

File No. 100100

Committee Item No. 1

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee PUBLIC SAFETY

Date 3/1/10

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"/> | Introduction Form (for hearings) |
| <input checked="" 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 checked="" type="checkbox"/> | <input type="checkbox"/> | Award Letter |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Application |
| <input type="checkbox"/> | <input type="checkbox"/> | Public Correspondence |

OTHER

(Use back side if additional space is needed)

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

Completed by: Gail Johnson

Date 2/26/10

Completed by: _____

Date _____

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

1 [Accept- Expend Private Grant Funds.]

2
3 **Resolution authorizing the Department of Juvenile Probation ("JPD") to retroactively**
4 **accept and expend a grant in the amount of \$150,000 from the Zellerbach Family**
5 **Foundation to support JPD's ongoing efforts in organizational and leadership**
6 **development, in developing and implementing evidence based practices ("EBPs"), and**
7 **in strengthening partnerships with community based organizations ("CBOs").**

8
9 WHEREAS, JPD applied for these grant funds from the Zellerbach Family Foundation
10 ("the Foundation") on October 19, 2009, and was awarded \$150,000 by the Foundation on
11 December 1, 2009; and

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

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

17 WHEREAS, The award period is from January 1, 2010 to December 31, 2010; and

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

19 **RESOLVED**, That this Board of Supervisors hereby authorizes the Chief Probation
20 Officer or his or her designee to accept and expend this grant award in the amount of
21 \$150,000; and, be it

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

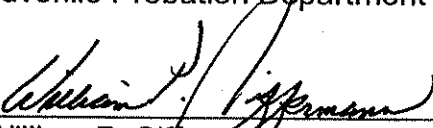
1 FURTHER RESOLVED, That none of the grant funds will be expended on indirect
2 costs; and, be it

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

5 RECOMMENDED:

APPROVED:

6
7 Juvenile Probation Department

8 
9 _____
10 William P. Sifferman
11 Chief Probation Officer

Gavin Newsom
Mayor

APPROVED:

12 
13 _____
14 Ben Rosenfield
15 Controller

TO: Angela Calvillo, Clerk of the Board of Supervisors
FROM: Chief William P. Siffermann
DATE: December 17, 2009
SUBJECT: Accept and Expend Resolution for Subject Grant
GRANT TITLE: Moving Forward Initiative

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

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

Special Timeline Requirements:

Please expedite.

Departmental representative to receive a copy of the adopted resolution:

Name: Allison Magee Phone: 753-7817

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

Certified copy required Yes No X

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

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

Grant Information Form
(Effective March 2005)

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

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

1. Grant Title: *Moving Forward*
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: \$ 150,000
- 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): *n/a*
8. Proposed Grant Project Summary: *The Zellerbach Family Foundation has funded JPD to continue in its organizational development efforts initiated with a \$600,000 grant awarded in 2006. The grant will support the department's efforts in leadership development, community engagement, and performance management and is expected to improve outcomes for youth through the increased use of evidence-based practice and strengthened partnerships.*
9. Grant Project Schedule, as allowed in approval documents, or as proposed:
Start-Date: *January 1, 2010* End-Date: *December 31, 2010*
- 10a. Amount budgeted for contractual services: *\$71,875 (for two contracts at \$37,500 and \$34,375)*
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?

Indirect costs would primarily include time associated with administering two RFPs for contracted services. JPD's contract manager is an 1844 Sr. Management Assistant, who, with benefits makes about 51.00 per hour. Assuming 40 hours per RFP/Contract, indirect costs are estimated to be \$4,080.

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 checked="" 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 checked="" 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: Louise Brooks Houston
(Name)

Date Reviewed: 1-6-10

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

Louise Brooks Houston
(Signature)

**Zellerbach Family Foundation
2010 Grant Budget**

Sub-Object	Activity	Total
02700	Professional Services	\$71,875
	Leadership Development/Coaching	\$37,500
	Policies and Procedures Audit	\$34,375
02200	Training	\$25,500
	Evidence Based Practices Training	\$18,000
	Trainings/Workshops for Community Outreach	\$7,500
03800	CBO Services	\$50,000
04000	Materials and Supplies	\$2,625
	Total	\$150,000

Conclusion of Moving Forward

Over the past two years, JPD has worked with a team of consultants to develop and implement a series of trainings, workshops, and outreach efforts. The initiative, titled Moving Forward worked towards three goals:

1. Reform the department's organizational structure, capacity, and culture
2. Introduce and implement the principles of evidence based practices
3. Restore effective partnerships with system stakeholders and community organizations

As the first phase of the initiative comes to a close, JPD seeks to build upon its accomplishments while responding to some of the needs identified by the Moving Forward team. While a final grant report is not yet complete, the Department is already able to identify its most significant progress and challenges associated with this effort:

Reforming Organizational Capacity and Culture

Perhaps the most difficult to achieve and to measure, the reformation of JPD's organizational culture continues. For the past two years, JPD has worked to improve the quality of work-life for employees, through improved communication, increased opportunities for training, greater responsiveness, and increased social and cultural activities.

JPD also worked to stabilize the department's infrastructure and expand its capacity, through new hires, better budget oversight, changes in the Department's senior management, and increased accountability. While both the cultural and capacity changes benefited the department, it was not until Moving Forward came to a close did the Department fully understand how one series of changes impacts the other. Over the past two years, JPD has found that efforts to improve organizational culture are not effective without strong accountability and follow-through from managers. Correspondingly, hard line efforts to hold staff accountable (especially when management has failed to do so in the past) serve to weaken morale and disengage staff unless there are also attempts to improve the quality of life for employees. JPD's biggest challenge with this goal was in finding the appropriate balance between the development of organizational capacity and organizational culture.

JPD offered several trainings including a series dedicated to leadership development. Trainings included a two-part course on running effective meetings and a five-part course on leadership which covered following topics: understanding leadership; what leaders do—how they manage and how they communicate; issues in leadership from the perspective of the leader; issues in leadership from the perspective of followers; and personal leadership plans. The leadership trainings were followed by a series of individual professional coaching sessions for every participant.

The leadership trainings and coaching were amongst the most well received of JPD's efforts in the context of Moving Forward. The multiple sessions gave participants an opportunity to bond as a group and to establish relationships with the trainers, which were further developed through their coaching sessions. In their evaluations, every participant expressed that they had benefited from the trainings and/or coaching. In addition senior management acknowledged a noticeable change in behavior for many participants.

JPD has also made great efforts to reach out to staff. Regular department wide meetings and annual cultural events have been established, a bi-monthly newsletter is published, Juvenile Hall, LCR, and probation staff have been invited to participate in cross trainings, and badges have been issued to

eligible staff, some of whom have been working with the Department for over twenty years. All of these efforts helped to strengthen JPD's culture and improve morale amongst staff.

The Department's efforts towards reforming its organizational capacity have also been successful. Due to greater vigilance on the part of administration, absenteeism and overtime are down, and there are fewer incidents amongst staff and between youth (and staff) in Juvenile Hall and Log Cabin Ranch. In addition, JPD has improved its processes for advancing disciplinary actions and responding to grievances. As a result both have declined substantially in the past two years. While not all of these changes were well received, staff are now more accountable, and can better rely on management to ensure consistency and continuity in the Department's day to day operations.

Introduce and implement the principles of evidence based practices

Moving Forward has played a critical role in the advancement of evidence based practices (EBP) within JPD. Through the initiative, JPD contracted with Ed Latessa from the University of Cincinnati to conduct a series of trainings for probation officers, Juvenile Hall and Log Cabin Ranch counselors, and the Department's community service providers on the principals of EPB as well as on cognitive behavioral interventions, the cornerstone of EBP for juvenile offenders. Moving Forward also helped to increase probation's use of the Youth Assessment and Screening Instrument (YASI), a standardized assessment tool for youth placed on probation. While the YASI had been introduced prior to the initiation of Moving Forward, it was the YASI Improvement Team established through the initiative that led to a greater understanding and use of the instrument.

Perhaps the biggest accomplishment related to the implementation of EBP is the new program model at Log Cabin Ranch. JPD has contracted with the Missouri Youth Services Institute (MYSI) to replicate the "Missouri Model" the national best practice for the juvenile detention and camp facilities. The core component of the MYSI approach is the shift in focus from a rule-based compliance model to one of self reflection and group process. MYSI continues to provide intensive training and coaching to LCR staff and managers so they rely less on formal group interactions and more on heightened levels of engagement in all activities, movement, and functions.

The MYSI approach has been the foundation of the new program model at LCR. In addition to the training and coaching, LCR has increased its staffing, enhanced its vocational education programs, renovated its facilities, and most importantly worked to create a team environment where all staff, from the school teachers and librarian, to the counselors and dedicated probation officer meet as a group to discuss the development of each resident.

While the Department is pleased with the progress it has made in advancing EBP within probation and LCR, the concept of EBP goes beyond the direct services for juvenile offenders. EBP may refer to any practice that has demonstrated improved outcomes. In the coming year, JPD seeks to expand its use and understanding of EBP to include internal policies and procedures, as well as its partnerships with community service providers.

Restore effective partnerships with system stakeholders and community organizations

In the past two years, JPD has had great success in re-engaging its community service providers. Through the efforts of the Moving Forward team as well as the Department's independent outreach, JPD has participated in a series of workshops and meetings with its community partners designed to improve communication and interactions between JPD and CBO staff. In addition, JPD has restructured its own community contracting to ensure a more efficient process, and reduced administrative burdens for providers as well as the Department. Finally, JPD has offered joint

trainings to probation staff and community providers (as described above) to foster a collaborative working environment between the two entities.

One indication of JPD's progress towards achieving this goal is San Francisco's recent award of a federal Second Chance Act grant for juvenile offenders. In their proposal, JPD, the Public Defender's Office, and the Center on Juvenile and Criminal Justice (CJCJ), created an unprecedented partnership to establish a Reentry Court to improve transition planning and aftercare for youth returning from out-of-home placement. San Francisco was one of only five Second Chance Act grants awarded for Juvenile Offenders nationwide, and the only city/county in the State of California.

Request for Funding

JPD requests funding from the Zellerbach Family Foundation to continue in its efforts to advance the three goals established with Moving Forward. Specifically, JPD seeks support for the following activities:

Continued Leadership Training/Coaching- JPD seeks to continue in its leadership training with additional opportunities for professional coaching as well as a series of trainings on performance management. Employees working with a professional coach receive one-on-one feedback and support from a coach formally trained to guide employees into effective decision making and problem solving. Employees also learn how to replicate those skills in their own day-to-day interactions.

Leadership training will be expanded to include the concepts of performance management. JPD now requires that every employee within the Department receive a performance appraisal, and each year the number of completed appraisals increases significantly. Three years ago, most employees at JPD had never been given a performance evaluation. Last year, about 65% of employees were given an appraisal. JPD is still counting the completed appraisals for the current year, but anticipates the final number to be around 75% of all staff.

Now that most employees receive performance appraisals, the Department wants those appraisals to be useful. While most supervisors and managers will complete an annual appraisal, they do not necessarily embrace the concept of ongoing performance management that continues throughout the year. JPD proposes a series of three 2-hour trainings focused on ongoing performance management. Trainings will focus on the concepts of performance management, the day-to-day practice, and how to make the system work as a core leadership skill.

With this series of trainings, JPD anticipates that managers will have a better understanding of the concepts of performance management, and will develop stronger, more productive working relationships with their staff. Once established, JPD anticipates that the outcomes of ongoing performance management will become very similar to the outcomes of coaching: a more trusting relationship based on communication, trust, and transparency.

To ensure that these concepts are lasting within the Department, JPD also proposes a series of "train the trainer" sessions to advise a small group of staff and/or managers on how to train others in performance management and leadership development. In addition, all staff will be invited to a number of smaller workshops, facilitated by staff with the support of a trainer that will provide updates on the Department's organizational development efforts and further advance the culture change at JPD.

Continued training on the development and implementation of evidence based practice- JPD has had great success in introducing and implementing EBP. As described above, through Moving Forward the Department has implemented a standardized assessment tool, trained staff on cognitive behavior interventions, and transformed the program model at Log Cabin Ranch. In addition, JPD has

utilized state and local funds to introduce such interventions as Multi-Systemic Therapy (MST), Wrap Services, and other programs to better meet the needs of youth. JPD seeks to continue in its efforts to implement EBP, and proposes ZFF support for the following activities:

Joint Training for JPD and Department of Public Health (DPH) staff- Aggression Replacement Therapy (ART) is a cognitive behavioral intervention that trains youth to cope with their aggressive and violent behaviors. It is a multimodal program that has three components; Social skills, Anger Control Training and Moral Reasoning. While some DPH staff who work with JPD youth have had ART training, a deliberate and structured training for DPH and JPD employees in Juvenile Hall and LCR would establish a formal partnership between the departments to provide all youth in JPD facilities with this intervention. ART has been designated by a model program by the U.S. Department of Justice and the American Correctional Association.

Readiness Groups- Probation, Juvenile Hall, and LCR staff will be trained to conduct Readiness Groups for youth preparing to go to out-of-home placements and/or LCR. Through techniques such as motivational interviewing, JPD staff will work with the Stages of Change model to determine possible barriers to a youth's success in placement. By identifying these barriers early on, the child is more likely to be successful in placement and when returning home.

Policy/Procedures Audit to revise and update JPD policies- As discussed above, JPD's organizational development efforts are a balance between accountability, consistency, and quality of life for employees. As the Department has worked to ensure greater uniformity in its responses to employee and organizational needs, it has been mired by an antiquated collection of policies and procedures.

JPD has a policies and procedures manual for each division within the department including Juvenile Hall, Log Cabin Ranch, Probation Services, and Administration. Between the four Divisions, there are over 1,000 pages of policies and procedures. The manuals, which are supposed to be regularly updated, have not been well managed. As a result they are full of inconsistencies, redundancies, grammatical errors, and outdated policies.

Updating these manuals is a complicated task. JPD employees are represented by seven different unions, each of which has a separate labor contract requiring different protocols and protections for their members. In addition, as peace officers, JPD counselors and probation officers have protections under California State Government Code Section 3303 that must be reflected in the Department's policies and procedures. Finally, JPD's loss of infrastructure over the past several years has made it difficult for the department to keep up with the latest best practices in other jurisdictions. All of these issues must be considered and incorporated into a new set of policies and procedures.

JPD proposes to hire field experts in probation and detention operations to work with JPD to revise departmental policies and procedures based on current local, state, and federal laws, and national best practices. In addition, per the recommendation of the Moving Forward team, a set of General Orders will be established to cover policies and procedures that apply to all employees at JPD, minimizing redundancies and reducing the risk of inconsistencies between manuals.

Such an effort will reduce uncertainty amongst staff, and support management's efforts to ensure consistent practices throughout the department.

Continued Outreach to Community Service Providers- JPD will continue in its efforts to engage community based organizations that provide violence prevention and intervention services in the community. Activities will include joint workshops between JPD and CBO staff, trainings in the concepts and implementation of evidence-based practice, and expanded training and technical

assistance to CBO providers to ensure the use of effective operational, financial, and performance management.

Technical assistance and training is especially important now, as JPD and other Departments have reduced or eliminated such funding due to the budget crisis. It also comes at a time when the Department has made many changes to its community program models and expectations including performance measures and outcomes. JPD will offer technical assistance to up to ten contractors who provide services that are core to JPD's mission and vision including detention alternative programs, supervision programs, and detention based services.

Effectiveness of the proposed work will be evident by the improved relationships between the Department and its community partners, as well as by the ability of the CBOs to independently measure the outcomes of their work with JPD youth.

Budget Justification

JPD is requesting \$150,000 to fund the activities described above. Consistent with the costs associated with the Moving Forward initiative, JPD has assumed an average hourly rate of \$125 for all training, coaching, and consulting services. The number of hours was developed through informal requests for information made to the leadership trainers, and to a small number of field experts in detention and probation services. While any contracts associated with ZFF funding will be awarded through a formal RFP process, JPD's outreach helped to develop a reasonable and reliable budget.

The funding request for CBO technical assistance assumes 40 hours of technical assistance and/or training for ten CBOs (the same rate of \$125 per hour was used). JPD will work with its violence prevention funding partners, the Department of Children, Youth, and Families, and the Department of Public Health to determine an equitable system of identifying eligible providers.

	Estimated Hours	Estimated Hourly Rate	Estimated Amount per Agency	Total
Leadership Development/Coaching	300	\$125		\$37,500
Policies and Procedures	275	\$125		\$34,375
Evidence Based Practices	120	\$150		\$18,000
Community Outreach				
Trainings/Workshops	60	\$125		\$7,500
Technical Assistance and Training			\$5,000	\$50,000
Materials and Supplies				\$2,625
Total				\$150,000

Department Budget

The attached appendix is a high level summary of the Department's operating budget. That summary shows that the majority of JPD's funds are budgeted from the City's General Fund. Approximately twenty percent of the Department's revenue is generated from state and federal sources, and one

percent of this year's funding comes from private sources. JPD allocates about \$1.8 million for programming delivered by community service providers, and this year is budgeted to spend about \$492,000 on consultant services for the Moving Forward and MYSI project at LCR.

Sustainability of Efforts

JPD is working to ensure that all of its efforts through Moving Forward are lasting and sustainable. A key component of this proposal is the "train the trainers" workshops that will transfer the leadership and performance management skills learned by JPD staff to others within the Department. JPD anticipates that if the trainings are successful, it will have a core group of leaders who will have greater management capacity and will serve as role models for others within the Department.

JPD wants Moving Forward to become a self sustaining effort. However, it is anticipated that additional trainings and workshops may be necessary to further develop staff skills or as new issues arise with the Department's community service providers. Further, the efforts at LCR remain in the pilot phase and it is expected that either the services offered to residents at the Ranch or the training plan for staff will need continued refinement. JPD expects that future funding requests would include funds for expanded program opportunities at LCR or for additional training opportunities for staff and/or the Department's community partners.

The past two years have been a tremendous opportunity for JPD, and the Department is eager to continue with its efforts. While there is work to be done, the Department has generated a sense of momentum and excitement felt by JPD staff as well as its city and community partners.



December 1, 2009

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 \$150,000 to the San Francisco Juvenile Probation Department for the Moving Forward project in 2010.

The grant check for \$150,000 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,

A handwritten signature in black ink, appearing to read "Ellen Walker".

Ellen Walker
Program Executive
Zellerbach Family Foundation

GS008
cc: Allison Magee (via email)



Cashing of the grant check constitutes your compliance with this grant agreement.

Date: December 1, 2009

GRANT AGREEMENT

Between the *Zellerbach Family Foundation* (the "Foundation"),
575 Market Street, Suite 2950, San Francisco, California, 94105, and:

Grantee: Juvenile Probation Department of the City and County of
San Francisco
Address: 375 Woodside Avenue
San Francisco, CA 94127
Contact Person: Chief Probation Officer William P. Siffermann
Foundation Program Officer: Ellen Walker

The following terms must be met by the grantee in order to receive and retain the grant that has been awarded.

1. Grant Purpose and Expected Outcomes

1. Continued Leadership Training/Coaching:

Outcomes:

- Employee/supervisor relationships that are strength based and focused on communication and trust
- Engaged staff so there with greater buy-in to evidence-based practices and other new policies and procedures
- Empowered first level supervisors who take initiative in the development of new policies and practices

Activities:

- Post an RFP for services within 2 months of grant receipt
- Issue a final contract award within 4 months of grant receipt
- Finalize a Contract for Services complete with program plan within 5 months of award receipt
- Identify staff and managers to participate in trainings and coaching within 5 months of award receipt.
- Initiate leadership and/or performance management trainings within 6 months of award receipt
- Initiate coaching for identified staff within 6 months of award receipt

2. Continued Training on the Development and Implementation of Evidence Based Practice:

Outcomes:

- An increase in the number of probation staff using the YASI and RAI to their fullest capacity
- An increase in referrals to community based services
- More engaged Juvenile Hall counselors who make a positive impact on youth detained in Juvenile Hall
- The introduction and implementation of additional EBPs

Activities:

- Identify key program areas that will be of most value for staff and managers within 2 months of grant award receipt
- Identify staff and managers to participate in trainings and coaching within 2 months of award receipt
- Identify specific training opportunities for staff and managers related to the priorities identified by senior management (this is ongoing, but will begin within 3 months of award receipt).
- Begin trainings within 3 months of award receipt

3. Audit and Update of Departmental Policies and Procedures-

Outcomes:

- Streamlined operations
- Reduced redundancies or contradictions between divisional practices
- Fostered use of evidence based practice

Activities:

- Post an RFP for services within 2 months of grant receipt
- Issue a final contract award within 4 months of grant receipt
- Finalize a Contract for Services complete with program plan within 6 months of award receipt
- Obtain final revisions of all Departmental policies and procedures
- Train all necessary staff on operational changes
- Obtain a final contract report at the end of the grant period

4. Continued Outreach to Community Partners- through increased joint trainings and workshops, and the development of additional partnerships to address operational and policy issues within the department and citywide.

Outcomes:

- Strengthened relationships between departmental staff and CBO staff
- Improved Department's reputation as a partner in violence prevention and intervention
- Engaged youth and families who receive services through JPD to ensure better customer service and meaningful support

Activities:

- Offer four workshops, trainings, and/or other outreach events for the Department's CBO partners in the grant period

- Work with the Department of Children, Youth, and Families to offer formal technical assistance and training to ten or more CBO partners
- Conduct four formal outreach events for parents and families of JPD youth

See also Part 2 of this agreement: “Reversion”

Name of Project: Moving Forward
Date Approved: Dec. 1, 2009
Grant Code: GS008
Grant Amount: \$150,000
Grant Period: January – December 2010
Payment Schedule: Dec. 1, 2009

Report Requirements:

JPD will provide ZFF with an interim and final progress report. Reports will include a narrative on all grant related activities and anticipated activities for the next reporting period. Also included will be copies of all grant-funded documents and materials as well as a general update on the status of the department’s organizational development efforts. **To the extent feasible**, JPD will include data and descriptions related to the indicators below:

- 1. Continued Leadership Training/Coaching:** A measurable change in employee engagement and employee/supervisor relationships within 12 months of award receipt. Measures will include:
 - The frequency and attendance for unit meetings in Juvenile Hall and Probation Services
 - The number of completed mid-year evaluations and performance appraisals in 2010
 - The quality of completed performance appraisals and mid-year evaluations for 2010
 - The number of grievances and employee disputes
- 2. Continued Training on the Development and Implementation of Evidence Based Practice:**
 - The number of Probation Officers using the YASI to its fullest capacity
 - The number of Probation Officers using the RAI to its fullest capacity
 - The number of Probation Officers using newly introduced EBP
 - The number of new procedures based on EBP introduced (and practiced) in Juvenile Hall
- 3. Audit and Update of Departmental Policies and Procedures-**
 - The number of actual changes in operational policies and procedures
 - The willingness and/or ability of staff to make the necessary

changes in their own day-to-day activities, as evident by the number of Records of Discussion, reprimands, and grievances related to the new practices filed by employees or supervisors

4. Continued Outreach to Community Partners

- The number of referrals made to CBO programs by JPD staff
- The number of complaints received from CBO staff and managers
- The number of CBOs receiving TA/training who improve their outcome measures and implement EBP
- Other, more anecdotal measures, such as public support for JPD, day to day feedback, and independent efforts made by JPD's community providers to form new partnerships with the Department

5. Additional Measures: JPD will provide a range of client level data, as feasible, to determine how its organizational development efforts and specifically the activities listed impact the youth and families served by the department. Outcomes and measures to be shared in reports to ZFF may include:

- The development of comprehensive and detailed case plans that meet the needs of the child and family- as measured by case audits and the completion of the YASI
- Better oversight and support by managers to ensure the success of the child and family- as measured in case review notes by the probation officer and probation supervisor
- An increase in the effectiveness in community programming- as measured by the percentage of youth who violate probation while participating in community programs, the percentage of youth who re-offend during or after probation, and the percentage of youth who are enrolled in school and/or working before and after participating in the programs
- An increase in the number of youth who successfully complete probation- as measured by probation violations, and the percentage of youth who re-offend during and after probation
- An increase in the number of youth who successfully complete out-of-home and other placements- as measured by the percentage of placement removals, probation violations, and the percentage of youth who re-offend
- A general reduction in recidivism- as measured by the percentage of JPD youth who re-offend during and after a JPD intervention
- A general increase in the percentage of youth who excel after a JPD intervention- as measured by the percentage of youth who are enrolled and attending school, vocational programming, or sustained employment

Report Due Dates:

July 2010, January 2011. If invited to submit a proposal for continued funding, JPD should submit an outline of the proposal and update on accomplishments by Sept. 15, 2010 and a complete proposal by October 15, 2010.

See also Part 5 of this agreement: "Reports and Audits"

SPECIAL CONDITIONS:

Grant Classification

(under the Financial Accounting Standard Board's SFAS 116-117.):

I.	Unconditional	<input checked="" type="checkbox"/>	II.	Unrestricted	<input type="checkbox"/>
	Conditional	<input type="checkbox"/>		Restricted	<input checked="" type="checkbox"/>

2. Reversion

Funds must be used by the Grantee strictly in accordance with the terms of this Agreement, including the grant purposes set forth in Part 1. Any funds not expended for the purposes set forth in Part 1, including any unspent balance at the conclusion of the grant period, must be returned to the Foundation.

3. Limit of Commitment

This award is made with the understanding that the Foundation has no obligation to provide other or additional support for this project, nor does this award represent any commitment to or expectation of future support from the Foundation for this or any other project of the Grantee.

4. Public Acknowledgment

Any written material referring to the Foundation must be approved [in writing] by the Foundation in advance.

5. Reports and Audits

The Grantee agrees to submit to the Foundation periodic reports and a final report, including narrative information and full financial accounting of the expenditure of these grant funds, according to the report schedule set forth in Part 1 of this Agreement. Any payment scheduled for release subsequent to the due date of a report shall be held by the Foundation until the report has been submitted and approved.

Grantee's current 501(c)(3) has been provided to the Foundation.

6. Access to Project Information

The Grantee agrees to provide the Foundation with full access, except to the

extent specifically prohibited by applicable law, to any and all information developed in connection with or arising from the activities funded by this grant.

7. Project Review and Evaluation

The Grantee agrees that the Foundation may review and/or evaluate the project funded by this grant. This may include visits by representatives or agents of the Foundation to observe the Grantee's project operations; to review project data, financial records, or corporate records; and to discuss the project with the Grantee's staff or governing board. At all times during the Agreement, Grantee shall accurately maintain all books of account, records and documents of every kind in which all matter relating to the project funded by the grant, including all income, expenditures, assets, and liabilities thereof, shall be entered. Grantee shall keep all such records for at least four years after completion of the use of the grant funds. The Foundation shall have the absolute right at any reasonable time to inspect and copy any of these materials, except to the extent specifically prohibited by applicable law.

8. Compliance with Law

The Grantee agrees that in the performance of this Agreement and in the application of funds furnished pursuant to this grant, it will comply with all laws and regulations.

9. Modification and Termination

This is the only agreement among the parties relating to the subject matter hereto, and the terms of this Agreement may be revised or modified only in writing signed by all parties. If the Grantee fails to meet any of the terms and conditions of this Agreement, the Foundation may withdraw its award and terminate this Agreement and shall thereupon have no further obligation to disburse to Grantee any remaining unpaid grant funds, and may further require repayment of any grant funds which were not used in accordance with the terms of the Agreement, including the grant purpose set forth in this Agreement. In addition, the Foundation shall have all other rights available at law or in equity against the Grantee arising out of breach of this Agreement.

10. Hold Harmless

The Grantee hereby irrevocably and unconditionally agrees, to the fullest extent permitted by law, to defend, indemnify and hold harmless the Foundation, its officers, directors, trustees, employees, and agents from and against any and all claims, liabilities, losses and expenses (including reasonable attorney's fees) directly, indirectly, wholly or partially arising from or in connection with such grant, or the application of funds furnished pursuant to such grant or the program or project funded or financed by such grant, or in any way relating to the subject of this Agreement. This paragraph shall survive the termination of this Agreement.

IN WITNESS HEREOF, the parties hereto have caused this Agreement to be executed and delivered as of December 1, 2009

Zellerbach Family
Foundation:

By:

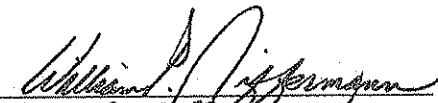

Ellen Walker, Program Executive

In signing this document, the undersigned acknowledges that the undersigned has been authorized by Grantee to sign on its behalf, that the undersigned has read and understands the entire Agreement and that Grantee accepts and agrees to its terms and conditions.

Grantee:

Print name:

By: (signature)


William P. Siffelmann
CHIEF PROBATION OFFICER

Title:

SF Juvenile Probation Department

GS008