

File No. 091245

Committee Item No. 3

Board Item No. 5

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Public Safety Date November 16, 2009

Board of Supervisors Meeting Date November 24, 2009

Cmte Board

- | | | |
|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Motion |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resolution |
| <input type="checkbox"/> | <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | <input type="checkbox"/> | Legislative Digest |
| <input type="checkbox"/> | <input type="checkbox"/> | Budget Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Legislative Analyst Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Youth Commission Report |
| <input type="checkbox"/> | <input type="checkbox"/> | Introduction Form (for hearings) |
| <input type="checkbox"/> | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/> | <input type="checkbox"/> | MOU |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Information Form |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Grant Budget |
| <input type="checkbox"/> | <input type="checkbox"/> | Subcontract Budget |
| <input type="checkbox"/> | <input type="checkbox"/> | Contract/Agreement |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Award Letter |
| <input type="checkbox"/> | <input type="checkbox"/> | Application |
| <input type="checkbox"/> | <input type="checkbox"/> | Public Correspondence |

OTHER

(Use back side if additional space is needed)

<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____

Completed by: Alisa Somera Date November 13, 2009

Completed by: Alisa Somera Date November 10, 2009

An asterisked item represents the cover sheet to a document that exceeds 25 pages.
The complete document can be found in the file and the online version.



1 [Accept-Expend Federal Grant – Center for Academic Re-entry for Truant Students]

2
3 Resolution authorizing the Department of the District Attorney of the City and County
4 of San Francisco to retroactively accept and expend a grant in the amount of \$238,000
5 through the United States Department of Education, for a program entitled “Center for
6 Academic Re-Entry Expansion Project for Truant Students” for the period from August
7 24, 2009 through August 31, 2011.

8
9 WHEREAS, The City and County of San Francisco desires to maintain a certain project
10 designated the Center for Academic Re-entry and Empowerment (CARE) Expansion Project
11 for Truant Students, to be funded in part from funds made available through the United States
12 Department of Education (hereafter “DOE”); and

13 WHEREAS, The grant does not require an ASO amendment; and

14 WHEREAS, The Department proposes to maximize use of available grant funds on
15 program expenditures by not including indirect costs in the grant budget; now, therefore, be it

16 RESOLVED, That the Board of Supervisors hereby authorizes the District Attorney of
17 the City and County of San Francisco to retroactively accept and expend funds from DOE for
18 the purposes of academic re-entry support for truant students; and be it

19 FURTHER RESOLVED, That the Board of Supervisors hereby waives inclusion of
20 indirect costs in the grant budget; and be it

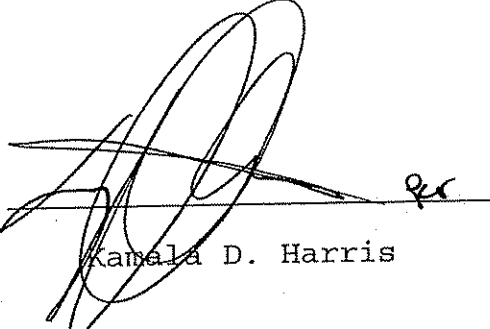
21 FURTHER RESOLVED, That the District Attorney is authorized to execute on behalf of
22 the City and County of San Francisco the necessary Grant Award Agreements for the
23 purposes of academic re-entry support for truant students, including any extensions,
24 augmentations or amendments thereof; and be it

1 FURTHER RESOLVED, That the District Attorney is authorized and empowered to
2 execute, deliver and perform, in the name of the City and County of San Francisco, all
3 applications, contracts, agreements, amendments and payment requests necessary for the
4 purpose of securing the academic re-entry program grant funds and to implement and carry
5 out the purposes specified in the applicable grant application; and be it


6 FURTHER RESOLVED, That any liability arising out of the performance of the Grant
7 Award Agreement, including civil court actions for damages, shall be the responsibility of the
8 grant recipient and the authorizing agency; and that the grant recipient and the authorizing
9 agency will hold DOE harmless from any claims that may arise from the use of grant funds;
10 and be it

11 FURTHER RESOLVED, That grant funds received hereunder shall not be used to
12 supplant expenditures controlled by this body.

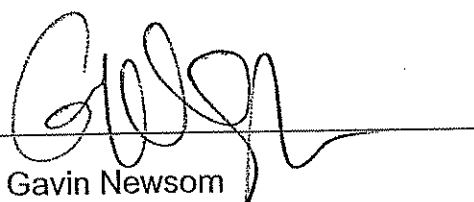
13 APPROVED:
14 Office of the District Attorney


15 
16
17
18
19 Kamela D. Harris

20
21 APPROVED:
22 Office of the Controller

23
24 By: 
25 Ben Rosenfield

APPROVED:
Office of the Mayor

By: 
Gavin Newsom

TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: Sheila Arcelona, District Attorney's Office 
DATE: October 19, 2009
SUBJECT: Accept and Expend Resolution for Subject Grant

GRANT TITLE: Federal Truancy Grant

Attached please find the original and 4 copies of each of the following:

- Proposed grant resolution; original signed by Department, Mayor, Controller
- Grant information form, including disability checklist
- Grant application and budget

Special Timeline Requirements:

*Please place on consent calendar for earliest possible committee!

Departmental representative to receive a copy of the adopted resolution:

Name: Sheila Arcelona Phone: 415-734-3018

Interoffice Mail Address: DAT, 850 Bryant Street, Ste. 322

Certified copy required Yes No

(Note: certified copies have the seal of the City/County affixed and are occasionally required by funding agencies. In most cases ordinary copies without the seal are sufficient).

File Number: 091245
(Provided by Clerk of Board of Supervisors)

Grant Information Form
(Effective March 2005)

Purpose: Accompanies proposed Board of Supervisors resolutions authorizing a Department to accept and expend grant funds.

The following describes the grant referred to in the accompanying resolution:

1. Grant Title: CARE Expansion Project for Truant Students

2. Department: District Attorney

3. Contact Person: Sheila Arcelona Telephone: 415-734-3018

4. Grant Approval Status (check one):

Approved by funding agency

Not yet approved

5. Amount of Grant Funding Approved or Applied for: \$238,000

6a. Matching Funds Required: \$0

b. Source(s) of matching funds (if applicable):

7a. Grant Source Agency: US Department of Education

b. Grant Pass-Through Agency (if applicable): n/a

8. Proposed Grant Project Summary:

To provide funds to expand the capacity to serve truant students in San Francisco's Southeast sector.

9. Grant Project Schedule, as allowed in approval documents, or as proposed:

Start Date: August 24, 2009

End Date: August 31, 2011

10a. Amount budgeted for contractual services: \$238,000

b. Will contractual services be put out to bid? Yes

c. If so, will contract services help to further the goals of the department's MBE/WBE requirements? No - federal procurement guidelines preclude the use of preferences in competitive bids.

d. Is this likely to be a one-time or ongoing request for contracting out? One-time

11a. Does the budget include indirect costs? Yes No

b1. If yes, how much? \$

b2. How was the amount calculated?

c. If no, why are indirect costs not included?

Not allowed by granting agency

To maximize use of grant funds on direct services

Other (please explain):

c2. If no indirect costs are included, what would have been the indirect costs? 10% indirect costs would have been \$23,800.

12. Any other significant grant requirements or comments:

****Disability Access Checklist****

13. This Grant is intended for activities at (check all that apply):

- | | | |
|--|---|--|
| <input type="checkbox"/> Existing Site(s) | <input checked="" type="checkbox"/> Existing Structure(s) | <input type="checkbox"/> Existing Program(s) or Service(s) |
| <input type="checkbox"/> Rehabilitated Site(s) | <input type="checkbox"/> Rehabilitated Structure(s) | <input type="checkbox"/> New Program(s) or Service(s) |
| <input type="checkbox"/> New Site(s) | <input type="checkbox"/> New Structure(s) | |

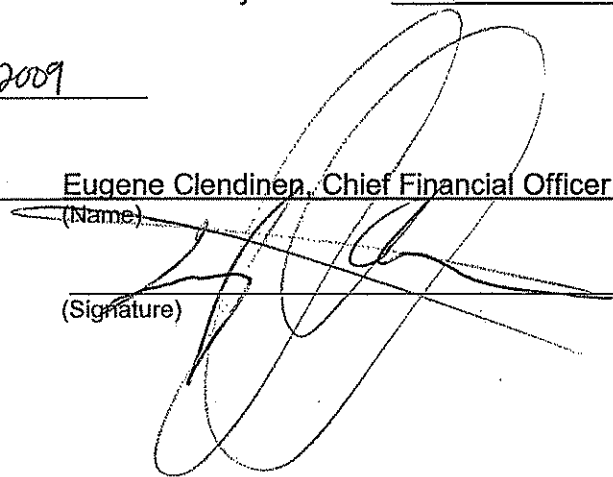
14. The Departmental ADA Coordinator and/or the Mayor's Office on Disability have reviewed the proposal and concluded that the project as proposed will be in compliance with the Americans with Disabilities Act and all other Federal, State and local access laws and regulations and will allow the full inclusion of persons with disabilities, or will require unreasonable hardship exceptions, as described in the comments section:

Comments:

Departmental or Mayor's Office of Disability Reviewer: Martha Knutzen 
(Name)

Date Reviewed: 10.16.2009

Department Approval: Eugene Clendiner, Chief Financial Officer
(Name) (Title)


(Signature)



**U.S. Department of Education
Washington, D.C. 20202**

GRANT AWARD NOTIFICATION

1	RECIPIENT NAME: San Francisco District Attorney's Office Office of the District Attorney, 850 Bryant Street Room 325 San Francisco, CA 94103	5	AWARD INFORMATION PR/AWARD NUMBER U215K090189 ACTION NUMBER 01 ACTION TYPE New AWARD TYPE Discretionary																				
2	PROJECT TITLE 84.215K Center for Academic Re-entry and Empowerment (CARE) Expansion Project for Truant Students	6	AWARD PERIODS BUDGET PERIOD 08/24/2009 - 08/31/2011 PERFORMANCE PERIOD 08/24/2009 - 08/31/2011																				
3	PROJECT STAFF RECIPIENT PROJECT DIRECTOR Katherine W. Miller (415) 553 - 1110 EDUCATION PROGRAM CONTACT Soumya Sathya (202) 260 - 0819 EDUCATION PAYMENT CONTACT GAPS PAYEE HOTLINE (888) 336 - 8930	7	AUTHORIZED FUNDING <table style="width:100%; border:none;"> <tr> <td style="text-align:right;">THIS ACTION</td> <td style="text-align:right;">\$238,000.00</td> </tr> <tr> <td style="text-align:right;">BUDGET PERIOD</td> <td style="text-align:right;">\$238,000.00</td> </tr> <tr> <td style="text-align:right;">PERFORMANCE PERIOD</td> <td style="text-align:right;">\$238,000.00</td> </tr> </table>	THIS ACTION	\$238,000.00	BUDGET PERIOD	\$238,000.00	PERFORMANCE PERIOD	\$238,000.00														
THIS ACTION	\$238,000.00																						
BUDGET PERIOD	\$238,000.00																						
PERFORMANCE PERIOD	\$238,000.00																						
4	KEY PERSONNEL <table style="width:100%; border:none;"> <thead> <tr> <th style="text-align:left;"><u>NAME</u></th> <th style="text-align:left;"><u>TITLE</u></th> <th style="text-align:left;"><u>LEVEL OF EFFORT</u></th> </tr> </thead> <tbody> <tr> <td>Katherine W Miller</td> <td>Project Director</td> <td>5%</td> </tr> <tr> <td>Sheila Arcelona</td> <td>Project Fiscal Mgr</td> <td>2%</td> </tr> <tr> <td>Eason Ramson</td> <td>CARE Project Dir</td> <td>40%</td> </tr> <tr> <td>Gina Fromer</td> <td>Bayview YMCA P</td> <td>10%</td> </tr> </tbody> </table>	<u>NAME</u>	<u>TITLE</u>	<u>LEVEL OF EFFORT</u>	Katherine W Miller	Project Director	5%	Sheila Arcelona	Project Fiscal Mgr	2%	Eason Ramson	CARE Project Dir	40%	Gina Fromer	Bayview YMCA P	10%	8	ADMINISTRATIVE INFORMATION DUNS/SSN 143602105 REGULATIONS CFR PART EDGAR EDGAR AS APPLICABLE ATTACHMENTS A, B OII-FIE, C, E1, E2, F, S					
<u>NAME</u>	<u>TITLE</u>	<u>LEVEL OF EFFORT</u>																					
Katherine W Miller	Project Director	5%																					
Sheila Arcelona	Project Fiscal Mgr	2%																					
Eason Ramson	CARE Project Dir	40%																					
Gina Fromer	Bayview YMCA P	10%																					
9	LEGISLATIVE AND FISCAL DATA AUTHORITY: PL PL 107-110 ESEA OF 1965 AS AMENDED BY THE NO CHILD LEFT BEHIND ACT OF 2001 PROGRAM TITLE: FUND FOR THE IMPROVEMENT OF EDUCATION CFDA/SUBPROGRAM NO: 84.215K <table style="width:100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align:left;">FUND CODE</th> <th style="text-align:left;">FUNDING YEAR</th> <th style="text-align:left;">AWARD YEAR</th> <th style="text-align:left;">ORG. CODE</th> <th style="text-align:left;">CATEGORY</th> <th style="text-align:left;">LIMITATION</th> <th style="text-align:left;">ACTIVITY</th> <th style="text-align:left;">CFDA</th> <th style="text-align:left;">OBJECT CLASS</th> <th style="text-align:right;">AMOUNT</th> </tr> </thead> <tbody> <tr> <td>0204A</td> <td>2009</td> <td>2009</td> <td>EU000000</td> <td>B</td> <td>U80</td> <td>000</td> <td>215</td> <td>4101C</td> <td style="text-align:right;">\$238,000.00</td> </tr> </tbody> </table>			FUND CODE	FUNDING YEAR	AWARD YEAR	ORG. CODE	CATEGORY	LIMITATION	ACTIVITY	CFDA	OBJECT CLASS	AMOUNT	0204A	2009	2009	EU000000	B	U80	000	215	4101C	\$238,000.00
FUND CODE	FUNDING YEAR	AWARD YEAR	ORG. CODE	CATEGORY	LIMITATION	ACTIVITY	CFDA	OBJECT CLASS	AMOUNT														
0204A	2009	2009	EU000000	B	U80	000	215	4101C	\$238,000.00														



U.S. Department of Education
Washington, D.C. 20202

GRANT AWARD NOTIFICATION

10

PR/AWARD NUMBER: U215K090189

RECIPIENT NAME: San Francisco District Attorney's Office
Office of the District Attorney,

TERMS AND CONDITIONS

- (1) THE FOLLOWING ITEMS ARE INCORPORATED IN THE GRANT AGREEMENT:
- (1) THE RECIPIENT'S APPLICATION (BLOCK 2),
 - (2) THE APPLICABLE EDUCATION DEPARTMENT REGULATIONS (BLOCK 8), AND
 - (3) THE SPECIAL TERMS AND CONDITIONS SHOWN AS ATTACHMENTS (BLOCK 8).

IN ACCORDANCE WITH 34 CFR 74.25(c)(2), OR 34 CFR 80.30(d)(3) CHANGES TO KEY PERSONNEL IDENTIFIED IN BLOCK 4 MUST RECEIVE PRIOR APPROVAL FROM THE DEPARTMENT.

THE RECIPIENT IS REQUIRED TO SUBMIT ALL NECESSARY REPORTS TO THE DEPARTMENT OF EDUCATION WITHIN 90 DAYS AFTER THE END OF FEDERAL SUPPORT (BLOCK 6).

N. Alan Kern

08.24.09

AUTHORIZING OFFICIAL

DATE

cr. 1

ED-GAPS001 (01/98)

TABLE OF CONTENTS

<u>Topic</u>	<u>Page</u>
PROJECT DESIGN	
<i>Background and Need for the Project</i>	1
<i>Goals, Objectives and Outcomes</i>	3
<i>Project Activities</i>	4
<i>Project Timeline</i>	9
PROJECT PERSONNEL	12
MANAGEMENT PLAN	15
PROJECT EVALUATION	16
ATTACHMENTS: <i>Resumes and Job Descriptions</i>	17

ABSTRACT

Applicant Organization: San Francisco District Attorney's Office

Project: Center for Academic Re-Entry & Empowerment (CARE) Expansion Project

Project Overview: The proposed project is submitted in response to the Omnibus Appropriations Act of 2009 allocation to the San Francisco District Attorney's Office "for the Academic Recovery Center at-risk youth mentoring and education program." The purpose of the Academic Recovery Center – called the Center for Academic Re-Entry and Empowerment, or CARE – is to successfully return chronically truant students to school. CARE combines innovative and effective strategies to re-engage, re-motivate and re-orient truant youths toward high school graduation. The goal of the proposed project is to expand CARE's capacity to serve truant students in San Francisco's Southeast Sector, which suffers from the city's highest levels of truancy, violence and poverty. Grant funds will enable the District Attorney's Office to expand the program's staffing and resources to serve 60 additional truant students each year over a two-year grant period, and to evaluate the program's success as a model for reengaging high-risk, chronically truant students. By effectively serving the target population, the project will yield positive outcomes on both individual and community levels. Moreover, by evaluating the program's effectiveness, the project will enable San Francisco to determine whether to replicate CARE in other neighborhoods, and whether to share our model with other jurisdictions looking to address this critical issue.

BUDGET JUSTIFICATION

All grant funds for the proposed project are allocated to one following budget category.

Contractual

CARE Program Expansion

\$238,000

The San Francisco District Attorney's Office will follow all required procurement policies to select a contractor to expand the City's Academic Recovery Center, or CARE program. This contractor will be selected for a 24-month contract term. We will look to the contractor to provide the following services and activities for the program:

- A minimum of 1.5 FTE Student Advocates to provide case management services to 60 program participants annually
- A minimum of 0.25 FTE Life Skills Coach to provide life skills workshops to 60 program participants annually
- Additional supports and educational opportunities for 60 program participants annually

The San Francisco District Attorney's Office is not requesting Personnel Costs or Indirect Costs; project management and fiscal management are being provided as in-kind match to this grant.

NARRATIVE

PROJECT DESIGN

Background and Need for the Project

In San Francisco, truancy has reached critical levels. In 2007-2008, 5,500 San Francisco Unified School District students – which comprise 10% of our student body – were chronically or habitually truant from school.¹

Research has repeatedly established the link between truancy and both short- and long-term negative outcomes. Studies have found truancy to be a risk factor for substance abuse, delinquency and teen pregnancy.² Students with the highest truancy rates have the lowest academic achievement rates, and truants are the youths most likely to drop out of school.³ School dropouts have significantly fewer job prospects, make lower salaries, and are more often unemployed than youth who stay in school.⁴ They are also more likely to depend on welfare, experience unstable marriages, and serve time in prison.⁵

The nexus between truancy and crime is profound. A study done by the National School Safety Center found that up to two thirds of daytime burglaries are caused by truant

¹ Under California law, a *chronic* truant is a student with 20 or more unexcused absences in a school year. A *habitual* truant is a student with 10 or more unexcused absences in a school year.

² Bell, Rosen and Dynlacht, 1994; Dryfoos, 1990; Huizinga, Loeber, and Thornberry, 1995; Rorhrman, 1993.

³ Dynarski and Gleason, 1999.

⁴ U.S. Department of Education, 1993.

⁵ Snyder and Sickmund, 1995; U.S. Department of Education, 1993.

youths.⁶ High school dropouts are 3.5 times more likely to be arrested and eight times more likely to be incarcerated; nearly 70% of state prison inmates nationwide failed to earn a high school diploma.⁷ Moreover, truant youths are not only more likely to be perpetrators – they are more likely to be victims of crime. In 2007, the San Francisco District Attorney’s Office conducted a review of all homicide victims under age 25 from 2003-2007 and found that *94% of young homicide victims had been school dropouts*. A 2008 study in Baltimore produced almost identical results. Getting our truant youths back in school is critical to the well being of these young people and the safety of the communities in which they live.

Reengaging chronically truant youths in school is challenging, to say the least. Many of these students have missed tens and even hundreds of school days over the years and feel “stupid” when they try to reenter the classroom. They are so behind in their credits that they cannot see a path to graduation. Many students who live in communities plagued by poverty and unemployment do not see the relevance of their classes, or even of a diploma. Put simply, they have stopped thinking of themselves as students.

In 2007, San Francisco city agencies and the San Francisco Unified School District united to develop a model program to serve these chronically truant youth. These partners looked at model truancy intervention programs, identified effective strategies for engaging this challenging target population, and developed a modest “Academic Recovery Center” program concept. While the partners intended the model to be

⁶ <http://www.abanet.org/youthatrisk/factsheet/truancydropouts.shtml>.

⁷ <http://fightcrime.org/index.php>.

replicable in communities throughout San Francisco, we collectively agreed to pilot the program in the city's Southeast Sector. This community, which includes our Bayview Hunters Point and Visitacion Valley neighborhoods, suffers from the City's highest truancy rates; its two zip codes – out of 27 zip codes citywide – contain 36% of all chronically and habitually truant youths. It is also the community that suffers from the highest levels of violence, poverty, and hopelessness.

On February 19, 2008, the City launched the Center for Academic Re-entry and Empowerment (“CARE”). A collaboration between San Francisco Unified School District, the Bayview YMCA and San Francisco City agencies, CARE was designed to reduce the level of truancy in the Bayview community and increase graduation rates among truant youth through creative and innovative approaches and empowerment techniques.

Goals, Objectives and Outcomes

The ***goal of the CARE program*** is to re-engage, re-motivate and re-orient truant youths toward high school graduation. The ***goal of the proposed project*** is to expand CARE's capacity to serve truant students in the City's Southeast Sector.

The objectives and outcomes for the proposed project are as follows:

Project Objectives:

1. Expand the capacity of the CARE program to serve 60 additional truant students annually.
2. Prepare truant students to re-enter high school.
3. Transition truant students back to high school.
4. Support truant students through high school completion.

Project Outcomes:

1. 60% of students enrolled at CARE will complete the 9-week program and return to high school placements.
 - a. Measurement: CARE case file and confirmation of return by school district.
2. 80% of students who complete the CARE program will demonstrate improved attendance in their first semester back in high school.
 - a. Measurement: comparison of days absent in first semester back in school with days absent during prior semester at school.
3. 60% of students who complete the CARE program will successfully complete high school.
 - a. Measurement: percent of students who obtain a high school diploma or GED.

Project Activities: CARE Program Overview

CARE is open from 8:30 a.m. to 3:00 p.m. Monday through Friday during the school

year and during a three-week summer session. Students are referred to CARE by San Francisco Unified School District, community-based agencies and as walk-ins. In addition, the San Francisco Police Department has developed a formal protocol for bringing truant youths to the program during the school day. The CARE model includes the critical components based on effective practices for reengaging chronically truant students, including the following:

Needs and Risk Assessment: Each student is provided with a comprehensive assessment to help identify the challenges and barriers that have caused them to become truant. Each student is then paired with a Student Advocate who works with the student to develop a comprehensive plan to help the student transcend his/her challenges and barriers.

Student Advocate: The Student Advocate supports students throughout their enrollment at CARE, spending time with the students regularly at the site and identifying appropriate community-based services to support their CARE activities. As each student prepares to graduate from CARE, the Student Advocate works with San Francisco Unified School District to identify an appropriate high school placement for that student. Once the student returns to high school, the Student Advocate will work with him/her through graduation.

Map to Graduation: Each student is provided with a Comprehensive Map to Graduation that identifies his/her strengths, weakness, transcript evaluation, goals, and action plan.

Individualized Academic Instruction: Upon referral to CARE, each student completes an Academic Skill Set Assessment in reading and math. The CARE program has four main objectives to help foster student academic success: vocabulary development, reading comprehension, writing strategies, and behavior intervention strategies. Students participate in a ***nine-week course cycle*** during which they attend CARE daily and work with a San Francisco Unified School District teacher to implement a tailored curriculum. Based on assessment findings, many students require two 9-week academic cycles – essentially one school semester – to adequately prepare for a successful return to high school.

Life Skill and Empowerment: At CARE, our goal is to empower youth with the necessary resiliency needed to transcend life’s daily challenges, stay in school, and remain focused on their educational and career goals. The CARE program has four areas of youth development: building self-confidence, communication skills, critical thinking, and goal setting.

Additional Learning Opportunities: During the school year, the CARE program features a range of speakers and learning opportunities designed to expose the students to important issues, motivate them to continue with their education and broaden their world view. These sessions include the following:

- ***Financial Literacy:*** Local banking professionals have worked with CARE to develop a series of workshops to familiarize students with the banking system and

provide practical, hands-on experience in saving and spending wisely, as well as avoiding credit pitfalls.

- *Technology:* CARE collaborates with Blue Bear Technology Program to introduce students to basic keyboarding, beat making and digital music production skills.
- *Health Education:* students attend a Health Education workshop with a local educator who teaches holistic health and nutrition.
- *Guest speakers @ CARE and Workplace Career Fairs:* CARE exposes students to a variety of career opportunities and various paths that individuals have traveled to achieve their goals, including education and required training. Guest speakers have ranged from Mayor Gavin Newsom to local TV news reporters to local, renowned musicians. Students have also had the opportunity to visit workplaces, including Wells Fargo Corporate Offices, Channel 7, UPS and a local law firm.

Critical Support: Students are provided with daily breakfast and lunch, one-on-one counseling and group sessions, and incentives. In addition, students benefit from the YMCA's offerings, including After-School & Homework Club, sports and recreation programs, college preparation assistance, and the Youth Site Council. Parents of CARE students are also offered support and referrals to other services in the community, such as

child care and parenting resources.

Project Activities: CARE Expansion

In the first six months of CARE's operation, the program served 41 students and successfully transitioned 16 students back to comprehensive high schools. A critical element identified during the pilot phase was the importance of a low student-to-staff ratio at the program. Students who had felt disengaged and "invisible" in comprehensive high schools reported that their relationships with staff motivated them to attend CARE regularly and rededicate themselves to learning. Students also reported that ongoing support played a fundamental role in their success once they transitioned back to high school. CARE participants reported that the continuing relationship with CARE staff strengthened their resolve to overcome challenges in their return to high school and motivated them to keep working toward graduation.

CARE's enrollment has exceeded expectations since it opened its doors. As police begin to bring truant youth to the program, demand for services will increase further.

Moreover, the District Attorney's Office is currently working with the school district and court to develop a Youth Truancy Court, which will look to CARE to provide services to court-involved youths. In the coming two years, CARE anticipates that it will serve 80-100 new students annually.

As CARE's enrollment expands, it is essential that the program has sufficient staffing to maintain its effective student-to-staff ratio. The school district has committed to provide an additional teacher (thus doubling the academic staff) to meet increased demand, but the success of the model depends on our ability to bring all critical program elements to scale. Grant funds from the Department of Education will be used to add an additional 1.5 FTE Student Advocates to the program, which will enable the program to add an additional 60 youths annually to its enrollment and continue to support these young people until they complete high school.

Grant funds will also support the addition of a 0.25 FTE Life Skills Coach. This position will ensure that the new students coming into CARE will have access to small-group workshops which will assist the students in learning and using critical life skills, including goal setting, conflict resolution, anger management, self-esteem, health, financial literacy, pro-social attitude, people skills, and health communication styles.

Grant funds will also be used to provide additional educational programming and critical program supplies and activities to accommodate the increased enrollment.

Project Timeline

The proposed grant period for the project is 24 months. In the pilot phase of the CARE program, we have learned that many of the chronically truant students who come to CARE need up to 18 weeks in the on-site component of the program, followed by

ongoing Student Advocate support until they complete high school. A 24-month grant period will enable us to achieve three critical objectives: (1) to support these high-risk students to complete high school; (2) to assess the success of the model; (3) to secure ongoing funding.

The timeline for the project is as follows:

Objective	Activities	Timeline	Responsible Party
Expand program capacity	Select contractor to perform services	Month 0	Project Manager & Fiscal Manager (District Attorney)
Expand program capacity	Enter into contract to perform services	Month 1	Project Manager & Fiscal Manager (DA); contractor (TBD)
Expand program capacity	Facilitate full project team meeting	Month 1 and quarterly thereafter	Project Manager & Fiscal Manager (DA)
Expand program capacity	Hire & train new program staff	Months 1-2	Contractor in collaboration with CARE Program Director
Expand program	New program staff	Months 2-24	Contractor in

capacity	serve clients		collaboration with CARE Program Director
Prepare truant students to re-enter high school	New program staff serve clients	Months 2-24	Contractor in collaboration with CARE Program Director
Transition truant students back to high school	New program staff serve clients	Months 2-24	Contractor in collaboration with CARE Program Director
Support truant students through high school completion	New program staff serve clients	Months 2-24	Contractor in collaboration with CARE Program Director
All objectives	Data collection and project evaluation	Months 1-24	Project Manager (DA) in collaboration with Contractor (TBD) and CARE staff

At the commencement of the grant period, the Project Manager will work with project staff to create a data collection matrix that staff will use throughout the grant term to

collect and report data necessary to measure our progress in achieving the stated objectives and meeting projected outcomes. On a quarterly basis, the project team will review the data together to ensure fidelity with the project design and identify areas for continuing program development.

PROJECT PERSONNEL

The proposed project will be implemented under the direction of the District Attorney's Office in partnership with the San Francisco Unified School District and CARE program. The Project Director in the District Attorney's Office will be *Katherine Miller, Directing Attorney of Reentry Programs*. Ms. Miller has extensive experience developing and implementing youth programs in San Francisco's juvenile justice system, including five years as Director of Program Development in the San Francisco Mayor's Office of Criminal Justice, during which she successfully implemented programs in collaboration with the school district and CARE personnel. Fiscal accountability will be provided by *Sheila Arcelona, the District Attorney's Finance Division Manager*, who has worked for San Francisco city agencies for a decade and has extensive experience managing federal grants and City contracts for the District Attorney's Office, Sheriff's Department and Juvenile Probation Department. Both resumes are attached.

The District Attorney's Office will procure a qualified contractor to provide the proposed project staffing at CARE. This contractor will either be the YMCA itself – which operates the current CARE program – or will be another agency with demonstrated

relevant experience and the ability to work closely with the CARE staff. The District Attorney's Office will conduct a competitive bidding process in compliance with San Francisco procurement policies. Once the procurement process is complete, the selected contractor will hire the proposed project staff, and their resumes will be forwarded to the Department of Education.

The *CARE Program Director, Eason Ramson*, and his supervisor, *Bayview YMCA Executive Director, Gina Fromer*, will be heavily involved in administering the project. Mr. Ramson has been the CARE Program Director since the program's inception in winter of 2007-2008; prior to that he worked for many years in community-based youth services, including at the successful H.E.A.T. truancy intervention program. Ms. Fromer has three years of experience as Executive Director of the Bayview YMCA and ten years of experience successfully designing, implementing and operating community-based programs. Their resumes are attached.

Project responsibilities and dedicated time will be assigned as followed:

- *Katherine Miller, Project Director (0.05 FTE)*: Provide project oversight; conduct procurement process to select contractor; manage programmatic aspects of contract; monitor project staffing and activities; coordinate with Youth Truancy Court; collect outcome data, provide grant progress reports; coordinate with District Attorney Fiscal Division to monitor project spending and provide grant fiscal reports.

- *Sheila Arcelona, Project Fiscal Manager (0.02 FTE):* Conduct procurement of contractor in compliance with City procurement policies; manage fiscal aspects of contract; produce quarterly reports, reconciliation and billing for grant.
- *Eason Ramson, CARE Program Director (0.4 FTE):* Operate CARE program on a daily basis; supervise all CARE staff including project staff (Student Advocates and Life Skills Coach); coordinate with selected contractor (if it is another organization); provide outcome data to District Attorney's Project Director.
- *Gina Fromer, Bayview YMCA Program Director (0.1 FTE):* Provide CARE program oversight; supervise CARE Program Director.
- *Student Advocates (new positions), (1.5 FTE):* Provide case management services to youth ages 13-17, including advocacy, referrals to appropriate resources and therapeutic support; develop and implement individualized case management plans including: intake needs and risk assessment and service plan; maintain ongoing progress notes.
- *Empowerment & Life Skills Coach (new position), (0.23 FTE?):* Facilitate workshops to assist youth in learning and using critical life skills.

MANAGEMENT PLAN

Because CARE is an existing program, critical infrastructure is already in place, both to manage day-to-day program operations and to develop and expand the program.

Program staff and leadership have clearly defined responsibilities, and all project staff have experience in all aspects of their roles. Moreover, the Project Manager and YMCA Director have prior experience successfully implementing and managing a program together. Given our prior experience – both individually and in partnership – we are confident that we each have allocated appropriate time to meet the objectives of the project.

The District Attorney's Project Manager and Fiscal Manager will jointly conduct the necessary procurement process to select the Project Contractor prior to the commencement of the project period in order to maximize the amount of time that staff will serve youths. Once the contractor is secured, the Project Manager will convene a series of initial meetings with all project staff to implement operations, and will then facilitate quarterly oversight meetings. The Project Manager, Bayview YMCA Director and CARE Program Director will work closely with the contractor to establish and fill new positions within one month of the grant period's commencement, and to secure additional program resources afforded by this grant during the next three months thereafter. The Project Manager will establish deadlines for partners to report all data necessary for reporting to the Department of Education. The Project Contractor will be

expected to invoice the District Attorney's Office on a monthly basis, and the Fiscal Manager will maintain contact with the contractor's fiscal staff to ensure that the billing process runs smoothly.

PROJECT EVALUATION

The primary purpose of the CARE program is to effectively return truant students to high school. The project purpose is to expand the program to sufficiently meet community need. Evaluation efforts will be directed toward assessing the project's success in meeting both the primary and project purposes.

As stated above on pages 11-12, the Project Manager will work with project staff to collect and report data necessary to measure our progress in achieving the stated objectives and meeting projected outcomes related to program completion and graduation by CARE participants. In addition, the Project Manager will compare citywide truancy data by zip code in order to determine whether Southeast Sector truancy rates have declined relative to San Francisco communities that do not have a CARE program. We also anticipate that CARE program staff will collect data on other relevant outcomes for the young people. Evaluation results will be used to determine whether to replicate CARE in other San Francisco communities – and can also provide valuable information to other jurisdictions looking at model truancy intervention strategies.

BUDGET JUSTIFICATION

All grant funds for the proposed project are allocated to one following budget category.

Contractual

CARE Program Expansion \$238,000

The San Francisco District Attorney's Office will follow all required procurement policies to select a contractor to expand the City's Academic Recovery Center, or CARE program. This contractor will be selected for a 24-month contract term. We will look to the contractor to provide the following services and activities for the program:

- A minimum of 1.5 FTE Student Advocates to provide case management services to 60 program participants annually
- A minimum of 0.25 FTE Life Skills Coach to provide life skills workshops to 60 program participants annually
- Additional supports and educational opportunities for 60 program participants annually

The San Francisco District Attorney's Office is not requesting Personnel Costs or Indirect Costs; project management and fiscal management are being provided as in-kind match to this grant.

