

File No. 091445

Committee Item No. 3  
Board Item No. 16

**COMMITTEE/BOARD OF SUPERVISORS**  
AGENDA PACKET CONTENTS LIST

Committee: Public Safety Committee

Date: January 4, 2010

Board of Supervisors Meeting

Date 1/12/10

**Cmte Board**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/> | Motion                                       |
| <input type="checkbox"/>            | <input type="checkbox"/> | Resolution                                   |
| <input checked="" 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"/> | 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 type="checkbox"/> | Grant Information Form                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/> | Public Correspondence                        |

**OTHER**

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Completed by: Victor Young

Date December 30, 2009

Completed by: Victor Young

Date \_\_\_\_\_

An asterisked item represents the cover sheet to a document that exceeds 25 pages. The complete document is in the file.

12

01/21/10

1 [Accept and Expend FY 09 Second Chance Youth Offender Reentry Initiative Grant and  
2 Amend Annual Salary Ordinance, FY 2009-2010.]

3  
4 **Ordinance authorizing the Juvenile Probation Department ("JPD"), on behalf of the City  
5 and County of San Francisco, to retroactively accept and expend a grant in the amount  
6 of \$660,615 from the Office of Justice Programs ("OJP") for the United States  
7 Department of Justice for funding under the FY 09 Second Chance Youth Offender  
8 Reentry Initiative ("Second Chance grant award"); and amending Ordinance No. 183-09  
9 (Annual Salary Ordinance, FY 2009-2010) to reflect the addition of one Class 2910  
10 Social Worker grant-funded position (0.60 FTE) at the San Francisco Public Defender's  
11 Office (PDR).**

12 NOTE: Additions are single-underline italics Times New Roman;  
13 deletions are ~~strike-through italics Times New Roman~~.  
14 Board amendment additions are double-underlined;  
Board amendment deletions are ~~strikethrough normal~~.

15 Whereas, The Juvenile Probation Department ("JPD") of the City and County of San  
16 Francisco applied to the Office of Justice Programs ("OJP") of the United States Department  
17 of Justice for grant funding under the FY 09 Second Chance Youth Offender Reentry  
18 Initiative, and OJP awarded JPD \$660,615 on September 22, 2009 with a required county  
19 match of \$660,615; and

20 Whereas, The purpose of the grant award is to support the creation and  
21 implementation of a Juvenile Collaborative Reentry Team ("JCRT") composed of  
22 representatives from JPD, the Public Defender's Office, and community-based aftercare, to be  
23 overseen by a dedicated judge in the Office of Collaborative Justice Programs (Juvenile &  
24 Family Programs) of the Superior Court of California; and

1 Whereas, The mission of the JCRT will be to provide coordinated and comprehensive  
2 reentry case planning and aftercare services to high need youths in out-of-home placement,  
3 with the goal of reducing recidivism and placement failure by 50% over five years; and

4 Whereas, The award period is from October 1, 2009 to September 30, 2012; and now,  
5 therefore, be it;

6 ORDAINED, That the Board of Supervisors hereby authorizes the Juvenile Probation  
7 Department to retroactively accept and expend, \$660,615 in grant funds from the Office of  
8 Justice Programs for the United States Department of Justice; for the purpose of creating and  
9 implementing the Juvenile Collaborative Reentry Team; and be it


10 FURTHER ORDAINED, That the Board of Supervisors hereby waives inclusion of  
11 indirect costs in the grant budget; and be it

12 FURTHER ORDAINED, That Ordinance No. 183-09 (Annual Salary Ordinance, FY  
13 2009-2010) is hereby amended to add one position to the Office of the Public Defender, as  
14 follows:

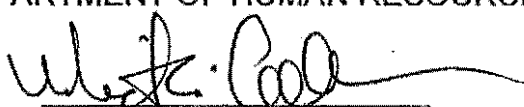
15 Department: PDR  
16 Program: AKI  
17 Subfund: 2SPPFGNC  
18 Index Code: 055115

18 Amendment	# of Positions	Class and Item No.	Compensation Schedule
19 <i>Add</i>	<i>.60 FTE</i>	<i>2910 Social Worker</i>	<i>\$1,936 - \$2,354</i>

22 APPROVED AS TO FORM:

23  
24 By:   
25 Sallie P. Gibson  
Deputy City Attorney

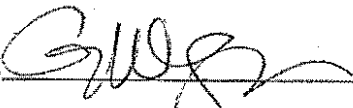
APPROVED AS TO CLASSIFICATION  
DEPARTMENT OF HUMAN RESOURCES

By:   
Micki Callahan, Director  
Department of Human Resources

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Recommended:

  
\_\_\_\_\_  
William Sifferman, Chief Probation Officer

APPROVED:   
\_\_\_\_\_  
For Gavin Newsom, Mayor

APPROVED:   
\_\_\_\_\_  
Controller, Grant Division

**TO:** Angela Calvillo, Clerk of the Board of Supervisors  
**FROM:** Chief William P. Siffermann  
**DATE:** November 25, 2009  
**SUBJECT:** Accept and Expend Resolution for Subject Grant  
**GRANT TITLE:** Second Chance Offender Reentry Initiative

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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 budget
- Grant application
- Grant award letter from funding agency
- Other (Explain):

**Special Timeline Requirements:**

Please expedite.

**Departmental representative to receive a copy of the adopted resolution:**

Name: Allison Magee Phone: 753-7817

Interoffice Mail Address: 375 Woodside Avenue, San Francisco, CA

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:** \_\_\_\_\_  
(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: *Second Chance Act for Juvenile Offenders*

2. Department: *Juvenile Probation*

3. Contact Person: *Allison Magee*

Telephone: *753-7817*

4. Grant Approval Status (check one):

Approved by funding agency

Not yet approved

5. Amount of Grant Funding Approved or Applied for: \$ *660,615*

6a. Matching Funds Required: \$ *660,615*

b. Source(s) of matching funds (if applicable): *Match is 50% in kind and 50% cash. Sources are outlined in the grant budget, and include existing positions and community contracts.*

7a. Grant Source Agency: *Office of Juvenile Justice and Delinquency Prevention (OJJDP)*

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

8. Proposed Grant Project Summary: *The grant will support the creation and implementation of the Juvenile Collaborative Reentry Team ("JCRT") a partnership between JPD, the Public Defender's Office, community based aftercare, and the Office of Collaborative Justice Programs (Juvenile & Family Programs) of the Superior Court of California to provide coordinated and comprehensive reentry case planning and aftercare services to high need youths in out-of-home placement. The goal of the JCRT is to reduce recidivism and placement failure by 50% over five years.*

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

Start-Date: *October 1, 2009*

End-Date: *September 30, 2012*

10a. Amount budgeted for contractual services: \$ *102,750*

b. Will contractual services be put out to bid? *No. The Center on Juvenile and Criminal Justice already provides these services. The existing contract will be amended to include this program.*

c. If so, will contract services help to further the goals of the department's MBE/WBE requirements?

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

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? The city/county is already covering indirect costs through the required match. Indirect costs include primarily administrative staff time.

12. Any other significant grant requirements or comments: *The projected funded by this grant is an unprecedented partnership between JPD, the Public Defender's Office, and the Superior Court. The collaborative approach to returning juvenile offenders to the community is an evidence based practice that can be expanded to serve more youth, and ultimately save significant amounts of funding in costs associated with recidivism.*

*JPD is now applying for additional grant funds to expand the JCRT to other placement youth.*

**\*\*Disability Access Checklist\*\***

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

Existing Site(s)

Existing Structure(s)

Existing Program(s) or Service(s)

Rehabilitated Site(s)

Rehabilitated Structure(s)

New Program(s) or Service(s)

New Site(s)

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: \_\_\_\_\_ (Name)

Date Reviewed: 11-25-09

Department Approval: Louise B. Houston, H.R. Director/ADA Coordinator  
(Name) (Title)

Louise B. Houston  
(Signature)



### Approved Budget for Second Chance Act Grant Request

	Year One Costs Fed.	Year Two Costs Fed.	Year Three Costs Fed.	Total Federal Share	Match
<b>SALARIES</b>					
<i>Positions</i>					
1 8444 Deputy Probation Officer	49,858	83,096	83,096	216,050	216,050
Fringe (calculated at 39%, per local Collective Bargaining Agreement)	19,444	32,407	32,407	84,259	84,259
8414 Supervising Probation Officer					606
2910 Social Worker	36,722	61,204	61,204	159,130	
Fringe (calculated at 43%, per local Collective Bargaining Agreement)	15,791	26,318	26,318	68,426	
Center for Juvenile and Criminal Justice Case Manager	28,200	6562	47,000	81,762	
CJCJ Fringe (calculated at 25%, per CJCJ)	7,050	2,188	11,750	20,988	
<b>TRAVEL</b>	5,000	2,500	2,500	10,000	
<b>CONSULTANTS/CONTRACTUAL SERVICES</b>					
Evaluation			20,000	20,000	
Center for Juvenile and Criminal Justice					93,750
IHBS and/or other Aftercare Programming					104,000
EPSDT Revenue for Medi-Cal reimbursable Services					132,600
Training (in Kind Match)					21,000
<b>MATERIALS AND SUPPLIES</b>					8,350
<b>TOTAL FEDERAL SHARE</b>					660,615
<b>TOTAL MATCH</b>					660,615
<b>TOTAL PROGRAM COSTS</b>	162,065	214,275	284,275	660,615	1,321,230

<b>Budget Summary</b>	
Total Personnel	673,598
Total Fringe	257,933
Total Travel	10,000
Total Equipment	0
Total Supplies	8,350
Total Contractual	371,350
Other	0
Indirect Costs	0
<b>Total</b>	<b>1,321,230</b>

**Second Chance Act Youth Offender Initiative Budget Detail for San Francisco's JCRT**

	Year One Costs	Year Two Costs	Year Three Costs	Total
<b>Proposed OJJDP Funds</b>				
<i>Positions</i>				
8444 Deputy Probation Officer	69,302	115,503	115,503	300,309
2910 Social Worker	52,513	87,522	87,522	227,556
<i>Community Services</i>				
Center for Juvenile and Criminal Justice	35,250	8,750	58,750	102,750
<i>Other</i>				
Evaluation			20,000	20,000
Travel			10,000	10,000
<b>Total OJJDP Request</b>	<b>\$157,065</b>	<b>\$211,775</b>	<b>\$281,775</b>	<b>\$660,615</b>
<b>Proposed In Kind Match</b>				
<i>Positions</i>				
8444 Deputy Probation Officer	69,302	115,503	115,503	\$300,309
8414 Supervising Probation Officer	606			606
<i>Other</i>				
Materials and Supplies	1,950	3,250	3,150	8,350
Training (In Kind Match)	5,000	8,000	8,000	21,000
<b>Total Proposed In Kind Match</b>	<b>\$76,858</b>	<b>\$126,753</b>	<b>\$126,653</b>	<b>\$330,265</b>
<b>Proposed Cash Match</b>				
<i>Community Services</i>				
Center for Juvenile and Criminal Justice	43,750	50,000		93,750
IHBS and/or other Aftercare Programming	24,000	40,000	40,000	104,000
EPSDT Revenue for Medi-Cal reimbursable Services	30,600	51,000	\$51,000	\$132,600
<b>Total Proposed Cash Match</b>	<b>\$98,350</b>	<b>\$141,000</b>	<b>91,000</b>	<b>\$330,350</b>

Total Proposed Program Cost	\$1,321,230		
Total Required Match	660,615		
Total Proposed Match	660,615		
Total Required Cash Match	330,308		
Total Proposed Cash Match	330,350		
Total Required In Kind Match	330,308		
Total Proposed In Kind Match	330,265		

	Annual Salary	Fringe	Total Annual Salary	
8444 Deputy Probation Officer	83,096	32,407	115,503	
2910 Social Worker	61,204	26,318	87,522	
CICJ Case Manager Fringe	47000	11750	58750	0.58%
			144,777	

## **Second Chance Act Budget Narrative For the San Francisco Juvenile Court Reentry Team**

San Francisco has requested \$660,615 in Federal funds to support the pilot phase of the Juvenile Court Reentry Team (JRCT). The JRCT is an unprecedented collaboration between the Superior Court of California, the San Francisco Juvenile Probation Department, the Public Defender's Office, and the Center on Juvenile and Criminal Justice (CJ CJ) to provide coordinated and comprehensive reentry case planning and aftercare services for youth returning to the community from out of home placement. The reentry court will ensure that a meaningful reentry plan will be developed by a team of probation staff, social workers, and case managers in partnership with the child's family.

The total proposed program budget for the JRCT is \$1,321,230. The majority of program costs cover positions dedicated to the JRCT including two probation officers (\$600,618 salary and fringe), one social worker (\$227,556 salary and fringe), and a case manager (\$102,750 salary and fringe). The requested federal funds will cover one probation officer, a social worker, and a case manager from CJ CJ for the grant period of 2.6 years totaling \$630,615. The costs for salaries and fringe were calculated using the city's standard budget protocol. Positions were budgeted at top step, and fringe benefits were budgeted based on the actual costs associated with those job classes; 39% for probation officers, 43% for social workers, and 25% for the case manager. Costs for the second probation officer and associated fringe benefits (totaling \$300,309) as well as \$606 for approximately 12 hours of planning time for the Supervising Probation Officer overseeing the Placement Unit are budgeted as an in kind match.

Federal funds have also been requested to cover travel costs for 3-5 JRCT team members to travel to Washington D.C. to attend the Second Chance Act conference to be held in February, 2010. Assuming flight costs, and hotel and per diem at the federal rate established by the U.S. General Services Administration (\$229 maximum hotel and \$75 M & IE) for three nights, JPD expects travel

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costs to total \$5,000 to \$7,000. Remaining travel funds will be used to cover costs for members of the JCRT to travel together to out of state placement sites.

San Francisco has budgeted \$371,350 for consultants and/or contracts. These funds will be used for a variety of purposes, as follows:

- \$104,000 for 2.6 years of community-based aftercare programming including Intensive Home Based Supervision (IHBS), Evening Reporting Centers (ERCs), case management and other services, budgeted as a cash match
- \$93,750 for services provided by the Center for Juvenile and Criminal Justice (CJCJ). CJCJ is a local non-profit organization with two existing city contracts to perform detention diversion and Intensive Home Based Supervision programming. Through the JCRT, CJCJ will expand their services to include intensive case management for youth returning from out-of-home placement. The JCRT case manager (funded with federal funds, see above) will link youth to other programs and referrals offered by CJCJ including wrap around and therapeutic services. Those services will be funded as a cash match.
- \$21,000 for dedicated training for the JCRT and for enhanced training opportunities for Probation Officers working with youth in out-of-home placements. Due to San Francisco policy, this service must be formally put out to bid through a Request for Proposals (RFP). An average rate of \$125 per hour was used to calculate the total training costs for 168 hours of training over the grant period. Training services are budgeted as a portion of San Francisco's in kind match.
- \$20,000 for a comprehensive evaluation of the JCRT. An average rate of \$125 per hour was used to calculate the cost for 160 hours of evaluative work over the grant period. While the

evaluation contract will be awarded through a formal RFP, San Francisco hopes to coordinate the JCRT evaluation with other similar violence prevention evaluation efforts already in progress. Federal funds have been requested to cover the evaluation component of the JCRT project.

- San Francisco has also included \$132,600 in federal Early Periodic Screening, Diagnosis, and Treatment (EPSDT) revenue for eligible activities as a portion of the grant's required cash match. San Francisco now offers clinical case management services to youth involved in the Juvenile Justice System, and as a result draws some EPSDT revenue for eligible services. The revenue is used to further fund aftercare programming for juveniles participating in the JCRT initiative. Specifically, EPSDT funds will support Intensive Home Based Supervision (IHBS), programming that offers youth clinical case management services as well as high level supervision in the community. IHBS workers make regular school, home, and curfew checks, and work with participants and their families to reinforce the case plans developed by the JCRT and to address any issues that may become a burden to their success.

The remaining \$8,350 in in-kind funds has been budgeted as materials and supplies for the four participating entities during the grant period.

Finally, the Superior Courts as well as the Public Defender's Office have agreed to dedicate additional time and resources to the effort on an as needed basis. For example, Judge Lam, who will preside over the Reentry Court, will work with the project team during development and in the early stages of implementation. In addition, an attorney with the Public Defender's office will work closely with the JCRT to ensure coordination and consistency between the departments. Finally, Juvenile Probation will eventually expand the concepts of the JCRT to all of its placement probation officers.

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This additional time is not reflected in the program budget, as it will be made on an as needed basis, and with only city/county funds.

10/27/2009

## **PROGRAM NARRATIVE**

**Project Abstract:** The San Francisco Juvenile Collaborative Reentry Team (JCRT) will provide coordinated and comprehensive reentry case planning and aftercare services for high need youths in out-of-home placement with the goal of reducing recidivism and placement failure by 50% over five years, increasing public safety. The JCRT will include representation by the Juvenile Probation Department (SFJPD), the Public Defender's Office, and the Center on Juvenile and Criminal Justice (community-based aftercare), and will be overseen by a dedicated judge in the Office of Collaborative Justice Programs (Juvenile & Family Programs) of the Superior Court of California. The initiative will serve 100 unduplicated youths per year. The JCRT will incorporate evidence-based practices such as Team Decision Making with youth and their families, risk-need assessment through the Youth Assessment and Screening Instrument, motivational interviewing, coordination by a collaborative court, and individualized case planning coordinated jointly with supervision and aftercare staff and beginning shortly after commitment. All required performance measures will be tracked by the SFJPD in partnership with the Public Defender's Office and community-based providers of aftercare services.

### **1. Statement of the Problem**

Over the past 15 years, the City and County of San Francisco has established itself as a national leader in developing alternatives to secure detention for juvenile-justice involved youth and in establishing innovative community-based aftercare programs. Following a nationwide trend of declining juvenile arrests, San Francisco's juvenile arrest rate declined 46.3% from 1995 to 2005. Since 1992, San Francisco juvenile detentions have declined 17.6% and detentions per arrests by 20.5%. The number of youth ordered to the California Division of Juvenile Justice

## San Francisco Juvenile Collaborative Reentry Team Timeline

Project Goal	Related Objectives	Activity	Expected Completion Date	Party Responsible
To improve collaborative inter-agency case planning and coordination for juvenile justice-involved youth in out-of-home placements beginning at adjudication through termination of probation.	Approximately 100 youth per year will be enrolled in the program based on assessment and referral by Probation Officer and/or Social Worker referral.	Design referral procedures to include all juveniles in out-of-home placement on the Juvenile Collaborative Reentry Team.	End of month 2.	Juvenile Probation, Public Defender
	Youth in the program will undergo a full assessment using the Youth Assessment and Screening Instrument (YASI) following adjudication to inform appropriate placement and service planning. Youth will receive an updated assessment as part of case planning six months prior to release (i.e. at time of six-month review hearing).	Implement screening procedures to involve the full JCRT. Begin screening youth according these procedures.	End of month 2.	Juvenile Probation, Public Defender
To address disproportionate rates of institutional detention and recidivism for low-income youth of color originating from San Francisco's low-income communities.	Families will receive intensive support beginning three months prior to release.	Plan team decision making meetings as youth are enrolled in program. Hold meetings three months prior to release	End of month 3. Ongoing.	Juvenile Probation, Public Defender, Reentry Case Manager
	Participants will have successful linkages with aftercare services six months post-release.	Provide ongoing coordinated case management.	End of month 6. Ongoing.	Reentry Case Manager
To implement a collaborative enhanced placement court as part of the Office of Collaborative Justice Programs (Juvenile & Family Programs) of the Superior Court of California.	Youth served will have a comprehensive and coordinated reentry case plan that addresses housing, vocational training, completion of education, therapy or drug treatment, and any additional services they require to succeed outside of placement.	Implement enhanced placement hearing to review all assessment-based service plans.	End of month 3. Ongoing.	Judge, Public Defender, Juvenile Probation
		Provide judicial monitoring of reentry services.	End of month 6. Ongoing.	
To conduct an evaluation of services and outcomes by independent evaluator.	Measure relevant data inputs for effect on recidivism and other behaviors.	Identify evaluator, engage in evaluation process.	Intermediate reporting from end of month 2. Final evaluation in third year.	Juvenile Probation



# SAN FRANCISCO JUVENILE COLLABORATIVE REENTRY TEAM LOGIC MODEL

**PROBLEM      SUBPROBLEM(S)      ACTIVITIES      OUTPUT MEASURES      OUTCOME MEASURES**  
Short term      Long Term

Disproportionate representation of high-needs minority youth in juvenile justice population and high rates of out-of-home placement failures and recidivism.

Need for improved collaborative decision making, case planning and monitoring of high-needs youth in out-of-home placement and in aftercare.

1. Assign youth to services team at time of commitment.
2. Conduct YASI Assessment using motivational interviewing before enhanced placement hearing, re-assess at six months and three months before release.
3. Provide Court monitoring beginning six months pre-release.
4. Conduct Team Decision Making meetings with Enhanced Placement Court Judge, Probation, Public Defender, Reentry Case Manager, youth and family six months and three months before release.
5. Create comprehensive service plan for reentry.
6. Provide coordinated case management with intensive services through reentry and stabilization.

100 youth will be enrolled in the program. All will receive assessment, service planning, and coordinated aftercare.

**Participants will:**

- Engage in collaborative case planning, along with their families and JCRT staff
- Have a comprehensive plan for reentry that addresses housing, education, vocational training/employment, therapy and/or drug treatment.

**Participating agencies will:**

- Have implemented formal Team Decision Making procedures, including enhanced placement court
- Have completed motivational interviewing training for all JCRT staff

**Participants will:**

- Enroll in school
- Secure employment or benefits
- Enroll in treatment services and reduce substance use
- Comply with terms of release
- Securing and maintain stable housing
- Maintain family stability

**Leading to:**

- Lower placement failures
- Lower re-arrest rates

**Goal(s)**

1. To reduce recidivism and placement failure for high needs youth
2. To improve inter-agency collaboration and Team Decision Making and promote continuity of care from commitment through termination of probation.

**Objective(s)**

1. Lower violation and recidivism rates
2. Increased educational enrollment and employment rates
3. Improved social functioning
4. Improved behavioral health treatment rates
5. Improved family and housing stability

(formerly California Youth Authority) has also decreased dramatically, with only four San Francisco youth sent there since 2006.

San Francisco's success in reducing juvenile arrest, detention, and detentions per arrest mask enduring disparities in arrest and detention rates. The majority of juvenile justice involved youth in San Francisco are African Americans and Latinos originating from specific, low-income communities with high levels of violence and gang activity. The juvenile justice system faces other challenges, as well, including high failure and recidivism rates for youth in out-of-home placements. In 2008, petitions were filed in 1,607 (46.6%) of 3,446 criminal cases referred to the San Francisco Juvenile Court. Of these, 12.7% (205) resulted in out-of-home placement. Of 1,012 unduplicated youth bookings in 2008, 78.6% were for first arrests and 21.4% had prior arrests.<sup>1</sup> In its next phase of reform, San Francisco must devise strategies to better serve these youth in order to reduce recidivism and further reduce juvenile crime.

In 2008, African American and Latino youth comprised 47.9% and 25.0% of juvenile probation referrals, respectively, despite the fact that African American juveniles make up only 12% of San Francisco youth ages 10 to 17, and Latino juveniles make up only 23%. In 2008, 108 of San Francisco's 205 out-of-home placements (53%) ended in placement failure, with African American and Latino youth comprising 72% and 21% of placement failures, respectively (SF Juvenile Probation Department). Between 1995 and 2005, the referral rate for White and Asian youth declined by 56.1% and 49.8%, respectively, while the referral rate for African American and Latino youth declined by only 6.9% and 13.1% respectively. The detention rate for White and Asian youth declined by 52.4% and 41.0%, respectively, while the detention rate for Latino youth declined by only 0.1% and *increased* by 9.3% for African American youth.<sup>2</sup>

These patterns reflect the disproportionate concentration of crime and violence in San Francisco's most disadvantaged and underserved communities. Police and juvenile probation data corroborate that juvenile offenders originate from—and return following placement to—San Francisco's most disadvantaged communities. In 2008, youth living in the Bayview Hunter's Point, Tenderloin, South of Market, Mission, Western Addition, Potrero Hill, Ingleside, and Visitation Valley neighborhoods accounted for nearly 75% of San Francisco's unduplicated juvenile referrals.<sup>3</sup> According to data from the Socioeconomic Mapping and Resource Topography (SMART) system, census tracts in these neighborhoods are among the most disadvantaged in the country. Bayview Hunter's Point has a mean Community Disadvantage Index (CDI) of 9 (more disadvantaged than 90% of census tracts in the country), and five of its twelve census tracts have CDIs of 10 (the most disadvantaged). The following chart shows CDI and educational attainment information for neighborhoods with the highest rate of juvenile probation referrals.

Neighborhood	# 2008 Juvenile Probation Referrals	% of all SF-origin referrals	Mean CDI	Max CDI	Min CDI	% 18-24 year olds w/o HS Diploma**
Bayview Hunter's Point	389	25.2%	9	10	6	34%
Visitation Valley	182	11.8%	6	10	1	18%
Mission	140	9.1%	7	8	4	26%
Western Addition	101	6.5%	5	9	2	8%
Ingleside/Excelsior	191	12.4%	6	8	2	19%
South of Market/ Tenderloin/Potrero Hill	149	9.7%	7	10	1	25%
Total for all targeted SF neighborhoods	1,152	74.6%	7	9	3	22%
Total for San Francisco*	1,544	100.0%	6	10	1	16%
*Excludes referrals from outside San Francisco and those of unknown origin						
**Mean of all census tracts within each neighborhood						

These same neighborhoods were mapped as gang turf, gang conflict, and shooting hot spot areas (clustered in and near gang turf) by the San Francisco Police Department. Hot spots cover only 2.1% of San Francisco's 47 square miles, but accounted for 42% of shootings in 2007.<sup>4</sup>

Data documenting outcomes for juveniles committed to out-of-home placement is limited. A recent seven-year study shows outcomes for 449 juvenile offenders age 13 to 17 in Los Angeles, California, who were referred to group homes between February 1999 and May 2000: 12 respondents had died (7 from gunshot wounds); 25% reported that they were in jail or prison for the entire previous 90 days; 27% reported symptoms of substance dependence; 36% reported recent hard drug use; 37% reported having been arrested within the previous year; and 66% reported committing an illegal activity within the previous year.<sup>5</sup>

To improve outcomes for juvenile justice-involved youth in out-of-home placement, San Francisco proposes the **Juvenile Collaborative Reentry Team (JCRT)**, an intentional partnership of key juvenile justice system partners that includes integration of pragmatic, evidence-based reentry practices.

In recent years, San Francisco has reduced use of out-of-home placement in favor of community-based supervision and rehabilitative services for all but the most serious offenses. Some youths nevertheless require structure and intensive services that cannot be provided in their homes.

Other youths cannot live at home because they are unsafe, unhealthy, or unavailable to them. For youth requiring out-of-home placement, group homes are seen as a preferable, less restrictive and institutional alternative to detention in county and state operated detention facilities. While this commitment may distance youth from destructive influences at critical times, it also disconnects them from potentially beneficial community, family, and educational supports. Of San Francisco youth currently in out-of-home placement, about 50 are in high-level group homes, 90% of which are out of county (mostly out of state) with an average placement duration of about 12 months. Magnifying the impact of the committed youth's disconnection from family and community is the historical reality that youth reentering from out-of-home placement often

do not receive well-coordinated reentry planning. Barriers to coordinated planning include “siloes” systems, high caseloads, resource shortages, group home locations far from the county of origin, and low skill capacity at group homes to proactively work with youth, families, and the local juvenile justice system on reentry planning. Evidence-based practice research on reentry planning asserts key success factors that include assessing family and support networks in order to reinforce positive connections; beginning transition planning back into the communities at the start of residential placement; a strong partnership with the local court, with the court convening a local reentry team; conducting pre- and post-release review hearings; remaining informed about the progress of each youth in its purview<sup>6</sup>; and use of a relational inquiry tool as part of the assessment.<sup>7</sup>

Strengthening and expanding reentry and aftercare services for high risk youth returning from placement has long been an unmet need on San Francisco’s juvenile justice planning agenda. JCRT presents an opportunity to build on emergent best practices in San Francisco’s juvenile justice system, and ultimately to implement a streamlined and dynamic system of care that can open doors for committed youth to a successful return home.

Through service needs and gaps analysis, we know that, without well-coordinated systems of communication, advocacy, monitoring and follow-through, juvenile offenders in group homes are at high risk for “falling through the cracks,” and thus for recidivism and other negative outcomes. In 2008, 108 of San Francisco’s 205 out-of-home placements (53%) ended in placement failure. Furthermore, juvenile offenders who are booked for repeated placement failures are at risk of commitment to a county juvenile detention facility.

San Francisco's current reentry system for juvenile offenders relies largely on a network of community based organizations contracted with the City to provide supportive services, including alternative education programs, case management, conflict mediation support groups, leadership development groups, life skills classes, enrichment programs, employment services, tattoo removal, and gender-responsive services. Although formal evaluation has generally shown excellent outcomes for these community-based programs,<sup>8</sup> there remains the challenge of ensuring that each reentering youth is equipped with a plan—informed by a validated risk-needs assessment—to connect with comprehensive and coordinated services upon release, and to ensure that these connections are sustained. Fragmentation of services and lack of communication among representatives of involved agencies are primary reasons for failure to assess needs and monitor services appropriately.<sup>9</sup> Evidence-based models such as the Intensive Aftercare Program stress that individualized case planning should begin shortly after commitment, should be coordinated jointly with institutional and aftercare staff, and should include a mix of supervision and intensive services through a network of community providers.<sup>10</sup>

The Juvenile Justice Local Action Plan, developed annually by the San Francisco Juvenile Justice Coordinating Council, identifies juvenile justice system goals as well as key system and program gaps to inform priorities for funding allocation. The goals of the system are:

- To reduce the recidivism rate for youth in the juvenile justice system
- To reduce the inappropriate or unnecessary use of secure detention
- To reduce the overrepresentation of minority youth in the juvenile justice system
- To hold youth and families involved in the juvenile justice system accountable
- To hold city departments, public agencies, and community-based organizations involved in the juvenile justice system accountable for performance-based outcomes

- To bring together all relevant city departments, city commissioners, public agencies, community-based organizations, faith-based organizations, youth and families in partnership to frame solutions and services
- To innovatively craft smart strategies for leveraging resources across juvenile/criminal justice departments and committing to sustained, coordinated efforts that strengthen the intersection between associated systems and services
- To prevent delinquent behavior by youth at risk for entering the juvenile justice system

In 2009, the system and program gaps articulated in the Local Action Plan included the need for more collaboration and communication between probation and community based organizations (including more referrals to those organizations), and the need to maximize collaboration and minimize duplication across systems. The Chief of the Juvenile Probation Department (JPD) meets regularly with a 25-member coalition of service providers called the Juvenile Justice Providers Association to discuss systematic hurdles and to move toward appropriate and near-term solutions. Additionally, the Mayor's Office of Community Investment has started a series of working group meetings with public and nonprofit partners to discuss current juvenile justice strategies and make practical recommendations for strengthening beneficial current strategies and for adding local best practice service options for high risk youth. Improved reentry and aftercare services are regularly identified as a local need.

In addition to pulling initiative ideas from completed reentry and aftercare planning, San Francisco can capitalize on a track record of success addressing front end legal needs of youth committed to out-of-home placement. Through the Juvenile Accountability Block Grant (JABG) program, the Public Defender's Office has hired a Placement and Education Attorney (PEA) to advocate for the needs of juvenile offenders in placement. The PEA works closely with the JPD

to assess and secure the most appropriate placement to meet the individualized needs of the client. This has resulted in fewer AWOLS and placement failures as well as earlier graduation from placements. The PEA has also developed reentry plans for her clients, which have led to a reduction of Public Defender clients in out-of-home placement and successful termination from wardship probation. The Attorney maintains regular contact with clients in placement to ensure their needs and concerns are addressed with the assistance of a dedicated youth advocate, who also provides case wrap and client management services.

The Attorney also provides educational advocacy on behalf of placement clients as well as other Public Defender clients with special education needs. This includes client representation in Individualized Education Plan meetings, manifestation hearings and expulsion hearings with the San Francisco Unified School District. Educational advocacy has resulted in fewer failures in school placements, reduction in tardiness and unexcused absences, and advocacy to higher level school placements to address the mental and emotional health needs of higher risk youth. The Courts and Juvenile Probation have come to rely on the educational services of the Public Defender Education and Placement attorney, resulting in more youth returning home stabilized and to the most appropriate educational setting.

The Juvenile Probation Department is taking additional steps to address the barriers and gaps identified through evaluation and local action planning. JPD is part of an interagency effort to reduce out-of-home placement and ensure that all such placements are based on accurate, multi-disciplinary assessment. It has implemented the validated Youth Assessment and Screening Instrument (YASI) with all probationers and has trained all probation officers in motivational interviewing techniques. In partnership with the San Francisco Human Services Agency (HSA) and other community organizations, JPD has begun the practice of case conferencing to link



youth returning from out of state and at high-level care group homes to services in the community. A designated probation officer has been working with a caseload of youth being followed continuously, pre-placement through release, to ensure appropriate placement and improved aftercare planning.

The proposed Juvenile Collaborative Reentry Team initiative will formalize and build on these interim system improvements, ensuring accurate assessment, appropriate placement, continuous and coordinated multi-disciplinary reentry planning during placement, and well-coordinated and monitored community-based after care services for youth in out-of-home placement. Threading elements of pragmatic and humane deterrence, proactive rehabilitation and youth development, and strength-based tools and policies into its design, the JCRT initiative will ensure that youth get connected with an appropriate out-of-home placement, receive professional treatment and care while in placement, and are efficiently connected with the JCRT team upon return, incorporating family and community networks into the entire reentry planning process.

## **2. Impact/Outcomes and Evaluation/Performance Measure Data Collection Plan**

The overarching goal of the JCRT is to reduce recidivism among San Francisco juveniles committed to out-of-home placement. We propose to serve 100 youth per year, providing each youth with a uniquely tailored reentry case plan that reflects his or her assessed needs. Data collection will be designed to track individual level OJJDP-required performance indicators such as educational enrollment, vocational training and employment, housing, treatment, and other services needed for successful reintegration into the community. On a systems level, the program will track its own progress in implementing the evidence-based practices described in this proposal.

The goals of the Juvenile Collaborative Reentry Team (JCRT) initiative are:

1. To reduce recidivism for youth returning from out-of-home placement by 50% over five years through comprehensive aftercare service linkages and monitoring, thereby reducing the disparate rates of juvenile crime and recidivism in San Francisco's low-income, minority communities.
2. To improve collaborative inter-agency case planning and coordination for juvenile justice-involved youth in out-of-home placements beginning at commitment through termination of probation.
3. To implement a collaborative enhanced placement court as part of the Office of Collaborative Justice Programs (Juvenile & Family Programs) of the Superior Court of California.

Objectives:

1. Approximately 100 youth per year will be enrolled in the program based on assessment and referral by Probation Officer or Social Worker.
2. 100% of enrolled youth will undergo a full risk-needs assessment at adjudication using the Youth Assessment and Screening Instrument (YASI) to inform appropriate placement and service planning.
3. 100% of enrolled youth will receive an updated assessment as part of case planning at the time of their review hearing, six months prior to release.
4. 100% of families of enrolled youth will receive intensive support beginning three months prior to release.
5. 100% of enrolled youth will have a comprehensive and coordinated individualized reentry case plan that addresses housing, vocational training, completion of education, therapy or

drug treatment, and any additional services they require to succeed outside of placement based on assessed needs.

6. At least 75% of enrolled youth will have successful linkages with aftercare services six months post-release.

As required by OJJDP, the program will track the following performance measures:

- Number of youth released
- Number of youth served by the program
- Number of youth who re-offend
- Percent of youth recommitted to a juvenile facility for a new offense
- Percent of youth sentenced to adult prison
- Percent of youth who violate conditions of release
- Percent of youth who become employed
- Percent of youth who are enrolled in an educational program
- Percent increase in the number of youth who find housing
- Percent of youth assessed as needing substance/alcohol abuse services
- Percent of youth assessed as needing mental health services
- Percent of youth enrolled in a mental health program
- Percent of youth who exhibit a desired change in the targeted behavior
- Percent of youth involved in community activities
- Number of evidence-based reentry programs/practices implemented

All performance data will be retrieved using the Juvenile Probation IT system in coordination with the Public Defender's Office. Utilization and outcomes data for community-based aftercare services will be collected and analyzed in coordination with the Department of Children, Youth

and Families (DCYF) as part of a formal evaluation of San Francisco's community-based violence prevention programs. DCYF has contracted with Davis Ja, a San Francisco-based evaluation consulting firm to perform the assessment, and JPD sits on the advisory panel for the evaluation.

### **3. Project/Program Design and Implementation**

San Francisco has a strong collaborative team in place between the Superior Court/Office of Collaborative Justice Programs, the Juvenile Probation Department, the Public Defender, and the Center on Juvenile and Criminal Justice (a community based organization) for the purpose of building on the City's most promising reentry practices. This Juvenile Collaborative Reentry Team (JCRT) will implement team decision making practices while juvenile offenders are in custody and will ensure closely monitored planning through the reentry process, with coordinated case management and brokered comprehensive services designed to reduce recidivism and maximize positive outcomes for juveniles released in San Francisco. The goal of the proposed program is to improve outcomes for juvenile justice involved youth in "out-of-home" placements, the vast majority of whom come from San Francisco's low-income communities of color. Outcomes for these high-need youth will be improved through the use of validated risk-needs assessment methods, coordinated reentry planning that begins at adjudication, and carefully coordinated and monitored community-based after care services.

San Francisco has proved itself as a national leader in coordinated reentry planning and innovative program implementation. In 2008, the Board of Supervisors enacted legislation to formalize a single Reentry Council for the City and County of San Francisco comprised of representatives from the Mayor's Office, Public Defender's Office, District Attorney's Office, Sheriff's Department, Police Department, Adult Probation Department, Juvenile Probation

Department, Department of Economic and Workforce Development, Human Services Agency, Department of Public Health, Department of Child Support Services, San Francisco Superior Court, California Department of Corrections and Rehabilitation Division of Adult Parole Operations, and the U.S. Probation and Pretrial Services System. The other seven members of the Reentry Council must be former inmates of the San Francisco County Jail, a California Department of Corrections and Rehabilitation facility, and/or a United States Bureau of Prison facility, with at least one having been released from custody within two years of his/her appointment, at least one having served multiple terms; and at least one being age 18 to 24 at the time of appointment.

The Reentry Council provides the Mayor, the Board of Supervisors, the public, and any other appropriate agency with accurate and comprehensive information about programs that serve the reentry population, barriers faced by this population, best practices to meet the needs of this population, and funding sources for programs and practices that address the needs of this population. The Reentry Council will provide policy and implementation oversight to the JCRT initiative, and will lead ongoing efforts to leverage funding and resources to ensure its long-term success and sustainability.

Since 1997, San Francisco's oversight of its juvenile justice systems has been coordinated by the Juvenile Justice Coordinating Council (JJCC), a multi-agency body established to develop the Juvenile Justice Local Action Plan. The Plan identifies the resources and strategies for providing an effective continuum of responses for the prevention, intervention, supervision, treatment, and incarceration of male and female juvenile offenders, including strategies to develop and implement locally or regionally based out-of-home placement options for juveniles.

Proposed Activities. The San Francisco Juvenile Collaborative Reentry Team will implement a coordinated system for assisting youth during the reentry process from out-of-home placements. A dedicated Judge, Reentry Probation Officer, Social Worker, and community-based Reentry case management will assure that youth will be assisted in a comprehensive and monitored transition and community reintegration process. JCRT members will include: the Judge, the Defense Attorney, Reentry Probation Officers, Reentry Social Workers, and Reentry Case Managers.

A critical member of the team will be the youth approaching reentry. At every turn, the youth will be involved in making decisions that will impact services, education, vocational opportunities, and other areas. Reentry judges have found that having the youth sign a contract describing their reentry plan increases the youth's investment in the process.<sup>12</sup>

Also included at every juncture will be the family. Research has shown that involving the family in planning and assisting family members in developing skills to work with the youth has a tremendous impact on successful reentry.<sup>13</sup> In order to facilitate family support for juveniles in reentry, the JCRT team will involve the family in team meetings at the six month and three month pre-release points, and will work to educate family members on needed parenting and supervision techniques, available services for families and juveniles, and planning tools for vocational and educational services.

Adjudication. Enhanced services will be provided to high need juveniles in out-of-home placement by linking them to the JCRT as early as possible in their commitment. During the pilot, all youth who are determined to be at a Rate Classification Level (RCL) of 12 or higher will be assigned to the JCRT. For juveniles placed in the San Francisco Bay Area, the reentry PO will be assigned to the youth upon placement. For those placed outside of the Bay Area, the

juvenile will be assigned to the JCRT once the case is referred to the enhanced placement court. Including Probation Officers who are not formally part of the JCRT will help to ensure manageable caseloads for the JCRT POs while also introducing the remaining placement POs to the new model. While only two POs will be dedicated to the JCRT, all POs in the unit will participate in the trainings and workshops associated with this new effort.

Once a youth is referred to the JCRT, the dedicated probation and social work staff will connect with youth and their families, conduct the initial assessment, and track their progress while they are in the assigned placement.

Assessment. Upon adjudication, the assigned probation officer will perform the risk-needs assessment and Youth Assessment and Screening Instrument (YASI) with each participant. Results will be used to guide the design of an individual service plan. A follow-up assessment will be conducted in conjunction with the six month review.

San Francisco's JPD has fully implemented YASI for probationers. The comprehensive risk, need, and protective factor assessment instrument is designed for use in juvenile probation and other high-risk youth service settings. The instrument is based on an assessment model first developed for juveniles in the State of Washington where it is used in all 33 juvenile courts in that state. The New York State Division of Probation and Correctional Alternatives later adapted it as a model for risk, needs and strengths assessment to inform services planning in juvenile probation in New York State. Using individualized assessment based on systematic procedures, service providers are in a better position to match the levels and types of interventions to the levels of risk and needs that are presented by individual youth.

YASI has proven to be an effective tool for assessing case management needs based on the information gathered. A recent study two-year validation study was showed that YASI remains a valid and useful tool for predicting outcomes over a minimum period of two years.<sup>14</sup> This systematic assessment will afford greater consistency in data gathering used to develop individual case plans across the state, will increase the probation system's capacity to ensure that the right youth were matched to the right services, and will improve both the county and the state's ability to identify effective services gaps within the larger service delivery network..

Evidence-based practice research shows the importance of assessing family and support networks as part of reentry planning in order to reinforce positive connections. Use of a relational inquiry tool as part of assessment has been shown to reduce recidivism and also build rapport between the professional using the tool and the client.<sup>15</sup>

Critical to this program's focus on coordinated case management and team decision making, the YASI tool includes an in-depth assessment of the family environment. Questions address the family history, the adults living in the home, the opportunities for learning, parental caring and supervision, and how the family responds to conflict and applies consequences. Answers will allow the coordinated JCRT team to begin the service planning process with the family immediately after assessment. All team members will be trained in motivational interviewing so that they may use the results of the YASI to begin building rapport around family issues from a strengths-based perspective. Motivational Interviewing has been cited as an evidence-based practice for use with probationers and parolees by the National Institute of Corrections.<sup>16</sup>

Other important areas addressed by the YASI include legal history, school history and enrollment status, community and peer relationships, alcohol and drug involvement, physical and mental health history, skills, and employment relationships.



Hearing. JCRT youth will be referred to an “Enhanced Placement” court overseen by a designated judge. The court will focus on the placement and reentry success of JCRT participants, and will play an active role in coordinating JCRT efforts. The JCRT services team will ensure that the case plan reflecting the results of the YASI assessment is in place and introduced to the family through the team meetings that occur six months and three months prior to release. Youth who are unable to attend these hearings will be consulted through coordinated placement visits from JCRT members. Official notice to the court of family engagement will occur 15 days prior to release. The written reentry plan will be approved by the court and signed by the youth, primary guardian, and PO.

Reentry Case Planning. The service team will use the required local six-month review hearings to re-evaluate each youth’s progress and timing for release. At the six-month release marker (coinciding with the review hearing), the PO will update the risk-needs assessment and work with the team, the youth, and the family to prepare a preliminary release plan. The JCRT will meet regularly to consult and coordinate on the youth’s progress, and at three months the team will finalize the plan. Reentry plans may include housing, vocational training, completion of education, therapy or drug treatment, and any additional services a youth may require to succeed outside of placement. At the time the plan is finalized, the case manager will begin the intensive process of preparing the youth and family for reentry. Visits to out of state placements by the reentry case manager will be coordinated with the PO’s regular visits to ensure coordination and consistency. The case manager will update the JCRT on the preparations during the team’s regularly scheduled meetings. The reentry case manager will provide ongoing stabilization assistance with the cooperation of probation, ensuring a stable contact for the youth and an open door to a supportive network in the community. Research on child development demonstrates

that the more relationships youths have with caring adults, the lower their risk-taking behavior and the greater likelihood that they will resist dangerous influences, succeed in school, and exhibit fewer behavior problems, including delinquency.<sup>17</sup>

Case planning is a systematic process of establishing goals and developing appropriate activities and interventions to achieve them. Case planning will strive to create comprehensive service continuums tailored to the unique issues and needs of each youth and family. The services team will focus on the strengths, assets, and resources of the individual youth, their families, and community. Case planning will greatly increase the opportunities for successful reentry due to:

- Involvement and commitment of the youth, their family, social network members and professionals in the planning process.
- Identification of roles and activities to help the services team ensure follow-through and accountability.
- The plan serving as a guide for the case, and being used to monitor completion of tasks, activities, and responsibilities, as well as achievement of objectives.
- The goals, objectives, and activities of the plan providing a means of evaluating its impact.

All case plans will include, at a minimum:

1. School assignment and placement prior to release date.
2. Advocacy by defense attorney, social worker, and case manager for current Individual Education Plans for special education youth.
3. Family reintegration and counseling to be provided prior to and after release.
4. Assessment and provision of individualized counseling, such as substance abuse, anger management, behavioral and mental health needs.
5. Consideration of vocational readiness and employment opportunities.

6. Provision of gender specific services to meet the special needs of girls.

Reentry. Once a youth is released, The Reentry Case Manager will employ an intensive case management strategy to carry out the designated case plan. The Case Manager will work primarily with juveniles already released to ensure quality time and services are delivered and devoted to each individual client's personal needs. Center on Juvenile and Criminal Justice (CJ CJ; community-based aftercare) staff will connect their clients to an individualized range of community-based services that are selected to address the reasons the client may have resorted to delinquency in the first place. CJ CJ uses a positive and supportive, while assertive, case management approach to ensure that the youth take advantage of available services.

CJ CJ staff will work to promote each youth's adjustment into the community by monitoring his or her compliance to the program and providing support to help him or her overcome adversities and avoid patterns that lead to recidivism. Specifically, they will 1) determine the extent to which the service plan is being implemented; 2) assess achievement of case plan objectives; 3) determine service and support outcomes; 4) identify new youth/family needs requiring changes in the service plan; 5) ensure program funds are being properly utilized; and 6) provide consistent, close supervision to promote public safety and ensure compliance. Close contact with the Juvenile Probation Department will be ongoing.

CJ CJ staff use face-to-face visits from three times a day (during the first week after referral) to three times a week (second and third months). Staff members act as role models and mentors, providing stable and encouraging support structures for their clients, many of whom otherwise have very limited resources. Some CJ CJ case managers have backgrounds similar to the lives of the clients they are serving and are thus quickly able to facilitate trusting relationships with clients. Interactions between the program staff and youth allow the youth to respect the value of

interpersonal support while learning to enhance their self-sufficiency and accountability within the broader community. CJCJ case managers will submit monthly reports to the JCRT updating the team on the youth's progress. Any court reports will be developed by the JCRT and will include the joint recommendations of that team.

This intensive advocacy and case management model is well-suited for high risk or repeat offenders with special needs because the case managers are able to tailor highly individualized plans that are responsive to the youth's needs, progress, and specific interests.

In CJCJ's current programs, case managers develop and implement case plans, maintain frequent contact with youth and their support systems, and broker services from community agencies for needs that the agency cannot meet in-house. CJCJ will have a licensed clinician who can work with youth, families, and the CJCJ case manager for effective case planning, case conferencing, and case monitoring.

Individual, Family, and Group Therapy. CJCJ's mental health director and therapist will provide direct individual, family, and group therapy to youth who have been mandated by the court to participate in weekly therapy. Family therapy will involve parents, foster parents, extended family, and/or other supportive figures in the youth's life. Group therapy may address substance abuse treatment, anger management, gender-specific counseling, violence prevention, and cognitive restructuring and behavior modification. For youth who have socialization as part of their case plan, group therapy also may include structured, supervised, pro-social peer-interaction activities and exercises. Groups may be run by LCSWs at CJCJ or by outside contractors who specialize in the theme or focus of the particular group. Groups will take place twice a month or as appropriate.

Most case plans also will include appropriate other programs and services. Identifying individual service referrals for the youth and family will take into consideration youth/family ethnicity; cultural values, principles and practices; the neighborhood/community in which the youth/family reside; and the youth/family's own desires, preferences, and priorities. The Case Manager will play an important role in monitoring the youth's participation and success in programs that address family functioning and skills development, life skills, education support, legal self-help training, basic needs provision, benefits assistance, vocational training and employment support, and housing planning.

This level of coordinated case management has shown excellent results in the target population of economically disadvantaged, racial minority youths in custody. Demonstration programs that have adapted the Intensive Aftercare Programs model for disadvantaged minority youth, such as the Minority Youth Transition Program in Oregon, have begun to show positive results in reducing high rates of recidivism.<sup>18</sup>

#### **4. Capabilities/Competencies**

Project Staff Roles and Responsibilities. The JCRT initiative is collaboration between the San Francisco Superior Courts, Juvenile Probation Department (JPD), Public Defender's Office Juvenile Division (PD), and the Center on Juvenile and Criminal Justice (CJCJ). Each department will have dedicated staff working with each youth, continuously from adjudication and placement through reentry and termination of probation. Team members will include.

Judge: One designated judge will oversee the work of the JCRT, presiding over all reentry hearings for juvenile offenders returning from out-of-home placements. The judge will be the lead JCRT convener and will hold monthly team meetings to consult on the JCRT caseload.

Deputy Program Probation Officer (2 FTE): These dedicated POs will provide continuous supervision from the time of adjudication to termination of probation to ensure appropriate placement and comprehensive aftercare planning, in collaboration with the social worker, defense attorney, case manager, parents, and youth.

Placement and Education Attorney (1 FTE): This position representing each youth in placement will participate in all collaborative decision making, including assessing and securing appropriate placements for each youth, devising the reentry plan, and providing educational advocacy.

Social Worker (2 FTE): Social workers will assist the attorney throughout a client's term in out-of-home placement, working collaboratively to develop reentry plans upon vacating of out-of-home placement. They will conduct interviews with clients and/or their family members and other interested parties to obtain a comprehensive assessment of the child's needs; obtain and analyze confidential psychological, medical and social histories; provide crisis intervention and management; identify specific services and resources in the community to address the client's needs; maintain records, logs, and case files; conduct psychosocial needs assessments and prepare written reports and treatment plans in support of the client's position; and visit homes and placements as needed in the course of their work.

Case Manager (Aftercare) (1 FTE): This position will ensure that services identified in the reentry plan are provided to the youth, working with the JCRT team to develop and implement case plans, maintaining frequent contact with youth and their support systems, and brokering services from community agencies for needs that cannot be met in house.

Key Implementing Staff

Patricia Lee is the Managing Attorney for the Juvenile Division of the San Francisco Public Defender's Office. Ms. Lee has been a Deputy Public Defender in San Francisco since 1978, and

has been practicing in the Juvenile Courts since 1981. She is co-author of the CEB California Criminal Law Procedure and Practice, 5th Edition Juvenile Law and Procedure chapter (multiple editions), and of the CEB California Criminal Law Forms Manual, Juvenile Delinquency section (2001 edition). Ms. Lee served as a technical advisor to the American Bar Association Office of Juvenile Justice and Delinquency Prevention for the Due Process Advocacy Program, a national program to increase children's access to counsel in juvenile delinquency proceedings and to improve the quality of legal services rendered to children. She is a core member of the John D. and Catharine T. MacArthur Research Network on Adolescent Development and Juvenile Justice, an interdisciplinary agency bridging research, policy and practice for at-risk youth. She is a member of the Family and Juvenile Law Advisory Committee of the Administrative Office of the Courts, Center for Families, Children and the Courts. Ms. Lee will lead implementation for the Public Defender's Office and will supervise the Placement and Education Attorney.

William Sifferman is Chief Juvenile Probation Officer and a charter member of the San Francisco Reentry Council. Prior to this appointment, Chief Sifferman served as Deputy Director of Probation and Court Services for Cook County Juvenile Probation Department in Chicago, where he led a number of juvenile justice system reform initiatives. He was responsible for developing and managing the state's first Juvenile Intensive Probation Supervision Program, the state's first Juvenile Intensive Drug Program, and the Home Confinement Program. He was co-author of the successful grant proposal leading to Cook County's selection as a Juvenile Detention Alternatives Initiative site by the Annie E. Casey Foundation in 1994, and led the Department's participation in this national project, later identifying Cook County as a "national model site." During Chief Siffermann's 38 year career in Juvenile Probation, he has presented numerous workshops on Juvenile Justice issues for the Office of Juvenile and Delinquency

Prevention, the National Juvenile Detention Association, the Annie E. Casey Foundation and the National Association of Juvenile and Family Court Judges. He was a charter partner of the Illinois Juvenile Detention Alternatives Initiative, where he was a key leader in statewide detention reform. Under the leadership of Chief Probation Officer Siffermann, the San Francisco Juvenile Probation Department (JPD) locates, develops, and administers programs for the assessment, education, treatment, appropriate rehabilitation and effective supervision of youth under the jurisdiction of the Department. Chief Sifferman holds a Bachelor's Degree in Communications from Loyola University and a Masters Degree in Social Justice from Lewis University.

Dan Macallair is the Executive Director and co-founder of the Center on Juvenile and Criminal Justice (CJCJ). His expertise is in the development and analysis of youth and adult correctional policy. He has implemented model community corrections programs and incarceration alternatives throughout the country. In 1993, Mr. Macallair established the Detention Diversion Advocacy Program (DDAP) for serious and chronic youth offenders in San Francisco's juvenile justice system. This program was cited as an exemplary model by the United States Department of Justice and Harvard University's *Innovations in American Government* program. In 1994, Mr. Macallair received a leadership award from the State of Hawaii for his efforts in reforming that state's juvenile correctional system and developing model community-based reentry programs. In August 2007, Mr. Macallair initiated a technical assistance project to assist California counties in developing model intervention programs for high-end youthful offenders. Mr. Macallair is presently involved in the efforts to reform California's adult sentencing and parole practices and serves as an advisor to the State's prestigious Little Hoover Commission.



Judge Newton J. Lam is the son of immigrant parents from Hoi Ping, Guangzhou, China. He was born and raised in San Francisco's Chinatown/North Beach district and is a graduate of City College of San Francisco and UC Berkeley and Hastings College of Law. He served as a public defender, private attorney, special assistant to the Mayor of San Francisco, and a Court Commissioner before his appointment to the bench in 2001. Career highlights include participation in the Asian American Residential Recovery Services, the SF Jail Overcrowding Committee, the Police Discipline Task Force, the SF Bail Commissioner Project and the SF Drug Court Program. He has sat in all of the judicial assignments at the Juvenile Court except Traffic. He currently handles the recidivist and placement calendars in Juvenile Court.

#### Key Implementing Agencies

San Francisco Juvenile Probation Department: The mission of the San Francisco JPD is to serve the needs of youth and families brought to its attention with care and compassion, identify and respond to the individual risks and needs presented by each youth, engage fiscally sound and culturally competent strategies that promote the best interests of the youth, provide victims with opportunities for restoration, identify and utilize the least restrictive interventions and placements that do not compromise public safety, hold youth accountable for their actions while providing them with opportunities and assisting them to develop new skills and competencies; and to contribute to the overall quality of life for the citizens of San Francisco within the sound framework of public safety as outlined in the Welfare & Institutions Code. JPD Probation Services supervises youths who are alleged and have been found to be beyond their parents' control, runaway, or truant, as well as those who have been found to have committed law violations. JPD operates Juvenile Hall, the short-term detention facility for youth in custody awaiting hearings or placement, and Log Cabin Ranch, the post adjudication facility for

delinquent male juveniles. JPD's Private Placement Unit supervises youth removed from their homes by the Court and placed in non-secure facilities, such as foster homes, group homes and residential treatment programs primarily in California as well as Nevada, Colorado and Pennsylvania. The Probation Officers supervise the youth while in placement, monitor suitability of the placements and prepare aftercare plans for youth completing programs. JPD works with the Department of Children, Youth and Families and the Mayor's Office of Community Investment to fund \$10 million in violence prevention and intervention programs for youth and young adults who are involved or at risk of involvement in the juvenile justice system. The range of programs includes intensive home-based supervision in seven neighborhoods, home detention, evening reporting centers, mentorship programs, peer counseling, status offender services, gender specific programming, and pre-placement shelter care and evaluation. In addition, the Focus Vocational Program works exclusively with youth on probation and in custody.

JPD is involved in several ongoing systems change efforts that bear directly on the challenges and opportunities described in this proposal. It is one of five City agencies that serve on the Task Force on Residential Treatment for Youth in Foster Care.

SF Public Defender's Office, Juvenile Division: The PD's Office has a long and distinguished history of providing high-quality reentry services as part of its legal advocacy. The reentry unit provides its adult clients with an innovative blend of legal, social, and practical support through three programs: Clean Slate Program, Children of Incarcerated Parents program, and social work services. Reentry social workers work with deputy public defenders to address underlying and contributing social and behavioral health needs. They have extensive knowledge of San Francisco social services and treatment networks, as well as deep relationships with the social services staff and directors to which they connect their clients. They provide legal advocacy,

offering alternatives to incarceration based on a client's individual circumstances and need. A recent evaluation of the reentry unit found that its work resulted in reduced sentence lengths, effective use of alternatives to incarceration, and cost savings for the criminal justice system (LFA 2009). The Public Defender's Office administers San Francisco's allocation of Juvenile Accountability Block Grant (JABG) funds.

Office of Collaborative Justice Programs (Juvenile & Family Programs), Superior Court of California: This office offers a Juvenile Behavioral Health Court through which youth receive an integrated case plan developed by a team of public and private partners, including the Superior Court, Juvenile Probation, Department of Public Health, SF Unified School District, and the Youth Treatment and Education Center. This program has been in existence for nearly ten years.

Mayor's Office of Community Investment: The MOCI partners with the community to strengthen the social, physical, and economic infrastructure of San Francisco's low-income neighborhoods and communities in need. In 2008, MOCI began administering juvenile and criminal justice funds previously overseen by the Mayor's Office of Criminal Justice. MOCI seeks to improve public safety and strengthen the efficacy of the juvenile and criminal justice system through collaborative partnerships with city agencies, community based organizations, residents, and state and federal funding agencies. Ongoing juvenile and criminal justice activities include grant making to reduce crime and delinquency among youth and young adults ages 12 to 25, citywide violence prevention planning, and research and public policy development. MOCI administers State Juvenile Justice Crime Prevention Act (JJCPA) funding.

Center on Juvenile and Criminal Justice: CJCJ is a non-profit organization that has provided direct services, technical assistance and policy research in the juvenile and criminal justice fields since 1985. CJCJ's mission is to reduce levels of incarceration by implementing well-designed

rehabilitative and support services, and to promote balanced and humane criminal justice policies. CJCJ pursues this mission through the development of model programs, technical assistance, and public policy analysis. Since 1993, CJCJ's Detention Diversion Advocacy Project (DDAP) has provided intensive case-management to the highest-risk youth in San Francisco's juvenile justice system. Case managers develop and implement case plans, maintain frequent contact with youth and their support systems, and broker services from community agencies. In 2002, CJCJ expanded the DDAP model to include direct mental health treatment and expanded program goals to include addressing psychological needs and reducing psychiatric symptoms. CJCJ's licensed clinicians work with youth, families and CJCJ case managers for effective case planning, case conferencing and case monitoring. Early And Periodic Screening, Diagnosis and Treatment services include targeted case management, medication support/maintenance, individual, family and group therapy, and linkage to collateral services such as family functioning and skills development, life skills development, parenting skills development, education support, legal self-help training, basic needs, benefits assistance, vocational training and employment support, and housing. DDAP is a past recipient of a Harvard University *Innovations in Government Semifinalist* Award and has been replicated in cities around the nation, including Oakland, Philadelphia, Baltimore, Boston, and Washington DC. An August 2005 US Department of Justice publication on juvenile detention alternatives cited San Francisco's DDAP as a national model. CJCJ has played a leadership role in developing effective community-based alternatives to residential placement. They spearheaded a wraparound system through Title IV-E and SB 163 waivers for youth at all levels of the child welfare and juvenile justice systems which allowed funding streams previously used solely for

residential placement to support community-based alternatives. CJCJ is San Francisco's primary provider of aftercare services for youth in out-of-home placement.

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3. *2008 Statistical Report*, 4.
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5. Ramchand R, Becker K. "Seven-Year Life Outcomes of Adolescent Offenders in Los Angeles," *American Journal of Public Health*, v. 99 no. 5 (2009), 863-870.
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10. National Council on Crime and Delinquency, *Implementation and Outcome Evaluation of the Intensive Aftercare Program: Final Report*, March 2005.
11. National Council of Juvenile and Family Court Judges.
12. Ibid.
13. Guarino-Ghezzi S, Tirrell C. "Guards or Guardians? A Theoretical and Empirical Analysis of Parenting Styles in Juvenile Correctional Programs," *Justice Policy Journal*, v. 5, no. 2 (2008).
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16. Clark M, Walters S, Gingerich R, Melzer M. "Motivational Interviewing for Probation Officers: Tipping the Balance Toward Change," *Federal Probation* v. 70, no. 1 (2006).
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Department of Justice  
Office of Justice Programs

Office of the Assistant Attorney General

Washington, D.C. 20531

September 22, 2009

Mr. William Siffermann  
City and County of San Francisco  
1 Dr. Carlton B. Goodlet Place  
San Francisco, CA 94102

Dear Mr. Siffermann:

On behalf of Attorney General Eric Holder, it is my pleasure to inform you that the Office of Justice Programs has approved your application for funding under the FY 09 Second Chance Act Youth Offender Reentry Initiative in the amount of \$660,615 for City and County of San Francisco.

Enclosed you will find the Grant Award and Special Conditions documents. This award is subject to all administrative and financial requirements, including the timely submission of all financial and programmatic reports, resolution of all interim audit findings, and the maintenance of a minimum level of cash-on-hand. Should you not adhere to these requirements, you will be in violation of the terms of this agreement and the award will be subject to termination for cause or other administrative action as appropriate.

If you have questions regarding this award, please contact:

- Program Questions, Jennifer H. Yeh, Program Manager at (202) 616-9135; and
- Financial Questions, the Office of the Chief Financial Officer, Customer Service Center (CSC) at (800) 458-0786, or you may contact the CSC at [ask.ocfo@usdoj.gov](mailto:ask.ocfo@usdoj.gov).

Congratulations, and we look forward to working with you.

Sincerely,

Mary Lou Leary  
Acting Assistant Attorney General

Enclosures



Department of Justice  
Office of Justice Programs  
Office for Civil Rights

Washington, D.C. 20531

September 22, 2009

Mr. William Siffermann  
City and County of San Francisco  
1 Dr. Carlton B. Goodlet Place  
San Francisco, CA 94102

Dear Mr. Siffermann:

Congratulations on your recent award. In establishing financial assistance programs, Congress linked the receipt of Federal funding to compliance with Federal civil rights laws. The Office for Civil Rights (OCR), Office of Justice Programs (OJP), U.S. Department of Justice is responsible for ensuring that recipients of financial aid from OJP, its component offices and bureaus, the Office on Violence Against Women (OVW), and the Office of Community Oriented Policing Services (COPS) comply with applicable Federal civil rights statutes and regulations. We at OCR are available to help you and your organization meet the civil rights requirements that come with Justice Department funding.

**Ensuring Access to Federally Assisted Programs**

As you know, Federal laws prohibit recipients of financial assistance from discriminating on the basis of race, color, national origin, religion, sex, or disability in funded programs or activities, not only in respect to employment practices but also in the delivery of services or benefits. Federal law also prohibits funded programs or activities from discriminating on the basis of age in the delivery of services or benefits.

**Providing Services to Limited English Proficiency (LEP) Individuals**

In accordance with Department of Justice Guidance pertaining to Title VI of the Civil Rights Act of 1964, 42 U.S.C. § 2000d, recipients of Federal financial assistance must take reasonable steps to provide meaningful access to their programs and activities for persons with limited English proficiency (LEP). For more information on the civil rights responsibilities that recipients have in providing language services to LEP individuals, please see the website at <http://www.lep.gov>.

**Ensuring Equal Treatment for Faith-Based Organizations**

The Department of Justice has published a regulation specifically pertaining to the funding of faith-based organizations. In general, the regulation, *Participation in Justice Department Programs by Religious Organizations; Providing for Equal Treatment of all Justice Department Program Participants*, and known as the Equal Treatment Regulation 28 C.F.R. part 38, requires State Administering Agencies to treat these organizations the same as any other applicant or recipient. The regulation prohibits State Administering Agencies from making award or grant administration decisions on the basis of an organization's religious character or affiliation, religious name, or the religious composition of its board of directors.

The regulation also prohibits faith-based organizations from using financial assistance from the Department of Justice to fund inherently religious activities. While faith-based organizations can engage in non-funded inherently religious activities, they must be held separately from the Department of Justice funded program, and customers or beneficiaries cannot be compelled to participate in them. The Equal Treatment Regulation also makes clear that organizations participating in programs funded by the Department of Justice are not permitted to discriminate in the provision of services on the basis of a beneficiary's religion. For more information on the regulation, please see OCR's website at <http://www.ojp.usdoj.gov/ocr/etfbo.htm>.

State Administering Agencies and faith-based organizations should also note that the Safe Streets Act, as amended; the Victims of Crime Act, as amended; and the Juvenile Justice and Delinquency Prevention Act, as amended, contain prohibitions against discrimination on the basis of religion in employment. Despite these nondiscrimination provisions, the Justice Department has concluded that the Religious Freedom Restoration Act (RFRA) is reasonably construed, on a case-by-case basis, to require that its funding agencies permit faith-based organizations applying for funding under the applicable program statutes both to receive DOJ funds and to continue considering religion when hiring staff, even if the statute that authorizes the funding program generally forbids considering of religion in employment decisions by grantees.

Questions about the regulation or the application of RFRA to the statutes that prohibit discrimination in employment may be directed to this Office.



## Enforcing Civil Rights Laws

All recipients of Federal financial assistance, regardless of the particular funding source, the amount of the grant award, or the number of employees in the workforce, are subject to the prohibitions against unlawful discrimination. Accordingly, OCR investigates recipients that are the subject of discrimination complaints from both individuals and groups. In addition, based on regulatory criteria, OCR selects a number of recipients each year for compliance reviews, audits that require recipients to submit data showing that they are providing services equitably to all segments of their service population and that their employment practices meet equal employment opportunity standards.

## Complying with the Safe Streets Act or Program Requirements

In addition to these general prohibitions, an organization which is a recipient of financial assistance subject to the nondiscrimination provisions of the Omnibus Crime Control and Safe Streets Act (Safe Streets Act) of 1968, 42 U.S.C. § 3789d(c), or other Federal grant program requirements, must meet two additional requirements: (1) complying with Federal regulations pertaining to the development of an Equal Employment Opportunity Plan (EEO), 28 C.F.R. § 42.301-.308, and (2) submitting to OCR Findings of Discrimination (see 28 C.F.R. §§ 42.205(5) or 31.202(5)).

### 1) Meeting the EEO Requirement

In accordance with Federal regulations, Assurance No. 6 in the Standard Assurances, COPS Assurance No. 8.B, or certain Federal grant program requirements, your organization must comply with the following EEO reporting requirements:

If your organization has received an award for \$500,000 or more and has 50 or more employees (counting both full- and part-time employees but excluding political appointees), then it has to prepare an EEO and submit it to OCR for review **within 60 days from the date of this letter**. For assistance in developing an EEO, please consult OCR's website at <http://www.ojp.usdoj.gov/ocr/eop.htm>. You may also request technical assistance from an EEO specialist at OCR by dialing (202) 616-3208.

If your organization received an award between \$25,000 and \$500,000 and has 50 or more employees, your organization still has to prepare an EEO, but it does not have to submit the EEO to OCR for review. Instead, your organization has to maintain the EEO on file and make it available for review on request. In addition, your organization has to complete Section B of the Certification Form and return it to OCR. The Certification Form can be found at <http://www.ojp.usdoj.gov/ocr/eop.htm>.

If your organization received an award for less than \$25,000; or if your organization has less than 50 employees, regardless of the amount of the award; or if your organization is a medical institution, educational institution, nonprofit organization or Indian tribe, then your organization is exempt from the EEO requirement. However, your organization must complete Section A of the Certification Form and return it to OCR. The Certification Form can be found at <http://www.ojp.usdoj.gov/ocr/eop.htm>.

### 2) Submitting Findings of Discrimination

In the event a Federal or State court or Federal or State administrative agency makes an adverse finding of discrimination against your organization after a due process hearing, on the ground of race, color, religion, national origin, or sex, your organization must submit a copy of the finding to OCR for review.

## Ensuring the Compliance of Subrecipients

If your organization makes subawards to other agencies, you are responsible for assuring that subrecipients also comply with all of the applicable Federal civil rights laws, including the requirements pertaining to developing and submitting an EEO, reporting Findings of Discrimination, and providing language services to LEP persons. State agencies that make subawards must have in place standard grant assurances and review procedures to demonstrate that they are effectively monitoring the civil rights compliance of subrecipients.

If we can assist you in any way in fulfilling your civil rights responsibilities as a recipient of Federal funding, please call OCR at (202) 307-0690 or visit our website at <http://www.ojp.usdoj.gov/ocr/>.

Sincerely,



Michael L. Alston  
Director

cc: Grant Manager  
Financial Analyst



Department of Justice  
Office of Justice Programs  
**Office of Juvenile Justice and  
Delinquency Prevention**

**Grant**

PAGE 1 OF 3

**1. RECIPIENT NAME AND ADDRESS (Including Zip Code)**

City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

**4. AWARD NUMBER:** 2009-CZ-BX-0030

**5. PROJECT PERIOD:** FROM 10/01/2009 TO 09/30/2012

**BUDGET PERIOD:** FROM 10/01/2009 TO 09/30/2012

**6. AWARD DATE** 09/22/2009 **7. ACTION**

**1A. GRANTEE IRS/VENDOR NO.**

94600479

**8. SUPPLEMENT NUMBER** Initial  
00

**9. PREVIOUS AWARD AMOUNT** \$ 0

**3. PROJECT TITLE**

San Francisco Juvenile Collaborative Reentry Team Initiative

**10. AMOUNT OF THIS AWARD** \$ 660,615

**11. TOTAL AWARD** \$ 660,615

**12. SPECIAL CONDITIONS**

THE ABOVE GRANT PROJECT IS APPROVED SUBJECT TO SUCH CONDITIONS OR LIMITATIONS AS ARE SET FORTH ON THE ATTACHED PAGE(S).

**13. STATUTORY AUTHORITY FOR GRANT**

This project is supported under 42 USC 3797w

**15. METHOD OF PAYMENT**

PAPERS

AGENCY APPROVAL

GRANTEE ACCEPTANCE

**16. TYPED NAME AND TITLE OF APPROVING OFFICIAL**

Mary Lou Leary  
Acting Assistant Attorney General

**18. TYPED NAME AND TITLE OF AUTHORIZED GRANTEE OFFICIAL**

William Siffermann  
Chief, Juvenile Probation Department

**17. SIGNATURE OF APPROVING OFFICIAL**

**19. SIGNATURE OF AUTHORIZED RECIPIENT OFFICIAL**

**19A. DATE**

AGENCY USE ONLY

**20. ACCOUNTING CLASSIFICATION CODES**

FISCAL YEAR	FUND CODE	BUD. ACT.	DIV. OFC.	DIV. REG.	SUB.	POMS	AMOUNT
X	B	CZ	70	00	00		660615

**21. ICYGT0943**



PROJECT NUMBER 2009-CZ-BX-0030

AWARD DATE 09/22/2009

*SPECIAL CONDITIONS*

1. The recipient agrees to comply with the financial and administrative requirements set forth in the current edition of the Office of Justice Programs (OJP) Financial Guide.
2. The recipient acknowledges that failure to submit an acceptable Equal Employment Opportunity Plan (if recipient is required to submit one pursuant to 28 C.F.R. Section 42.302), that is approved by the Office for Civil Rights, is a violation of its Certified Assurances and may result in suspension or termination of funding, until such time as the recipient is in compliance.
3. The recipient agrees to comply with the organizational audit requirements of OMB Circular A-133, Audits of States, Local Governments, and Non-Profit Organizations, and further understands and agrees that funds may be withheld, or other related requirements may be imposed, if outstanding audit issues (if any) from OMB Circular A-133 audits (and any other audits of OJP grant funds) are not satisfactorily and promptly addressed, as further described in the current edition of the OJP Financial Guide, Chapter 19.
4. Recipient understands and agrees that it cannot use any federal funds, either directly or indirectly, in support of the enactment, repeal, modification or adoption of any law, regulation or policy, at any level of government, without the express prior written approval of OJP.
5. The recipient must promptly refer to the DOJ OIG any credible evidence that a principal, employee, agent, contractor, subgrantee, subcontractor, or other person has either 1) submitted a false claim for grant funds under the False Claims Act; or 2) committed a criminal or civil violation of laws pertaining to fraud, conflict of interest, bribery, gratuity, or similar misconduct involving grant funds. This condition also applies to any subrecipients. Potential fraud, waste, abuse, or misconduct should be reported to the OIG by -

mail:

Office of the Inspector General  
U.S. Department of Justice  
Investigations Division  
950 Pennsylvania Avenue, N.W.  
Room 4706  
Washington, DC 20530

e-mail: [oig.hotline@usdoj.gov](mailto:oig.hotline@usdoj.gov)

hotline: (contact information in English and Spanish); (800) 869-4499

or hotline fax: (202) 616-9881

Additional information is available from the DOJ OIG website at [www.usdoj.gov/oig](http://www.usdoj.gov/oig).

6. The recipient shall submit semiannual progress reports. Progress reports shall be submitted within 30 days after the end of the reporting periods, which are June 30 and December 31, for the life of the award. These reports will be submitted to the Office of Justice Programs, on line-through the Internet at <https://grants.ojp.usdoj.gov/>.



PROJECT NUMBER 2009-CZ-EX-0030

AWARD DATE 09/22/2009

*SPECIAL CONDITIONS*

7. The recipient agrees to submit quarterly financial status reports to OJP. At present, these reports are to be submitted on-line (at <https://grants.ojp.usdoj.gov>) using Standard Form SF 269A, not later than 45 days after the end of each calendar quarter. The recipient understands that after October 15, 2009, OJP will discontinue its use of the SF 269A, and will require award recipients to submit quarterly financial status reports within 30 days after the end of each calendar quarter, using the government-wide Standard Form 425 Federal Financial Report form (available for viewing at [www.whitehouse.gov/omb/grants/standard\\_forms/ffr.pdf](http://www.whitehouse.gov/omb/grants/standard_forms/ffr.pdf)). Beginning with the report for the fourth calendar quarter of 2009 (and continuing thereafter), the recipient agrees that it will submit quarterly financial status reports to OJP on-line (at <https://grants.ojp.usdoj.gov>) using the SF 425 Federal Financial Report form, not later than 30 days after the end of each calendar quarter. The final report shall be submitted not later than 90 days following the end of the grant period.
8. The recipient agrees to report data on the grantee's OJJDP-approved performance measures as part of the semi-annual categorical progress report. This data will be submitted on line at OJJDP's Performance Measures website (<http://ojjdp.ncjrs.gov/grantees/pm/index.html>) by July 31 and January 31 each year for the duration of the award. Once data entry is complete, the grantees will be able to create and download a "Performance Measures Data Report." This document is to be included as an attachment to the grantee's narrative categorical assistance progress report submitted in GMS for each reporting period.
9. Any deviation from the timeline provided in the application or revised grant program implementation plan must receive prior approval from OJJDP.
10. The recipient may not obligate, expend or draw down funds until the Office of the Chief Financial Officer (OCFO) has approved the budget and budget narrative and a Grant Adjustment Notice (GAN) has been issued to remove this special condition.
11. No portion of these federal grant funds shall be used towards any part of the annual cash compensation of any employee of the grantee whose total annual cash compensation exceeds 110% of the maximum salary payable to a member of the Federal government's Senior Executive Service at an agency with a Certified SES Performance Appraisal System for that year.

This prohibition may be waived on an individual basis at the discretion of the Assistant Attorney General for OJP.



Department of Justice  
Office of Justice Programs  
*Office of Juvenile Justice and Delinquency Prevention*

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Washington, D.C. 20531

**Memorandum To:** Official Grant File

**From:** Kathi Grasso, OJJDP NEPA Coordinator

**Subject:** Categorical Exclusion for City and County of San Francisco

The recipient agrees to assist OJJDP to comply with the National Environmental Policy Act (NEPA) and other related federal environmental impact analyses requirements in the use of these grant funds either directly by the recipient or by a subrecipient. Accordingly, prior to obligating grant funds, the grantee agrees to first determine if any of the following activities will be related to the use of the grant funds and, if so, to advise OJJDP and request further NEPA implementation guidance. Recipient understands that this special condition applies to its activities whether or not they are being specifically funded with these grant funds. That is, as long as the activity is being conducted by the recipient, a subrecipient, or any third party and the activity needs to be undertaken in order to use these grant funds, this special condition must first be met. The activities covered by this special condition are: a. new construction; b. minor renovation or remodeling of a property either; (1) listed on or eligible for listing on the National Register of Historic Places or; (2) located within a 100-year flood plain; c. a renovation, lease, or any other proposed use of a building or facility that will either; (1) result in a change in its basic prior use or; (2) significantly change its size and; d. Implementation of a new program involving the use of chemicals other than chemicals that are; (1) purchased as an incidental component of a funded activity and; (2) traditionally used, for example, in office, household, recreational, or education environments.



Department of Justice  
Office of Justice Programs  
Office of Juvenile Justice and  
Delinquency Prevention

GRANT MANAGER'S MEMORANDUM, PT. I:  
PROJECT SUMMARY

Grant

PROJECT NUMBER  
2009-CZ-EX-0030

PAGE 1 OF 1

This project is supported under 42 USC 3797w

1. STAFF CONTACT (Name & telephone number)

Jennifer H. Yeh  
(202) 616-9135

2. PROJECT DIRECTOR (Name, address & telephone number)

William Siffermann  
Chief, Juvenile Probation Department  
375 Woodside Drive  
San Francisco, CA 94127-1233  
(415) 753-7556

3a. TITLE OF THE PROGRAM

OJJDP FY 09 Second Chance Act Youth Offender Reentry Initiative

3b. POMS CODE (SEE INSTRUCTIONS  
ON REVERSE)

4. TITLE OF PROJECT

San Francisco Juvenile Collaborative Reentry Team Initiative

5. NAME & ADDRESS OF GRANTEE

City and County of San Francisco  
1 Dr. Carlton B. Goodlett Place  
San Francisco, CA 94102

6. NAME & ADDRESS OF SUBGRANTEE

7. PROGRAM PERIOD

FROM: 10/01/2009 TO: 09/30/2012

8. BUDGET PERIOD

FROM: 10/01/2009 TO: 09/30/2012

9. AMOUNT OF AWARD

\$ 660,615

10. DATE OF AWARD

09/22/2009

11. SECOND YEAR'S BUDGET

12. SECOND YEAR'S BUDGET AMOUNT

13. THIRD YEAR'S BUDGET PERIOD

14. THIRD YEAR'S BUDGET AMOUNT

15. SUMMARY DESCRIPTION OF PROJECT (See instruction on reverse)

The Second Chance Act of 2007 (Pub. L. 110-199) supports a comprehensive response to the increasing number of people who are released from prison, jail, and juvenile facilities each year and are returning to their communities. The Second Chance Act will help juvenile participants released from residential confinement to successfully transition back into society. Section 101 of the Act authorizes grants to state and local governments, territories, and federally recognized Indian tribes that they may use for demonstration projects to promote the safe and successful reintegration of individuals who have been incarcerated into the community.

The San Francisco Juvenile Collaborative Reentry Team (JCRT) will provide coordinated and comprehensive reentry case planning and aftercare services for high-risk youths in out-of-home placement with the goal of reducing recidivism and placement failure by 50% over five years, increasing public safety. The JCRT will include representation by the Juvenile Probation Department (SJPD), the Public Defender's Office, and the Center on Juvenile and Criminal Justice (community-based aftercare), and will be overseen by a dedicated judge in the Office of Collaborative Justice Programs (Juvenile & Family Programs) of the Superior Court of

OJP FORM 4000/2 (REV. 4-88)

California. The initiative will serve 100 unduplicated youths per year. The JCRT will incorporate evidence-based practices such as Team Decision Making with youth and their families, risk-need assessment through the Youth Assessment and Screening Instrument, motivational interviewing, coordination by a collaborative court, and individualized case planning coordinated jointly with supervision and aftercare staff and beginning shortly after commitment. All required performance measures will be tracked by the SFJPD in partnership with the Public Defender's Office and community-based providers of aftercare services. CA/NCF

