

**City and County of San Francisco
Office of Contract Administration
Purchasing Division**

Second Amendment

THIS AMENDMENT (this "Amendment") is made as of **July 1, 2013** in San Francisco, California, by and between **Leaders in Community Alternatives, Inc.** ("Contractor"), and the City and County of San Francisco, a municipal corporation ("City"), acting by and through its Director of the Office of Contract Administration.

RECITALS

WHEREAS, City and Contractor have entered into the Agreement (as defined below); and

WHEREAS, City and Contractor desire to modify the Agreement on the terms and conditions set forth herein to:

- Modify Appendix A-1 to replace subcontractors and determine additional services and location; and
- Modify Appendix B-1 to include the FY 13/14 Budget detailed with approved project funds allocation;

NOW, THEREFORE, Contractor and the City agree as follows:

1. Definitions. The following definitions shall apply to this Amendment:

a. Agreement. The term "Agreement" shall mean the Agreement dated **June 1, 2012** between Contractor and City, as amended by the:

First Amendment, dated **April 15, 2013.**

b. Other Terms. Terms used and not defined in this Amendment shall have the meanings assigned to such terms in the Agreement.

2. Modifications to the Agreement. The Agreement is hereby modified as follows:

a. Appendix A-1. Appendix A-1, "**Services to be provided by Contractor**" of the Agreement currently reads as follows:

Appendix A-1
Services to be provided by Contractor

1. Description of Services:

The Contractor will manage and operate the Community Assessment and Services Center facility, and oversee the delivery of center and off-site reentry support services for clients of the San Francisco Adult Probation Department. Additionally, the Contractor will provide case management and transitional planning, and some rehabilitative programming such as Thinking for a Change, Seeking Safety, and other as agreed upon educational groups with clients in San Francisco County Jail #2, A –Pod, the Reentry Pod.

SCOPE OF WORK

CASC – Service Delivery Responsibilities

A. PRINCIPLES OF EFFECTIVE INTERVENTION

Leaders in Community Alternatives ("LCA") agrees to train all staff on and appropriately integrate the National Institute of Correction's eight evidence-based principles for effective intervention within community corrections into every facet of service delivery. The eight principles are:

- 1) Assess Criminogenic Risks/Needs
- 2) Enhance Intrinsic Motivations
- 3) Target Interventions
 - i. Risk Principle: Prioritize supervision and treatment resources for higher risk offenders.
 - ii. Need Principle: Target interventions to criminogenic (correlated to crime) needs.
 - iii. Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender when assigning programs.
 - iv. Dosage: Structure 40-70% of high-risk offenders' time for three to nine months.
 - v. Treatment Principle: Integrate treatment into the full sentence/sanction requirements.
- 4) Skill Train with Directed Practice (e.g., use cognitive behavioral treatment methods)
- 5) Increase Positive Reinforcement
- 6) Engage Ongoing Support in Natural Communities
- 7) Measure Relevant Processes/Practices
- 8) Provide Measured Feedback

The CASC program design incorporates these principles in services for all clients. Each client will complete a COMPAS risk-assessment (principle 1) with the aim of identifying and targeting interventions (principle 3). All of the services offered are structured to enhance intrinsic

motivation (principle 2) and will engage all individuals in skill building activities (principle 4). The services offered will provide positive reinforcement for the development of new skills and behaviors (principle 5) and will support the socialization of individuals as they re-enter their communities (principle 6). In an effort to demonstrate the success of the proposed model, LCA will measure the implemented practices (principle 7) and will provide measured feedback and outcomes to the SFAPD (principle 8). As established in cooperation with SFAPD and tracked by CASC staff, progress will be measured, including clients' compliance with their COMPAS Individualized Treatment and Rehabilitation Plan attendance, participation in assigned onsite and community activities, completion of components, and any special accomplishments and challenges. 9) Case manager to client case load ratios will not exceed 1:25 except in circumstances in which LCA and APD have discussed, and agreed upon a modification to that ratio. Any concerns or problems will be reviewed in the weekly case conferences with SFAPD, with adjustments made as needed.

B. ASSESSMENT, PLANNING AND TREATMENT

A comprehensive program is essential for our clients' successful, sustained community reintegration.

The CASC services will incorporate and include:

- 1) Gender Responsive Strategies
- 2) Strength Based, Trauma Informed and Family Focused Strategies
- 3) Criminogenic Needs and Community Functioning Factors.
- 4) Collaborative and Coordinated Case Conferencing
- 5) Review of COMPAS Assessment and creation of Reentry Services Plan
- 6) Administration of Secondary Assessments
- 7) Coordinated Case Management

C. OVERVIEW OF SERVICE DELIVERY COMPONENTS

LCA, including partner providers, will provide services from program referral to client termination from or completion of services. Client referrals may originate in the Reentry Pod located inside of County Jail #2 or by SFAPD DPOs whose clients are already under community supervision.

Services components include:

- 1) Reentry Transportation
- 2) Intake
- 3) Orientation and Enrollment
- 4) Rehabilitation Services
- 5) Individualized Case Management, including Clinical Case Management
- 6) Community Service and Activities
- 7) Aftercare Services

D. INCENTIVES, REWARDS, AND REMEDIAL SANCTIONS

The overall LCA CASC program design emphasizes and supports clients' strengths, positive change, and the importance of accountability. Best practices includes providing incentives and rewards for progress and achieving goals, and structured sanctions that are swift and certain when clients do not meet program expectations or personal responsibilities.

E. REHABILITATIVE PROGRAMS

The CASC will offer a full array of **on and off site rehabilitative programs** designed to successfully transition offenders back into their communities. The interventions and services strive to use evidenced-based curricula whenever available, and to engage clients and address their criminogenic needs and community functioning factors. Clients will be assigned to rehabilitative services in accordance with their Individualized Treatment and Rehabilitation and/or Reentry Services Plan. Requirements for program completion of each component will be identified in the Reentry Services Plan and adjusted, as needed, through case conferences. Program capacity outlined below is based on current funding availability, and will be adjusted based on actual funding received. Programs include:

1. Gender Responsive Treatment and Services for Women Client Groups - LCA

Primary Curriculum: Helping Women Recover: A Program for Treating Substance Abuse – Special Edition for Use in the Criminal Justice System (Covington, Rev. Ed. 2008).

Schedule: The modules will be delivered 2 days a week, 1 ½ hours each, for 9 weeks, for a total of 25.5 hours, and optional 11 sessions delivered 2 days a week, 1 ½ hours each, for 6 weeks, for a total of 16.5 hours. Proposed program capacity is 48 women per year.

Following completion of Helping Women Recover, clients will be assessed, in cooperation with SFAPD, and those in need of further trauma work will continue with additional treatment utilizing Beyond Trauma: A Healing Journey for Women (Covington 2003) to extend and deepen the trauma work introduced in Helping Women Recover. Clients will also be referred to community providers for ongoing gender responsive services.

2. Gender Responsive Treatment and Services for Men Client Groups - LCA

Primary Curriculum: Seeking Safety A Treatment Manual for PTSD and Substance Abuse (Najavits 2007), a flexible, cognitive-based curriculum designed for co-occurring post traumatic stress disorder and substance use disorder, focusing on coping skills and psychoeducation, with safety as the overarching goal (helping clients attain safety in their relationships, thinking, behavior, and emotions).

Schedule: The modules will be delivered 3 days a week, 1 hour each, for 9 weeks for total of 25 hours. Proposed program capacity is 240 men per year.

3. Cognitive Skills Development - LCA

Primary Curriculum: Thinking for a Change (T4C), (National Institution of Corrections, 3.0 edition), an integrated, cognitive behavior change program for offenders. It is anticipated that this core program will be included in the Reentry Services Plan for the majority of CASC clients. The three components of T4C are: cognitive self-change, social skills, and problem-solving skills.

Schedule: The modules will be delivered 3 days a week, 1½ hours each, for 9 weeks for a total of 37.5 hours (excluding optional sessions). Proposed program capacity is 420 clients per year.

4. Anger Management - LCA

Primary Curriculum: Anger Management for Substance Abuse and Mental Health Clients – A Cognitive Behavioral Therapy Manual (Reilly, Shopshire - SAMHSA, 2002)

Schedule: The modules will be delivered once a week, 1 ½ hour sessions, one a week for 12 weeks, for a total of 18 hours. Proposed program capacity is 96 clients per year

5. Substance Abuse Components – LCA

a. Substance Abuse Education Group

Primary Curriculum: ADDICTION: A Biopsychosocial Model (Terence T. Gorski, 2004): Part 1: Mind-Altering Substances; Part 2: Addictive Risk Factors; Part 3: Substance Abuse and Addiction.

Schedule: The modules will be delivered in 1½ hour sessions, twice a week over 2 weeks, for a total of 6 hours. Proposed program capacity is 48 women and 288 men per year.

b. Outpatient Substance Abuse Treatment

Primary Curriculum: RECOVERY: A Developmental Model (Terence T. Gorski, 2004): Part 1: The Recovery Process; Part 2: Building a Foundation for Recovery; Part 3: Creating Quality Recovery.

Schedule: The modules will be delivered in 1½ hour sessions, twice a week over 2 weeks, for a total of 6 hours. Proposed program capacity is 48 women and 288 men per year.

c. Relapse Prevention Training

Primary Curricula: RELAPSE (Terence T. Gorski, 2004): Session 1 - Basic Principles; Session 2 - Relapse Warning Signs; Sessions 3 and 4: Managing Relapse Warning Signs. The Relapse Prevention Training groups will then utilize: Relapse Prevention Therapy Workbook: Identifying Early Warning Signs Related to Personality and Lifestyle Problems (Terence T. Gorski and Stephen F. Grinstead, 2010)

Schedule: The modules will be delivered 2 days a week, 1 hour each, for 10 weeks for a total of 20 hours. Proposed program capacity is 48 women and 288 men per year.

6. Life Skills Development Training – To be provided by community partner, CJCJ

Primary Curriculum: Northern California Service League Life Skills and Employment Readiness Program. That program covers such topics as self-assessment, communications, job search techniques and interview skills. CJCJ transitional services specialist will also offer supportive services to CASC case managers for clients that are preparing for program discharge. Emphasis will be placed on budgeting, money management, technology, finding a safe place to live, nutrition, exercise, and many other topics designed to help clients live successfully in the community. The Transitional Specialist will provide a full range of resource development and service referrals to CASC clients returning to the community.

Schedule: The modules will be delivered 5 days per week, 4 hours each, for 1 week for a total of 20 hours. This program will be provided once per month. Proposed program capacity is 300 clients per year.

7. Parenting Skills Training – Funding contingent – Community Works

Primary Curriculum: Parenting Inside Out, an evidenced-based, cognitive-behavioral parenting curriculum.

Schedule: The modules will be delivered 3 sessions per week, 1 ½ hours each, for 16 weeks, for a total of 72 hours. Proposed program capacity is 48 clients per year.

8. Education/High School Diploma/GED – Five Keys Charter High School

Schedule: A classroom will be devoted 5 days a week, 8 hours a day. Program capacity will be established by Five Keys.

9. Employment Services – Anders and Anders/BHPMSS/CJCJ

a) Employment Readiness

Primary Curriculum: Makin' It Work for (Ex) Offenders in Transition (Dr. Steve Parese), specifically designed for ex-offenders. CJCJ transitional services or other curriculum may also be used.

Schedule: A classroom will be devoted 5 days a week, 8 hours a day. The curriculum will be delivered 2 days a week, 1 ½ hours each, for 5 weeks, for a total of 15 hours. Proposed program capacity is 480 clients per year.

b) Vocational Services

Anders and Anders Foundation will bring 1 FTE Employment Specialist to the CASC to provide vocational training and employment assistance to clients for pre-apprenticeship programs. In addition, one-on-one career counseling will be provided. Once placed in training or on the job, Anders and Anders will establish a weekly retention working relationship with employer and employee to immediately address any concerns or problems.

Additionally, CJCJ operates two federally funded employment programs. CJCJ will move the San Francisco Training Partnership and Homeless Employment Coalition services and staff to the CASC facility, allowing clients easy access to these services. Clients will receive an array of services including assessment and referral to short-term training, counseling, and job placement services. Participants in both of these programs will also receive CJCJ's employment focused life skills trainings. In addition to providing the above described services, CASC clients will be able to receive monetary support through a flexible pool of monies identified to offer clients training and other relevant supportive services. These funds can be utilized for specific vocational trainings, uniform costs, and work equipment and tools, if deemed appropriate and necessary. These funds provide direct assistance to the clients, allowing for better successes among the participant population.

Schedule: A classroom will be devoted 5 days a week, 8 hours a day. Program capacity will vary based on needs of the clients.

10. Recreation and Leisure Activities - LCA

CASC clients will be introduced to physical recreation and multi-cultural celebrations and creative arts events, initially coordinated by staff and volunteers, and subsequently also through their independent exploration.

Schedule: Clients will develop a weekly recreation and leisure plan for pro-social activities in the community with their Case Manager.

11. Physical Health Services – various community providers

CASC clients not eligible for public insurance programs such as Medi-Cal, and who do not have other health insurance, will be enrolled in Healthy San Francisco. LCA has letters of Intent (LOI) from the Transitions Clinic, South of Market Health Center, and St. James Infirmary to accept eligible clients for medical assessment, treatment and care. Additionally we have an LOI from St. Vincent de Paul Society who through their Wellness Center will work on the emotional side of physical health with programs of stress reduction techniques, exercise, spiritual development as well as health topic discussions.

12. Graduations – LCA

To receive A CERTIFICATE OF GRADUATION, clients must satisfactorily complete all of their required individual program components as identified in their Reentry Services Plan, and demonstrate their ability to apply the knowledge and tools they learned.

Schedule: Twice per year.

13. Additional On-site Groups – LCA

LCA Case Managers and other trained staff and interns will facilitate weekday open morning, lunchtime, and evening check-in groups. Open N.A. and A.A. Meetings. The Community Room will have current resource information including community events and services.

Schedule: vary - during CASC hours of operation.

14. Recovery and Faith-Based Activities – various groups

Throughout the CASC program, clients will be provided with information if they choose to explore and join organizations offering spiritual and healing groups and activities. Clients will be provided extensive recovery group resource information.

15. Creative Arts – Community Works

Community Works will conduct active Creative Arts groups at the CASC.

Schedule: vary - during CASC hours of operation.

16. Clothing Closet - LCA

The CASC will work with various community groups to establish a clothing closet on-site at the facility.

17. Childcare - LCA

LCA is will partner with Community Works for the parenting portion of the CASC. Case Managers will develop a childcare plan with each client who has children. Referrals will be made to agencies which offer multi-lingual family services, including child care.

18. Food Service - BHPMSS

The CASC will provide wholesome and nutritionally balanced meals 5 days per week for clients who spend four or more hours engaged in programming a day. Bayview Hunters Point Multipurpose Senior Services or another approved provider of food services will be responsible for the food service. Programming will include nutrition education,

information on shopping and preparation, and also the opportunity to learn about foods of different cultures, expanded to include information on multicultural music, art, and lifestyles.

19. Saturday Services - LCA

Case Managers and other program staff will rotate coverage, supported by security staff. There will be a morning 12-Step meeting, a review of available weekend recreation and community service projects, and the resource guides. Computer stations will be available for client use. The on-duty Case Manager will have individual meetings with clients to address any immediate concerns. Rehabilitative programming will be available for working clients.

20. Alumni Group program - LCA

LCA Milestones program demonstrated the invaluable contribution of an active alumni group, for the alumni themselves supporting each other, and as role models and support to current clients, the program, and the community. Alumni co-facilitated cognitive-behavioral and recovery groups, led groups for community recreation and cultural activities, provided peer support on a 1:1 basis, and led the weekly Sunday evening group meeting.

CASC will establish and strongly support an active Alumni Group with similar invaluable contributions and benefits to the clients and the program. Representative members selected by the Alumni Group, along with current clients, will serve on a Client Advisory Board.

21. Community Advisory Board

The CASC will be an important contributor to its community. An Advisory Board will be established to provide ongoing support for planning and feedback, as well as additional resources for the program. This Board will meet quarterly at the facility. Members will include social service providers, other community organizations, businesses, clients, SFAPD and others.

CASC – Facility Oversight and Operations Responsibilities

Facility and Grounds requirements:

1. The CASC facility must be used exclusively for serving the target population and the staff associated with the program.
2. The CASC must be and remain in compliance with all applicable building, sanitation, health, safety and fire codes, as well as city and county zoning and use ordinances.
3. The CASC will have a plan for onsite security/monitoring of all equipment, supplies, staff and clients. The plan will include monitoring and oversight of entry and exit traffic and will ensure a sign-in/sign-out protocol for all facility visitors
4. Clients will be prohibited from loitering outside of the facility.

5. The facility will include a staffed reception lobby for CASC services. The SFAPD will staff a separate SFAPD lobby.
6. The CASC should provide a cheerful décor and color-coordinated furnishings for the facility with special emphasis on the lobby, hallways, classrooms and treatment restrooms, and dining area (eating and break room).
7. The CASC must have sufficient space designated for clients to take scheduled breaks and eat lunch.
8. The CASC must provide for multiple classrooms to permit training and services to be offered simultaneously.
9. The facility must provide an adequate number of functional, clean, bathrooms in accordance with City and County of San Francisco standards. The sinks shall provide both hot and cold water. Hand soap, paper towels, paper seat covers should be available. Restrooms must be considerate of gender needs and be separately located. Restrooms must be in compliance with the Americans with Disabilities Act (ADA).
10. Client restrooms shall not be co-located with the restrooms for staff.
11. If urinalysis testing is phased into programming, there must be a restroom for urinalysis testing.
12. The CASC kitchen, cafeteria, food storage area, equipment, appliances, furnishings and cabinetry, as well as all food service and preparation areas must meet all applicable health and sanitation code standards. Accommodations shall be made for participants with disabilities.
13. The CASC shall provide a wholesome and nutritionally balanced lunch a minimum of 5 days per week for all program participants who spend 4 or more hours engaged in programming on a given day. The CASC will be considerate of general health and dietary restrictions and food prohibitions associated with cultural and religious traditions.
14. LCA shall regularly inspect the facility for pest infestation and shall maintain pest control services to ensure the facility is free of insect and rodent infestation. Documentation of pest control services will be maintained at the facility and made available to the SFAPD staff upon request.
15. The CASC shall have proper lighting, heating, and ventilation.
16. The CASC shall have a secured maintenance room for storage of cleaning supplies, tools and equipment (e.g., mops, brooms, buckets, etc.) and shall be equipped with a utility sink. The facility, equipment, furniture, appliances, etc. shall be kept clean and in good operating condition at all times and replaced when necessary.
17. The CASC shall have a plan to ensure comprehensive janitorial services
18. All repairs including plumbing, electrical and/or structural which affect the health and safety of any occupant must be made within 48 hours of discovery and at the LCA's expense. LCA must notify the SFAPD Reentry Services Manager immediately.
19. LCA will ensure safety and security of facility exterior, interior, equipment, supplies, staff, clients and all client information.
20. If LCA anticipates transporting participants via a private vehicle, all staff shall possess a valid driver's license and the vehicle shall be fully insured.
21. LCA shall have written CASC policies and procedures in accordance with SFAPD's regulations. This policies and procedures will be submitted to the SFAPD Reentry Division for retention in the case file.

22. All CASC staff shall be trained and certified in first aid, including cardiopulmonary resuscitation (CPR) within the first six weeks of employment and remain current throughout their employment relative to this contract. A record of first aid training shall be maintained on file by the LCA.
23. Fully stocked first aid kits will be readily available throughout the facility. The telephone numbers of all local emergency service agencies shall be posted and readily available to all staff.
24. No Smoking signs shall be posted in full view of the participants, staff and visitors.

Security and Safety Requirements:

1. Facility Security – The safety and security of clients, staff and visitors is of paramount importance.

- a. LCA staff and on site security protocols will take a dignified and reasonable approach to ensuring that the facility is free of weapons and contraband, and protected from outside intrusions. Daily security and perimeter inspection of the facility will make certain that functioning locks and latches are on all windows, doors and gates, and that electrical lighting (inside and out) is operating properly. Door alarms may be used to eliminate unauthorized egress or ingress during evening and night hours. Security policies shall ensure that the clients are not locked inside the facility at any time.
- b. Given the large number of offenders in the facility at any given time, all staff should be adequately trained in effective relationship building, de-escalation strategies, and emergency response and evacuation protocols. CASC monitors that play a security leadership role should make routine safety checks throughout the facility, and be primarily responsible for prompting attention towards any lighting, signage, training or other upgrade that is needed to further ensure the safety of people and property at the CASC.

2. Case Files

- a. LCA will develop and maintain properly organized participant files and secure them in a locked file cabinet or drawer. Files shall be considered confidential and protected from any unauthorized use or disclosure. Electronic client files will be held to the same security standard as hard copy files. The CASC will have written procedures for the release of case file information to include: 1) the participant's signed and dated Release of Information Form, 2) the name of the person, agency or organization to whom the information was released, and 3) the signature of the employee who released the information and date of release.

3. Searches and Contraband

- a. Whereas safety and security of CASC persons and property is of paramount importance, and whereas SFAPD and CASC staff will take a responsible harm reduction approach to addressing client substance abuse issues, CASC will create and honor a dignified contraband search and client substance use response policy that will be in

compliance with SFAPD regulations, policies, and procedures. Clients that enter the CASC are subject to search. Any findings of contraband and/or signs of substance abuse shall be reported to the SFAPD staff as soon as possible after discovery. SFAPD and CASC staff will follow an agreed upon protocol for responding to contraband, weapons and substance use.

4. Disturbance Control Plan

- a. LCA will have a written Disturbance Control Plan in the event of a major disturbance such as riots, strikes, attacks upon staff, visitors or participants, explosions or fires, suicides or attempted suicides, natural disasters; and accidental injuries to staff and others. The plan shall include assistance from local law enforcement and/or emergency agencies as circumstances warrant. The development of the Disturbance Control Plan shall be coordinated with the SFAPD Reentry Services Manager. Once the Disturbance Control Plan is developed, LCA will submit a copy to the SFAPD Reentry Services Manager for retention in the contract file.

5. Fire Evacuation Emergency Procedures

- a. LCA will have written procedures pertaining to fire prevention, safety requirements, evacuation and emergency procedures that include instructions for the following:
 - o Immediate notification of the fire department (inclusive of the designated fire department's address and telephone number)
 - o Alert notification and/or evacuation of all occupants
 - o Notification of authorities
 - o Control and the extinguishing of fires
 - o Evacuation routes and procedures
 - o Other to be identified procedures

6. Emergency Evacuation Training

- a. All personnel shall be trained in the implementation of emergency procedures within 24 hours of their initial employment. Annual refresher training shall be provided to all personnel. All training is to be documented for compliance and maintained in employee files.

7. Quarterly Emergency Evacuation Drills

- a. LCA will conduct and document quarterly emergency evacuation drills. Documentation of each drill shall include: date and time of day; evacuation path used; number of staff, participants and visitors involved; amount of time to complete the drill, and any pertinent comments.

8. Posting of Emergency Evacuation Floor Plans

- a. Clear, concise and site-specific emergency evacuation floor plans shall be posted as appropriate at every occupied floor location throughout the facility. The floor plans should be located near the identified exit doors on each floor. The evacuation diagram plans shall be placed in tamper-proof frames and include the following:
 - Evacuation diagram plan that identifies the "You Are Here," location that is compatible with the building floor plan.
 - Evacuation plans, which include the location of building exits, fire extinguishers, pull-stations, fire hose cabinets, and first aid supplies.
 - Emergency and evacuation procedures, including diagrammed evacuation routes, shall be communicated to each new participant upon arrival.

9. Smoke Detectors and Fire Extinguishers

- a. LCA shall provide operable and regularly tested smoke detectors and fire extinguishers in key locations including the kitchen and classrooms. All tests shall be documented and maintained at the facility site.

10. Hazardous, Toxic and Volatile Substances

- a. LCA shall maintain a written policy for inventory, use, storage and disposal of all hazardous, toxic, and volatile substances in accordance with the Hazardous Substances Information and Training Act, Chapter 2-5 (commencing with Section 6360), Part 1 of Division 5 of the Labor Code. Hazardous, toxic and volatile substances shall not be stored in furnace areas, kitchens, dining areas, or in close proximity to stored food or kitchen supplies. Flammable substances such as gasoline, kerosene and paint thinner shall be stored outside the facility's main structure in approved containers inside properly ventilated and labeled fireproof cabinets.
- b. Material Safety Data Sheets (MSDS) must be maintained on-site for all hazardous materials used in the facility. The MSDS shall be posted and immediately accessible to staff and participants wherever these substances are used.
- c. LCA will provide training to facility staff and program participants. Documentation of training shall be maintained in the facility files.

The SFAPD and LCA will conduct an annual review of facility protocols, and will work together to resolve any review findings. "The periodic reporting required by this Agreement should address LCA's progress toward meeting the above operational and safety requirements, as well as any operational or safety issues that have arisen".

2. Data Collection and Reports

The Contractor shall submit written reports as requested by the **San Francisco Adult Probation Department**. Format for the content of such reports shall be determined by the **San Francisco Adult Probation Department**. The timely submission of all reports is a necessary and material

term and condition of this Agreement. The reports, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

REPORTING

Monthly and quarterly reports will serve as interim evaluations of CASC successes and challenges, and the annual report will serve as indication of the CASC's progress towards goals, objectives and performance measures.

All CASC information, reports, writings, summary documents or press releases shall be reviewed and approved by the SFAPD prior to dissemination. LCA, and partners associated with the CASC will consult with the SFAPD before publically releasing any CASC related information to the public or other professional groups.

1. **Monthly Data Report** – Due the 15th of each month for services provided in the previous month.
 - At a minimum the report shall include the data elements listed below in the section entitled "Monthly Data Collection". The SFAPD will work with the Contractor to identify additional pertinent client and program data points to be tracked. The monthly data report shall also be accompanied by highlights of CASC program and services successes over the month, a list of problems/issues encountered during the month and the plan for resolving them, as well as any major events or activities that are planned for the subsequent month (s). The SFAPD and LCA will work together over the course of the contract to update data collection and monthly information submissions as needed.

2. **Monthly Cost Reimbursement Invoice** – Due the 5th of each month for previous month's expenditures.
 - Monthly cost reimbursement invoices will reimburse for actual line item expenses incurred over the month for expenses according to the approved budget in Appendix B of this Agreement. Subsequent to determining the availability of funds each year during the contract period of June 1, 2012 – June 30, 2017, the SFAPD and Contractor will re-negotiate the project budget so that it reflects actually available funds for a subsequent period, and agreed upon CASC services, activities and performance measures. All negotiated costs will reflect industry standards for delivering services and will never exceed the total approved amount of this contract.

3. **Quarterly CASC Program Report** – Will be due **Oct. 15th** (for the period of June 1 – September 30), **January 15th** (for the period of October 1 thru December 31), **April 15th** (for the period of January thru March 31) and **July 15th**. The July 15th report will serve as a cumulative annual report.

- The quarterly report information will include analysis that builds off of the monthly data reports.
- The report will provide a succinct description of the key CASC services provided during the time period, as well as a report back on baseline information, and progress towards the below goals, objectives and performance measures.
- Quarterly data analysis should suggest what the data indicates about client demographics and needs, as well as any system or service improvements that could be made to further the success of the CASC.
- The 4th quarterly report will be a cumulative annual report.

4. **Annual CASC Program Report**

- The annual report should provide a cumulative qualitative and quantitative analysis of monthly data and quarterly report information, as well as a robust report-back of CASC activities, successes and challenges over the year.
- The Annual Report will be shared with San Francisco Mayor Ed Lee, the San Francisco Board of Supervisors and other policy and political stakeholders that are interested in high-impact criminal justice reform. To maintain broad-based support of this project, the CASC will need to show results.

MONTHLY DATA COLLECTION

The SFAPD and Contractor will continue to refine participant and program data elements during the initial and subsequent contract terms. The below represents the *minimum* data collection requirements - the Contractor should report back on the information on a monthly and quarterly basis as per the above instruction.

CLIENT/General Intake/Enrollment Data Points

- Unique identifier for each client.
- CASC Intake, Enrollment, Orientation, ITRP and Referral dates.
- Participant SFAPD Number.
- COMPAS completed (Y/N)
- ITRP completed (Y/N)
- Secondary Assessments Completed
- Personal Service Plan reflective of COMPAS, ITRP and as appropriate Secondary Assessment Results (Y/N)
- Participant Full Name.
- Participant Date of Birth.
- Gender.
- Sexual Orientation.
- Race and Ethnicity.
- Preferred Language.
- Current living situation.
- History of Mental/Behavioral Health Challenges (Y/N)
- Medication (Y/N – Detail any current medications)

- Homeless (Y/N)
- Highest level of education completed.
- Ever expelled from school (Y/N)
- Employment status prior to admission to CASC.
- Ever work full-time for one employer for six months or more (Y/N)
- If employed, full-time/part-time, start date, end date, wages, and occupation.
- Ever fired from a job (Y/N).
- Marital or Domestic Partnership Status.
- Disability (Y/N – Describe).
- Number of prior substance abuse treatment episodes.
- Victim of domestic violence or physical abuse (Y/N).
- Physical health diagnosis (Y/N – describe)
- Dental needs (Y/N – describe)
- Victim of sexual abuse (Y/N).
- Number of children and living arrangement of each child.
- Name and date of birth of each child.
- Primary caretaker of children (Y/N).
- Age at first drug/alcohol use.
- Number of years of problem use.
- Primary/secondary drug of choice.
- Age at first arrest.
- Involvement in Dependency or Delinquency systems (Y/N).
- Prior Service in the Military (Y/N).
- Number of prior arrests.
- Ever in jail for a probation violation (Y/N).
- Family structure (close relatives and living arrangements of each).

PROGRAMMATIC Data Points (Not captured in the performance measures section)

- # of reentry transportation requests made.
- # of reentry transports completed.
- # of new people referred into Remedial Sanctions program
- % of participants that completed their required Remedial Sanctions
- # of participants assessed for income benefits or who obtained transitional or unsubsidized employment during the period
- % of people that were not approved for income benefits (provide a summary of denial circumstances in quarterly narrative)
- % of all people that demonstrated increased income as a result of employment, benefits acquisition, etc.

QUARTERLY AND ANNUAL REPORT INFORMATION

BASELINE INFORMATION – Quarterly and annual reports should include a report back on the below baseline information.

- What is the baseline recidivism rate
- What is the target population
- How many staff provide direct services
- How many participants were eligible to participate in the time period
- How many of the total eligible participants were medium to high risk
- Of the eligible medium to high risk referrals, how many were enrolled (completed CASC intake/assessment and orientation).
- Of those enrolled, how many showed up for a first class
- Of those that showed up for a first class, how many maintained an active CASC program status during the reporting period? (Active status means that a participant participated in CASC services during the month of the closing reporting period).

GOALS, OBJECTIVES AND PERFORMANCE MEASURES – Quarterly and annual reports should document progress towards the below goals, objectives and performance measures.

Goals

- Reduce recidivism amongst target population
- Reduce returns to custody for new arrests
- Reduce arrests amongst target population
- Reduce probation violations amongst target population

Objectives

- 50 percent of clients will complete ITRP/Reentry Services Plan goals at CASC.
- Of the 50 percent who met their ITRP treatment goals, 60 percent will be in stable housing, gainfully employed, or enrolled in an education program, trade school, community college, or an adult education program.
- A minimum of 10 percent of clients will participate in the Alumni Group for a minimum of 6 months.

Performance Measures

ASSESSMENT AND ITRP/REENTRY SERVICES PLAN SUMMARY

- Does the program use a risk/need assessment?
- How many enrolled CASC participants completed a risk/need assessment?
- How many **new** participants were medium and high risk?
- How many **total** participants are medium and high risk?
- How many **new** participants completed an ITRP and/or Reentry Services Plan?
- How many total participants completed an ITRP and/or Reentry Services Plan?

SUCCESSFUL COMPLETIONS AND INCOMPLETIONS

- Define successful completion for the reentry program.
- What is the expected reentry program length?

- What was the average length of program participation?
- Have any participants successfully completed?
- How many people did not complete and for what reasons:
 - Failure to meet program requirements
 - Court or criminal involvement (technical violation, arrest, conviction, revocation, re-incarceration)
 - Lack of engagement
 - Absconding
 - Relocating or case transfer
 - Death or serious illness
 - Other

RECIDIVISM – IN-PROGRAM

The Contractor will work with the SF Adult Probation Department to ascertain the following information which will be verified through SFAPD client files, the SF CMS system and as needed the State CLETS system.

How many individuals participating in the program had been released 1 – 180 days ago?

How many participants had any court and/or criminal involvement while participating in the reentry program and who were released from jail/prison 1 to 180 days ago (total):

- Technical Violation
- Arrest
- Conviction
- Revocation
- Re-incarceration

How many individuals participating in the program had been released 181 or more days ago?

How many participants had any court and/or criminal involvement while participating In the reentry program and who were released from jail/prison 181 or more days ago (total):

- Technical Violation
- Arrest
- Conviction
- Revocation
- Re-incarceration

RECIDIVISM – PROGRAM COMPLETION

The Contractor will work with the SF Adult Probation Department to ascertain the following information which will be verified through SFAPD client files, the SF CMS system and as needed the State CLETS system.

How many participants successfully completed program requirements?

Enter the number of participants who had a NEW court and/or criminal offense after successfully completing the reentry program

- Technical Violation
- Arrest
- Conviction
- Revocation
- Re-incarceration

SERVICES PERFORMANCE MEASURES

Notes:

- **Participants that needed “x” service** = The service was documented in his/her ITRP or Reentry Services Plan.
- **Enrolled** = Participant completed CASC Intake, Assessment and Orientation
- **Actively Engaged** = Participant attended at least one class within one month of the closing of the reporting period (e.g., if the reporting period closes on December 31st, the participant would have attended at least one class during the period of December 1 – December 31).
- **Completed** = The participant completed the requisite number of classes as per his/her ITRP or Reentry Services Plan.

Cognitive Based Services (Thinking for a Change)

- How many **new** participants needed cognitive based services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed cognitive based services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive cognitive based services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide cognitive based services directly to participants? Y/N
- How many **new** participants were enrolled in cognitive based services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in cognitive based services that were provided directly by the CASC? (Of total x, a total of x have received services directly).
- How many **total** participants were **actively engaged** in (i.e., last class attended was within one month of the closing of the reporting period) cognitive behavior services? How many were referred out? How many received services directly?

- How many **total** participants **completed** cognitive behavioral services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?

Mental Health Services

- How many **new** participants needed mental health services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed mental health services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive mental health services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide mental health services directly to participants? Y/N
- How many **new** participants were enrolled in mental health services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in mental health services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) mental health services? How many were referred out? How many received services directly?
- How many **total** participants **completed** mental health services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly.

Substance Abuse Services

Notes: Substance abuse services include residential, outpatient and relapse prevention services.

- New Participants = total number of participants that received any of the three components,
- Total Participants = total number of participants that received any of the three components,
- Enrolled Participants = participants enrolled into any one of the three components,
- Participants Actively Engaged = actively engaged in any one of the three components and
- Completed = participants that completed any one of the three components.

Please use the narrative to describe circumstances in which a client may be receiving more than one component at one time.

- How many **new** participants needed substance abuse services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed substance abuse services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive substance abuse services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide substance abuse services directly to participants? Y/N
- How many **new** participants were enrolled in substance abuse services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in substance abuse services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) substance abuse services? How many were referred out? How many received services directly?
- How many **total** participants **completed** substance abuse services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly.

Employment Services

Note: Employment Services includes employment readiness (which includes life skills, career search and job development, transitional job, and job placement services,) and vocational training.

- New Participants = total number of participants that received any of the components,
- Total Participants = total number of participants that received any of the components,
- Enrolled Participants = participants enrolled into any one of the three components,
- Participants Actively Engaged = actively engaged in any one of the three components and
- Completed = participants that completed any one of the three components.

Please use the narrative to describe circumstances in which a client may be receiving more than one component at one time.

- How many **new** participants needed employment services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed employment services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive employment services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)

- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide employment services directly to participants? Y/N
- How many **new** participants were enrolled in employment services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in employment services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) employment services? How many were referred out? How many received services directly?
- How many **total** participants **completed** employment services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?
- How many participants who were provided with employment services directly by the CASC obtained employment?
- How many participants who were provided with employment services directly by the CASC have been employed for three or more months?
- How many participants who were provided with employment services directly by the CASC have been employed for 6 or more months?

Educational Services

- How many **new** participants needed education services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed education services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive education services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide education services directly to participants? Y/N
- How many **new** participants were enrolled in educational services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in educational services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) educational services? How many were referred out? How many received services directly?
- How many **total** participants **completed** educational services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?

- How many participants that were directly provided with educational services received a GED certificate?
- How many participants that were directly provided with educational services received a High School Diploma?
- How many participants who were directly provided with educational services obtained a vocational certificate?
- How many participants who were directly provided with educational services obtained higher education?

Housing Services

- How many **new** participants needed housing services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed housing services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive housing services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide housing services directly to participants? Y/N
- How many **new** participants were enrolled in housing services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in housing services that were provided directly by the CASC ? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) housing services? How many were referred out? How many received services directly?
- How many **total** participants **completed** housing services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?
- How many participants who were directly provided with services obtained housing?
- How many participants who were directly provided with services were housed for 3 or more months?
- How many participants who were directly provided with services were housed for 6 or more months?

Anger Management

- How many **new** participants needed anger management services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed anger management services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?

- Does the CASC refer participants out to receive anger management services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide anger management services directly to participants? Y/N
- How many **new** participants were enrolled in anger management services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in anger management services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class attended was within one month of the closing of the reporting period) anger management services? How many were referred out? How many received services directly?
- How many **total** participants **completed** anger management services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?

Parenting

- How many **new** participants needed parenting services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed parenting services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive parenting services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide parenting services directly to participants? Y/N
- How many **new** participants were enrolled in parenting services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in parenting services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class attended was within one month of the closing of the reporting period) parenting services? How many were referred out? How many received services directly?
- How many **total** participants **completed** parenting services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?

Recreation and Leisure Activities

- How many **new** participants were enrolled in recreation and leisure services this quarter?

- How many **total** participants are **enrolled** in recreation and leisure activities?
- How many **total** participants were **actively engaged** in (last class/outing attended was within one month of the closing of the reporting period) recreation and leisure activities?

Alumni Group Activities

- How many **new** participants were enrolled in Alumni Group services this quarter?
- How many **total** participants are **enrolled** in the Alumni Group?
- How many **total** participants were **actively engaged** in (last class/outing attended was within one month of the closing of the reporting period) the Alumni Group?

Creative Arts Activities

- How many **new** participants were enrolled in Creative Arts services this quarter?
- How many **total** participants are **enrolled** in Creative Arts Activities?
- How many **total** participants were **actively engaged** in (last class/outing attended was within one month of the closing of the reporting period) the Creative Arts Activities?
- How many total participants completed Creative Arts Activities as per their ITRP and/or Reentry Services Plan.

All Other Services (Lunch, Clothes, Child Care, Recovery/Faith Based, Saturday Services, Community Advisory Board and Physical Health Services)

- How many **new** participants were enrolled in each of the above services this quarter?
- How many **total** participants are **enrolled** in each of the above services activities?
- How many **total** participants were **actively engaged** in (the participant accessed the service at least one time during the month of the closing of the reporting period) each of the services.

3. Securing Contract Staff

- The Program and Associate Director should have a Master's Degree in Social Sciences or a related field, and at least one year of administrative experience in a program setting; or, a four-year degree in Social Sciences or related fields, and the equivalent of three cumulative years of documented experience demonstrating a history of administrative responsibility in criminal justice programs; or a two-year degree (AA or AS) and the equivalent of five years of full-time administrative experience in substance abuse programs combined with demonstrable familiarity working with the target population.

- The LCSW/LMFT staff must be in possession of a valid license as a LCSW or a LMFT issued by the California Board of Behavioral Science Examiners (CBBS), or Registered Intern with CBBS.
- Program staff will possess a four-year degree in Social Sciences or related fields and the equivalent of one year of documented criminal justice, substance abuse or social services program management experience; or a two-year (AA or AS) and the equivalent of two years' experience, or a High School Diploma or GED and four cumulative years of full-time experience
- The Contractor shall review and approve in advance the resumes/qualifications of all required personnel assigned to the contract to ensure the minimum specified standards are met.
- If a candidate or staff does not meet the minimum qualifications described, the LCA and SFAPD should review the circumstances, and decide a course of action that is in the best interest of the CASC program.
- The Contractor will send all final job descriptions to SFAPD for review prior to posting; and will let SFAPD know when posting or active recruitment for any position commences.
- The Contractor will provide SFAPD with candidate resumes, as well as indication of intent to hire a candidate. If a program staff is already a part of the Contractor team, the Contractor will provide SFAPD with staff name, and resume information.
- All CASC program employees and subcontractors, as well as any person in the operator's organization who will have access to or entrance into the facility, or other services locations shall be required to meet the requirements to obtain a SFAPD security clearance to enter and work at the facility. It shall be the operator's responsibility to retain approved clearances on-site as long as the staff member is employed. The SFAPD reserves the right to deny and/or retract security clearances upon written notification to the operator.
- Criteria for approval or denial of a position may include, but may not be limited to:
 - No arrests during the past three years.
 - Cannot currently be on parole, mandatory supervision, PRCS or probation or under any structured supervision as a result of criminal conduct.
 - Not required to register per Health and Safety Code Section 11590, Penal Code Section 290, and/or Penal Code Section 451.
- Staff vacancies shall be brought to the immediate attention of the SFAPD Reentry Division. The operator may fill temporary vacancies internally by a temporary

reassignment of existing qualified staff. The hiring process shall not exceed 30 days from the date of vacancy and the position must be filled within 60 days.

- The Contractor can make staffing and hiring modifications as needed for the benefit of the CASC program, and with the prior approval of SFAPD.

4. Department Liaison

In performing the services provided for in this Agreement, Contractor's liaison with the **San Francisco Adult Probation Department** will be **Lauren Bell**.

Such appendix (Appendix A-1) is hereby amended in its entirety to read as follows:

Appendix A-2 Services to be provided by Contractor

1. Description of Services:

The Contractor will manage and operate the Community Assessment and Services Center facility, and oversee the delivery of Center rehabilitative services as described below for clients of the San Francisco Adult Probation Department. Services may be provided at the Center, in County Jail or other locations in the community as needed to support APD clients' success.

SCOPE OF WORK

CASC – Service Delivery Responsibilities

A. PRINCIPLES OF EFFECTIVE INTERVENTION

Leaders in Community Alternatives ("LCA") agrees to train all staff on and appropriately integrate the National Institute of Correction's eight evidence-based principles for effective intervention within community corrections into every facet of service delivery. The eight principles are:

- 1) Assess Criminogenic Risks/Needs
- 2) Enhance Intrinsic Motivations
- 3) Target Interventions
 - i. Risk Principle: Prioritize supervision and treatment resources for higher risk offenders.
 - ii. Need Principle: Target interventions to criminogenic (correlated to crime) needs.
 - iii. Responsivity Principle: Be responsive to temperament, learning style, motivation, culture, and gender when assigning programs.

- iv. Dosage: Structure 40-70% of high-risk offenders' time for three to nine months.
- v. Treatment Principle: Integrate treatment into the full sentence/sanction requirements.
- 4) Skill Train with Directed Practice (e.g., use cognitive behavioral treatment methods)
- 5) Increase Positive Reinforcement
- 6) Engage Ongoing Support in Natural Communities
- 7) Measure Relevant Processes/Practices
- 8) Provide Measured Feedback

The CASC program design incorporates these principles in services for all clients. Each client will complete a COMPAS risk-assessment (principle 1) with the aim of identifying and targeting interventions (principle 3). All of the services offered are structured to enhance intrinsic motivation (principle 2) and will engage all individuals in skill building activities (principle 4). The services offered will provide positive reinforcement for the development of new skills and behaviors (principle 5) and will support the socialization of individuals as they re-enter their communities (principle 6). In an effort to demonstrate the success of the proposed model, LCA will measure the implemented practices (principle 7) and will provide measured feedback and outcomes to the SFAPD (principle 8). As established in cooperation with SFAPD and tracked by CASC staff, progress will be measured, including clients' compliance with their COMPAS Individualized Treatment and Rehabilitation Plan attendance, participation in assigned onsite and community activities, completion of components, and any special accomplishments and challenges. 9) Case manager to client case load ratios will not exceed 1:25 except in circumstances in which LCA and APD have discussed, and agreed upon a modification to that ratio. Any concerns or problems will be reviewed in the weekly case conferences with SFAPD, with adjustments made as needed.

B. ASSESSMENT, PLANNING AND TREATMENT

A comprehensive program is essential for our clients' successful, sustained community reintegration.

The CASC services will incorporate and include:

- 1) Gender Responsive Strategies
- 2) Strength Based, Trauma Informed and Family Focused Strategies
- 3) Criminogenic Needs and Community Functioning Factors
- 4) Collaborative and Coordinated Case Conferencing
- 5) Review of COMPAS Assessment and creation of Reentry Services Plan
- 6) Administration of Secondary Assessments
- 7) Coordinated Case Management

C. OVERVIEW OF SERVICE DELIVERY COMPONENTS

LCA, will provide the services set forth in this Appendix from program referral to client termination from or completion of services. LCA may provide the services directly or through a

subcontractor as specifically indicated below. A subcontractor's failure to deliver the services indicated below does not relieve LCA's responsibility for providing the services. Client referrals may originate in the Reentry Pod located inside of County Jail #2 or by SFAPD DPOs whose clients are already under community supervision.

Services components include:

- 1) Reentry Transportation
- 2) Intake
- 3) Orientation and Enrollment
- 4) Rehabilitation Services
- 5) Individualized Case Management, including Clinical Case Management
- 6) Community Service and Activities
- 7) Aftercare Services

D. INCENTIVES, REWARDS, AND REMEDIAL SANCTIONS

The overall LCA CASC program design emphasizes and supports clients' strengths, positive change, and the importance of accountability. Best practices includes providing incentives and rewards for progress and achieving goals, and structured sanctions that are swift and certain when clients do not meet program expectations or personal responsibilities.

E. REHABILITATIVE PROGRAMS

The CASC will offer a full array of **on and off site rehabilitative programs** directly or through subcontractors listed below that are designed to successfully transition offenders back into their communities. The interventions and services strive to use evidenced-based curricula whenever available, and to engage clients and address their criminogenic needs and community functioning factors. Clients will be assigned to rehabilitative services in accordance with their Individualized Treatment and Rehabilitation and/or Reentry Services Plan. Requirements for program completion of each component will be identified in the Reentry Services Plan and adjusted, as needed, through case conferences. Program capacity outlined below is based on current funding availability, and will be adjusted based on actual funding received. Programs include:

1. Gender Responsive Treatment and Services for Women Client Groups - LCA

Primary Curriculum: Helping Women Recover: A Program for Treating Substance Abuse – Special Edition for Use in the Criminal Justice System (Covington, Rev. Ed. 2008).

Schedule: The modules will be delivered 2 days a week, 1 ½ hours each, for 9 weeks, for a total of 25.5 hours, and optional 11 sessions delivered 2 days a week, 1 ½ hours each, for 6 weeks, for a total of 16.5 hours. Proposed program capacity is 48 women per year.

Following completion of Helping Women Recover, clients will be assessed, in cooperation with SFAPD, and those in need of further trauma work will continue with additional

treatment utilizing Beyond Trauma: A Healing Journey for Women (Covington 2003) to extend and deepen the trauma work introduced in Helping Women Recover. Clients will also be referred to community providers for ongoing gender responsive services.

2. Gender Responsive Treatment and Services for Men Client Groups - LCA

Primary Curriculum: Seeking Safety A Treatment Manual for PTSD and Substance Abuse (Najavits 2007), a flexible, cognitive-based curriculum designed for co-occurring post traumatic stress disorder and substance use disorder, focusing on coping skills and psychoeducation, with safety as the overarching goal (helping clients attain safety in their relationships, thinking, behavior, and emotions).

Schedule: The modules will be delivered 3 days a week, 1 hour each, for 9 weeks for total of 25 hours. Proposed program capacity is 240 men per year.

3. Cognitive Skills Development - LCA

Primary Curriculum: Thinking for a Change (T4C), (National Institution of Corrections, 3.0 edition), an integrated, cognitive behavior change program for offenders. It is anticipated that this core program will be included in the Reentry Services Plan for the majority of CASC clients. The three components of T4C are: cognitive self-change, social skills, and problem-solving skills.

Schedule: The modules will be delivered 3 days a week, 1½ hours each, for 9 weeks for a total of 37.5 hours (excluding optional sessions). Proposed program capacity is 420 clients per year.

4. Anger Management - LCA

Primary Curriculum: Anger Management for Substance Abuse and Mental Health Clients – A Cognitive Behavioral Therapy Manual (Reilly, Shopshire - SAMHSA, 2002)

Schedule: The modules will be delivered once a week, 1 ½ hour sessions, one a week for 12 weeks, for a total of 18 hours. Proposed program capacity is 96 clients per year

5. Substance Abuse Components – LCA

a. Substance Abuse Education Group

Primary Curriculum: ADDICTION: A Biopsychosocial Model (Terence T. Gorski, 2004): Part 1: Mind-Altering Substances; Part 2: Addictive Risk Factors; Part 3: Substance Abuse and Addiction.

Schedule: The modules will be delivered in 1½ hour sessions, twice a week over 2 weeks, for a total of 6 hours. Proposed program capacity is 48 women and 288 men per year.

b. Outpatient Substance Abuse Treatment

Primary Curriculum: RECOVERY: A Developmental Model (Terence T. Gorski, 2004): Part 1: The Recovery Process; Part 2: Building a Foundation for Recovery; Part 3: Creating Quality Recovery.

Schedule: The modules will be delivered in 1½ hour sessions, twice a week over 2 weeks, for a total of 6 hours. Proposed program capacity is 48 women and 288 men per year.

c. Relapse Prevention Training

Primary Curricula: RELAPSE (Terence T. Gorski, 2004): Session 1 - Basic Principles; Session 2 - Relapse Warning Signs; Sessions 3 and 4: Managing Relapse Warning Signs. The Relapse Prevention Training groups will then utilize: Relapse Prevention Therapy Workbook: Identifying Early Warning Signs Related to Personality and Lifestyle Problems (Terence T. Gorski and Stephen F. Grinstead, 2010)

Schedule: The modules will be delivered 2 days a week, 1 hour each, for 10 weeks for a total of 20 hours. Proposed program capacity is 48 women and 288 men per year.

6. Life Skills Development Training – To be provided by community partner, Center on Juvenile and Criminal Justice (CJCJ)

Primary Curriculum: Northern California Service League Life Skills and Employment Readiness Program. That program covers such topics as self-assessment, communications, job search techniques and interview skills. CJCJ transitional services specialist will also offer supportive services to CASC case managers for clients that are preparing for program discharge. Emphasis will be placed on budgeting, money management, technology, finding a safe place to live, nutrition, exercise, and many other topics designed to help clients live successfully in the community. The Transitional Specialist will provide a full range of resource development and service referrals to CASC clients returning to the community.

Schedule: The modules will be delivered 5 days per week, 4 hours each, for 1 week for a total of 20 hours. This program will be provided once per month. Proposed program capacity is 300 clients per year.

7. Parenting/Family Dynamics Training, and Batterers Intervention Services — Community Works

Primary Curriculum: Parenting Inside Out, an evidenced-based, cognitive-behavioral parenting curriculum will be used for the parenting/family dynamics work. The research based Manalive™ program curriculum will be used for the Batterers Intervention Program.

Schedule: The Parenting/Family Dynamics, and Manalive™ modules will be delivered both at the CASC and in the Reentry Pod, on a schedule that is agreed upon by Community Works, LCA, and APD. Each class size should not exceed 16 people.

8. Education/High School Diploma/GED – Five Keys Charter High School

Schedule: A classroom will be devoted 5 days a week, 8 hours a day. Program capacity will be established by Five Keys.

9. Employment Services – Two community partners, America Works and Center on Juvenile and Criminal Justice (CJCJ)

a) Employment Readiness

Primary Curriculum: Awakening New Futures created in 1988 by Northern California Services League, specifically designed for ex-offenders. Other curriculum may also be used by CJCJ or America Works.

Schedule: A classroom will be devoted 5 days a week, 8 hours a day. The curriculum will be delivered 2 days a week, 1 ½ hours each, for 5 weeks, for a total of 15 hours. Proposed program capacity is 480 clients per year.

b) Vocational Services

America Works will bring 1 FTE Job Developer to the CASC to provide vocational training and employment assistance to clients for pre-apprenticeship and vocational programs, as well as job placement. In addition, one-on-one career counseling will be provided. Once placed in training or on the job, America Works will establish a weekly retention working relationship with employer and employee to immediately address any concerns or problems.

Additionally, CJCJ operates two federally funded employment programs. CJCJ will move the San Francisco Training Partnership and Homeless Employment Coalition services and staff to the CASC facility, allowing clients easy access to these services. Clients will receive an array of services including assessment and referral to short-term training, counseling, and job placement services. Participants in both of these programs will also receive CJCJ's employment focused life skills trainings. In addition to providing the above described services, CASC clients will be able to receive monetary support through a flexible pool of monies identified to offer clients training and other relevant supportive services. These funds can be utilized for specific vocational trainings, uniform costs, and work equipment and tools, if deemed appropriate and necessary. These funds provide direct assistance to the clients, allowing for better successes among the participant population.

Schedule: A classroom will be devoted 5 days a week, 8 hours a day. Program capacity will vary based on needs of the clients.

10. Recreation and Leisure Activities - LCA

CASC clients will be introduced to physical recreation and multi-cultural celebrations and creative arts events, initially coordinated by staff and volunteers, and subsequently also through their independent exploration.

Schedule: Clients will develop a weekly recreation and leisure plan for pro-social activities in the community with their Case Manager.

11. Physical Health Services – various community providers

CASC clients not eligible for public insurance programs such as Medi-Cal, and who do not have other health insurance, will be enrolled in Healthy San Francisco. LCA has letters of Intent (LOI) from the Transitions Clinic, South of Market Health Center, and St. James Infirmary to accept eligible clients for medical assessment, treatment and care. Additionally we have an LOI from St. Vincent de Paul Society who through their Wellness Center will work on the emotional side of physical health with programs of stress reduction techniques, exercise, spiritual development as well as health topic discussions.

12. Graduations – LCA

To receive A CERTIFICATE OF GRADUATION, clients must satisfactorily complete all of their required individual program components as identified in their Reentry Services Plan, and demonstrate their ability to apply the knowledge and tools they learned.

Schedule: Twice per year.

13. Additional On-site Groups – LCA

LCA Case Managers and other trained staff and interns will facilitate weekday open morning, lunchtime, and evening check-in groups. Open N.A. and A.A. Meetings. The Community Room will have current resource information including community events and services.

Schedule: vary - during CASC hours of operation.

14. Recovery and Faith-Based Activities – various groups

Throughout the CASC program, clients will be provided with information if they choose to explore and join organizations offering spiritual and healing groups and activities. Clients will be provided extensive recovery group resource information.

15. Creative Arts – Community Works

Community Works will conduct active Creative Arts groups at the CASC and County Jail, A-Pod/Reentry Pod.

Schedule: vary - during CASC hours of operation.

16. Clothing Closet - LCA

The CASC will work with various community groups to establish a clothing closet on-site at the facility.

17. Childcare - LCA

LCA is will partner with Community Works for the parenting portion of the CASC. Case Managers will develop a childcare plan with each client who has children. Referrals will be made to agencies which offer multi-lingual family services, including child care.

18. Food Service - BHPMSS

The CASC will provide wholesome and nutritionally balanced meals 5 days per week for clients who spend four or more hours engaged in programming a day. Bayview Hunters Point Multipurpose Senior Services or another approved provider of food services will be responsible for the food service. Programming will include nutrition education, information on shopping and preparation, and also the opportunity to learn about foods of different cultures, expanded to include information on multicultural music, art, and lifestyles.

19. Saturday Services - LCA

Case Managers and other program staff will rotate coverage, supported by security staff. There will be a morning 12-Step meeting, a review of available weekend recreation and community service projects, and the resource guides. Computer stations will be available for client use. The on-duty Case Manager will have individual meetings with clients to address any immediate concerns. Rehabilitative programming will be available for working clients.

20. Alumni Group program - LCA

LCA Milestones program demonstrated the invaluable contribution of an active alumni group, for the alumni themselves supporting each other, and as role models and support to current clients, the program, and the community. Alumni co-facilitated cognitive-behavioral and recovery groups, led groups for community recreation and cultural activities, provided peer support on a 1:1 basis, and led the weekly Sunday evening group meeting.

CASC will establish and strongly support an active Alumni Group with similar invaluable contributions and benefits to the clients and the program. Representative members selected by the Alumni Group, along with current clients, will serve on a Client Advisory Board.

21. Community Advisory Board

The CASC will be an important contributor to its community. An Advisory Board will be established to provide ongoing support for planning and feedback, as well as additional resources for the program. This Board will meet quarterly at the facility. Members will include social service providers, other community organizations, businesses, clients, SFAPD and others.

CASC – Facility Oversight and Operations Responsibilities

Facility and Grounds requirements:

1. The CASC facility must be used exclusively for serving the target population and the staff associated with the program.
2. The CASC must be and remain in compliance with all applicable building, sanitation, health, safety and fire codes, as well as city and county zoning and use ordinances.
3. The CASC will have a plan for onsite security/monitoring of all equipment, supplies, staff and clients. The plan will include monitoring and oversight of entry and exit traffic and will ensure a sign-in/sign-out protocol for all facility visitors
4. Clients will be prohibited from loitering outside of the facility.
5. The facility will include a staffed reception lobby for CASC services. The SFAPD will staff a separate SFAPD lobby.
6. The CASC should provide a cheerful décor and color-coordinated furnishings for the facility with special emphasis on the lobby, hallways, classrooms and treatment restrooms, and dining area (eating and break room).
7. The CASC must have sufficient space designated for clients to take scheduled breaks and eat lunch.
8. The CASC must provide for multiple classrooms to permit training and services to be offered simultaneously.
9. The facility must provide an adequate number of functional, clean, bathrooms in accordance with City and County of San Francisco standards. The sinks shall provide both hot and cold water. Hand soap, paper towels, paper seat covers should be available. Restrooms must be considerate of gender needs and be separately located. Restrooms must be in compliance with the Americans with Disabilities Act (ADA).
10. Client restrooms shall not be co-located with the restrooms for staff.
11. If urinalysis testing is phased into programming, there must be a restroom for urinalysis testing.
12. The CASC kitchen, cafeteria, food storage area, equipment, appliances, furnishings and cabinetry, as well as all food service and preparation areas must meet all applicable health and sanitation code standards. Accommodations shall be made for participants with disabilities.
13. The CASC shall provide a wholesome and nutritionally balanced lunch a minimum of 5 days per week for all program participants who spend 4 or more hours engaged in programming on a given day. The CASC will be considerate of general health and dietary restrictions and food prohibitions associated with cultural and religious traditions.

14. LCA shall regularly inspect the facility for pest infestation and shall maintain pest control services to ensure the facility is free of insect and rodent infestation. Documentation of pest control services will be maintained at the facility and made available to the SFAPD staff upon request.
15. The CASC shall have proper lighting, heating, and ventilation.
16. The CASC shall have a secured maintenance room for storage of cleaning supplies, tools and equipment (e.g., mops, brooms, buckets, etc.) and shall be equipped with a utility sink. The facility, equipment, furniture, appliances, etc. shall be kept clean and in good operating condition at all times and replaced when necessary.
17. The CASC shall have a plan to ensure comprehensive janitorial services
18. All repairs including plumbing, electrical and/or structural which affect the health and safety of any occupant must be made within 48 hours of discovery and at the LCA's expense. LCA must notify the SFAPD Reentry Services Manager immediately.
19. LCA will ensure safety and security of facility exterior, interior, equipment, supplies, staff, clients and all client information.
20. If LCA anticipates transporting participants via a private vehicle, all staff shall possess a valid driver's license and the vehicle shall be fully insured.
21. LCA shall have written CASC policies and procedures in accordance with SFAPD's regulations. This policies and procedures will be submitted to the SFAPD Reentry Division for retention in the case file.
22. All CASC staff shall be trained and certified in first aid, including cardiopulmonary resuscitation (CPR) within the first six weeks of employment and remain current throughout their employment relative to this contract. A record of first aid training shall be maintained on file by the LCA.
23. Fully stocked first aid kits will be readily available throughout the facility. The telephone numbers of all local emergency service agencies shall be posted and readily available to all staff.
24. No Smoking signs shall be posted in full view of the participants, staff and visitors.

Security and Safety Requirements:

1. **Facility Security** – The safety and security of clients, staff and visitors is of paramount importance.
 - a. LCA staff and on site security protocols will take a dignified and reasonable approach to ensuring that the facility is free of weapons and contraband, and protected from outside intrusions. Daily security and perimeter inspection of the facility will make certain that functioning locks and latches are on all windows, doors and gates, and that electrical lighting (inside and out) is operating properly. Door alarms may be used to eliminate unauthorized egress or ingress during evening and night hours. Security policies shall ensure that the clients are not locked inside the facility at any time.
 - b. Given the large number of offenders in the facility at any given time, all staff should be adequately trained in effective relationship building, de-escalation strategies, and emergency response and evacuation protocols. CASC monitors that play a security leadership role should make routine safety checks throughout the facility, and be primarily responsible for prompting attention towards any lighting, signage, training or

other upgrade that is needed to further ensure the safety of people and property at the CASC.

2. Case Files

- a. LCA will develop and maintain properly organized participant files and secure them in a locked file cabinet or drawer. Files shall be considered confidential and protected from any unauthorized use or disclosure. Electronic client files will be held to the same security standard as hard copy files. The CASC will have written procedures for the release of case file information to include: 1) the participant's signed and dated Release of Information Form, 2) the name of the person, agency or organization to whom the information was released, and 3) the signature of the employee who released the information and date of release.

3. Searches and Contraband

- a. Whereas safety and security of CASC persons and property is of paramount importance, and whereas SFAPD and CASC staff will take a responsible harm reduction approach to addressing client substance abuse issues, CASC will create and honor a dignified contraband search and client substance use response policy that will be in compliance with SFAPD regulations, policies, and procedures. Clients that enter the CASC are subject to search. Any findings of contraband and/or signs of substance abuse shall be reported to the SFAPD staff as soon as possible after discovery. SFAPD and CASC staff will follow an agreed upon protocol for responding to contraband, weapons and substance use.

4. Disturbance Control Plan

- a. LCA will have a written Disturbance Control Plan in the event of a major disturbance such as riots, strikes, attacks upon staff, visitors or participants, explosions or fires, suicides or attempted suicides, natural disasters; and accidental injuries to staff and others. The plan shall include assistance from local law enforcement and/or emergency agencies as circumstances warrant. The development of the Disturbance Control Plan shall be coordinated with the SFAPD Reentry Services Manager. Once the Disturbance Control Plan is developed, LCA will submit a copy to the SFAPD Reentry Services Manager for retention in the contract file.

5. Fire Evacuation Emergency Procedures

- a. LCA will have written procedures pertaining to fire prevention, safety requirements, evacuation and emergency procedures that include instructions for the following:
 - o Immediate notification of the fire department (inclusive of the designated fire department's address and telephone number)
 - o Alert notification and/or evacuation of all occupants
 - o Notification of authorities
 - o Control and the extinguishing of fires

- Evacuation routes and procedures
- Other to be identified procedures

6. Emergency Evacuation Training

- a. All personnel shall be trained in the implementation of emergency procedures within 24 hours of their initial employment. Annual refresher training shall be provided to all personnel. All training is to be documented for compliance and maintained in employee files.

7. Quarterly Emergency Evacuation Drills

- a. LCA will conduct and document quarterly emergency evacuation drills. Documentation of each drill shall include: date and time of day; evacuation path used; number of staff, participants and visitors involved; amount of time to complete the drill, and any pertinent comments.

8. Posting of Emergency Evacuation Floor Plans

- a. Clear, concise and site-specific emergency evacuation floor plans shall be posted as appropriate at every occupied floor location throughout the facility. The floor plans should be located near the identified exit doors on each floor. The evacuation diagram plans shall be placed in tamper-proof frames and include the following:
 - Evacuation diagram plan that identifies the “You Are Here,” location that is compatible with the building floor plan.
 - Evacuation plans, which include the location of building exits, fire extinguishers, pull-stations, fire hose cabinets, and first aid supplies.
 - Emergency and evacuation procedures, including diagrammed evacuation routes, shall be communicated to each new participant upon arrival.

9. Smoke Detectors and Fire Extinguishers

- a. LCA shall provide operable and regularly tested smoke detectors and fire extinguishers in key locations including the kitchen and classrooms. All tests shall be documented and maintained at the facility site.

10. Hazardous, Toxic and Volatile Substances

- a. LCA shall maintain a written policy for inventory, use, storage and disposal of all hazardous, toxic, and volatile substances in accordance with the Hazardous Substances Information and Training Act, Chapter 2-5 (commencing with Section 6360), Part 1 of Division 5 of the Labor Code. Hazardous, toxic and volatile substances shall not be stored in furnace areas, kitchens, dining areas, or in close proximity to stored food or kitchen supplies. Flammable substances such as gasoline, kerosene and paint thinner shall be stored outside the facility’s main structure in approved containers inside properly ventilated and labeled fireproof cabinets.

- b. Material Safety Data Sheets (MSDS) must be maintained on-site for all hazardous materials used in the facility. The MSDS shall be posted and immediately accessible to staff and participants wherever these substances are used.
- c. LCA will provide training to facility staff and program participants. Documentation of training shall be maintained in the facility files.

The SFAPD and LCA will conduct an annual review of facility protocols, and will work together to resolve any review findings. "The periodic reporting required by this Agreement should address LCA's progress toward meeting the above operational and safety requirements, as well as any operational or safety issues that have arisen".

2. Data Collection and Reports

The Contractor shall submit written reports as requested by the **San Francisco Adult Probation Department**. Format for the content of such reports shall be determined by the **San Francisco Adult Probation Department**. The timely submission of all reports is a necessary and material term and condition of this Agreement. The reports, including any copies, shall be submitted on recycled paper and printed on double-sided pages to the maximum extent possible.

REPORTING

Monthly and quarterly reports will serve as interim evaluations of CASC successes and challenges, and the annual report will serve as indication of the CASC's progress towards goals, objectives and performance measures.

All CASC information, reports, writings, summary documents or press releases shall be reviewed and approved by the SFAPD prior to dissemination. LCA, and partners associated with the CASC will consult with the SFAPD before publically releasing any CASC related information to the public or other professional groups.

1. **Monthly Data Report** – Due the 15th of each month for services provided in the previous month.
 - At a minimum the report shall include the data elements listed below in the section entitled "Monthly Data Collection". The SFAPD will work with the Contractor to identify additional pertinent client and program data points to be tracked. The monthly data report shall also be accompanied by highlights of CASC program and services successes over the month, a list of problems/issues encountered during the month and the plan for resolving them, as well as any major events or activities that are planned for the subsequent month (s). The SFAPD and LCA will work together over the course of the contract to update data collection and monthly information submissions as needed.

2. **Monthly Cost Reimbursement Invoice** – Due the 5th of each month for previous month's expenditures.

- Monthly cost reimbursement invoices will reimburse for actual line item expenses incurred over the month for expenses according to the approved budget in Appendix B of this Agreement. Subsequent to determining the availability of funds each year during the contract period of June 1, 2012 – June 30, 2017, the SFAPD and Contractor will re-negotiate the project budget so that it reflects actually available funds for a subsequent period, and agreed upon CASC services, activities and performance measures. All negotiated costs will reflect industry standards for delivering services and will never exceed the total approved amount of this contract.

3. **Quarterly CASC Program Report** – Will be due **Oct. 15th** (for the period of June 1 – September 30), **January 15th** (for the period of October 1 thru December 31), **April 15th** (for the period of January thru March 31) and **July 15th**. The July 15th report will serve as a cumulative annual report.

- The quarterly report information will include analysis that builds off of the monthly data reports.
- The report will provide a succinct description of the key CASC services provided during the time period, as well as a report back on baseline information, and progress towards the below goals, objectives and performance measures.
- Quarterly data analysis should suggest what the data indicates about client demographics and needs, as well as any system or service improvements that could be made to further the success of the CASC.
- The 4th quarterly report will be a cumulative annual report.

4. **Annual CASC Program Report**

- The annual report should provide a cumulative qualitative and quantitative analysis of monthly data and quarterly report information, as well as a robust report-back of CASC activities, successes and challenges over the year.
- The Annual Report will be shared with San Francisco Mayor Ed Lee, the San Francisco Board of Supervisors and other policy and political stakeholders that are interested in high-impact criminal justice reform. To maintain broad-based support of this project, the CASC will need to show results.

MONTHLY DATA COLLECTION

The SFAPD and Contractor will continue to refine participant and program data elements during the initial and subsequent contract terms. The below represents the *minimum* data collection requirements - the Contractor should report back on the information on a monthly and quarterly basis as per the above instruction.

CLIENT/General Intake/Enrollment Data Points

- Unique identifier for each client.
- CASC Intake, Enrollment, Orientation, ITRP and Referral dates.
- Participant SFAPD Number.
- COMPAS completed (Y/N)
- ITRP completed (Y/N)
- Secondary Assessments Completed
- Personal Service Plan reflective of COMPAS, ITRP and as appropriate Secondary Assessment Results (Y/N)
- Participant Full Name.
- Participant Date of Birth.
- Gender.
- Sexual Orientation.
- Race and Ethnicity.
- Preferred Language.
- Current living situation.
- History of Mental/Behavioral Health Challenges (Y/N)
- Medication (Y/N – Detail any current medications)
- Homeless (Y/N)
- Highest level of education completed.
- Ever expelled from school (Y/N)
- Employment status prior to admission to CASC.
- Ever work full-time for one employer for six months or more (Y/N)
- If employed, full-time/part-time, start date, end date, wages, and occupation.
- Ever fired from a job (Y/N).
- Marital or Domestic Partnership Status.
- Disability (Y/N – Describe).
- Number of prior substance abuse treatment episodes.
- Victim of domestic violence or physical abuse (Y/N).
- Physical health diagnosis (Y/N – describe)
- Dental needs (Y/N – describe)
- Victim of sexual abuse (Y/N).
- Number of children and living arrangement of each child.
- Name and date of birth of each child.
- Primary caretaker of children (Y/N).
- Age at first drug/alcohol use.
- Number of years of problem use.
- Primary/secondary drug of choice.
- Age at first arrest.
- Involvement in Dependency or Delinquency systems (Y/N).
- Prior Service in the Military (Y/N).
- Number of prior arrests.
- Ever in jail for a probation violation (Y/N).
- Family structure (close relatives and living arrangements of each).

PROGRAMMATIC Data Points (Not captured in the performance measures section)

- # of reentry transportation requests made.
- # of reentry transports completed.
- # of new people referred into Remedial Sanctions program
- % of participants that completed their required Remedial Sanctions
- # of participants assessed for income benefits or who obtained transitional or unsubsidized employment during the period
- % of people that were not approved for income benefits (provide a summary of denial circumstances in quarterly narrative)
- % of all people that demonstrated increased income as a result of employment, benefits acquisition, etc.

QUARTERLY AND ANNUAL REPORT INFORMATION

BASELINE INFORMATION – Quarterly and annual reports should include a report back on the below baseline information.

- What is the baseline recidivism rate
- What is the target population
- How many staff provide direct services
- How many participants were eligible to participate in the time period
- How many of the total eligible participants were medium to high risk
- Of the eligible medium to high risk referrals, how many were enrolled (completed CASC intake/assessment and orientation).
- Of those enrolled, how many showed up for a first class
- Of those that showed up for a first class, how many maintained an active CASC program status during the reporting period? (Active status means that a participant participated in CASC services during the month of the closing reporting period).

GOALS, OBJECTIVES AND PERFORMANCE MEASURES – Quarterly and annual reports should document progress towards the below goals, objectives and performance measures.

Goals

- Reduce recidivism amongst target population
- Reduce returns to custody for new arrests
- Reduce arrests amongst target population
- Reduce probation violations amongst target population

Objectives

- 50 percent of clients will complete ITRP/Reentry Services Plan goals at CASC.

- Of the 50 percent who met their ITRP treatment goals, 60 percent will be in stable housing, gainfully employed, or enrolled in an education program, trade school, community college, or an adult education program.
- A minimum of 10 percent of clients will participate in the Alumni Group for a minimum of 6 months.

Performance Measures

ASSESSMENT AND ITRP/REENTRY SERVICES PLAN SUMMARY

- Does the program use a risk/need assessment?
- How many enrolled CASC participants completed a risk/need assessment?
- How many **new** participants were medium and high risk?
- How many **total** participants are medium and high risk?
- How many **new** participants completed an ITRP and/or Reentry Services Plan?
- How many total participants completed an ITRP and/or Reentry Services Plan?

SUCCESSFUL COMPLETIONS AND INCOMPLETIONS

- Define successful completion for the reentry program.
- What is the expected reentry program length?
- What was the average length of program participation?
- Have any participants successfully completed?
- How many people did not complete and for what reasons:
 - Failure to meet program requirements
 - Court or criminal involvement (technical violation, arrest, conviction, revocation, re-incarceration)
 - Lack of engagement
 - Absconding
 - Relocating or case transfer
 - Death or serious illness
 - Other

RECIDIVISM – IN-PROGRAM

The Contractor will work with the SF Adult Probation Department to ascertain the following information which will be verified through SFAPD client files, the SF CMS system and as needed the State CLETS system.

How many individuals participating in the program had been released 1 – 180 days ago?

How many participants had any court and/or criminal involvement while participating in the reentry program and who were released from jail/prison 1 to 180 days ago (total):

- Technical Violation
- Arrest
- Conviction

- Revocation
- Re-incarceration

How many individuals participating in the program had been released 181 or more days ago?

How many participants had any court and/or criminal involvement while participating In the reentry program and who were released from jail/prison 181 or more days ago (total):

- Technical Violation
- Arrest
- Conviction
- Revocation
- Re-incarceration

RECIDIVISM – PROGRAM COMPLETION

The Contractor will work with the SF Adult Probation Department to ascertain the following information which will be verified through SFAPD client files, the SF CMS system and as needed the State CLETS system.

How many participants successfully completed program requirements?

Enter the number of participants who had a NEW court and/or criminal offense after successfully completing the reentry program

- Technical Violation
- Arrest
- Conviction
- Revocation
- Re-incarceration

SERVICES PERFORMANCE MEASURES

Notes:

- **Participants that needed “x” service** = The service was documented in his/her ITRP or Reentry Services Plan.
- **Enrolled** = Participant completed CASC Intake, Assessment and Orientation
- **Actively Engaged** = Participant attended at least one class within one month of the closing of the reporting period (e.g., if the reporting period closes on December 31st, the participant would have attended at least one class during the period of December 1 – December 31).
- **Completed** = The participant completed the requisite number of classes as per his/her ITRP or Reentry Services Plan.

Cognitive Based Services (Thinking for a Change)

- How many **new** participants needed cognitive based services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed cognitive based services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive cognitive based services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide cognitive based services directly to participants? Y/N
- How many **new** participants were enrolled in cognitive based services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in cognitive based services that were provided directly by the CASC? (Of total x, a total of x have received services directly).
- How many **total** participants were **actively engaged** in (i.e., last class attended was within one month of the closing of the reporting period) cognitive behavior services? How many were referred out? How many received services directly?
- How many **total** participants **completed** cognitive behavioral services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?

Mental Health Services

- How many **new** participants needed mental health services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed mental health services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive mental health services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide mental health services directly to participants? Y/N
- How many **new** participants were enrolled in mental health services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in mental health services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) mental health services? How many were referred out? How many received services directly?

- How many **total** participants **completed** mental health services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly.

Substance Abuse Services

Notes: Substance abuse services include residential, outpatient and relapse prevention services.

- New Participants = total number of participants that received any of the three components,
- Total Participants = total number of participants that received any of the three components,
- Enrolled Participants = participants enrolled into any one of the three components,
- Participants Actively Engaged = actively engaged in any one of the three components and
- Completed = participants that completed any one of the three components.

Please use the narrative to describe circumstances in which a client may be receiving more than one component at one time.

- How many **new** participants needed substance abuse services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed substance abuse services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive substance abuse services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide substance abuse services directly to participants? Y/N
- How many **new** participants were enrolled in substance abuse services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in substance abuse services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) substance abuse services? How many were referred out? How many received services directly?
- How many **total** participants **completed** substance abuse services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly.

Employment Services

Note: Employment Services includes employment readiness (which includes life skills, career search and job development, transitional job, and job placement services,) and vocational training.

- New Participants = total number of participants that received any of the components,
- Total Participants = total number of participants that received any of the components,
- Enrolled Participants = participants enrolled into any one of the three components,
- Participants Actively Engaged = actively engaged in any one of the three components and
- Completed = participants that completed any one of the three components.

Please use the narrative to describe circumstances in which a client may be receiving more than one component at one time.

- How many **new** participants needed employment services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed employment services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive employment services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide employment services directly to participants? Y/N
- How many **new** participants were enrolled in employment services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in employment services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) employment services? How many were referred out? How many received services directly?
- How many **total** participants **completed** employment services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?
- How many participants who were provided with employment services directly by the CASC obtained employment?
- How many participants who were provided with employment services directly by the CASC have been employed for three or more months?
- How many participants who were provided with employment services directly by the CASC have been employed for 6 or more months?

Educational Services

- How many **new** participants needed education services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed education services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive education services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide education services directly to participants? Y/N
- How many **new** participants were enrolled in educational services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in educational services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) educational services? How many were referred out? How many received services directly?
- How many **total** participants **completed** educational services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?
- How many participants that were directly provided with educational services received a GED certificate?
- How many participants that were directly provided with educational services received a High School Diploma?
- How many participants who were directly provided with educational services obtained a vocational certificate?
- How many participants who were directly provided with educational services obtained higher education?

Housing Services

- How many **new** participants needed housing services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed housing services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive housing services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide housing services directly to participants? Y/N
- How many **new** participants were enrolled in housing services that were provided directly by the CASC? (Of x new, x received services directly)

- How many **total** participants were **enrolled** in housing services that were provided directly by the CASC ? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class/session attended was within one month of the closing of the reporting period) housing services? How many were referred out? How many received services directly?
- How many **total** participants **completed** housing services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?
- How many participants who were directly provided with services obtained housing?
- How many participants who were directly provided with services were housed for 3 or more months?
- How many participants who were directly provided with services were housed for 6 or more months?

Anger Management

- How many **new** participants needed anger management services this quarter based on their ITRP or Reentry Services Plan?
- How many **total** participants have needed anger management services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive anger management services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide anger management services directly to participants? Y/N
- How many **new** participants were enrolled in anger management services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in anger management services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class attended was within one month of the closing of the reporting period) anger management services? How many were referred out? How many received services directly?
- How many **total** participants **completed** anger management services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?

Parenting

- How many **new** participants needed parenting services this quarter based on their ITRP or Reentry Services Plan?

- How many **total** participants have needed parenting services based on their ITRP or Reentry Services Plan (cumulative number of participants per quarter or annum)?
- Does the CASC refer participants out to receive parenting services? Y/N
- How many **new** participants were referred out? (Of x new, x were referred out)
- How many **total** participants have been referred out (Of total x, a total of x have been referred out)?
- Does the CASC provide parenting services directly to participants? Y/N
- How many **new** participants were enrolled in parenting services that were provided directly by the CASC? (Of x new, x received services directly)
- How many **total** participants were **enrolled** in parenting services that were provided directly by the CASC? (Of total x, a total of x received services directly).
- How many **total** participants were **actively engaged** in (last class attended was within one month of the closing of the reporting period) parenting services? How many were referred out? How many received services directly?
- How many **total** participants **completed** parenting services as per their ITRP or Reentry Services Plan? How many were referred out? How many received services directly?

Recreation and Leisure Activities

- How many **new** participants were enrolled in recreation and leisure services this quarter?
- How many **total** participants are **enrolled** in recreation and leisure activities?
- How many **total** participants were **actively engaged** in (last class/outing attended was within one month of the closing of the reporting period) recreation and leisure activities?

Alumni Group Activities

- How many **new** participants were enrolled in Alumni Group services this quarter?
- How many **total** participants are **enrolled** in the Alumni Group?
- How many **total** participants were **actively engaged** in (last class/outing attended was within one month of the closing of the reporting period) the Alumni Group?

Creative Arts Activities

- How many **new** participants were enrolled in Creative Arts services this quarter?
- How many **total** participants are **enrolled** in Creative Arts Activities?
- How many **total** participants were **actively engaged** in (last class/outing attended was within one month of the closing of the reporting period) the Creative Arts Activities?
- How many total participants completed Creative Arts Activities as per their ITRP and/or Reentry Services Plan.

All Other Services (Lunch, Clothes, Child Care, Recovery/Faith Based, Saturday Services, Community Advisory Board and Physical Health Services)

- How many **new** participants were enrolled in each of the above services this quarter?
- How many **total** participants are **enrolled** in each of the above services activities?
- How many **total** participants were **actively engaged** in (the participant accessed the service at least one time during the month of the closing of the reporting period) each of the services.

4. Securing Contract Staff

- The Program and Associate Director should have a Master's Degree in Social Sciences or a related field, and at least one year of administrative experience in a program setting; or, a four-year degree in Social Sciences or related fields, and the equivalent of three cumulative years of documented experience demonstrating a history of administrative responsibility in criminal justice programs; or a two-year degree (AA or AS) and the equivalent of five years of full-time administrative experience in substance abuse programs combined with demonstrable familiarity working with the target population.
- The LCSW/LMFT staff must be in possession of a valid license as a LCSW or a LMFT issued by the California Board of Behavioral Science Examiners (CBBS), or Registered Intern with CBBS.
- Program staff will possess a four-year degree in Social Sciences or related fields and the equivalent of one year of documented criminal justice, substance abuse or social services program management experience; or a two-year (AA or AS) and the equivalent of two years' experience, or a High School Diploma or GED and four cumulative years of full-time experience
- The Contractor shall review and approve in advance the resumes/qualifications of all required personnel assigned to the contract to ensure the minimum specified standards are met.
- If a candidate or staff does not meet the minimum qualifications described, the LCA and SFAPD should review the circumstances, and decide a course of action that is in the best interest of the CASC program.
- The Contractor will send all final job descriptions to SFAPD for review prior to posting; and will let SFAPD know when posting or active recruitment for any position commences.

- The Contractor will provide SFAPD with candidate resumes, as well as indication of intent to hire a candidate. If a program staff is already a part of the Contractor team, the Contractor will provide SFAPD with staff name, and resume information.
- All CASC program employees and subcontractors, as well as any person in the operator's organization who will have access to or entrance into the facility, or other services locations shall be required to meet the requirements to obtain a SFAPD security clearance to enter and work at the facility. It shall be the operator's responsibility to retain approved clearances on-site as long as the staff member is employed. The SFAPD reserves the right to deny and/or retract security clearances upon written notification to the operator.
- Criteria for approval or denial of a position may include, but may not be limited to:
 - No arrests during the past three years.
 - Cannot currently be on parole, mandatory supervision, PRCS or probation or under any structured supervision as a result of criminal conduct.
 - Not required to register per Health and Safety Code Section 11590, Penal Code Section 290, and/or Penal Code Section 451.
- Staff vacancies shall be brought to the immediate attention of the SFAPD Reentry Division. The operator may fill temporary vacancies internally by a temporary reassignment of existing qualified staff. The hiring process shall not exceed 30 days from the date of vacancy and the position must be filled within 60 days.
- The Contractor can make staffing and hiring modifications as needed for the benefit of the CASC program, and with the prior approval of SFAPD.

4. Department Liaison

In performing the services provided for in this Agreement, Contractor's liaison with the San Francisco Adult Probation Department will be **Lauren Bell**.

- b. **Appendix B. Appendix B-1 "Budget"** of the Agreement currently reads as follows:

**Appendix B-1
Budget**

Full Budget

CASC Budget

Detailed Budget for First Year

**Annualized
Amount**

Months

**First Contract
Period
(13 Months)**

Personnel	\$	561,920		\$	220,969
Fringe Benefits	\$	106,589		\$	53,128
TOTAL SALARIES AND FRINGE	\$	668,509		\$	274,097
Program Curriculum	\$	20,000	-	\$	20,000
Supplies	\$	14,400	7.0	\$	8,400
Equipment	\$	12,480	13.0	\$	5,060
Travel	\$	7,200	10.0	\$	6,000
Client Supportive Services	\$	12,000	1.0	\$	1,000
Interpretive Client Services	\$	6,000	1.0	\$	500
Parenting Skills Training	\$	12,000	1.0	\$	1,000
HUD Matching Funds - CJ CJ	\$	20,000	1.0	\$	1,667
Reentry Transportation - Vehicle/Insurance/etc.	\$	-	-	\$	-
Other Occupancy Costs	\$	6,000	9.0	\$	4,500
Insurance	\$	12,300	5.0	\$	5,125
Maintenance/ Repair	\$	6,000	5.0	\$	2,500
Communications	\$	17,400	4.0	\$	5,800
Training and Education (Staff) (ongoing only)	\$	9,600	2.0	\$	1,600
Food	\$	51,156	1.0	\$	4,263
Drug Testing	\$	22,800	1.0	\$	1,900
TOTAL OPERATIONS	\$	229,336		\$	69,315
Rent	\$	807,792	2.0	\$	134,632
Utilities/Building Reimbursements	\$	78,756	2.0	\$	13,126
TOTAL RENT AND UTILITIES	\$	886,548		\$	147,758

Startup Capital Items		\$	2,510,949
TOTAL NON PERSONNEL ITEMS	\$	1,115,884	\$ 2,728,022
<i>Subtotal:</i>	\$	<i>1,784,393</i>	\$ <i>3,002,119</i>
Administrative Overhead (15%)	\$	267,659	\$ 73,676
Total Funding Request	\$	2,052,052	\$ 3,075,795
	<i>Months:</i>	12	13
Per Month	\$	171,004	\$ 236,600

Personnel and Fringe

POSITION TITLE	FTE's	ANNUALIZED SALARY	MONTHS WORKED DURING INITIAL CONTRACT TERM	TOTAL BUDGET (INITIAL 13 MONTH CONTRACT TERM)*
CASC Program Director	1.0	\$ 75,000	6.0	\$ 37,500
Asst. Program Director / Financial Manager	1.0	\$ 60,000	5.0	\$ 25,000
Admin Assistant / Intake Specialist	1.0	\$ 41,600	4.0	\$ 13,867
Clinical Supervisor / Lead Case Manager	1.0	\$ 65,000	13.0	\$ 70,417
Case Manager	1.0	\$ 41,600	8.0	\$ 27,733
Case Manager	2.5	\$ 41,600	2.0	\$ 17,333
Seniors Specialist / Case Manager	1.0	\$ 41,600	2.0	\$ 6,933
Employment Specialist	1.0	\$ 41,600	2.0	\$ 6,933
Transitional Specialist	1.0	\$ 41,600	2.0	\$ 6,933
Employment Specialist - HUD Funded	2.0	\$ 116,580	2.0	\$ 38,860
HUD FUNDING			2.0	\$ (38,860)
Security Monitors / Counselors	1.5	\$ 33,280	2.0	\$ 8,320
Transportation Staff	0.0	\$ 31,200	0.0	\$ -
Transportation Staff	0.0	\$ 31,200	0.0	\$ -
TOTALS	14.0			\$ 220,969
EMPLOYEE FRINGE BENEFITS	(see Narrative for detail)			\$ 53,128
TOTAL SALARIES & BENEFITS				\$ 274,097

Such appendix (Appendix B-1) is hereby amended in its entirety to read as follows:

**Appendix B-2
Budget**

**CASC Budget
(SF Day Reporting Center)**

Detailed Budget for First Year	2013 - 2014 Budget
Personnel	\$ 713,339
Fringe Benefits	\$ 162,345
TOTAL SALARIES AND FRINGE	\$ 875,684
Program Curriculum	\$ 7,500
Supplies	\$ 36,156
Equipment	\$ 29,159
Travel	\$ 750
Client Supportive Services	\$ 20,750
Interpretive Client Services	\$ 900
Parenting Skills Training	\$ 24,633
HUD Matching Funds - CJCJ	\$ 20,000
Reentry Transportation - Vehicle/Insurance/etc.	\$ -
Janitorial	\$ 30,000
Insurance	\$ 12,300
Maintenance/ Repair	\$ 2,400
Communications	\$ 14,400
Training and Education (Staff) (ongoing only)	\$ 6,820
Food	\$ 53,046
Occupancy Costs	\$ 31,651
Rent	\$ 807,792
Utilities/Building Reimbursements	\$ 78,756
TOTAL NON PERSONNEL ITEMS	\$ 1,177,013
<i>Subtotal:</i>	\$ 2,052,697
Administrative Overhead (15%)	\$ 307,905
Total Funding Request	\$ 2,360,602

Personnel and Fringe Detail:

POSITION TITLE	FTE's	ANNUALIZED SALARY	Budget FY 13-14
CASC Program Director	1.0	\$ 75,750	\$ 75,750
Asst. Program Director / Financial Manager	1.0	\$ 65,325	\$ 65,325
Admin Assistant / Intake Specialist	1.0	\$ 41,773	\$ 41,773
Clinical Supervisor / Lead Case Manager	1.0	\$ 68,000	\$ 68,000
Case Manager	1.0	\$ 42,155	\$ 42,155
Case Manager	1.0	\$ 41,773	\$ 41,773
Case Manager	1.0	\$ 41,773	\$ 41,773
Case Manager	1.0	\$ 41,600	\$ 34,667
Case Manager	1.0	\$ 41,600	\$ 34,667
Case Manager - POD Lead Facilitator	1.0	\$ 52,000	\$ 8,667
Case Manager - POD Facilitator	1.0	\$ 41,600	\$ 27,733
Barrier Removal/Discharge Navigator	1.0	\$ 41,600	\$ 17,333
Security Monitors / Counselors	2.0	\$ 66,560	\$ 66,560
Staff Incentives	1.0	\$ 2,950	\$ 2,950
Seniors Specialist / Case Manager	1.0	\$ 53,248	\$ 53,248
Employment Specialist (A&AF)	1.0	\$ 53,248	\$ 11,093
Transitional Specialist	1.0	\$ 53,248	\$ 53,248
Employment Specialist (Am Works)	1.0	\$ 53,248	\$ 26,624
Employment Specialist - HUD Funded	1.0	\$ 116,580	\$ 116,580
HUD FUNDING	1.0	\$ 116,580	\$ (116,580)
Weekend Operations Coordinator		\$ -	\$ -
Weekend Case Manager FT		\$ -	\$ -
Weekend Program Monitors PT		\$ -	\$ -
Transportation Staff	0.0	\$ -	\$ -
Transportation Staff	0.0	\$ -	\$ -
TOTALS	21.0	\$1,110,611	\$ 713,339
EMPLOYEE FRINGE BENEFITS		\$210,742	\$ 162,345
TOTAL SALARIES & BENEFITS		\$1,321,353	\$ 875,684

3. Effective Date. Each of the modifications set forth in Section 2 shall be effective on and after the date of this Amendment.

4. Legal Effect. Except as expressly modified by this Amendment, all of the terms and conditions of the Agreement shall remain unchanged and in full force and effect.

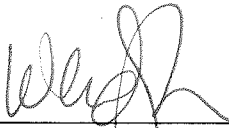
IN WITNESS WHEREOF, Contractor and City have executed this Amendment as of the date first referenced above.

CITY

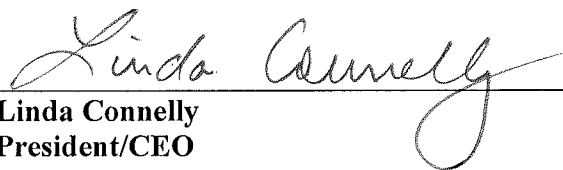
CONTRACTOR

Recommended by:

Leaders In Community Alternatives, Inc.



Wendy S. Still, MAS
Chief Adult Probation Officer
San Francisco Adult Probation Department

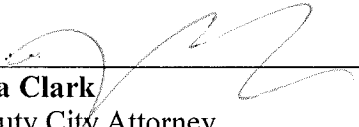


Linda Connelly
President/CEO

City vendor number: **25546**

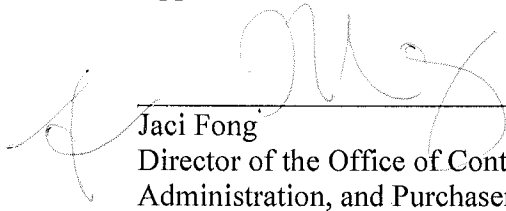
Approved as to Form:

Dennis J. Herrera
City Attorney

By: 

Jana Clark
Deputy City Attorney

Approved:



Jaci Fong
Director of the Office of Contract
Administration, and Purchaser