

File No. 110079

Committee Item No. 2

Board Item No. \_\_\_\_\_

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

Committee: Budget and Finance Committee

Date: February 16, 2011

Board of Supervisors Meeting

Date \_\_\_\_\_

**Cmte Board**

- |                                     |                          |  |
|-------------------------------------|--------------------------|--|
| <input type="checkbox"/>            | <input type="checkbox"/> | Motion                                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Resolution                                   |
| <input type="checkbox"/>            | <input type="checkbox"/> | Ordinance                                    |
| <input type="checkbox"/>            | <input type="checkbox"/> | Legislative Digest                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Budget Analyst Report                        |
| <input type="checkbox"/>            | <input type="checkbox"/> | Legislative Analyst Report                   |
| <input type="checkbox"/>            | <input type="checkbox"/> | Ethics Form 126 -                            |
| <input type="checkbox"/>            | <input type="checkbox"/> | Introduction Form (for hearings)             |
| <input type="checkbox"/>            | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| <input type="checkbox"/>            | <input type="checkbox"/> | MOU  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Grant Information Form                       |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Grant Budget                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Subcontract Budget                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Award Letter                                 |
| <input type="checkbox"/>            | <input type="checkbox"/> | Application                                  |
| <input type="checkbox"/>            | <input type="checkbox"/> | Public Correspondence                        |

**OTHER**

(Use back side if additional space is needed)

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Completed by: Victor Young

Date: February 11, 2011

Completed by: Victor Young

Date: \_\_\_\_\_

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

1 [Accept and Expend Grant - Zellerbach Family Foundation - \$159,000]

2  
3 **Resolution authorizing the Department of Juvenile Probation to retroactively accept**  
4 **and expend a grant in the amount of \$159,000 from the Zellerbach Family Foundation to**  
5 **support the Department of Juvenile Probation's ongoing efforts in organizational and**  
6 **leadership development, in developing and implementing evidence based practices,**  
7 **and in strengthening partnerships with community based organizations.**

8  
9 WHEREAS, JPD applied for these grant funds from the Zellerbach Family Foundation  
10 ("ZFF") on October 26, 2010, and was awarded \$159,000 by ZFF on December 7, 2010; and

11 WHEREAS, The purpose of the award and JPD's intended use for the award is to  
12 support ongoing efforts in organizational and leadership development, in developing and  
13 implementing EBPs, and in strengthening partnerships with CBOs; and

14 WHEREAS, The grant terms prohibit the inclusion of indirect costs in the grant budget;  
15 and

16 WHEREAS, The grant period is from January 1, 2011 to December 31, 2012; and

17 WHEREAS, The grant does not require an ASO amendment; now, therefore, be it

18 **RESOLVED**, That this Board of Supervisors hereby authorizes the Chief Probation  
19 Officer or his or her designee to accept and expend this grant award in the amount of  
20 \$159,000; and, be it

21 **FURTHER RESOLVED**, That the Chief Probation Officer is authorized to execute on  
22 behalf of the City and County of San Francisco the necessary grant agreement with the  
23 Zellerbach Family Foundation; and be it

24 **FURTHER RESOLVED**, That none of the grant funds will be expended on indirect  
25 costs; and, be it

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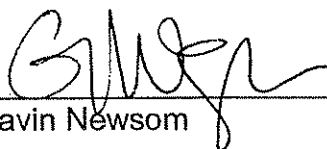
FURTHER RESOLVED, That grant funds received hereunder shall not be used to  
supplant expenditures controlled by the Board of Supervisors.

RECOMMENDED:

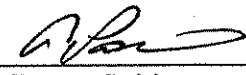
APPROVED:

Juvenile Probation Department

  
\_\_\_\_\_  
William P. Sifferman  
Chief Probation Officer

  
\_\_\_\_\_  
Gavin Newsom  
Mayor

APPROVED:

  
\_\_\_\_\_  
for Ben Rosenfield  
Controller



**City and County of San Francisco  
Juvenile Probation Department**

**William P. Siffermann**  
Chief Probation Officer

375 Woodside Avenue  
San Francisco, CA 94127  
(415) 753-7800

**TO:** Angela Calvillo, Clerk of the Board of Supervisors

**FROM:** Chief William P. Siffermann  
Juvenile Probation

**DATE:** January 5, 2011

**SUBJECT:** Accept and Expend Resolution for Zellerbach Family  
Foundation Grant

**GRANT TITLE:** Organizational Development

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

- Proposed grant resolution; original signed by Department, Mayor, Controller
- Grant information form, including disability checklist
- Grant budget
- Grant application
- Grant award letter from funding agency
- Other (Explain):

**Special Timeline Requirements:**

Please expedite

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

Name: Allison Magee

Phone: 753-7817

Interoffice Mail Address: 375 Woodside Ave., SF, CA 94110

Certified copy required Yes

No X

**File Number:** \_\_\_\_\_  
(Provided by Clerk of Board of Supervisors)

**Grant Information Form**  
(Effective March 2005)

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

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

1. Grant Title: Organizational Development

2. Department: Juvenile Probation

3. Contact Person: Allison Magee Telephone: 753-7817

4. Grant Approval Status (check one):

Approved by funding agency

Not yet approved

5. Amount of Grant Funding Approved or Applied for: \$ 159,000

6a. Matching Funds Required: \$ n/a

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

7a. Grant Source Agency: Zellerbach Family Foundation

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

8. Proposed Grant Project Summary: This is the fourth grant from the ZFF supporting JPD's organizational development efforts. Funds will be used for the following: to strengthen the Juvenile Collaborative Reentry Team (JCRT), a pilot collaborative effort to improve outcomes for youth returning from out of home placement; to conduct a comprehensive cost benefit analysis of dispositional options for San Francisco youth; and to offer additional training in evidence based practices to JPD and its community partners.

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

Start-Date: January 1, 2011

End-Date: December 31, 2012\

10a. Amount budgeted for contractual services: \$50,000

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

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

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

11a. Does the budget include indirect costs?

Yes

No

b1. If yes, how much? \$

b2. How was the amount calculated?

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

Not allowed by granting agency  
 Other (please explain):

To maximize use of grant funds on direct services

c2. If no indirect costs are included, what would have been the indirect costs? \$1,400

12. Any other significant grant requirements or comments:

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

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

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

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

Comments:

Departmental or Mayor's Office of Disability Reviewer: \_\_\_\_\_  
(Name)

Date Reviewed: 1-11-11

Department Approval: Louise Brooks Houston, H.R. Director  
(Name) (Title)  
Louise Brooks Houston  
(Signature)

Zellerbach Family Foundation  
2011-2012 Grant Budget

**2011-2012 Final Budget**

Activity	Projected Cost
Juvenile Collaborative Reentry Team	\$70,000
LCR Cost Benefit Analysis	\$50,000
Leadership Development/Coaching	\$20,000
Evidence Based Practices-	\$10,000
Trainings/Workshops-	\$5,000
Materials and Supplies	\$4,000
Total Proposed New Funds	\$159,000

**San Francisco Juvenile Probation  
2010 Progress Report and Funding Request for  
Zellerbach Family Foundation**

The San Francisco Juvenile Probation Department (JPD) continues to work towards the goals established three years ago with the Moving Forward initiative. With the generous support of the Zellerbach Family Foundation (ZFF), efforts to build leadership, strengthen community and stakeholder partnerships, and to introduce and expand the use of evidence based practices not only continue, but are beginning to show signs of success.

JPD established the three overall goals knowing that without a strong infrastructure, its efforts to improve outcomes for youth and families would be compromised. Even the most sincere and dedicated staff are stifled when working in an isolated environment with few internal supports. By focusing on organizational development, JPD has built internal capacity, and external credibility that is translating to its day-to-day work with youth and families. While many challenges lay ahead, programming is stronger, staff are more engaged, and data shows that JPD along with its system partners is reducing the number of youth detained in Juvenile Hall and referred to probation.

Perhaps the most striking improvement is in JPD's community and stakeholder partnerships. Three years ago when Moving Forward was initiated, the Department was relatively isolated. The strained relationships between JPD and its stakeholders were evident at varying levels of staff and management. JPD's relationships with the community and community based agencies were also weak, resulting in inconsistent program referrals.

Through the activities, guidance, and support funded through Moving Forward, JPD succeeded in taking the first steps towards rebuilding its stakeholder relationships. This is evident through the three major federal and state grants awarded to partnerships anchored by JPD, as well as the new program model at Log Cabin Ranch, all implemented over the past three years.

**AIIM Higher-** In 2008 San Francisco was awarded a \$200,000 Bureau of Justice Assistance Justice and Mental Health Collaboration grant for its AIIM Higher program. AIIM (Assess, Identify Needs, Integrate Information, and Match to Services) Higher is a partnership between the San Francisco Juvenile Probation Department and the Department of Public Health's Child, Youth and Family System of Care. SF AIIM Higher is a program that offers data-driven assessment, planning, and linkage services that engage juvenile justice-involved youth and their families in targeted and effective community-based interventions.

**JCRT-** The Juvenile Collaborative Reentry Team is a partnership between JPD, the Superior Court, the Public Defender's Office, and the Center on Juvenile and Criminal Justice (CJ CJ), a community-based service provider. The program establishes a collaborative team approach to the development and implementation of reentry plans for youth returning from out-of-home placement. The program also established a Reentry Court, where a designated judge hears, approves, and monitors the recommended plans up to three months prior to the child's return. The program received a \$660,000 Federal Second Chance Act Grant award, and preliminary data shows significant improvements in the youth served through this program.

**DMC-** San Francisco partnered with the San Francisco Police Department to provide outreach, training, intervention, and data analysis to officers working with youth in the Bay View Hunters Point community. San Francisco was awarded a \$100,000 DMC grant by the State of California in support of this program.

**LCR-** In 2008 JPD established the LCR planning committee to create a new program model for Log Cabin Ranch. The committee is comprised of all LCR stakeholders and partners including the Superior Court, the Public Defender's Office, the District Attorney, the Private Bar, the San Francisco Unified School District, and the Department of Public Health. JPD established this group in an effort to create a coordinated transparent approach to the development of LCR. LCR is in its second year of implementation.



Each of these initiatives was developed specifically to establish collaborative efforts to improve outcomes for youth. They involved high level coordination and compromise between top level staff within each department. More importantly, these initiatives also require daily cooperation by line level staff, including probation officers, attorneys, and health workers. The true success of these programs is that they are quietly creating a shift in the culture at the Youth Guidance Center. As these partnerships continue, other staff are observing and replicating their approach. Further, managers within each of these departments are looking for ways to identify additional opportunities to work together. Both the District Attorney's office and representatives from the Private Bar have expressed interest in joining the JCRT model. After a recent JDAI conference, the managing attorney for the Public Defender's office acknowledged to JPD administrators that even though the Juvenile Hall population is down (80 youth on October 14<sup>th</sup>) that many youth remain in the hall for extended periods due to contested dispositions.

This acknowledgement is important because while the impacts contested dispositions have on detained youth is common knowledge, the Public Defender's office has never publically conceded that their strategies may result in longer stays in detention. More importantly, the public defender's office has suggested that the system partners develop a venue to develop shared court recommendations that all parties agree upon to reduce the number of contested dispositions. While this is only a suggestion to date, and many mechanics and logistics will need to be worked out, the acknowledgement and willingness to work together is significant.

Finally, the data itself indicates that JPD's efforts are successful. The table below summarizes Juvenile Hall bookings and probation referrals from 2005 to August 31, 2010. The table shows significant decreases in all bookings and in probation referrals and petitions each year over the past two years. The change over the five-year period is equally as significant.

There are many factors that contribute to juvenile hall bookings, including policing strategies, community based programming, etc. However, JPD's efforts to keep youth out of detention through staff training, evidence based practices such as a Risk Assessment Instrument and the Youth Assessment and Screening Instrument (YASI), and ongoing training and support, most of which have been implemented or strengthened over the past three years are proving to be effective.

The Risk Assessment Instrument or RAI is a tool used by Probation and Juvenile Hall staff whenever a child is brought to Juvenile Hall for booking. The RAI assigns a score to each child based on a set of factors such as the child's charging offense, criminal history, and age. If the RAI score is seven or below the child is sent home. A score ranging from eight to ten will result in the child being sent home but with community services. This is the point when a child is referred to a formal alternative to detention programs, consistent with the Annie E. Casey Foundation's JDAI initiative. A score of 11 or higher generally results in the child being held for a detention hearing within 48 hours of booking.

The YASI is an assessment instrument that is administered once a child is referred to probation. The assessment is used to create a meaningful and comprehensive case plan for each probationer. The YASI examines risk factors such as the child's family history, school performance, peer interactions, alcohol and/or drug use, mental health, aggression or violent behavior, general attitude, skills, and employment or extracurricular activities. Once an assessment is complete, a case plan is developed and implemented for the child. While a YASI assessment does not impact inform booking decisions, the assessment helps to identify and address factors that may increase a child's risk of reoffending.

	2005	2006	2007	2008	2009	Through 8/31/10	* Projected 2010 Total based on YTD	% Change from 2007	% Change from 2005
<b>Juvenile Hall</b>									
Bookings	1838	2038	1871	1931	1569	940	1,175	-37%	-36%
Average Daily Population	100	106	119	124	109	99	99	-17%	-1%
Average Length of Stay	19	19	23	23	23	26	26	13%	37%
<b>Probation Services</b>									
* All Probation Referrals	3013	3290	3131	3446	3296	1971	2,464	-21%	-18%
Total Petitions	1527	1673	1500	1607	1291	828	1,242	-17%	-19%
% Petitions Filed	51%	51%	48%	47%	39%	42%	50%	5%	-1%

Includes court orders, violation of probation, home detention failures, warrants, transfers from other counties, citations, certifications

\* from adult court, placement failures, log cabin medical plus all criminal offenses

\*\* 2010 totals are based on the projection of 3/4 year actuals

\*\*\* ADP and ALOS projections are based on current average

## 2010 Grant Update

This year, JPD requested funds to continue the Moving Forward initiative. Specifically, funds were requested for the following activities:

Leadership Development/Coaching.....	\$37,500
Policy and Procedure Audit.....	\$34,375
Trainings/Workshops.....	\$18,000
Technical Assistance for Community Partners.....	\$50,000
Materials and Supplies.....	\$ 2,625

The single most challenging piece of the current grant was the actual expenditure of funds. 2010 became a perfect storm of varying circumstances that resulted in delayed activities and revised spending plans for almost every line item in our budget request.

Because of the ongoing budget crises, many new rules and procedures have been put into place citywide to reduce spending and to protect city jobs. As a result, JPD experienced tremendous delays in obtaining approval for certain expenditures. The most frustrating delays were related to contracted services or activities. New rules developed by the Office of Contract Administration and the Department of Human Resources (DHR) require that all city departments first work with trainers employed by DHR, the Airport, and/or the Public Utilities Commission (PUC) before any new contracts for training could be approved. This rule meant that JPD's leadership development and coaching proposal would have to be changed to allow DHR to facilitate the work. While this news was received with much anxiety, after further thought and consideration, it became clear that the rule is an opportunity for the Department to further strengthen its leadership development efforts.

JPD has agreed to "contract" with DHR to register each of its first-line supervisors and managers for their 24-Hour Plus training courses. 24-Hour Plus is a training course designed for new managers and supervisors in San Francisco. The series introduces new models for managing performance and encourages participants to share experiences and best practices. While all new city supervisors are required to attend the series, peace officers including Probation Supervisors and Juvenile Hall and Log Cabin Ranch Supervisors participate in separate management courses through their required POST training. As a result, most of JPD's managers have not attended 24-Hour Plus.

One important lesson that JPD learned through the first phase of Moving Forward was that managers varied considerably in their engagement with the Department, its system stakeholders, and the City as a whole. We found that often managers and especially first line supervisors are so preoccupied with their day-to-day tasks that they have little time or interest to consider the larger context in which they work. For some time, JPD had recognized the 24-Hour Plus series as an opportunity to not only provide its managers and supervisors with essential training, but to also offer them a better understanding of policies and procedures specific to San Francisco (that the POST trainings would not address). Most importantly the trainings would provide the opportunity for JPD managers and supervisors to step away from the environment of the Youth Guidance Center into a neutral space, free from their bosses to talk to and learn from their peers in other city Departments.

As a result of what was initially rejected as a burdensome new rule, all of JPD's supervisors and managers have been registered for the 24-Hour Plus courses that started in September and continue through the end of the calendar year. As part of the agreement with DHR, trainers will track the issues and questions raised in the courses that are specific to JPD. A follow-up session for all of JPD's supervisors and managers will be facilitated in December to offer extended support to JPD staff. Finally, a wrap-up meeting with the trainers and JPD executive staff will be scheduled following the final training session to review trends and common concerns amongst the staff. This meeting will also be used to identify next steps for any additional trainings or support by DHR.

DHR has estimated that all activities described above would cost \$7,900, leaving approximately \$30,000 for continued leadership development and coaching efforts. JPD expects to carry forward this remaining amount while it navigates through the contracting process. The remaining funds would be expended in the next calendar year.

Because of the delay in implementing the leadership development work, there are few outcomes to report at this time. However, JPD has made a few procedural changes to further support manager's efforts to improve communication and transparency with staff while also complying with reporting obligations. Specifically, JPD has changed its reporting period for the purposes of performance appraisals. Using the fiscal year required that the majority of reports be completed during the summer months when many staff are off work. The calendar year is a cleaner reporting period and less impacted by vacation schedules.

Because the leadership trainings are just getting started, JPD expects that the outcomes such as improvements in unit meetings and staff interactions will not become obvious until mid 2011.

### **Policy and Procedures Audit**

JPD requested and received funds to support a comprehensive audit and analysis of its existing policies and procedures manuals. The project became more complex than initially anticipated, as the most recommended consultants focused only on law enforcement agencies, and did not provide services for juvenile probation departments.

After considerable outreach, JPD secured a partnership with the Berkeley Center for Criminal Justice (BCCJ) to oversee this project. This is especially exciting, as Barry Krisberg, the former President of the National Council on Crime and Delinquency and now a Senior Fellow with BCCJ is a national leading expert in juvenile probation and juvenile facilities. Dr. Krisberg and his staff will perform a range of activities including a full review of all of JPD's 1,000 plus pages of policies and procedures. Specific outcomes include the following:

- ◆ A review and update all of operational policies and procedures
- ◆ The identification of effective training tools, assessment of implementation and compliance, and identification of national experts for guidance
- ◆ The revision and drafting of a set of policies and procedures
- ◆ All revised policies and procedures will reflect best practices and be in compliance with all state and federal laws.

JPD is thrilled to have the expert advice and opinion of Dr. Krisberg, however this project is also slowed by bureaucratic processes. Unfortunately, university contracting procedures are as time-consuming as those in the City, and so administering this project has been particularly slow. As of today, the sole source contract request has been approved by San Francisco, and the City is awaiting final paperwork from BCCJ related to insurance and other matters. JPD expects that BCCJ will formally begin the projected six-month project in November. While all related funds will not be spent by year-end, they will be encumbered to BCCJ. A copy of BCCJ's proposal is attached.

## **Trainings/Workshops**

To continue with its efforts expand the use of evidence based practices at JPD, a portion of grant funds were dedicated to general trainings and workshops that specifically focused on EBP for JPD staff.

JPD has been successful in identifying and scheduling training for practices and programs that have demonstrated to improve outcomes for youth. In addition to mandated Standards and Training for Corrections or STC, JPD has developed a training plan that is focused on evidence based practices, improved outcomes for youth, and leadership development. Not all trainings are funded through Zellerbach support. However, the addition of ZFF funds has helped to create a comprehensive training plan that can address the many complex issues faced by Probation Officers and Counselors every day. Subject areas include the following:

- Motivational Interviewing
- Motivational Interviewing TWO: Advanced Skill Practice
- Women in the Criminal Justice System
- Brief Crisis Intervention Counseling for Institutions
- Evidence-Based Practices, Demystified
- Why Don't They Get It? Understanding Juvenile Development
- Bullying and School Violence
- Juvenile Law/Case Law Update
- Relationship and Family Violence: Reasons and Resources, 16 hours
- Child pornography and the sexual exploitation of minors
- Diversity: Beyond Race and Gender
- Boomers, Gen X, and Gen Y: Working Together
- Customer Service Excellence, 4 hours
- Supervisory and Leadership Skills
- Controlling Stress on the Job: Setting Goals and Choosing Change

In addition, ZFF funds have allowed the Department some flexibility to send staff to specialized trainings on an as needed basis. Trainings include:

Aggression Replacement Therapy- JPD has sent two groups of Log Cabin Ranch counselors to participate in two-day trainings on Aggression Replacement Therapy or ART. ART is a multi-component cognitive-behavioral treatment to promote pro-social behavior by addressing factors that contribute to aggression in children and adolescents including limited interpersonal social and coping skills, impulsiveness, over-reliance on aggression to meet daily needs, and egocentric and concrete values.

The ART trainings were the first formal training Log Cabin Ranch counselors received that focused on best practices for treatment and therapeutic interactions with youth. While the MYSI trainings focused on general staff and youth interactions, they did not provide instruction on group process. As more staff are trained in MYSI and treatments such as ART, daily group sessions have slowly become more intense and emotional for residents. Staff are better equipped to support youth during these sessions creating a safer environment where youth may acknowledge and address their personal issues.

Carey Guides/Training- The Carey Group is a private consulting and training firm that offers a range of services including support in the advancement of EBP. The Carey Guides are a series of 33 handbooks designed to help probation officers and other correctional professionals utilize EBP with their clients. The guides focus on criminogenic factors such as anger, anti-social thinking, emotional regulation, substance abuse, and empathy; and case management tools such as case planning, dosage and intensity, strength-based planning, reentry, rewards and sanctions, and the use of behavioral techniques. The guides translate EBP into a series of strategies and short exercises that are called "fifteen minute tools" for practitioners. JPD has received 25 manuals for its probation staff. Trainings for the Guides are underway, and expected to be completed by year-end.

Trauma Focused Cognitive Behavioral Intervention- Trauma-focused Cognitive Behavioral Therapy (TF-CBI) is an evidence-based practice that addresses the after effects of trauma, behavioral problems, and other issues. The Department of Public Health now offers TF-CBI to community providers. JPD is working with DPH to provide TF-CBI training to Juvenile Hall and Log Cabin Ranch counselors, and to introduce the concepts to probation staff.

The TF-CBI training at JPD is underway, so it is too soon to determine the impact. However, the coordinated training for CBOs and JPD staff also supports the Department's efforts to strengthen its community partnerships. The TF-CBI training demonstrates the Department's commitment to EBP, but also to ensure that services for JPD youth and families are consistent and coordinated, regardless of when the services are received, or by whom.

### **Technical Assistance for Community Partners**

JPD has been working closely with the joint funders, the interdepartmental collaboration developed to pool all community-based violence prevention funds into one coordinated funding strategy. The group has been working to strengthen community input while limiting the number of redundant initiatives citywide. Efforts related to this work include an independent evaluation of community-based violence prevention programs for youth, and the reorganization of the Juvenile Justice Coordinating Council to strengthen its oversight of violence prevention programming.

There have also been delays in the expenditure of these funds. Late evaluation results, uncertain RFP processes and the budget itself all made it difficult to determine funding strategies and levels for the year. Accordingly, the amount and timing of technical assistance was reliant on the final strategy.

The Joint Funders have recently finalized its technical assistance plan for the community-based violence prevention providers. The group worked with the providers to develop a series of workshops or trainings that would be presented at YGC for providers who work with JPD youth. Workshop facilitators will range from professional trainers to City experts. Each training is estimated to cost \$500 and will be funded separately. As such, the department will not have to follow the same contracting requirements and so doesn't anticipate further delays. The list of proposed workshops includes case management, youth development, family case management, a juvenile justice system overview, and diversifying funding. A complete list is attached.

JPD has also implemented some measures to better track its referrals and programming. Currently, JPD staff track referrals to the Intensive Home Based Supervision (IHBS) program to ensure that Probation Officers are utilizing the program. In addition, JPD meets regularly with the Joint Funder to specifically discuss issues related to service delivery, programs, and problems or challenges associated with individual service providers. JPD still is unable to track all program referrals to community based agencies due to the different case management systems between departments and confidentiality issues.

### **Materials and Supplies**

Materials and supplies purchased with Zellerbach funds have gone to support or augment ZFF initiatives such as workshops, trainings, and Log Cabin Ranch.

## 2011/2012 Funding Request

JPD requests support to continue with its organizational development efforts. In the coming year, JPD will focus less on staff training, and more on strengthening key initiatives to develop standardized models that are sustainable and replicable. Because of the 2009 carry forward and anticipated carry forward for the current year, JPD requests a two-year grant period. Given the lengthy contracting and administrative processes associated with San Francisco, a two-year grant period will give JPD more time to adequately research, identify, and contract with outside entities. In addition, the added timeframe will allow time to assess and properly respond to unexpected changes in the program plan.

Specifically, JPD requests the following:

### JCRT

As described above, the Juvenile Collaborative Reentry Team or JCRT is a collaborative program developed to improve outcomes for youth returning from out-of-home placement. The actual JCRT is comprised of a probation officer, public defender, youth advocate, and clinical case coordinator. The team works to create coordinated and comprehensive reentry plans that are approved by a designated court up to three months prior to the child's return from placement.

One of the biggest challenges with JCRT has been the adequate preparation of the family for the child's return. Youth may excel when in placement, but if the issues related to the family and the home environment are not addressed, the child is unlikely to succeed at home. JPD is requesting support from ZFF to augment the JCRT program to allow for regular placement site visits by the child's team, clinical providers, and family. Funds will be used to create a site visit schedule for each child that will allow the JCRT time to meet with the placement provider and gain insight into the child's progress. In addition, a licensed family therapist will visit each child in placement to confer with on-site clinical staff, establish a relationship with the child, and begin the process of preparing the child for his or her return. Finally, every child's family will make one visit to the placement site once the reentry plan is approved by the court and in implementation. Such visits will allow the family and child to begin preparing for the child's return home with the support of a clinical therapist who will continue to work with the family after reentry.

The JCRT planning team has met extensively on this issue and all agree that placement visits by the team, therapist, and family will ensure that all issues are addressed in the reentry plan. In addition, the therapist will have the opportunity to establish relationships with both the child and the family prior to return, resulting in the family being more engaged with the plan and better able to support their child's return.

If approved, \$40,000 of ZFF funds will support a licensed family therapist with the Center on Juvenile and Criminal Justice. The cost assumes that 50% of activities will be reimbursed through EPSDT (Early Periodic Screening and Diagnostic Testing) eligible activities. In addition, \$20,000 will be added to the grant budget to cover travel costs for the four JCRT members as well as travel costs for families to make one site visit to their child while in placement.

An additional \$10,000 will be allocated to fund pre-employment internships for JCRT youth. This year, JPD used \$100,000 in state grant funds to reserve workforce training and placement slots for JCRT and LCR youth. Critical to successful reentry, employment opportunities are scarce for youth returning from placement, especially in today's economy. By reserving workforce training and placement slots exclusively for this group of youth, JPD is seeking to increase their opportunities to successfully transition to their communities and more importantly into adulthood.

JPD has reserved slots at New Door Ventures, Mariott Bridges, Chalk, Old Skool Café, the SF RAMP program, and YearUp. Each organization offers training, placement, and support programming, and specializes in working with high-risk youth. The programs differ in eligibility criteria and design and so that a proper match can be found for

every youth. Graduation and release dates for some youth will not necessarily coincide with the best program match, meaning that some youth will not begin their workforce program until two or three weeks after their return.

Because the first several weeks after a youth returns to his or her community are critical to their long term success, JPD sought to create short-term job placements. These placements last only a few weeks, and are designed to keep participants occupied with constructive activities during a vulnerable time.

A large number of local non-profit organizations have agreed to provide unpaid internships for JCRT and LCR youth. JPD seeks to contract with a temporary coordinator who will match youth with placements and facilitate the payment of stipends for each participating youth. This is a short-term request, as City Youth Now, a non-profit organization dedicated to improving outcomes for system involved youth has already committed to permanently providing this service. However, they are in the midst of an organizational restructuring and so unable to begin the pre-employment internship program until early 2011.

JPD will pay the coordinator approximately \$30 per hour for 20 hours weekly through February 2011. In addition, stipends are budgeted at \$10 per hour, not to exceed \$500 total. In total, JPD is budgeting \$10,000 for the pre-employment program. Given its temporary nature, formal contracting rules will apply to this project.

The Second Chance Act grant is a three year grant that will expire in 2012. The Planning Team is working to strengthen the model so it may request additional federal funds at the end of the grant period, as recommended by the OJJDP program officer. Especially as a two-year grant, ZFF funds will help the team to formalize the model so future funding requests, either through federal or local funding streams are sound.

### **Cost-Benefit Analysis**

JPD is in its second year of implementing its new program model at Log Cabin Ranch. This year, a second cohort of youth was introduced bringing the total population up to 24. Programming has been expanded to include an additional therapist, enhanced workforce programming, and an educational curriculum coordinated by the San Francisco Unified School District, the San Francisco Conservation Corps, and Urban Sprouts that focuses on project based learning.

Looking ahead, JPD is preparing to continue with its expansion with the introduction of an additional cohort of youth each year over the next two fiscal years. By the end of 2012, JPD expects to have a full population of approximately 50 youth at LCR.

Additional expansions however, will require a significant general fund commitment on the part of San Francisco. The expansions will also require a shift in dispositional recommendations by the attorneys and in the final actions of the court. Historically, LCR has been considered the "last stop" before a youth is committed to the California Division of Juvenile Justice. Most LCR residents had multiple placement failures and few dispositional options available after being sent to LCR.

JPD recognizes that the systemic changes it envisions must be supported by more than the data associated with the very small universe of new LCR residents and graduates. To build a strong foundation for its budget and programmatic recommendations, JPD seeks to fund a comprehensive cost-benefit-analysis that will compare the costs associated with the different dispositional options for San Francisco Youth. The report will be more than a program evaluation, rather it will include the long term costs and savings associated with various placements, and potential failures. Such an analysis would be an invaluable resource for JPD, both to support its recommendations, and more importantly to ensure that its program model and approach for LCR is sound and sustainable.

JPD does not have any current contracts in place that can be amended to include this project. Instead, the Department will have to issue a Request for Proposals (RFP) or request a sole-source contract from the Office of

Contract Administration. JPD is researching now the best match for such an initiative, and expects that the contracting process will take at least three months to complete.

### **Leadership Development**

JPD requests that the Zellerbach Family Foundation directly fund continued leadership development and coaching services for JPD employees. JPD is requesting a tentative budget of \$20,000, but requests that adjustments to that budget be possible based on recommendations from DHR for continued support and/or an extended contract with an outside consultant such as MYSI and/or BCCJ. In general, DHR trainings developed exclusively for JPD staff are estimated to cost about \$700 per training. Other services such as coaching will be negotiated, but are not anticipated to exceed the \$125 hourly rate estimated for such services last year. MYSI charges a daily flat rate that includes staff time, travel, materials, etc. The \$1,500 daily rate would also apply to work in Juvenile Hall. The Department anticipates submitting a final leadership development budget with its final grant report in January 2011.

### **Evidence Based Practices**

JPD Requests funds to continue in its efforts to expand the use of evidence based practices throughout the Department. Funds will support ongoing training and technical assistance for staff and managers. Specifically, JPD seeks to continue with trainings for LCR staff and to train Juvenile Hall counselors in the concepts of the Missouri Youth Services Institute. As the Juvenile Hall population continues to drop, staff are less stressed and the administration has more time to expand training opportunities, strengthen operations, and improve interactions with youth. Such efforts would be made consistent with any recommended trainings by BCCJ.

Any trainings by MYSI will occur under the Department's existing contract with that organization. Other individual trainings will be developed as needed. Costs associated with one-time sessions or series generally are low enough not to require a formal bid for contracting. Finally, JPD hopes to take full advantage of its contract with BCCJ through possible trainings or workshops presented by Dr. Krisberg.

### **Trainings/Workshops**

JPD requests \$5,000 to offer continued trainings and workshops for both JPD staff and the Department's community partners. Topics would be similar to those proposed in the current year, but would be applicable to both community providers and JPD staff. These workshops are effective in introducing new models and techniques while also building communication and strengthening relationships between entities.

Like the EBP trainings described above, trainings and workshops for the Department's community partners would not require a formal contracting bid process.

### **Materials and Supplies**

JPD requests \$4,000 in materials and supplies to support the above activities.

### **Web-Based Case Management System**

JPD has been working to determine the most appropriate and necessary use of the \$103,000 carry forward left over from the Moving Forward I grant. There are many projects that have not been advanced due to the City's ongoing economic crises. One project that offers the most potential for advancing JPD's organizational development efforts is a web-based case management system.



While a case management system is seemingly irrelevant to the Department's overall mission to improve outcomes for youth, such a tool is actually critical to establishing organized, consistent case planning for all JPD clients. Such systems allow probation to immediately incorporate court dates, court findings, and restitution payments, in their case files as well as the ability to track out-of-home placements, independent living placements (ILP) and Title IV E eligible activities. Today, JPD has separate systems, or none at all for tracking the many different elements of a probation case.

Such a tool is obviously important for case planning, transparency, and accountability, but also allows JPD to better track outputs and corresponding outcomes for youth. Strict confidentiality rules make it close to impossible for JPD and the Department of Children Youth, and Families, for example to share case level data on client participation in community programs. An internal system will allow probation officers to track community program referrals and youth outcomes. Such data is critical to the development of effective programs for youth. In fact, a comprehensive case management system will provide JPD with the ability to develop and track its own data related to the many new programs and models currently being implemented. It allows JPD to create and share its own evidence based practices that can be replicated in other jurisdictions.

Finally, such a system will bring JPD into the modern world of case management. San Francisco is one of few jurisdictions across the state that is still a paper based system. Our current system leads to lost and inconsistent files, poor case planning, and huge logistical challenges with the space required to properly store paper files.

JPD requests the remaining \$103,000, as well as any carry forward associated with the current grant (today, projected to be between \$20,000 and \$29,000) be dedicated to the development and implementation of a web based case management system. While this is an unusual request, such a system would have a tremendous impact on each of the three goals established by the Moving Forward Initiative.

Some preliminary research has been conducted, however it is expected that the Department will need at least a year to properly research, contract, and implement such a significant operational change. Given the Department's lack of analytical staff, it is recommended that JPD work with BCCJ to research best practices, and to develop an implementation plan that will include revised policies, new protocol with system partners and even a possible meet and confer process with the impacted labor groups. Expected activities include:

- Contract with BCCJ to research possible systems, identify operational impacts, and create a formal implementation plan- 3 months
- Submit "match" request through the San Francisco City Information Technology budget process
- Issue a formal RFP for purchase, implementation, training and user support of new system- 6-months
- Contractor develop a formal implementation/transition plan for new system- 1 month
- Begin pre-implementation including policy revisions, labor negotiations, interface with other information technology systems, etc- 3-months
- Formal Implementation and training

JPD requests that ZFF support the planning, and all or a portion of the initial purchase, depending on the final cost. Such systems range in price, at times exceeding \$500,000 for larger organizations. However, JPD is a relatively small department, and would not necessarily need every feature offered. Also, the timing of this grant will allow for JPD to request any additional funds necessary through the City's formal budget process that begins in February. While further city-wide cuts are anticipated, San Francisco has a separate funding stream and budget process dedicated exclusively to information technology projects. JPD can include a "match" request in its IT budget submission to cover costs beyond the ZFF grant. The support from ZFF will strengthen the request and will demonstrate the City's commitment to such a system.

JPD is clearly a better organization because of the generous support from ZFF. Despite the ongoing economic crises and ongoing challenges unique to the world of civil service, JPD is a more engaged and effective partner in San Francisco's juvenile justice system.



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December 7, 2010

William P. Siffermann  
Chief Probation Officer  
San Francisco Juvenile Probation Department  
375 Woodside Avenue  
San Francisco, CA 94127

Dear Chief Siffermann:

I am pleased to inform you that the Zellerbach Family Foundation has awarded a grant of \$159,000 to the San Francisco Juvenile Probation Department for the Moving Forward project in 2011 and 2012.

The grant check for \$159,000 and two copies of the grant agreement are enclosed. Please read it carefully, as it contains the terms of the grant. The original grant agreement is to be signed by you and returned to us in the envelope provided. The additional agreement is for your records. **CASHING OF THE GRANT CHECK MEANS THAT YOU AGREE TO COMPLY WITH THE GRANT TERMS SPECIFIED IN THE ENCLOSED GRANT AGREEMENT.**

Zellerbach Family Foundation is pleased to assist you in your important work. We look forward to hearing of your activities. Please do not hesitate to call if you have any questions about this grant or the grant agreement.

Yours truly,

Ellen Walker  
Program Executive  
Zellerbach Family Foundation

GS008

cc: Allison Magee (via email)

