivery approach for the Offender360™ (O360) solution for San Francisco Sheriff's Office (SFSO). The plan serves as the source of truth for the details of the engagement and the activities throughout its lifecycle. It is encouraged that all project team members review the plan regularly and as needed.

1.1.1 Responsibility for the Project Management Plan

The HCOR and SFSO Project Managers are responsible for ensuring updates are captured in the project management plan as required throughout the project, and that the updates are socialized appropriately. All changes to the document will be captured in the Document Version History.

The Project Sponsor(s) are responsible for approving the original document and any updated formal versions that follow.

1.2 Background

The primary objective of this project is to replace SFSO's current (legacy) Jail Management System (JMS) with Offender360™, a feature-rich, modern, cloud-based JMS and for HCOR to provide support of Offender360™ after go-live. Additionally, to improve critical data sharing between SFSO partners; meet California Department of Justice data compliance and protection standards; and implement strong security to protect critical information and infrastructure according to the California Law Enforcement Telecommunications System.

1.3 Project Vision and Goals

The primary goals of this project are to:

- implement the Offender360™ Jail Management System, meeting the requirements identified in phase 1 and confirmed in phase 2;
- implement the in-scope data interfaces;
- migrate applicable data from the legacy JMS, SWAP, and Sentinel systems to Offender360™;
- provide train-the-trainer end-user and system administration training; and
- improve Data and Infrastructure Security in accordance with California DOJ CLETS and CJIS mandates

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2.0 Project Governance

2.1 Project Organization

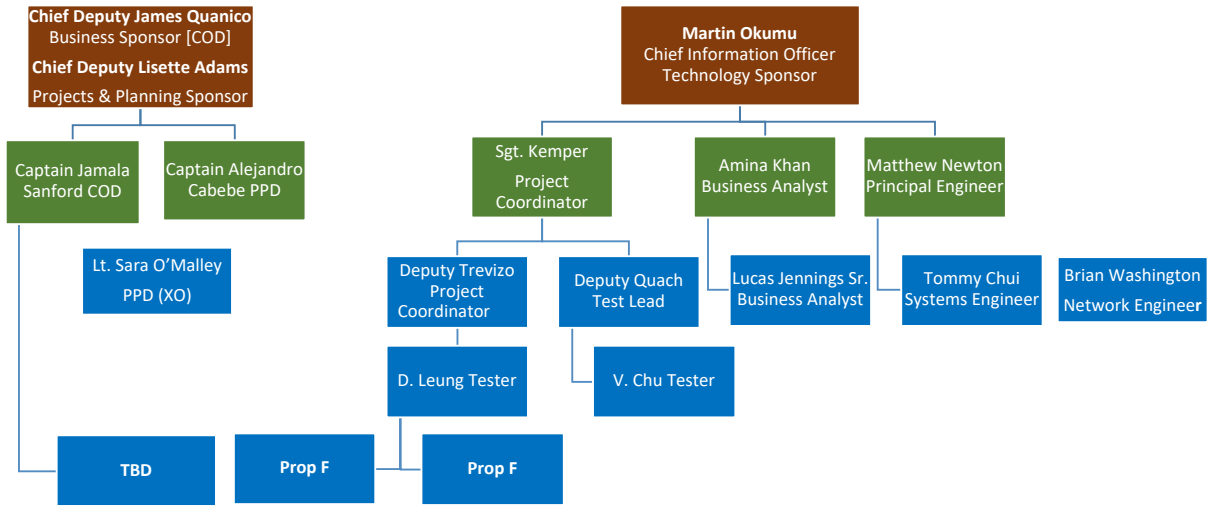


Figure 1. SFSO Project Team

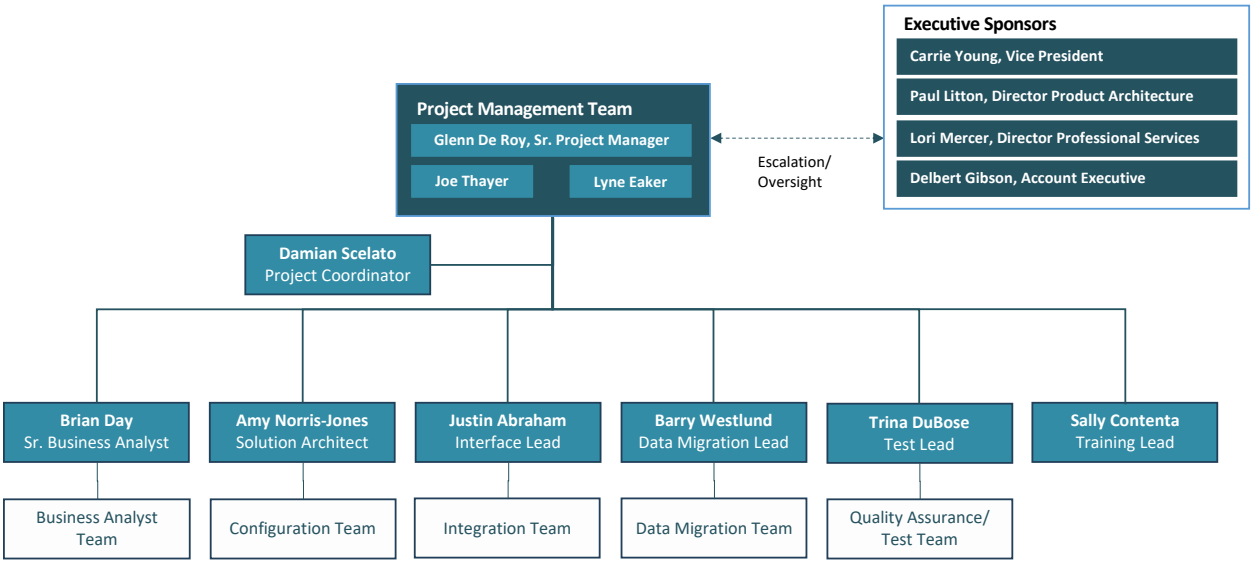


Figure 2. HCOR Project Team

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Both HCOR and SFSO will support direct collaboration and communication between project team members as needed and required to execute project activities. To support project governance, several mechanisms will be used:

- SFSO and HCOR project managers will meet on a weekly basis to review project progress and discuss issues, risks and blockers as required. The project managers are the first point of escalation for their respective project teams.
- The Steering Committee will support the project and will be used to inform SFSO senior leadership of project status at a high level as well as provide direction to the project as requested by the project managers (e.g. around requests for decisions, accepting risk mitigations, change requests etc.). The Steering Committee will occur monthly.

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3.0 Scope

3.1 In Scope

The scope of the project is to provide implementation services and software to configure, test, train, deploy, and support the Offender360™ Jail Management System. The complete detailed scope is documented in the agreement, but the following provides the primary scope for the project.

3.1.1 Modules / Functional Areas / Features

The scope of the solution encompasses the following features:

- Pre-Booking
- Intake and Booking
- Offender Demographics
- Scars/Marks/Tattoos
- Aliases
- Mug Shots and Photo History
- Offender Contacts
- Property Management
- Classification Scoring
- Assessments
- Security Threat Group Tracking
- Separations
- Sentence and Time Accounting
- Commitment Orders
- Earned Time Credits
- Victim and Predator Flags
- Sex Offender Identification
- Program Referrals and Tracking
- Drug Testing
- Victim Tracking
- Housing and Bed Assignment
- Scheduling
- Movements and Transfers

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- Incident Reports
- Disciplinary Management
- Jail Operations
- Facility Counts
- Shift Logs
- Facilities and Staff Management
- Personnel History Management
- Out of the Box Reports

3.1.2 Locations

The scope also includes applicable configuration for the following SFSO locations:

- Office Administration and Civil Unit: 1 Dr. Carlton B. Goodlett Place - Room 456, San Francisco, CA 94102
- County Jail #1 and County Jail #2: 425 7th St., San Francisco, CA 94103
- County Jail #3: 1 Moreland Dr., San Bruno, CA 94066
- Sheriff's Field Operations: 120 14th St., San Francisco, CA 94103

3.1.3 Data Interfaces

There are 19 data interfaces which are in-scope as listed below:

- JUSTIS - Booking
- JUSTIS - Update Booking
- JUSTIS - Update Housing
- JUSTIS - Update Charges
- JUSTIS - Inmate Release
- JUSTIS - Charges
- JUSTIS - Court Dates
- JUSTIS - Sentencing Information
- Renovo - Visitation File
- GTL - Phone Pin File
- Keefe IDS (replaced by Aramark as of March 1, 2025) - Inmate Roster for Commissary

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- Department of Public Health - DPH_Hourly_New
- Department of Public Health - DPHToEpic_Combined
- Department of Public Health - DPHToEpic_Court
- Inmate Locator
- VINE
- Interface with California Policy Lab (CPL) (Research Group)
- Inmate Tablets Feed (Nucleos)
- DOJ Inmate Roster

3.1.4 Data Migration

Data migration is also in scope. The following table identifies the O360 modules which are in-scope for data migration and the source system(s) for the data.

Offender360™ Module	Legacy JMS	SWAP	Sentinel	In scope for data migration?
Core Data	Yes	Yes	Yes	Yes
Booking	Yes	No	No	Yes
Offender Demographics	Yes	No	No	Yes
Scars/Marks/Tattoos	Yes	No	No	Yes
Aliases	Yes	No	No	Yes
Mug Shots and Photo History	Yes	No	No	Yes
Offender Contacts	Yes	No	Yes	Yes
Classification	Yes	No	No	Yes
Risk Assessments	Yes	No	No	Yes
Security Threat Group Tracking	Yes	No	No	Yes
Victim and Predator Flags	Yes	No	No	Yes
Legals	Yes	Yes	No	Yes
Sentence and Time Accounting	Yes	Yes	No	Yes
Commitment Orders	Yes	No	No	Yes
Warrants	Yes	No	No	Yes

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Offender360™ Module	Legacy JMS	SWAP	Sentinel	In scope for data migration?
Earned Time Credits	Yes	Yes	No	Yes
Sex Offender Identification	Yes	No	No	Yes
Visitation	No	No	No	No
Separations	Yes	No	No	Yes
Property Management	Yes	No	No	Yes
Victim Tracking	No	No	No	No
Program Referrals and Tracking	Yes	Yes	No	Yes
Case Management	No	Yes	No	Yes
Drug Testing	No	No	No	No
Scheduling and Appointments	Yes	No	No	Yes
Housing and Bed Assignment	Yes	No	No	Yes
Movements and Transfers	Yes	No	No	Yes
Jobs and Assignments	No	Yes	No	Yes
Use of Force Management	No	No	No	No
Incident Reports	Yes	No	No	Yes

3.1.5 Reports

In addition to the out of box reports provided by JMS, HCOR will provide up to 260 hours to build custom reports or dashboards over the duration of the Project. Each identified report will be given a time estimate in advance to enable SFSO to obtain the most effective use of the 260 hours.

3.2 Out of Scope

The following products and services are out of scope and are not included in the scope of the project.

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3.2.1 Modules / Functional Areas / Features

The following modules / functional areas / features are out-of-scope for the project:

- Visitation
- Meals
- Grievances
- Case Management
- Undefined Medical Service

3.2.2 Third Party or Add-on Software

The implementation of Cornerstone services is out-of-scope for the project. HCOR will create train the trainer materials in Epilogue Systems Opus (hereafter referred to as “OPUS”). These materials can be adapted by SFSO and loaded into Cornerstone. HCOR has not included any effort to implement or support the Cornerstone product.

3.2.3 Data Migration

The following functional areas are not in scope for Data Migration:

- Pre-Booking (there is no historical data to migrate)
- Visitation
- Victim Tracking (victim information that is not in JMS is out of scope)
- Drug Testing (drug testing information that is not in JMS is out of scope)
- Use of Force Management
- Case Management (with the exception of any migratable SWAP data)

3.2.4 Services

Organizational Change Management (OCM) services are out-of-scope for the project. For more information about OCM, refer to section 6.0 of this document.

3.3 Constraints, Assumptions and Dependencies

The following tables provides a list of the project constraints, assumptions and dependencies associated with the JMS Implementation project.

3.3.1 Constraints

The following constraints have been identified for this project. The HCOR and SFSO Project Managers will monitor these and identify impacts and next steps should any constraint prove to be incorrect or invalid.

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Constraint Description	Potential Impact on the Project	Mitigation Plan (if possible)
SFSO's current license and support agreement with its legacy JMS vendor, Tyler Technologies, ends on March 31st, 2026. SFSO is required to pay additional license and support costs to Tyler Technologies until the Offender360™ solution is implemented.	SFSO must be migrated off the existing Tyler Technologies solution and fully functional in the new Offender360™ on the agreed date to limit additional license and support costs for SFSO.	The current project schedule has a go-live for September 2026. Any delays to the date will be communicated and managed between HCOR and SFSO.

3.3.2 Assumptions

The following assumptions have been defined for this project and were documented in amendment 1 of the contract. Slight adjustments in wording have been made herein from the original purely for clarity purposes within this document. The HCOR and SFSO Project Managers will monitor these assumptions and identify impacts and the next steps should any assumption prove to be incorrect or invalid.

3.3.2.1 General Project Assumptions

1. HCOR shall have no obligation to provide Services other than those specified in the SOW and included in the Scope. SFSO may, from time to time, request changes to the scope of the Services herein or HCOR, in good faith, may determine that the SOW must be revised to complete the Services on the terms set forth therein (each, a "Change Request"). In response to any such Change Requests from either party, the parties will comply with the Change Control Process; provided that, unless and until SFSO approves in writing a Change Request, nothing herein modifies, limits, or eliminates HCOR's obligation to perform all the Services set forth in the Scope.
2. Services will be provided primarily remotely with periodic workshops, presentations and training (train the trainer) on-site at SFSO facilities identified in this document as agreed by SFSO and HCOR
3. All currencies are shown in USD.
4. SFSO will use standard delivered Software functionality and business processes where reasonably possible. HCOR and SFSO will address any unique business processes during the design workshops.
5. The HCOR project team or project manager will submit deliverables to the designated point of contact as outlined in the project communication plan. SFSO will have 10 business days to complete an assessment of the deliverable to verify

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completeness, correctness and alignment with the established requirements. Within the review period, SFSO will provide clear and constructive feedback identifying issues and discrepancies to be addressed. Upon receiving the feedback, HCOR will address SFSO feedback and return an updated version of the deliverable within 5 business days for subsequent review and acceptance by SFSO. SFSO review will be conducted within 5 business days. Should SFSO find that HCOR has not adequately addressed the feedback, a meeting will be held between HCOR and SFSO to resolve outstanding matters and finalize the deliverable for immediate acceptance.

6. SFSO will appoint subject matter experts for key functional areas. The role of the subject matter expert is to clarify business requirements, make design decisions, validate that the Software meets requirements, provide end user training, and develop UAT planning and test scripts. These resources will be available for all Project related meetings and tasks as necessary throughout the duration of the Project.
7. If on-site work is required, a Project work area will be dedicated to SFSO's location as requested with access to the internet as well as external monitors for connection to consultant laptops for optimal productivity. Remote access will be provided to the Project team throughout the Project to enable remote configuration and support.
8. Train the Trainer training will be conducted at SFSO's Project office location and will be based on the functional areas listed in scope.
9. System administration training will be conducted either remotely or at SFSO's Project office location.
10. All required training facilities and equipment are provided by SFSO.
11. Informal knowledge transfer will be provided throughout the Project. Informal knowledge transfer is defined as SFSO's staff working alongside HCOR staff. No formal training materials will be developed or delivered as part of informal knowledge transfer.
12. All currently in-scope data integrations have been identified and communicated to HCOR as specified in section 3.1.3 of this document.
13. All networking, workstations, printers and other hardware and software will be made available by SFSO to support design, development, and implementation of the system. This infrastructure will be supported by SFSO throughout the Project.
14. HCOR cannot guarantee the functionality or performance of Microsoft and third-party independent software vendor (ISV) software. HCOR will work closely with SFSO and the respective software vendor to quickly address any software or system performance issues that may arise during the course of the project.
15. Any costs associated with changes to the source agency systems and third-party vendors are the responsibility of SFSO.

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16. SFSO will act as a liaison between their interface partners and HCOR. SFSO will be responsible for coordinating with their partners to ensure their involvement in requirements, design, and testing activities.
17. It is assumed that SFSO vendors will fulfill their respective functions and responsibilities. Any failure by a vendor or SFSO to fulfill their respective functions and responsibilities, preventing HCOR from meeting its obligations, will result in the issuance of a Change Request. Refer to section 12.0 of this document for details on the Change Request process. For the avoidance of doubt, HCOR shall not be responsible for delays or increased costs to the extent that they result from SFSO vendors or SFSO's failure to meet their respective obligations related to this project. Notwithstanding the foregoing, any such increased costs shall be negotiated in good faith between the HCOR and SFSO and shall be subject to the terms of the Agreement, as amended.
18. Test data for evaluation of the information exchanges will be provided by SFSO.
19. There is a single go-live activity, and the project is not phased. As such there will be one production go-live activity.
20. HCOR team members will not be available at certain times during the expected timeframe of this Project to accommodate HCOR holidays, scheduled HCOR team meetings, and scheduled team member commitments, training, and vacation dates. HCOR will communicate these dates with reasonable notice over the course of the Project as part of ongoing planning and status meetings.
21. The Project will be completed contiguously in that the Project schedule will avoid stoppages or downtime. Should this need occur, the HCOR project manager will assess the cost and timeline impact on the Project and issue a Change Request accordingly. Stoppage in the Project timeline may impact HCOR's ability to retain assigned consultants. In the event a Project stoppage is required, the following process will take effect:
    - 21.1. Upon SFSO's written notice to HCOR, SFSO may suspend or delay the Project for a time determined by the SFSO in its sole discretion and specified in such notice ("Project Hold").
    - 21.2. To exercise a Project Hold, SFSO must provide HCOR thirty (30) days prior written notice specifying the reason for the Project Hold and the expected duration (the "Stand Down Period" or "SDP").
    - 21.3. Upon notice of Project Hold, HCOR will cease all work under the Project for the specified SDP.
    - 21.4. A Project Hold may necessarily result in an extension of the fixed timeline under the Initial Project Plan described in the agreed upon Project Plan. The Parties will negotiate in good faith to determine an appropriate extension and an applicable Change Request reflecting the extension and the additional associated costs.
    - 21.5. If the SDP requested by SFSO is greater than two (2) weeks, SFSO acknowledges that HCOR cannot guarantee that the same HCOR staff can

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return to the Project. However, HCOR will make commercially reasonable efforts to have the same staffing available.

21.6. If SFSO requests an SDP of two (2) weeks to one (1) month, SFSO acknowledges that three (3) days will be required for the HCOR team to re-engage under the Project. If SFSO requests an SDP of more than one (1) month, SFSO acknowledges that seven (7) days will be required for the HCOR team to re-engage under the Project. The re-engagement time in either scenario will be an additional cost to SFSO and will be billed separately.

22. SFSO will access Software from devices meeting Microsoft-provided compatibility requirements. Devices that are not listed by Microsoft are out of scope.
23. SFSO will designate HCOR as its Microsoft Partner of Record prior to the start of the Project. This Microsoft requirement allows HCOR consultants access to SFSO's account information enabling efficient support during, and after, the Project.
24. SFSO will provide HCOR Project staff user licenses to access the Software during the Project.
25. Budget and/or schedule increases incurred from the following are subject to a Change Request:
    25.1. Additional requirements and scope not originally included in scope of the project per section 3.1 and which are subsequently included in scope.
    25.2. Delays and rework caused by SFSO directly.
    25.3. Delays and rework that are not within the scope of HCOR's responsibility.
    25.4. Delays and rework caused to any third-party contracted directly through SFSO
    25.5. Delays and rework caused by a third-party software vendor or third-party vendor's software product performance.
    25.6. Delays due to force majeure events.
26. Material deviations from the Project methodology guidelines can have a significant bearing on HCOR's ability to deliver the Project within the parameters defined in this document. As such, any material deviation from HCOR established methodology will be subject to the Project change control process.

3.3.2.2 Scope and Design Assumptions

1. A single Production instance of Offender360™ will be deployed.
2. SFSO is responsible for ensuring that the required Power Platform and Microsoft Azure hosted Software has been arranged for and configured to support the installations.

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3. SFSO will adequately explain the requirements and business process flows to HCOR consultants during the gap analysis activity.
4. SFSO will provide timely response to procedural and policy questions to avoid negatively impacting the schedule. If response delays cause any material impact to the baselined project schedule, the resulting impacts will be subject to the Project change control process.
5. All tasks and activities assigned to third party SFSO software vendors and SFSO resources will be completed in a satisfactory and timely manner in accordance with project plan and schedule.
6. Standard Workflow types provided with Software will be used to complete a design document for each Workflow identified as in scope. Workflows that require customization will require a Change Request.
7. SFSO will be responsible for the development of all end user JMS training and business operations documentation. SFSO will leverage the train the trainer materials developed by HCOR in OPUS to create end user training materials.

3.3.2.3 Data Interface Assumptions

1. Interfaces will be developed in SSIS and Kingswaysoft.
2. HCOR will create, deploy, and manage the SSIS project that will be used for SFSO interfaces. This includes connection managers, SSIS packages, configuration, and any developed DLL's.
3. HCOR will create any required SQL Server Agent jobs to execute batch data interfaces per the specified schedule. The need for such SQL Server Agent jobs and the schedule will be determined per the interface requirements and design specifications.
4. There is no requirement that any SFSO data (operational of system) be extracted to, or interface development be directly performed on HCOR owned / leased equipment.
5. SFSO will be responsible for advising HCOR with respect to any changes with their existing JMS interfaces or to partner system's interfaces which would affect the Offender360™ in-scope interfaces.
6. Interfaces to JUSTIS will use the Oracle database tables for transaction routing and existing JUSTIS connectors and transaction polling. The new JUSTIS RESTful APIs have not yet been implemented, and it is unknown if these will be sufficiently complete prior to the commencement of the Offender360™ interface design activities. As such, the assumption is to build to the JUSTIS Oracle-based approach; however, if the JUSTIS RESTful APIs do become available prior to the architecture/design stages of interface development, they will be given consideration and, if the complexity is greater than that required for the Oracle-based interfaces, a Chane Request may be raised.

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7. If inbound near real-time interfaces are required, SFSO and/or its partners will be responsible for architecting and implement near real-time inbound triggering components with advice provided from HCOR.
8. HCOR is responsible for creating interface system test cases and will execute them as part of interface system testing.
9. SFSO is responsible for creating integration acceptance test cases and will execute them as part of acceptance testing with assistance from HCOR (if required).
10. SFSO and/or its partners will be responsible for testing and resolve any issues relating to the near real-time inbound triggering components.
11. HCOR will be responsible to test and resolve any issues relating to the outbound Offender360™ triggering components.
12. HCOR resources require access to the following software: Microsoft Windows 10 or 11 Professional (64-bit), Microsoft Visual Studio, Microsoft SQL Server Data Tools, KingswaySoft SSIS Integration Toolkit, Microsoft Team Foundation Server/Azure DevOps Server, Microsoft SQL Server, Microsoft SQL Server Integration Services, Microsoft SQL Server Agent, Microsoft SQL Server Management Studio, XrmToolBox, NotePad++ (or similar text editor). Such software shall be installed on remotely accessible workstations/severs for each environment they are required.
13. SFSO will provide any software licenses required to access the SFSO's legacy applications to support the data conversion mapping and execution processes. If the SFSO standard tools and licenses are inadequate, HCOR will recommend comparable tools and licenses to support data conversion. This may include Oracle SQL Developer or a similar tool such as TOAD. Such software shall be installed on remotely accessible workstations/severs for each environment they are required.

3.3.2.4 Data Migration Assumptions

1. HCOR resources require access to the following software: Visual Studio, SQL Management Studio, and Pentaho. Such software shall be installed by HCOR with the support of the SFSO on remotely accessible workstations/severs for each environment they are required.
2. With the exception of Pentaho, SFSO will provide all required software licenses.
3. SFSO shall provide all required environments, including remotely accessible development workstations.
4. SFSO shall be responsible for standard internal database administrator tasks for the SFSO legacy environment. HCOR shall advise of any such requests and HCOR may support these activities; however, the performance of these tasks is for SFSO.
5. To avoid impacting other project activities it is strongly recommended that there be dedicated development and test environments specific to data migration (Offender360™ data validation environment).

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6. Transforms will be performed using Pentaho and the load will occur using SSIS and Kingswaysoft for Offender360.
7. To keep the go-live window reasonable; two loads will be required with an initial load at least two weeks prior to go-live and a subsequent incremental data load at go-live.
8. All SFSO legacy systems data shall remain on SFSO premises. SFSO data in the Azure Cloud environment hosting Offender360™ shall be inferred to be “on premise” as well. There is no requirement that any data be extracted to HCOR owned / leased equipment.
9. SFSO shall make their resources available to support activities where they have responsibility and/or expertise. This is primarily related to the extract activities, current legacy application knowledge (data model and functionality) and testing resources for data validation.
10. This proposal introduces the concept of a “Gold Environment” in which all configuration data is created. All parties responsible for creating configuration data will need to use the gold environment for creation of configuration data until after the first go-live data load. The gold environment will be used to refresh environments prior to any data load activities.
11. SFSO is responsible to extract (copy) their JMS production environment database to a staging database (with all data); create a copy of their SWAP production database with all data; and work with their vendor Sentinel to either provide a SQL Server database of their production data or provide that data in CSV files.
12. HCOR will install and leverage Pentaho for data transformations.
13. Every effort will be made to transform all SFSO legacy data to Offender360™; however, it is possible that there is invalid data which cannot be transformed. Such invalid data shall be documented with options for resolution and may be escalated for discussion/decision with SFSO.
14. Cleansing of invalid data shall primarily be the responsibility of SFSO. During the transform activity, HCOR will identify records/fields that are invalid (e.g., invalid dates, referential integrity issues, etc.) for SFSO to resolve in the source system. If SFSO can provide strict rules on how to address all such instances of invalid data, these may be considered for resolution by transform rules or else the data shall be deemed “invalid” and follow the rules determined for such data.
15. HCOR shall be responsible for SSIS/KingswaySoft load and the development of such scripts.
16. Tables which require manual loading (i.e., user tables) will be the responsibility of SFSO.
17. Data that cannot be loaded into Offender360™ from the Offender360™ staging database will be reported and retained in the Offender360™ staging database.
18. There is no masking, anonymization or obfuscation of data required.

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19. In each sprint, HCOR will be responsible to statistically validate the number of records input and output from the transform process.
20. In each sprint, HCOR will be responsible to randomly verify a small number of records to confirm the transforms worked as expected.
21. In each sprint, HCOR will be responsible to statistically validate the number of records input and output from the load process.
22. In each sprint, HCOR will be responsible to randomly verify a small number of records to confirm the data in the legacy staging database(s) was correctly transformed and loaded into Offender360™ prior to validation testing by SFSO.
23. In each sprint, SFSO will be responsible to provide resources to validate data in the legacy system(s) with the same (but possibly transformed) data in Offender360. HCOR shall provide the transform rules and SFSO support during this data validation activity. HCOR assumes that for each day that SFSO is performing Data Validation testing, there shall be a one-hour meeting in the morning to prepare SFSO for the validations to occur that day and a one-hour meeting in the afternoon for SFSO to ask questions and discuss any issues that occurred during the testing. SFSO shall log issues in a format/tool that is mutually agreeable to all parties.
24. As part of UAT, SFSO with the support of HCOR shall be responsible to develop test scripts and perform the required testing to ensure that the functionality of Offender360™ works as expected with converted data.
25. As part of System Testing and UAT, HCOR and SFSO shall be responsible to develop test scripts and perform the required testing to ensure that the functionality of Offender360™ works as expected with converted data.
26. For all dry runs and go-live, HCOR will provide a report of the total number of records by table read from the legacy staging database(s), the total number of records transformed, the total number of records loaded, and the number of records erred. Explanations for variations shall also be provided.
27. It may not be possible to retain audit date from Legacy Systems (e.g., created by/modified by username) to display in Offender360™. Typically, this data can only be created day-forward from go-live.

3.3.3 Dependencies

The following dependencies have been identified for this project. The HCOR and SFSO Project Managers will monitor these and identify impacts and next steps should any dependency prove to be incorrect or invalid.

Activity	Depends On	Dependency Type
All project activities	Security clearance	Schedule: Delays in HCOR resourcing having clearance will affect project timelines.

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Activity	Depends On	Dependency Type
Data Migration	Access to data provided to HCOR.	Schedule: Full cooperation and participation is required of SFSO resources in order to provide HCOR with access to the source system(s) data
Data Migration	Completion of the Data Migration Preliminary Engagement early in the project.	Schedule: Timely understanding of the data structure(s) and data integrity of the legacy JMS and SWAP systems will be required to stay on schedule
Fit gap	Availability and participation of the business and IT subject matter experts in discovery sessions	Quality: Effective fit-gap depends upon participation from SFSO's team members
Integration	Third party integrations with SFSO integration partners	Schedule / Quality: SFSO coordination of participation by 3rd party vendors and partners to participate in integration activities (including testing) as per project schedule
Licenses	Azure licenses in place for hosting environment, annual software subscriptions.	Schedule / Support: Licensing must be in place to support deployment and support.:

3.4 Milestones & Deliverables

The following is a list of (M) Milestones and (D) Deliverables by project phase.

* Indicates payment milestone

Phase	Description	M	D	Comment (by Exception)
Initiate	1. Project Initiation Kickoff*	X		
	2. Project Management Plan*		X	
	3. Baseline Project Schedule*		X	
Discover	4. Functional Gap Analysis*		X	
	5. Functional Gap Analysis Complete	X		
	6. Updated Requirements Traceability Matrix complete		X	
	7. Test Strategy*		X	
	8. Systems Architecture Document*		X	
	9. Data Migration Source System Analysis*		X	
	10. Data Migration Preliminary Engagement complete	X		

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Phase	Description	M	D	Comment (by Exception)
	11. Configuration Blueprint - Set 1*		X	
	12. Configuration Blueprint - Set 2*		X	
	13. Configuration Blueprint - Set 3*		X	
	14. Configuration Blueprint - Set 4*		X	
	15. Functional Configuration Blueprints Complete	X		
	16. Detailed Data Integration Requirements*		X	
	17. Data Mapping Group 1*		X	
	18. Data Mapping Group 2*		X	
	19. Data Mapping Group 3*		X	
	20. Data Mapping Group 4*		X	
	21. Data Mapping Group 5*		X	
	22. Data Migration Mapping Sessions Complete	X		
	23. Data Integration Architecture – Initial*		X	
	24. Data Integration Architecture – Final*		X	
	25. Data Integration Design – Approval*		X	
	26. Data Interfaces Design Complete	X		
Configure	27. System Demo 1 - Configuration Group 1*	X		
	28. System Demo 2 - Configuration Group 2*	X		
	29. System Demo 3 - Configuration Group 3*	X		
	30. System Demo 4 - Configuration Group 4*	X		
	31. Functional Configuration Complete	X		
	32. Data Integration - completion Batch 1 Build (demonstration)*	X		
	33. Data Interfaces Build complete	X		
	34. Data Migration Configuration complete	X		
	35. Training Plan*		X	
Stabilize	36. Data Integration Approval of Batch 1 System test Exit Report*		X	
	37. Data Integration Approval of Batch 2 - System test Exit Report*		X	
	38. Data Integration Approval of Batch 3 - System test Exit Report*		X	
	39. Integration Testing Approval*		X	
	40. Integration Testing Complete	X		
	41. Data Validation Group 1*	X		
	42. Data Validation Group 2*	X		
	43. Data Validation Group 3*	X		

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Phase	Description	M	D	Comment (by Exception)
	44. Data Validation Group 4*	X		
	45. Data Validation Group 5*	X		
	46. System Test Plan*		X	
	47. System Test Report*		X	
	48. System Test Complete	X		
	49. Data Migration Dry Run 1 Approved*	X		
	50. Data Migration Dry Run 2 Approved*	X		
	51. User Acceptance Test Plan*		X	
	52. User Acceptance Test Report*		X	
	53. User Acceptance Testing Complete	X		
	54. Train-the-Trainer Training Complete*	X		
	55. System Administrator Training Complete*	X		
	56. Training Complete	X		
Deploy	57. Deployment Plan*		X	
	58. Cutover Plan*		X	
	59. Production Go-Live Complete*	X		
	60. Project Closeout Report		X	
Support	61. Hypercare Complete*		X	

3.4.1 Software Subscription

The following software licenses must be deployed to operate the SFSO Jail Management System in SFSO's Microsoft GCC Azure tenant.

No	License	Description
1	HCOR Offender360™ Jail Management System	Enterprise license subscription for Jail management software
2	North52	Business Process Activities Enterprise Subscription – Online used as a business rules engine within Offender360
3	Kingsway Soft	SSIS Integration Toolkit – Ultimate Edition used to support integration with the Microsoft Dataverse and PowerApps
4	OPUS	Training Tool – used to support the development of the Train-the-Trainer training content.

3.4.2 Deliverable Review and Approval

All formal deliverables will be reviewed and approved by SFSO. The SFSO JMS Implementation project resources will solicit and aggregate all SFSO stakeholder deliverable review feedback. SFSO will complete their reviews in no more than ten (10)

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business days and will provide written acceptance of each deliverable. During the review cycle, SFSO will advise HCOR of any concerns or questions so that these can be discussed, confirmed, and/or rectified within the review period whenever possible.

Process:

1. The designated HCOR resource responsible for the deliverable will:
    a. Place the deliverable for review in a designated folder in the SFSO Project SharePoint site. If the deliverable is a Word document, change tracking will be enabled.
    b. Email the SFSO designated SME/participant and CC the HCOR PM and SFSO PM, notify that the deliverable is available for review, including a link to the specific document that is to be reviewed.
2. This email signifies the start of the review process.
3. The SFSO designated project SME/participant will solicit and aggregate all SFSO stakeholder feedback.
    a. If the feedback includes requested changes, HCOR has five (5) business days to address them but will try to address in less time whenever possible.
    b. Subsequent review of the deliverable by SFSO shall only review the updated sections of the document.
    c. If no feedback is provided during the review period the deliverable will be assumed to be accepted and if the deliverable is a payment milestone, an invoice will be triggered.
4. The HCOR PM will upload the final approved deliverable onto SharePoint into a designated “Deliverables Acceptance” subfolder: https://sfgov1.sharepoint.com/:f:/r/sites/SHF-DXC/Shared%20Documents/Phase%202/01%20Project%20Management/Approved%20Deliverables

3.5 Invoicing & Payment

In the table below, illustrate the invoicing schedule and provide a breakdown of the milestones to be invoiced.

Payment Milestone	Price	Invoice Amount	Retainage	Est. Invoice Date
1. Project Initiation Kick-Off	$113,146.44	$101,831.80	$11,314.64	March 10, 2025
2. Project Management Plan	$94,288.70	$84,859.83	$9,428.87	April 16, 2025
3. Project Schedule (baselined)	$94,288.70	$84,859.83	$9,428.87	April 16, 2025
4. Test Strategy	$113,146.44	$101,831.80	$11,314.64	May 7, 2025

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Payment Milestone	Price	Invoice Amount	Retainage	Est. Invoice Date
5. System Architecture Document	$113,146.44	$101,831.80	$11,314.64	May 21, 2025
6. Data Migration source system analysis	$113,146.44	$101,831.80	$11,314.64	May 22, 2025
7. Detailed Data Integration Requirements	$113,146.44	$101,831.80	$11,314.64	June 26, 2025
8. Functional Gap Analysis	$150,861.92	$135,775.73	$15,086.19	July 18, 2025
9. Data Integration Architecture - Initial Approval	$94,288.70	$84,859.83	$9,428.87	July 24, 2025
10. Data Integration Design – Approval	$94,288.70	$84,859.83	$9,428.87	September 5, 2025
11. Configuration Blueprint - Set 1	$113,146.44	$101,831.80	$11,314.64	August 25, 2025
12. Configuration Blueprint - Set 2	$113,146.44	$101,831.80	$11,314.64	October 27, 2025
13. Configuration Blueprint - Set 3	$113,146.44	$101,831.80	$11,314.64	December 15, 2025
14. Configuration Blueprint - Set 4	$113,146.44	$101,831.80	$11,314.64	February 2, 2026
15. Training Plan	$75,430.96	$67,887.86	$7,543.10	September 5, 2025
16. System Demo 1 - Configuration Group 1	$113,146.44	$101,831.80	$11,314.64	October 27, 2025
17. Data Integration - completion Batch 1 Build (demonstration)	$75,430.96	$67,887.86	$7,543.10	September 30, 2025
18. Data Integration Approval of Batch 1 System test Exit Report	$75,430.96	$67,887.86	$7,543.10	November 10, 2025
19. System Demo 2 - Configuration Group 2	$113,146.44	$101,831.80	$11,314.64	December 22, 2025
20. System Demo 3 - Configuration Group 3	$113,146.44	$101,831.80	$11,314.64	February 16, 2026
21. Data Integration Approval of Batch 2 - System test Exit Report	$75,430.96	$67,887.86	$7,543.10	December 12, 2025
22. System Demo 4 - Configuration Group 4	$113,146.44	$101,831.80	$11,314.64	April 13, 2026
23. Data Mapping Group 1	$37,715.48	$33,943.93	$3,771.55	August 25, 2025
24. Data Mapping Group 2	$37,715.48	$33,943.93	$3,771.55	September 24, 2025
25. Data Integration Approval of Batch 3 System test Exit Report	$37,715.48	$33,943.93	$3,771.55	January 29, 2026
26. Data Mapping Group 3	$37,715.48	$33,943.93	$3,771.55	November 12, 2025
27. Data Mapping Group 4	$37,715.48	$33,943.93	$3,771.55	December 31, 2025
28. Data Mapping Group 5	$37,715.48	$33,943.93	$3,771.55	March 4, 2026
29. System Test Plan	$75,430.96	$67,887.86	$7,543.10	August 25, 2025
30. System Test Report	$75,430.96	$67,887.86	$7,543.10	June 15, 2026
31. Data Integration Architecture – Final Approval	$37,715.48	$33,943.93	$3,771.55	January 7, 2026
32. Data Validation Group 1	$47,144.35	$42,429.92	$4,714.44	February 6, 2026
33. Data Validation Group 2	$47,144.35	$42,429.92	$4,714.44	March 5, 2026

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Payment Milestone	Price	Invoice Amount	Retainage	Est. Invoice Date
34. Data Validation Group 3	$47,144.35	$42,429.92	$4,714.44	April 30, 2026
35. Data Validation Group 4	$47,144.35	$42,429.92	$4,714.44	June 25, 2026
36. Data Validation Group 5	$47,144.35	$42,429.92	$4,714.44	July 15, 2026
37. Data Migration Dry Run 1 Approved	$56,573.22	$50,915.90	$5,657.32	May 26, 2026
38. User Acceptance Test Plan	$132,004.18	$118,803.76	$13,200.42	June 8, 2026
39. User Acceptance Test Report	$75,430.96	$67,887.86	$7,543.10	August 20, 2026
40. Deployment Plan	$75,430.96	$67,887.86	$7,543.10	June 25, 2026
41. Integration Testing Approval	$56,573.22	$50,915.90	$5,657.32	July 21, 2026
42. Train-the-Trainer Training Complete	$75,430.96	$67,887.86	$7,543.10	August 13, 2026
43. Cutover Plan	$54,310.29	$48,879.26	$5,431.03	September 1, 2026
44. Data Migration Dry Run 2 Approved	$56,573.22	$50,915.90	$5,657.32	July 20, 2026
45. System Administrator Training Complete	$37,715.48	$33,943.93	$3,771.55	August 17, 2026
46. Production Go-Live Complete	$113,146.44	$101,831.80	$11,314.64	September 21, 2026
47. Hypercare Complete	$87,122.76	$78,410.48	$8,712.28	October 19, 2026
Yearly Costs				
Software Subscription Year 1 (2025)	$87,707.00	$87,707.00	N/A	March 5, 2025
Support Services Year 1	$0.00	$0.00	N/A	N/A
Software Subscription Year 2 (2026)	$132,592.00	$132,592.00	N/A	January 1, 2026
Support Services Year 2	$62,500.00	$62,500.00	N/A	September 16, 2026
Software Subscription Year 3 (2027)	$250,354.00	$250,354.00	N/A	January 1, 2027
Support Services Year 3	$125,000.00	$125,000.00	N/A	January 1, 2027
Software Subscription Year 4 (2028)	$262,871.00	$262,871.00	N/A	January 1, 2028
Support Services Year 4	$125,000.00	$125,000.00	N/A	January 1, 2028

* Invoices will be submitted following acceptance of associated deliverables. Invoice dates are associated to the baseline project schedule and are subject to change.

All invoices are to be paid 30 days from the invoice date.

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4.0 Project Approach

4.1 Methodology

HCOR uses its Achieve360 methodology for Offender360™ product implementations. Achieve360 includes six (6) stages, each requiring engagement and collaboration between HCOR and SFSO. The diagram below shows the stages of the methodology and the high-level activities that occur within each stage.

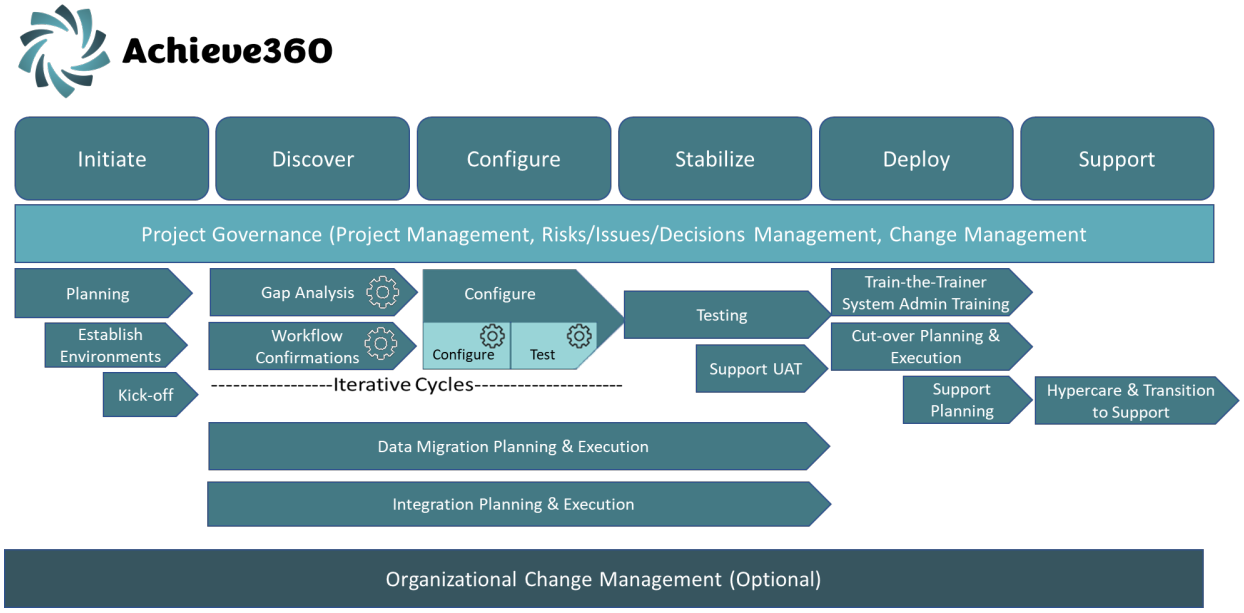


Figure 3. Achieve360 Methodology

The Achieve360 methodology uses a hybrid waterfall/iterative approach to project implementation to provide ongoing checkpoints for our clients on milestone progress and deliverable approvals. The key components of our approach are:

- Collaborative planning and project management
- Requirements confirmation and gap analysis early in the process to feed the configuration iteration cycles
- Development of the Configuration Blueprints (Iteration Plans) which maps requirements to features to iterations
- Four (4) configuration cycles to configure the product per the requirements
- Ongoing collaboration with SFSO subject matter experts and business analysts through the Discover and Configure phases to provide input and reviews of the JMS configuration activities, including iteration demos
- Iterative Unit/System testing through the configuration iterations

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- Early access by SFSO to the configured solution after each iteration for informal knowledge transfer and user acceptance test planning activities
- Ongoing regression testing
- Five (5) data migration cycles involving SFSO to support staging, mapping, and validation activities
- Three (3) batches of data integration cycles involving SFSO and 3rd party vendors / partners in the requirements, design, and testing of the integrations
- Support for User Acceptance Testing efforts
- Train the Trainer training and System Administrator training
- Collaborative development of Deployment and Cutover plans with consideration to business and partner impacts.
- Managed transition from Hypercare to Support

4.2 Project Schedule

The draft detailed project schedule was developed by the HCOR Project Management and created in Microsoft Project.

The schedule is provided separately as an MPP file and will be available on the SharePoint site, here: https://sfgov1.sharepoint.com/:f:/r/sites/SHF-DXC/Shared%20Documents/Phase%202/01%20Project%20Management/Project%20Schedule

4.3 Schedule Baseline

Once the schedule has been accepted, the schedule will be baselined and will be updated weekly to report on schedule progress.

The weekly status reports will provide details on upcoming milestones and deliverable dates based on the established baseline. Schedule progress will also be provided at these meetings.

Should any issues arise, that may impact the schedule, the HCOR Project Manager will document options and schedule impact analysis with a recommended plan of action to the SFSO Project Manager.

Any changes to the schedule must be approved by the SFSO Project Manager before amending the project schedule. Approved changes to the project schedule will be made by the HCOR Project Manager to the Microsoft Project schedule and re-baselined.

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5.0 Project Management

5.1 Project Progress Tracking and Reporting

Project performance is communicated on a regular basis through Weekly Status Reports and regularly scheduled status review meetings. The objective of developing status reports on a consistent basis is to make certain that key parties are communicating with one another, and that leadership is aware of the progress of the project and its milestones and deliverables. It also provides early warning of potential risks and any issues.

HCOR's Project Manager will provide weekly status reports to the attendees of the weekly status meeting for the duration of the project. Weekly Status Reports will show the project's progress and describe the previous week's activities as well as upcoming activities.

5.2 Status Reports

Status Reports will be generated weekly for the SFSO Offender360™ implementation project:

Report	Due Date	Method of Delivery	Responsible Party
Weekly Status Report	Thursday	Email	HCOR Project Manager

The weekly status report will include:

- A RAG (Red/Amber/Green) status for the project, reflecting:
  - Overall project health;
  - Scope;
  - Budget;
  - Risks;
  - Schedule;
  - Issues; and
  - Meeting Stakeholder Expectations
- Summary of the project current state
- Highlights of the current reporting period
- Summary of planned activities next reporting period
- Items requiring direction, discussion, or decision
- Action Items

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- Project Implementation Tracking
- Key Risks
- Key Issues
- Decisions
- Change requests

In addition to weekly status reports, HCOR will present project updates to the SFSO Steering Committee in coordination with the SFSO Project Manager on the fourth Thursday of each month.

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5.3 Risk and Issue Management

5.3.1 Risk Management

Risk Management involves identifying, assessing, mitigating, and managing a project's risks. The Risk Management Process will enable the project team to create mitigations that effectively address potential barriers to success. The Risk Management Framework provides the process for identifying and reporting risks. It also provides the structure for how risks will be weighted/scored and how the impact and category of impact are identified. When a risk is presented, according to the Risk Management Framework, it will require validation from the project team and then be assigned to a team member to develop a mitigation plan.

5.3.2 Definition of Risks

A risk is defined as any concern that could impact the ability of the project to meet its schedule, cost, or other outcomes. A risk can arise from either external or, more often, from internal factors such as invalid assumptions, limited access to resources, or overly optimistic plans. Risks are measured in terms of severity as determined by probability of occurrence and impact to the project. Risks have two components:

- The probability of the risk occurring
- The expected impact of the risk if it occurs

Unlike issues, risks relate to events that *could* occur and *may* affect the project's outcomes. An issue is a risk that has occurred.

5.3.3 Roles and Responsibilities

The key players include:

Risk Owner: The Risk Owner is any person on the project who identifies a risk.

Risk Assignee: The Risk Assignee is the person responsible for developing mitigation options.

HCOR Project Manager

The HCOR Project Manager will be responsible for entering and updating data into the Risk Log, as well as doing regular maintenance to the Risk Log.

The HCOR Project Manager will validate and address potential risks identified, report, and communicate these risks to the weekly project status meeting for discussion and mitigation (if possible). Some risks may require escalation to the Project Steering Committee.

Project Steering Committee

Address risks escalated by the core team from the weekly meetings.

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5.3.4 Risk Management Activities

There are several ongoing activities that can be used to anticipate and monitor risks throughout a project, including the following:

1. Identification: all project stakeholders can identify and log risks and issues.
2. Management and Tracking: weekly status meetings track the risks to track mitigation assignments and development of timely risk responses and resolution.
3. Escalation: Risks may be escalated to the Steering Committee or Sponsors as appropriate for visibility, decision-making, and assistance.
4. Reporting: Weekly Project Status Reports will include key risks. All other risks and issues will be maintained in the project RAID Log (Risks, Actions, Issues, Decisions) in Azure DevOps (ADO).
5. Risk Response and Issue Resolution Actions: The owners of a risk or issue should take or assign actions to:
    a. Resolve issues
    b. Mitigate risks (reduce the impact should a risk be realized)
    c. Avoid risks (reduce the probability of an occurrence)
    d. Prepare contingencies should a risk be realized

5.3.5 Risk Management Tool

All risks will be logged in the Risk Register, contained in the RAID log.

Key risks will be noted in the Weekly Status Report and capture high probability, high impact risks within the following data elements:

Data Element	Definition
Risk Management Status Area	Categories of areas affected if the Risk event occurs: • Scope • Schedule • Resource/Staffing • Budget/Cost
Description	Description of risk event
Probability	Categories of probability that the risk will occur: • High • Medium • Low
Impact	Categories of impact if risk occurs: • High

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Data Element	Definition
	• Medium • Low
Mitigation	Identification of options and actions to reduce risk
Status	Overall Status: • **Green** - (Low Risk) proceeding as planned. • **Amber** - (Medium Risk) variance from plan anticipated/experienced with potential impact on project performance; issues should be monitored and rectified as appropriate. • **Red** - (High Risk) variance from plan anticipated/experienced with significant impact on project performance; immediate attention required.

5.3.6 Key Project Risks

The key project risks identified at the beginning of the project are provided in the table below. The main record of Risks, Actions, Issues and Decisions can be found in the Project RAID log available in ADO, here: https://dev.azure.com/Offender360/San%20Francisco%20JMS.

5.3.7 High Level Risks

Risk Description	Potential Impact on the Project	Mitigation Plan
Delays in starting or completing project activities may delay overall timeline	Extension of project timeline, increased costs, renew license and support of legacy JMS.	Constant monitoring of the project schedule, review of key dates in the weekly status meetings, and at the monthly Steering Committee meetings. Timebox activities and adjust level of detail as needed to facilitate forward progress.
Operational priorities may prevent SFSO subject matter experts from attending workshops and demonstrations, reviewing deliverables, and performing other required project activities	Delays in project schedule, deliverables not properly reviewed, lack of organizational buy-in for the project.	Limit number of participants to individuals with the requisite knowledge and perspectives to be scheduled in each meeting Obtain commitment from SFSO management to ensure participation.

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Risk Description	Potential Impact on the Project	Mitigation Plan
		SFSO communication to participants and respective managers regarding upcoming commitments well in advance.
SFSO subject matter experts are not available throughout the project	Inconsistent or contradictory input/involvement can cause re-work and delay the project schedule.	Limit number of participants to individuals with the requisite knowledge and perspectives for each topic. If a SME can no longer be involved in the project a transition plan should be put in place. If possible, look at potential times in the project when a change would create the least impact. If a SME is replaced, the replacement SME should refrain from changing what was previously agreed to.
Data Migration Scope may be greater than originally anticipated.	Delays in schedule, increased costs	Performing the *Data Migration Preliminary Engagement* activity at the project outset will assist in determining any potential scope issues. This plan can assist to: • Prioritize data migrations based on business needs. • Focus on core set of mandatory data sets for discovery and design while reviewing options for additional data sets. • Review schedule to determine potential impacts to determine impacts and options.
Ability for SFSO project team / SMEs to participate in parallel work streams. To ensure adherence to the project timelines, some activities need to occur in parallel in	Extension of project timeline	Limit number of participants to individuals with the requisite knowledge and perspectives to be scheduled in each meeting Obtain commitment from SFSO management to ensure participation.

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Risk Description	Potential Impact on the Project	Mitigation Plan
particular functional, data interfaces, and data migration.		SFSO communication to participants and respective managers regarding upcoming commitments well in advance.
Adherence to deliverable review cycles	Delays in project schedule, deliverables not properly reviewed.	For some deliverables, HCOR will provide a walkthrough to familiarize SFSO with the content. Early review of the deliverable and raising of any questions can help address any assumptions. Weekly project status meetings will track reviews (upcoming, in-progress, or coming to an end)
Project scope increase	Delays in schedule, increased costs	New or increased scope should follow the change request process and be raised early for awareness. Prioritize any scope increases Look at potential to implement any new scope after go-live.
Data interface partner availability for sessions, reviews, and participation	Delays in project schedule, deliverables not properly reviewed, lack of awareness by partner organizations to the impacts of the new JMS.	SFSO to maintain open communication with data interface partners of project impacts, project schedule and importance of participation. SFSO communication to interface partners regarding upcoming commitments well in advance.

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5.4 Issue Management

5.4.1 Introduction

Issue management is the process for identification, analysis, resolution, reporting, and escalation of a project's issues. The process will enable the project team to create strategies to effectively address potential barriers to success.

5.4.2 Definition of Issues

While risks emphasize planning and mitigating, issues are action-oriented to be addressed or resolved ad hoc. Issues require resolution. The Issues Management process is not meant to capture every question that arises during the project, every to-do, or every discussion within the team but rather to capture those issues which are actively affecting the project in some respect and require resolution.

Issues should be:

- Resolvable with action items
- Proactively discovered during the project

Issues should NOT be:

- Questions/suggestions for other team members that might be resolved quickly
- Tasks that are already listed in the Work Business Structure (WBS) and scheduled to be completed
- Anything that should be documented elsewhere (e.g., meeting minutes, design documents, task lists)

5.4.3 Issue Management Approach

The Issue Management approach provides a clear understanding to the project team for how to manage and process issues as they arise. The Issue Management approach and process is put in place to document, track progress, and resolve issues with minimal impact on projects. Furthermore, understanding that risks will, or may become an issue once they are realized, the Issue Management approach should be viewed independently for unforeseen occurrences and barriers, but also used as the escalation path for a realized risk. In other words, the same Issue Management process will be used for managing both issues arising from identified risks as well as those that emerge unexpectedly. This ensures that the management of issues and the treatment of risks are considered in an appropriately integrated manner.

The Issue Management approach is a methodical process whereby the project team will identify, clarify and validate, categorize, score, and prioritize all issues based on realized impact or possible impact. The project team may call on various team members or vested stakeholders to help identify issues or bring them to their attention according to the defined process.

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5.4.4 Issue Identification and Classification

Identification of project risks and issues may come from any project team member or stakeholder. This will enable the broadest assessment of project obstacles and potentially negative impacts of identified issues.

Additional means of identifying issues include:

- Project member experiences from past projects
- Changing priorities and culmination of changes
- Presented materials or findings as the project progresses through discovery
- Event driven

Classification of issues allows the project team to quickly baseline and assess the issue and identify the relative impact.

5.4.5 Roles and Responsibilities

The key player and person responsible for issue identification, escalation and resolution are the SFSO and HCOR Project Managers. Other parties include:

Issue Owner: Any member of the project that raises an issue.

Issue Assignee

The Issue Assignee is the person to whom the responsibility for addressing issues is assigned. The Issue Assignee has the following responsibilities:

- Clarify, consolidate, and document issues; and communicate those issues to the HCOR Project Manager.
- Escalate issues that cannot be handled internally by themselves or their respective team to the HCOR Project Manager.

HCOR Project Manager

The Harris Project Manager is responsible for receiving issue updates from project team members for entry into the Issue Log; and reviewing status, impact, owner, and completeness of issues. Other responsibilities include:

- Monitor the status of issue resolution
- Communicate status of issues to the project team members
- Execute the issue closure process

The Project Manager will review the issue register at the weekly project status meeting for discussion and is also responsible for addressing or escalating issues to the Project Steering Committee, as required.

Project Steering Committee

Address issues escalated by the SFSO Project Manager or HCOR Project Manager.

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5.4.6 Issue Management Tools

The HCOR Project Manager will maintain the Issues Log. Issues will be addressed weekly by priority, impact, and due date. The HCOR Project Manager will record progress and resolution.

5.4.6.1 Issue Log

The Weekly Status Report will manage current issue tracking and may capture the following data elements:

Data Element	Table Heading
Issue Description and Impact	Detailed description of the issue Severity of impact: • Severe • Large • Moderate • Small • Insignificant
Priority	Priority of issue: • High • Medium • Low
Date Reported	Date issue was reported
Assigned To	Who is responsible for resolving the issue Will default to the respective Project Manager
Status	Status of the Issue: • Open • Investigating • Implementing • Escalated • Resolved • On Hold
Associated Action Items	Cross-reference to action items associated to the issue.
Resolution / Comments	Description of resolution and associated comments / decisions

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6.0 Organizational Change Management

Organizational Change Management (OCM) for the SFSO JMS Implementation Project is the responsibility of SFSO. As of this writing, it is to be determined what OCM activities SFSO will undertake.

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7.0 Communications Plan

The Communication Management Plan provides a strategy to ensure consistent, accurate, and timely information is shared with all project stakeholders. With the various organizations and stakeholders involved with the SFSO Offender360™ JMS Implementation Project, superior communications are essential to project success and to set and manage expectations.

The purpose of the communications plan is to plan and manage communications for the JMS Implementation project.

HCOR will adhere to the following communications planning principles:

- The HCOR team will participate in status and working meetings continuously with the SFSO project team. Status reports will also be delivered to SFSO every week and will document activities completed, activities to be completed for the following period and the status of outstanding deliverables.
- The HCOR team will participate in monthly executive steering committee meetings and report on project status as required.
- The HCOR team will schedule participation of SFSO resources in workshops and meetings as needed. Any issues with participation or availability of SFSO resources and/or SFSO 3rd party stakeholders will be communicated to the SFSO Project Manager
- HCOR's Project Managers will communicate progress against the project plan and schedule with the SFSO Project Manager.
- HCOR's work products and deliverables will be submitted to the appropriate SFSO resource as determined by SFSO and CCed to the SFSO Project Manager for coordination of reviews and approvals as outlined in this plan.
- HCOR will communicate directly with SFSO stakeholders as needed, regarding project subject matter as directed by SFSO or as the project dictates.
- Capt. Cabebe is the point of escalation for the SFSO project team as he is responsible for overall delivery quality and SFSO satisfaction.

7.1 Stakeholder Engagement

HCOR will follow the guidance of SFSO regarding stakeholder engagement which is represented in the communications planning principles represented above.

7.2 Communication Registry

The Communication Registry describes the types of reports, meetings, events and their frequency.

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Type of Communication	Audience	Current Schedule (2025)
Weekly Status Report	HCOR and SFSO Core Team	Thursday, reporting on the prior Thursday to the current Wednesday period
Weekly Project Update Meeting	HCOR Project Management Team and SFSO Core Team	Thursday
Project Manager Sync-up	HCOR and SFSO Project Manager	These are not yet scheduled.
Business Analysis Discovery Sessions	HCOR BAs, SFSO SMEs	Monday & Wednesday
Data Migration Mapping Sessions	HCOR Data Migration team and SFSO SMEs	These are not yet scheduled.
Interface Requirement and Design Sessions	HCOR Data interface team and SFSO SMEs	These are not yet scheduled.
Monthly Steering Committee Meetings	SFSO Steering Committee members and HCOR Executive Team	Last Wednesday of each month
Email	All project members and stakeholders	As needed
SFSO SharePoint site	HCOR and SFSO	As needed
HCOR Internal SharePoint site	HCOR	As needed

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8.0 Quality Plan

8.1 Testing Approach

The testing approach for the JMS implementation will involve a combination of functional and non-functional testing to meet the project's requirements and stakeholders' expectations. The HCOR testing approach will be documented in a number of deliverables starting with the Test Strategy which is delivered in the Discovery stage of the project.

8.2 Quality Reviews

Harris Corrections will conduct quality assurance (QA) reviews within its delivery process to ensure adherence to quality. All deliverables will be subjected to internal review by HCOR prior to submission to SFSO to ensure the highest level of quality is realized.

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9.0 Training Plan

Training is a key contributor to user adoption and change management activities. It is important that users feel prepared and ready to use the system in advance of go-live to realize the benefits that the new system is expected to provide.

HCOR's approach to training starts with incremental exposure to the system through engagement with end users throughout the project. This begins with participation in the discovery process to provide input into the system configuration needs to align with the SFSO requirements. End user involvement continues through the configuration phase to provide feedback on the proposed system changes and iteration demonstrations. End Users will be heavily involved in User Acceptance testing and will ultimately make the system acceptance decision at the conclusion of UAT.

More formalized training for SFSO end-users will be provided as part of Train-the-Trainer Training and SFSO System Administrators will be provided with training on how to support the solution. The details and schedule for both Train-the-Trainer Training and System Administration training will be fully documented in the Training Plan

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10.0 Documentation Plan

Documents are shared in a common SharePoint repository, hosted by SFSO. The link to the phase 2 root folder is: https://sfgov1.sharepoint.com/sites/SHF-DXC/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2FSHF%2DDXC%2FShared%20Documents%2FPhase%202

10.1 Naming Conventions

The table below outlines the naming conventions established for various project documents.

Document Type	Naming Conventions
Deliverables	SFSO [Deliverable Name] [version]
Project updates	YYYYMMDD SFSO Weekly Status Report
Agendas / Meeting notes	YYYYMMDD SFSO [Meeting Name] [Agenda / Notes]

If the specific document naming standard has not been provided, the following standards should be followed when naming a document:

The naming of files should be:

- Consistent by team
- Comparable to other teams
- Adequately named to enable search functionality
- Understandable by other project team members

And should contain:

- Date (in YYYYMMDD format) or version number

10.2 Version Control

For documents that require version numbers, the following structure will be used for versioning:

- Working Draft will be numbered 0.1, 0.2, etc.
- Original Formal Version Submissions will be numbered 1.0
- Interim Drafts that are being reviewed will be numbered 1.1, 1.2, 1.3, 2.1, 2.2, 2.3, etc.
- Second and Third Formal Version Submissions will be numbered 2.0, 3.0, 4.0, etc.

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11.0 Liquidated Damages

Liquidated damages are fully defined in amendment one of the contract, article 2, section 4.6.

11.1 Overview

The agreement includes provisions for liquidated damages should the project be delayed. HCOR is responsible for payment of $185,000.00 to SFSO if the go-live date is after the liquidated damages date; however, if the delays are wholly or partially due to SFSO then a new date for the liquidated damages needs to be established.

11.2 Identification of Delays

The HCOR Project Manager will notify the SFSO Project Manager when delays which SFSO is either wholly or partially responsible for and if agreed by SFSO a revised date for the liquidated damages will be established.

11.3 Process

The HCOR Project Manager shall be responsible for identifying a project delay which is wholly or partially caused by SFSO. These delays shall be documented in a Liquidated Damages Adjustment Form like the one depicted in Figure 4. The document shall be submitted to the SFSO Project Manager for review. Once the HCOR and SFSO project managers have come to an agreement, the document shall be submitted for signature by the respective designated signatories:

- Martin Okumu, CIO San Francisco Sheriff's Office
- Carrie Young, VP Harris Corrections

11.4 Tracking

The HCOR Project Manager shall log each form with the date it was logged, a brief description of the reason for the delay, the length of the delay, the date the form was approved, and the new liquidated damages date.

It should be noted that there may be more than one Liquidated Damages Adjustment Form in-flight at any one time.

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HARRIS CORRECTIONS

SFSO Liquidated Damages Delay

Legal Entity:	Harris Corrections Solutions Inc	**Liquidated Damages Revision Number:**	LD-001
Prepared By:		**Date:**	
Project:	Jail Management Implementation	Phase:	N/A

CUSTOMER NAME AND ADDRESS	CUSTOMER CONTACT NAME AUTHORIZED TO REQUEST CHANGE
PROJECT MANAGER	**REQUEST DATE**

Amendment #1 of the JMS contract between SFSO and Harris Corrections (HCOR) includes language in section 4.6 (page 6) of the Amendment that HCOR is liable to pay SFSO Liquidated Damages on December 1, 2026 if the Offender360™ application is not in production. This section of the contract indicates that if there are any project delays caused either wholly or partially by SFSO that HCOR should document the delay and the schedule impact of the delay at a regular project management meeting. This document identifies a project delay which was caused by SFSO as well as the schedule impact. Upon approval of this document by both parties, the Liquidated Damages date will be re-calculated.

DESCRIPTION OF PROJECT SCHEDULE DELAY:

Delay Description

SCHEDULE IMPACT

When approved by both parties, each Liquidated Damages date change request establishes a new date for the liability of Liquidated Damages.

Agreed to by:

Customer Signature	Harris Corrections Solutions Inc Legal Entity Signature
Printed Name	Printed Name
Date	Date

Figure 4. Sample Liquidated Damages Adjustment Form

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12.0 Project Change Control

This process is referenced in the contract amendment 1 Appendix C-1 Part 2.

12.1 Change Control Process

12.1.1 Submitting a Change Request

Either Party may submit a written request for a Contract Change to the other Party (Change Request). The receiving Party will evaluate the Change Request and deliver to the requesting Party a written response within fifteen (15) Business Days following receipt of the Change Request. In respect of SFSO requested changes, HCOR's response may include associated proposed operational, financial, and other modifications to the SOW and Services that HCOR believes reasonable to implement this Agreement Change (Change Proposal).

Neither a Change Request nor a Change Proposal have a mandated format, except that Change Requests and Change Proposals must be reasonably sufficient for the receiving Party to understand the request or proposal (as applicable).

12.1.2 Replying to a Change Request

To the extent the Parties agree in writing to implement a Contract Change, the Parties will promptly implement, and document matters related to this Agreement Change to the extent reasonably necessary. For example, a minor operational Contract Change will most likely not require significant documentation beyond the exchanges regarding this Agreement Change, while more significant Contract Changes may require an amendment to the applicable Contract.

To the extent that a Party makes an agreement to a Contract change conditional (where HCOR provides SFSO with a Change Proposal), the other Party will decide in its sole discretion to either accept, reject or negotiate such conditions. Neither Party will be required to implement a Contract Change until and unless any applicable conditions are agreed upon, and either Party may cease negotiations at any time and for any reason.

12.1.3 Implementing a Change Request

To the extent a Contract Change's conditions are successfully negotiated, the Parties must promptly implement this Agreement Change as agreed, and document matters to the extent reasonably necessary. Until such time as the Agreement Change is accepted by either party, HCOR shall continue to supply the Services as originally agreed.

Budget and/or schedule increases or decreases incurred from the following are subject to a Change Request in the event of:

- Additional requirements and scope not originally included in scope of the SOW that are subsequently included in scope
- Delays and rework caused by SFSO or HCOR related to a request for material change in the Scope of Work

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- Delays and rework that are not within the scope of HCOR's responsibilities
- Delays and rework caused by any third-party contracted directly through SFSO
- Delays and rework caused by a third-party software vendor or third-party vendor's software product performance
- Delays due to force majeure events

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San Francisco Sheriff's Office

INTER-OFFICE CORRESPONDENCE

June 3, 2025
Reference: US 2025-038

To: All Employees

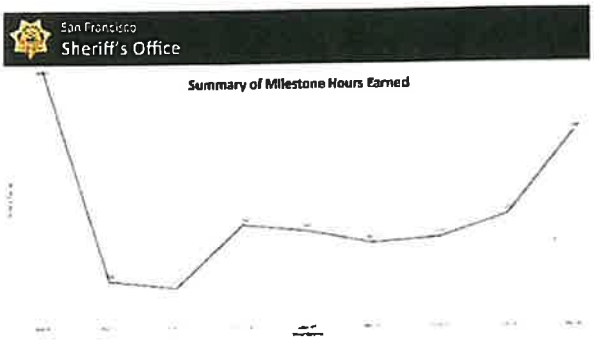
From: Katherine Johnson, #2
Undersheriff

RE: **PROGRAM UPDATES: COUNTY JAIL #3**

As part of our continuing efforts to create healthier communities and reduce crime in our neighborhoods, the Office of the Sheriff has delivered award winning programs to inmates and individuals who are post-release for decades.

As staffing improves, so do other metrics. County Jail #3 experienced a remarkable increase in programming. The Resolve to Stop the Violence Program (RSVP) went from 65% of scheduled groups held in March to 90 % in April. This is an incredible accomplishment and all staff and providers at CJ#3 are commended for their work and dedication.

The Office captures data in the Jail Management System to determine program participation to award milestone credits. The data also provides metrics in the delivery of group sessions to inmates. The slide illustrates the number of milestone hours since January 2020, and the progress made as we recapture our status as a national leader in the delivery of programs. Hours earned have increased from 750 in January 2023 to 3384 in April 2025, the largest increase in the past 5 years.





Additionally, our Summer Youth Program begins on Monday, June 16th at the County Jail #3 horticulture program site also known as "The Farm". We are anticipating 30 youth participants.

San Francisco Sheriff's Office

INTER-OFFICE CORRESPONDENCE

February 17, 2026
Reference: US2026-020

To: All Employees

Fr: Katherine Johnson, #2
Undersheriff

RE: **COUNTY JAIL#3: PROGRAMS**

I am writing to provide clarification and correct the narrative regarding an alleged lack of programming at CJ#3. During the fourth Quarter of 2025, program delivery remained strong, with 642 sessions scheduled and 579 successfully delivered, resulting in a 90% completion rate. These figures demonstrate consistent operational performance.

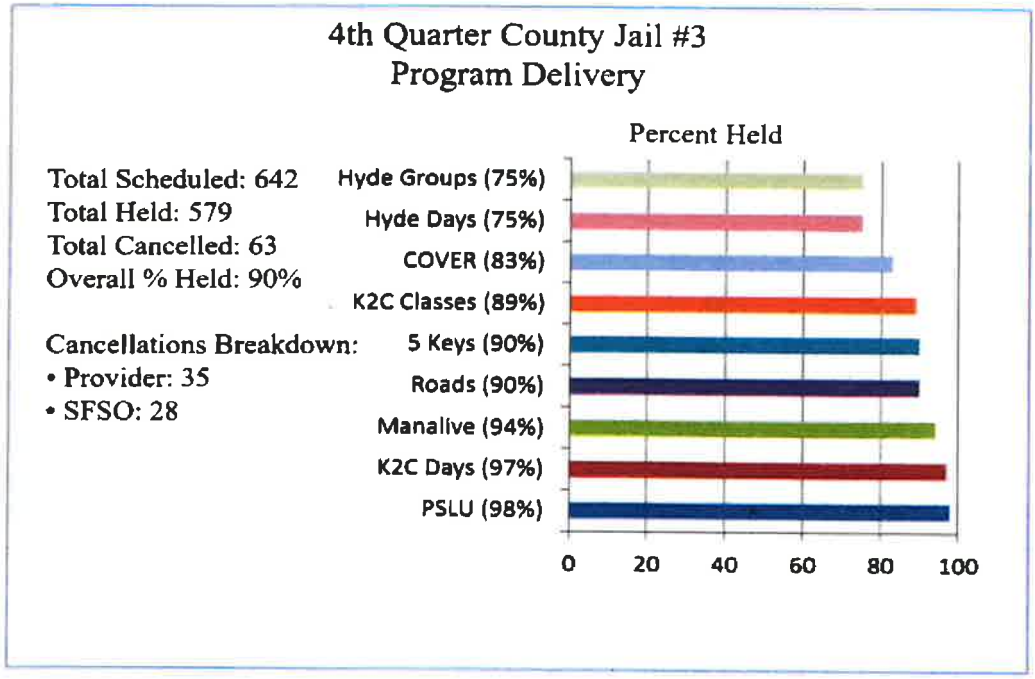
It is important to acknowledge that several cancellations during this period were directly related to holiday schedules and facility-based special events, which are typical seasonal impacts and yet still, the jail reached a 90% program delivery rate for this period.

The delivery of programs is not incidental, it is a core function of this Office, and a deliberate and structured component of our broader crime reduction strategies. These programs provide critical educational, vocational, and behavioral interventions designed to reduce recidivism and support successful reentry. Delivering programs requires coordination, staffing, security planning, and institutional knowledge and oversight.

During the last quarter, the Psychiatric Sheltered Living Unit (PSLU), a housing unit for inmates with serious mental health disorders, attained a 98% program delivery rate, which is outstanding. This housing unit is designed in a therapeutic environment and is staffed with deputy sheriffs and mental health professionals who provide therapy, support, medication management, groups, and linkage to the community.

We must continually balance the delivery of meaningful inmate services with the paramount responsibility of maintaining the safety and security of all individuals within the jail. Achieving that balance is a significant operational undertaking and one that requires deliberate planning, coordination, and professionalism. This is possible because of the combined efforts of our deputy sheriffs, professional staff, our partnership with the Department of Public Health, and our contract service providers which allow us to maintain a high rate of meaningful program delivery.

Thank you for your service.



October-December 2025

cc: Dr. Pratt, DSA President Quintanilla, MSA President Rodriguez

CJ #2 Program Cancellations - 1st Quarter 2026

DATE	START TIME	END TIME	REASON FOR SERVICE MODIFICATION	SERVICES MODIFIED
2/3/2026	1300	1415	Staffing	B Pod - Group

CJ #2 Program Cancellations - 2nd Quarter 2026

DATE	START TIME	END TIME	REASON FOR SERVICE MODIFICATION	SERVICES MODIFIED
4/9/2026	0830	0900	Staffing	A Pod - Sisters

All Programs Tables Jan - Mar

RSVP: MANALIVE

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	26	25	1	96%	0	1	N/A	Security Search
FEBRUARY	26	24	2	92%	1	1	Presidents Day	Pod Disturbance
MARCH	32	29	3	91%	0	3	N/A	Incidents in Pod
4th Quarter	84	78	6	93%	1	5		

RSVP: SURVIVOR IMPACT

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	4	4	0	100%	0	0	N/A	N/A
FEBRUARY	4	4	0	100%	0	0	N/A	N/A
MARCH	4	3	1	75%	0	1	N/A	Fight in Pod
4th Quarter	12	11	1	92%	0	1		

ROADS TO RECOVERY

MONTH	SCHEDULED	HELD	CANCELLED	PEERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	28	27	2	96%	2	0	OOO	N/A
FEBRUARY	18	18	0	100%	0	0	N/A	N/A
MARCH	21	18	3	86%	3	0	OOO, BVPHF Holiday	N/A
4th Quarter	67	63	4	94%	5	0		

COVER

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	19	14	5	74%	5	0	OOO, Staff Shortage	N/A
FEBRUARY	23	21	2	91%	2	0	Personal Leave	N/A
MARCH	23	21	2	91%	2	0	OOO	N/A
4th Quarter	65	56	9	85%	9	0		

PSLU: BB DORM

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	22	22	0	100%	0	0	N/A	N/A
FEBRUARY	22	22	0	100%	0	0	N/A	N/A
MARCH	26	26	0	100%	0	0	N/A	N/A
4th Quarter	70	70	0	100%	0	0		

PSLU: POD 1A (STARTED APRIL 2026)

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	0	0	0	N/A	0	0	N/A	N/A
FEBRUARY	0	0	0	N/A	0	0	N/A	N/A
MARCH	0	0	0	N/A	0	0	N/A	N/A
4th Quarter	0	0	0	N/A	0	0		

5KCHS: SCHEDULED DAYS

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	15	15	0	100%	0	0	N/A	N/A
FEBRUARY	15	15	0	100%	0	0	N/A	N/A
MARCH	9	9	0	100%	0	0	N/A	N/A
4th Quarter	39	39	0	100%	0	0		

5KCHS: SCHEDULED CLASSES

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	45	45	0	100%	0	0	N/A	N/A
FEBRUARY	45	45	0	100%	0	0	N/A	N/A
MARCH	27	27	0	100%	0	0	N/A	N/A
4th Quarter	117	117	0	100%	0	0		

5KCHS: SMALL GROUP INSTRUCTION (SGI)

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	46	40	6	87%	3	3	Meeting, Staff out sick	Security Search, Medical Emergency
FEBRUARY	39	39	0	100%	0	0	N/A	N/A
MARCH	15	14	1	93%	1	0	Declined to resume post-incident	N/A
4th Quarter	100	93	7	93%	4	3		

5KCHS: INDEPENDENT STUDY PROGRAM (ISP)

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	19	19	0	100%	0	0	N/A	N/A
FEBRUARY	0	0	0	N/A	0	0	No ISP Scheduled	N/A
MARCH	0	0	0	N/A	0	0	No ISP Scheduled	N/A
4th Quarter	19	19	0	100%	0	0		

5KCHS: MISCELLANEOUS PROGRAMMING

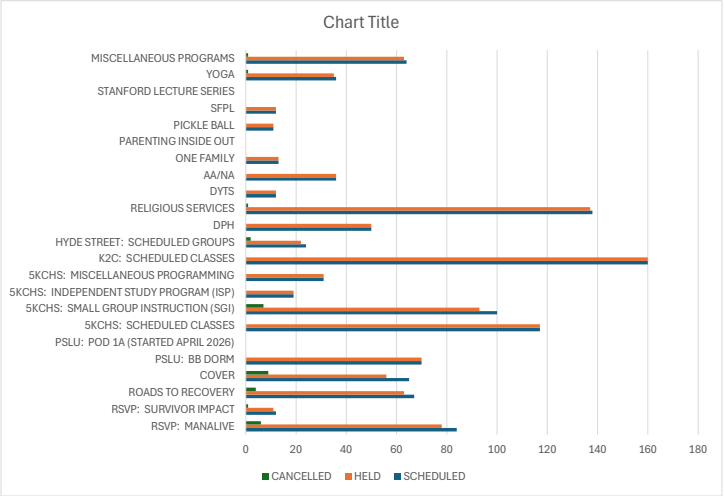
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
JANUARY	3	3	0	100%	0	0	N/A	N/A
FEBRUARY	14	14	0	100%	0	0	N/A	N/A
MARCH	14	14	0	100%	0	0	N/A	N/A

4th Quarter	31	31	0	100%	0	0		
K2C: SCHEDULED DAYS								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	15	15	0	100%	0	0	N/A	N/A
FEBRUARY	15	15	0	100%	0	0	N/A	N/A
MARCH	10	10	0	100%	0	0	N/A	N/A
4th Quarter	40	40	0	100%	0	0		
K2C: SCHEDULED CLASSES								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	60	60	0	100%	0	0	N/A	N/A
FEBRUARY	60	60	0	100%	0	0	N/A	N/A
MARCH	40	40	0	100%	0	0	N/A	N/A
4th Quarter	160	160	0	100%	0	0		
HYDE STREET: SCHEDULED GROUPS								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	8	8	0	100%	0	0	N/A	N/A
FEBRUARY	8	6	2	75%	0	0	N/A	PM Staffing Shortage
MARCH	8	8	0	100%	0	0	N/A	N/A
4th Quarter	24	22	2	92%	0	0		
DPH								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	24	24	0	100%	0	0	N/A	N/A
FEBRUARY	18	18	0	100%	0	0	N/A	N/A
MARCH	8	8	0	100%	0	0	N/A	N/A
4th Quarter	50	50	0	100%	0	0		
RELIGIOUS SERVICES								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	38	38	0	100%	0	0	N/A	N/A
FEBRUARY	47	46	1	98%	1	0	No Reason Given	N/A
MARCH	53	53	0	100%	0	0	N/A	N/A
4th Quarter	138	137	1	99%	1	0		
DYTS								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	4	4	0	100%	0	0	N/A	N/A
FEBRUARY	4	4	0	100%	0	0	N/A	N/A
MARCH	4	4	0	100%	0	0	N/A	N/A
4th Quarter	12	12	0	100%	0	0		
AA/NA								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	11	11	0	100%	0	0	N/A	N/A
FEBRUARY	11	11	0	100%	0	0	N/A	N/A
MARCH	14	14	0	100%	0	0	N/A	N/A
4th Quarter	36	36	0	100%	0	0		
ONE FAMILY								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	5	5	0	100%	0	0	Via zoom	Via zoom
FEBRUARY	4	4	0	100%	0	0	Via zoom	Via zoom
MARCH	4	4	0	100%	0	0	Via zoom	Via zoom
4th Quarter	13	13	0	100%	0	0		
PARENTING INSIDE OUT								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	0	0	0	N/A	0	0	RFP in Progress	RFP in Progress
FEBRUARY	0	0	0	N/A	0	0	RFP in Progress	RFP in Progress
MARCH	0	0	0	N/A	0	0	RFP in Progress	RFP in Progress
4th Quarter	0	0	0	N/A	0	0		
PICKLE BALL								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	3	3	0	100%	0	0	N/A	N/A
FEBRUARY	3	3	0	100%	0	0	N/A	N/A
MARCH	5	5	0	100%	0	0	N/A	N/A
4th Quarter	11	11	0	100%	0	0		
SFPL								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	4	4	0	100%	0	0	N/A	N/A
FEBRUARY	4	4	0	100%	0	0	N/A	N/A

All Programs Tables Jan - Mar

MARCH	4	4	0	100%	0	0	N/A	N/A
4th Quarter	12	12	0	100%	0	0		
STANFORD LECTURE SERIES								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	0	0	0	N/A	0	0	Not Scheduled for 1st Quarter 2026	Not Scheduled for 1st Quarter 2026
FEBRUARY	0	0	0	N/A	0	0	Not Scheduled for 1st Quarter 2026	Not Scheduled for 1st Quarter 2026
MARCH	0	0	0	N/A	0	0	Not Scheduled for 1st Quarter 2026	Not Scheduled for 1st Quarter 2026
4th Quarter	0	0	0	N/A	0	0		
YOGA								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	12	12	0	100%	0	0	N/A	N/A
FEBRUARY	12	11	1	92%	1	0	No Reason Given	N/A
MARCH	12	12	0	100%	0	0	N/A	N/A
4th Quarter	36	35	1	97%	1	0		
MISCELLANEOUS PROGRAMS								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
JANUARY	32	31	1	97%	1	0	No Reason Given	N/A
FEBRUARY	12	12	0	100%	0	0	N/A	N/A
MARCH	20	20	0	100%	0	0	N/A	N/A
4th Quarter	64	63	1	99%	1	0		

PROGRAM	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**
RSVP: MANALIVE	84	78	6	93%	1	5
RSVP: SURVIVOR IMPACT	12	11	1	92%	0	1
ROADS TO RECOVERY	67	63	4	94%	5	0
COVER	65	56	9	85%	9	0
PSLU: BB DORM	70	70	0	100%	0	0
PSLU: POD 1A (STARTED APRIL 2026)	0	0	0	N/A	0	0
5KCHS: SCHEDULED CLASSES	117	117	0	100%	0	0
5KCHS: SMALL GROUP INSTRUCTION (SGI)	100	93	7	93%	4	3
5KCHS: INDEPENDENT STUDY PROGRAM (ISP)	19	19	0	N/A	0	0
5KCHS: MISCELLANEOUS PROGRAMMING	31	31	0	100%	0	0
K2C: SCHEDULED CLASSES	160	160	0	100%	0	0
HYDE STREET: SCHEDULED GROUPS	24	22	2	92%	0	0
DPH	50	50	0	100%	0	0
RELIGIOUS SERVICES	138	137	1	99%	1	0
DYTS	12	12	0	100%	0	0
AA/NA	36	36	0	100%	0	0
ONE FAMILY	13	13	0	100%	0	0
PARENTING INSIDE OUT	0	0	0	N/A	0	0
PICKLE BALL	11	11	0	100%	0	0
SFPL	12	12	0	100%	0	0
STANFORD LECTURE SERIES	0	0	0	N/A	0	0
YOGA	36	35	1	97%	1	0
MISCELLANEOUS PROGRAMS	64	63	1	99%	1	0
ALL PROGRAM SESSIONS	**1121**	**1089**	**32**	**97%**	**22**	**9**



All Programs Tables Apr - Jun

RSVP: MANALIVE

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	30	29	1	97%	1	0	Easter Treats Distribution	N/A
MAY	27	21	2	78%	4	2	Training Days	Medical Emergency, Pod Disturbance
JUNE	31	28	3	90%	0	3	N/A	Incidents in Pod
4th Quarter	88	78	10	88%	5	5		

RSVP: SURVIVOR IMPACT

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	5	4	1	80%	0	0	Staff DV Training	N/A
MAY	4	3	1	75%	0	0	Training	N/A
JUNE	4	4	0	100%	0	1	N/A	N/A
4th Quarter	13	11	2	85%	0	1		

ROADS TO RECOVERY

MONTH	SCHEDULED	HELD	CANCELLED	PEERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	8	6	2	75%	2	0	OOO	N/A
MAY	8	8	0	100%	0	0	N/A	N/A
JUNE	22	20	2	91%	2	0	OOO	N/A
4th Quarter	38	34	4	89%	4	0		

COVER

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	10	5	5	50%	5	0	Meeting, OOO, Swords Training	N/A
MAY	23	22	1	96%	1	0	No Reason Given	N/A
JUNE	20	5	15	25%	0	15	N/A	06/09 - 06/18: Per Medical, COVID Outbreak
4th Quarter	53	32	21	57%	6	15		

PSLU: BB DORM

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	26	26	0	100%	0	0	N/A	N/A
MAY	23	23	0	100%	0	0	N/A	N/A
JUNE	27	27	0	100%	0	0	N/A	N/A
4th Quarter	76	76	0	100%	0	0		

PSLU: POD 1A

MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	4	4	0	100%	0	0	N/A	N/A
MAY	4	3	1	75%	0	1	N/A	Facility Lockdown
JUNE	3	2	1	67%	1	0	No Reason Given	N/A

4th Quarter	11	9	2	81%	1	1		
5KCHS: SCHEDULED DAYS								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	15	15	0	100%	0	0	N/A	N/A
MAY	0	0	0	N/A	0	0	N/A	N/A
JUNE	13	13	0	100%	0	0	N/A	N/A
4th Quarter	28	28	0	100%	0	0		
5KCHS: SCHEDULED CLASSES								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	60	60	0	100%	0	0	N/A	N/A
MAY	0	0	0	N/A	0	0	N/A	N/A
JUNE	52	52	0	100%	0	0	N/A	N/A
4th Quarter	112	112	0	100%	0	0		
5KCHS: SMALL GROUP INSTRUCTION (SGI)								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	36	36	0	100%	0	0	N/A	N/A
MAY	44	40	4	91%	1	3	No Reason Given	Medical Emergency, Pod Disturbance
JUNE	43	41	2	95%	1	1	5KCHS Graduation Ceremony	Security Search
4th Quarter	123	117	6	95%	2	4		
5KCHS: INDEPENDENT STUDY PROGRAM (ISP)								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	0	0	0	N/A	0	0	No ISP Scheduled	N/A
MAY	0	0	0	N/A	0	0	No ISP Scheduled	N/A
JUNE	0	0	0	N/A	0	0	No ISP Scheduled	N/A
4th Quarter	0	0	0	N/A	0	0		
5KCHS: MISCELLANEOUS PROGRAMMING								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	0	0	0	N/A	0	0	N/A	N/A
MAY	0	0	0	N/A	0	0	N/A	N/A
JUNE	0	0	0	N/A	1	0	N/A	N/A
4th Quarter	0	0	0	N/A	1	0		
K2C: SCHEDULED DAYS								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	15	15	0	100%	0	0	N/A	N/A
MAY	0	0	0	N/A	0	0	N/A	N/A
JUNE	13	13	0	100%	0	0	N/A	N/A
4th Quarter	28	28	0	100%	0	0		
K2C: SCHEDULED CLASSES								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	60	60	0	100%	0	0	N/A	N/A
MAY	0	0	0	N/A	0	0	N/A	N/A
JUNE	52	52	0	100%	0	0	N/A	N/A
4th Quarter	112	112	0	100%	0	0		
HYDE STREET: SCHEDULED GROUPS								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	10	10	0	100%	0	0	N/A	N/A
MAY	8	8	0	100%	0	0	N/A	N/A
JUNE	8	8	0	100%	0	0	N/A	N/A
4th Quarter	26	26	0	100%	0	0		
DPH								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	13	12	1	92%	0	0	Easter Treats Distribution	N/A
MAY	21	21	0	100%	0	0	N/A	N/A
JUNE	18	18	0	100%	0	0	N/A	N/A
4th Quarter	52	51	1	97%	0	0		
RELIGIOUS SERVICES								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	49	49	0	100%	0	0	N/A	N/A
MAY	50	50	0	100%	1	0	N/A	N/A
JUNE	52	52	0	100%	0	0	N/A	N/A
4th Quarter	151	151	0	100%	1	0		
DYTS								
MONTH	**SCHEDULED**	**HELD**	**CANCELLED**	**PERCENT HELD**	**BY PROVIDER**	**BY SFSO**	**PROVIDER REASONS FOR CANCELLATIONS**	**SFSO REASONS FOR CANCELLATIONS**
APRIL	5	5	0	100%	0	0	N/A	N/A
MAY	4	4	0	100%	0	0	N/A	N/A

JUNE	4	4	0	100%	0	0	N/A	N/A
4th Quarter	13	13	0	100%	0	0		
AA/NA								
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	12	11	1	92%	0	0	N/A	N/A
MAY	11	11	0	100%	0	0	N/A	N/A
JUNE	14	14	0	100%	0	0	N/A	N/A
4th Quarter	37	36	1	97%	0	0		
ONE FAMILY								
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	5	5	0	100%	0	0	N/A	N/A
MAY	4	4	0	100%	0	0	N/A	N/A
JUNE	4	4	0	100%	0	0	N/A	N/A
4th Quarter	13	13	0	100%	0	0		
PARENTING INSIDE OUT								
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	9	9	0	100%	0	0	N/A	N/A
MAY	9	9	0	100%	0	0	N/A	N/A
JUNE	7	7	0	100%	0	0	N/A	N/A
4th Quarter	25	25	0	100%	0	0		
PICKLE BALL								
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	4	4	0	100%	0	0	N/A	N/A
MAY	3	3	0	100%	0	0	N/A	N/A
JUNE	5	5	0	100%	0	0	N/A	N/A
4th Quarter	12	12	0	100%	0	0		
SFPL								
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	5	5	0	100%	0	0	N/A	N/A
MAY	4	4	0	100%	0	0	N/A	N/A
JUNE	4	4	0	100%	0	0	N/A	N/A
4th Quarter	13	13	0	100%	0	0		
STANFORD LECTURE SERIES								
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	6	6	0	100%	0	0	N/A	N/A
MAY	15	15	0	100%	0	0	N/A	N/A
JUNE	19	19	0	100%	0	0	N/A	N/A
4th Quarter	40	40	0	100%	0	0		
YOGA								
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	15	13	2	87%	2	0	No Reason Given	N/A
MAY	12	12	0	100%	0	0	N/A	N/A
JUNE	12	12	0	100%	0	0	N/A	N/A
4th Quarter	39	37	2	96%	2	0		
MISCELLANEOUS PROGRAMS								
MONTH	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO	PROVIDER REASONS FOR CANCELLATIONS	SFSO REASONS FOR CANCELLATIONS
APRIL	29	29	0	100%	1	0	N/A	N/A
MAY	21	21	0	100%	0	0	N/A	N/A
JUNE	34	34	0	100%	0	0	N/A	N/A
4th Quarter	84	84	0	100%	1	0		

All Programs Tables Apr - Jun

PROGRAM	SCHEDULED	HELD	CANCELLED	PERCENT HELD	BY PROVIDER	BY SFSO
RSVP: MANALIVE	88	78	10	88%	5	5
RSVP: SURVIVOR IMPACT	13	11	2	85%	0	1
ROADS TO RECOVERY	38	34	4	89%	4	0
COVER	53	32	21	57%	6	15
PSLU: BB DORM	76	76	0	100%	0	0
PSLU: POD 1A	11	9	2	81%	1	1
5KCHS: SCHEDULED CLASSES	112	112	0	100%	0	0
5KCHS: SMALL GROUP INSTRUCTION (SGI)	123	117	6	95%	2	4
5KCHS: INDEPENDENT STUDY PROGRAM (ISP)	0	0	0	N/A	0	0
5KCHS: MISCELLANEOUS PROGRAMMING	0	0	0	N/A	1	0
K2C: SCHEDULED CLASSES	112	112	0	81%	0	0
HYDE STREET: SCHEDULED GROUPS	26	26	0	100%	0	0
DPH	52	51	1	97%	0	0
RELIGIOUS SERVICES	151	151	0	100%	1	0
DYTS	13	13	0	100%	0	0
AA/NA	37	36	1	97%	0	0
ONE FAMILY	13	13	0	100%	0	0
PARENTING INSIDE OUT	25	25	0	100%	0	0
PICKLE BALL	12	12	0	100%	0	0
SFPL	13	13	0	100%	0	0
STANFORD LECTURE SERIES	40	40	0	100%	0	0
YOGA	39	37	2	96%	2	0
MISCELLANEOUS PROGRAMS	84	84	0	100%	1	0
ALL PROGRAM SESSIONS	**1131**	**1082**	**49**	**96%**	**23**	**26**

