

File No. 140931

Committee Item No. 6

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

## COMMITTEE/BOARD OF SUPERVISORS AGENDA PACKET CONTENTS LIST

Committee: Budget and Finance

Date September 10, 2014

Board of Supervisors Meeting

Date \_\_\_\_\_

### Cmte Board

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|-------------------------------------|--------------------------|--|
| <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 and Legislative Analyst Report        |
| <input type="checkbox"/>            | <input type="checkbox"/> | Youth Commission Report                      |
| <input type="checkbox"/>            | <input type="checkbox"/> | Introduction Form                            |
| <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 checked="" type="checkbox"/> | <input type="checkbox"/> | Contract/Agreement                           |
| <input type="checkbox"/>            | <input type="checkbox"/> | Form 126 – Ethics Commission                 |
| <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 September 5, 2014

Completed by: \_\_\_\_\_ Date \_\_\_\_\_

1 [Accept and Expend Grant - Vera Institute of Justice - Preventing Crime and Victimization -  
2 \$228,283]

3 **Resolution retroactively authorizing the Office of the District Attorney to accept and**  
4 **expend a technical assistance grant valued at \$228,283 from the Vera Institute of**  
5 **Justice, funded by the Foundation to Promote Open Society, for the grant period of**  
6 **June 1, 2014, through May 31, 2016, to enhance the Office’s Community Safety and**  
7 **Performance Strategy, to prevent crime and victimization by improving operational**  
8 **performance through research and data-driven approaches to prosecution.**

9  
10 WHEREAS, The City and County of San Francisco, Office of the District Attorney has  
11 been selected to receive a technical assistance grant valued at \$228,283 from the Vera  
12 Institute of Justice, and funded by the Foundation to Promote Open Society in support of the  
13 District Attorney’s Community Safety & Performance Strategy; and

14 WHEREAS, The Vera Institute of Justice (Vera), an independent, nonpartisan,  
15 nonprofit center for justice policy and practice that combines expertise in research,  
16 demonstration projects, and technical assistance to help leaders in government and civil  
17 society improve the systems people rely on for justice and safety, applied for and was  
18 awarded grant funds from the Foundation to Promote Open Society to provide technical  
19 assistance to support the Community Safety & Performance Strategy of the Office of the  
20 District Attorney through research and analysis; and

21 WHEREAS, Grant funds were awarded directly to Vera by the Foundation to Support  
22 Open Society for the provision of technical assistance to the District Attorney’s Office; and

23 WHEREAS, The District Attorney proposes to maximize use of available grant funds on  
24 program expenditures by not including indirect costs in the grant budget; and


25 WHEREAS, The grant does not require an ASO Amendment; now, therefore, be it

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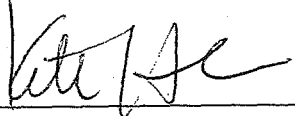
RESOLVED, That the Board of Supervisors hereby authorizes the District Attorney of the City and County of San Francisco to accept a grant of technical assistance, valued at \$228,283, from Vera in support of the Community Safety & Performance Strategy; and be it

FURTHER RESOLVED, That the Board of Supervisors hereby waives inclusion of indirect costs in the grant budget.

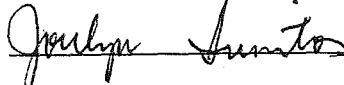
Recommended:

  
for George Gascón  
George Gascón, District Attorney

Approved:

  
for Edwin M. Lee, Mayor

Approved:

  
for Ben Rosenfield, Controller

**TO:** Angela Calvillo, Clerk of the Board of Supervisors  
**FROM:** Maria McKee, Policy & Grants Manager  
**DATE:** July 11, 2014  
**SUBJECT:** Accept and Expend Resolution for Subject Grant  
**GRANT TITLE:** Vera Institute of Justice: Community Safety & Performance Strategy

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Attached please find the original and ~~#~~<sub>3</sub> 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
- Ethics Form 126 (if applicable)
- Contracts, Leases/Agreements (if applicable)
- Other (Explain):

**Special Timeline Requirements:** Urgent – grant start date was June 1, 2014.

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

Name: Maria McKee Phone: 415 553 1189

Interoffice Mail Address: 850 Bryant Street, Room 322

Certified copy required Yes

No

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

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

**Grant Resolution Information Form**  
(Effective July 2011)

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: Vera Institute of Justice: Community Safety & Performance Strategy
2. Department: Office of the District Attorney
3. Contact Person: Maria McKee Telephone: 415 553 1189
4. Grant Approval Status (check one):  
 Approved by funding agency  Not yet approved
5. Amount of Grant Funding Approved or Applied for: Technical Assistance valued at \$228,283
- 6a. Matching Funds Required: N/A  
b. Source(s) of matching funds (if applicable):
- 7a. Grant Source Agency: Vera Institute of Justice  
b. Grant Pass-Through Agency (if applicable):
8. Proposed Grant Project Summary: The City and County of San Francisco Office of the District Attorney has been selected to receive a technical assistance grant valued at \$228,283 from the Vera Institute of Justice, funded by the Foundation to Promote Open Society, to enhance the Office's Community Safety & Performance Strategy, to prevent crime and victimization by improving operational performance.
9. Grant Project Schedule, as allowed in approval documents, or as proposed:  
Start-Date: 6/1/14 End-Date: 5/31/16
- 10a. Amount budgeted for contractual services: N/A  
b. Will contractual services be put out to bid?  
c. If so, will contract services help to further the goals of the Department's Local Business Enterprise (LBE) requirements?  
d. Is this likely to be a one-time or ongoing request for contracting out?
- 11a. Does the budget include indirect costs?  Yes  No  
b1. If yes, how much? \$  
b2. How was the amount calculated?  
c1. If no, why are indirect costs not included?  
 Not allowed by granting agency  To maximize use of grant funds on direct services  
 Other (please explain):

c2. If no indirect costs are included, what would have been the indirect costs?

Grant funds are provided to the Vera Institute of Justice by the Foundation to Promote Open Society to provide technical assistance to the Office of the District Attorney. Any indirect costs are borne by Vera and no actual or indirect costs will be incurred by the DA.

12. Any other significant grant requirements or comments:

**\*\*Disability Access Checklist\*\*\*(Department must forward a copy of all completed Grant Information Forms to the Mayor's Office of Disability)**

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 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 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 disability rights laws and regulations and will allow the full inclusion of persons with disabilities. These requirements include, but are not limited to:

1. Having staff trained in how to provide reasonable modifications in policies, practices and procedures;
2. Having auxiliary aids and services available in a timely manner in order to ensure communication access;
3. Ensuring that any service areas and related facilities open to the public are architecturally accessible and have been inspected and approved by the DPW Access Compliance Officer or the Mayor's Office on Disability Compliance Officers.

If such access would be technically infeasible, this is described in the comments section below:

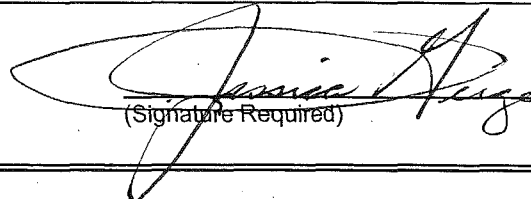
Comments:

Departmental ADA Coordinator or Mayor's Office of Disability Reviewer:

Jessica Geiger  
(Name)

Fiscal Division Analyst  
(Title)

Date Reviewed: 7/14/14

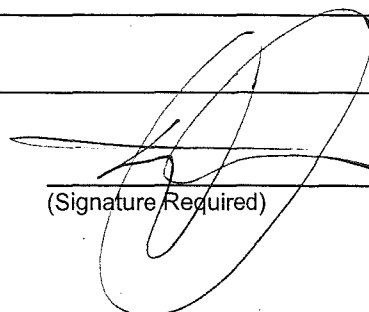
  
(Signature Required)

Department Head or Designee Approval of Grant Information Form:

Eugene Clendinen  
(Name)

Chief Administrative & Financial Officer  
(Title)

Date Reviewed: 7/15/14

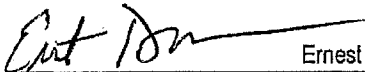
  
(Signature Required)

Vera Institute of Justice  
 Prosecution and Racial Justice  
 Project Budget - San Francisco Project  
 June 1, 2014 - May 31, 2016

Project Income	1	2	
Open Society Foundatkn (Requested)	\$ 110,509	\$ 117,774	\$ 228,283
<b>Total Project Income</b>	<b>\$ 110,509</b>	<b>\$ 117,774</b>	<b>\$ 228,283</b>

Expenses	% of Time	Projected Salary	Year		Total				
			1	2	Expenses	Non-Lobbying	Lobbying		
<b>Salaries</b>									
Research Director, based in Vera's Manf		J. Fratello	3%	120,533	3,630	3,775	\$ 7,405	\$ 7,405	\$ -
Fellow, based in the San Francisco Distr		To Be Determined	100%	60,000	60,231	62,640	\$ 122,871	\$ 122,871	-
Fiscal Analyst		S. Azumbrado	1%	55,723	559	582	1,141	1,141	-
COLA/merit calculated on January 1st each year					1,074	1,117	2,191	2,191	-
<b>Total Salaries</b>	<b>104%</b>			<b>65,494</b>	<b>68,114</b>	<b>\$ 133,608</b>	<b>\$ 133,608</b>	<b>\$ -</b>	
<b>Fringe Benefits</b>									
SUI (3.4% of 1st \$10,300 earned in calendar year)				\$350	364	364	\$ 728	\$ 728	\$ -
FICA			7.65%		5,010	5,211	10,221	10,221	-
Workers Compensation			0.40%		262	272	534	534	-
Group Insurance *					10,526	11,052	21,578	21,578	-
Retirement Plan (For qualified individuals)			5%		211	3,406	3,617	3,617	-
Vac, Wage (Proj. cost of accrued vacation net of vacation taken)			2%		1,310	1,362	2,672	2,672	-
Tuition Reimbursement**			1.50%		1,000	1,000	2,000	2,000	-
<b>Total Fringe Benefits</b>	<b>30.00%</b>			<b>18,319</b>	<b>22,303</b>	<b>\$ 40,622</b>	<b>\$ 40,622</b>	<b>\$ -</b>	
* Group insurance includes one or all of: health, dental, life, accidental death & dismemberment, short-term disability & enhanced short-term disability, long term disability & employee assistance insurance									
** Tuition reimbursement is an employee benefit; used by eligible employees									
<b>Total Personnel</b>					<b>83,813</b>	<b>90,417</b>	<b>\$ 174,230</b>	<b>\$ 174,230</b>	<b>\$ -</b>
<b>Other Direct Expenses</b>									
IBM SPSS Statistics Standard Edition			# Needed	Proj. Cost					
			3	\$ 5,270	15,810	15,810	\$ 31,620	\$ 31,620	\$ -
			Annual Cost						
			per FTE	FTE					
Central Occupancy			\$ 16,500	4%	660	660	1,320	1,320	-
Central Network Support			\$ 4,500	4%	180	180	360	360	-
<b>Sub Total</b>					<b>\$ 16,650</b>	<b>\$ 16,650</b>	<b>\$ 33,300</b>	<b>33,300</b>	<b>-</b>
<b>Total Other Expenses</b>					<b>16,650</b>	<b>16,650</b>	<b>33,300</b>	<b>33,300</b>	<b>-</b>
<b>Total Direct Expenses</b>					<b>100,463</b>	<b>107,067</b>	<b>207,530</b>	<b>207,530</b>	<b>-</b>
Indirect Cost (Vera has a federally approved rate of 23%), but used OSF rate of 10%					10,046	10,707	20,753	20,753	-
<b>Total Project Budget</b>					<b>\$ 110,509</b>	<b>\$ 117,774</b>	<b>\$ 228,283</b>	<b>\$ 228,283</b>	<b>\$ -</b>
<b>Total Allocated Budget</b>							<b>\$</b>		<b>228,283.00</b>

The undersigned attests that this project contains no lobbying as defined by the tax code.

  
 Ernest Duncan, COO / CFO  
 Signature

4-4/14  
 Date



## **Vera Institute of Justice**

Proposal to the Open Society Foundations to Support the San Francisco District Attorney's Office Community Safety Performance and Intelligence Strategy

April 2014

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### **Project Summary**

The Vera Institute of Justice requests project funding of \$228,283 over a two-year period from the Open Society Foundations (OSF) to provide support to the San Francisco District Attorney's Office to enhance their Community Safety Performance & Intelligence Strategy. OSF funding will enable the Vera Institute to advance this strategy by providing an on-site researcher and data quality manager (Research Fellow) to validate and elucidate criminal case processing data, facilitate the comprehensive implementation of the SFDA's case management system, and conduct complex analysis and evaluation for the Office's data-based performance tool, DA Stat.

### **Organization Description and History**

The Vera Institute of Justice combines expertise in research, demonstration projects, and technical assistance to help leaders in government and civil society improve the systems people rely on for justice and safety. Vera is an independent, nonpartisan, nonprofit center for justice policy and practice, with offices in New York City, Washington, DC, New Orleans, and Los Angeles. Its projects and reform initiatives, typically conducted in partnership with local, state, or national officials, are located across the United States and around the world.

In 1961, the Vera Institute of Justice was born out of a project that examined the injustice of New York City's bail system, which granted liberty based on income. The Manhattan Bail Project introduced the concept of release on one's own recognizance based on an objective screening for risk of flight, revolutionizing the pretrial process. Within a few years, the project had demonstrated that New Yorkers too poor to afford bail but with strong ties to their communities could be released and appear for trial. Evidence of a viable alternative to bail



changed how judges make release decisions in criminal courts around the world, while also reducing costs and minimizing disruption in the lives of innocents.

Then as now, Vera assists its government and community partners to examine the problems that confront the justice system and to plan, implement, and evaluate solutions. Vera conducts detailed analysis of data, policies, and practices, and offers tailored recommendations and expert assistance based on in-depth examination of localities or jurisdictions. Vera seeks to facilitate collaboration and information-sharing among government and community stakeholders and works with partners to build their capacity to gather data and track their performance. Vera's goal is to help government partners achieve measurable improvements in the quality of justice they deliver and to share what they've learned with people around the world. The result: Justice systems that are fairer, more humane, and more effective for everyone.

### **Governance & Funding Model**

Vera has a strong and active board of trustees, representing the full spectrum of expertise in all areas of Vera's substantive work. Among the 23 trustees are prominent lawyers, judges, academics, government officials, and business leaders. The full board meets four times per year, with nearly full attendance at each meeting. Most trustees are also members of one or more board committees – finance and audit, development and communications, research, investment, and nominating. Some of Vera's centers, demonstration projects, and a number of programs also have advisory committees and many of the trustees are involved in these as well. In recent years the trustees have made a significant effort to expand diversity on the board, in terms of gender, race, and ethnicity.

Vera's sources of grants, contracts, and contributions have been fairly consistent over the last few years; its primary funding sources are the federal government, state and local governments, foundations, and other private sources. In 2012, federal funds accounted for 57 percent of Vera's budget, private foundations for 17 percent, state and local contracts for 13 percent, and other private sources for 10 percent. Between 2010 and 2012, the proportion of Vera's funds that comes from federal grants grew by 11 percent due to the addition of several new contracts. Vera's federal funding is primarily from two agencies, but it is awarded by several different

offices within each agency. The funding from state and local governments is primarily from New York State and New York City, respectively. For foundations and other private sources, the funding mix is very diverse, both in the number of foundations and individual contributions.

### **Primary Initiatives and Projects and Strategies**

Vera's programmatic interests are largely represented by its centers and programs. These include the Center on Immigration and Justice, the Center on Sentencing and Corrections, the Center on Youth Justice, and the Center on Victimization and Safety. Other programs include the Cost-Benefit Analysis Unit, the Prosecution and Racial Justice Program, the Family Justice Program, and the Substance Use and Mental Health Program. These centers and programs, while each focusing on a specific aspect of the justice system, use the same problem-solving approach and collaborate with one another to bring all of Vera's varied resources to its partners. Vera has spun off 29 of its demonstration projects, including the Center for Alternative Sentencing and Employment Services (CASES), the Legal Action Center, the Neighborhood Defender Service of Harlem, the Center for Employment Opportunities (CEO), and Safe Horizon.

### **Communication Strategies & Social Media**

Vera is committed to disseminating knowledge gained from its research and social policy interventions to policymakers and program operators as well as to the general public. With its long history of both rigorous research and intensive technical assistance, Vera is uniquely situated to reach a broad range of diverse audiences. Vera's communications department maintains a multi-faceted, interactive website that hosts blogs, project pages, intranets, extranets, and other features, and produces webinars, podcasts, research articles, and policy briefs. Vera has the capacity to host web conferences, produce audio and video podcasts available for download through the website, and create blog posts to disseminate findings. In 2012, Vera's website received a quarter of a million visits. This was a 30 percent increase, year over year, for the second year in a row. Views of Vera's web page are the result of search (58 percent), direct (24 percent), and referral (18 percent) traffic. The majority of direct traffic results from e-mail campaigns that target the organization's desired audiences: researchers, policymakers, justice practitioners, nonprofits, academics, advocates, and others. While all sources of traffic to Vera's

website have seen growth, search traffic has seen an increase of 69 percent since 2010, in part driven by Vera's use of Google Adwords.

Vera has also sought to increase its referral traffic through targeted use of social media. Vera understands that social media channels bring new opportunities to connect and communicate with peers and target audiences. Through regular and purposeful online engagement, Vera aims to use social media to develop and grow deeper relationships with donors, partners, and the general public, which in time should yield new funding, partnerships, and public support. Vera uses Facebook to add a human touch to the organization and to keep its audience informed about new content such as publications, blog posts, and events. Vera currently has more than 1,500 "likes." Vera also uses Twitter to share information and staff expertise on a wide range of issues related to Vera's work with a network of nearly 3,000 followers. For 2012, Facebook and Twitter were two of the leading referral sites to vera.org, bringing more than 5,000 visits to the site.

Vera's other communication approaches include: publishing articles in peer-reviewed journals, presentation of papers and other work products at conferences, organizing workshops and webinars, and strategic mailings of Vera's publications. The recent expansion of Vera's Washington, D.C. office has made possible a new communications tool: arranging Congressional briefings and meetings with members of Congress and their staff.

### **Major Accomplishments**

Below are some of Vera's recent accomplishments:

- Vera's Center on Immigration and Justice worked with the U.S. Department of Justice's Office of Community Oriented Policing Services on law enforcement practices that cultivate trust and collaboration with immigrant communities at the beginning of 2012.
- Vera's Center on Youth Justice (CYJ) released a study on the impact of the New York City Police Department's stop, question, and frisk practices on young people and families in the city's most highly patrolled neighborhoods, supported in part by funds from the Open Society Foundations.

- Vera collaborated with the national nonprofit Turnaround for Children and the New York City Department of Education on a new program to reengage chronically absent youth in school.
- Vera convened a series of “Justice in Transition” breakfast briefings, with the goal of sharing information on justice system reforms in New York City and highlighting critical next steps for the first new mayoral administration in over a decade.
- Vera’s Family Justice Program helped develop national standards for involving families whose loved ones are in juvenile justice facilities.
- Vera’s Adolescent Portable Therapy project expanded to include family self-referrals and to counsel young parents facing involvement with child protective services.
- Drawing on research from Vera’s Segregation Reduction Project, former Vera President and Director Michael Jacobson provided written testimony for the first-ever congressional hearing on solitary confinement titled “Reassessing Solitary Confinement: The Human Rights, Fiscal and Public Safety Consequences,” held by the Senate Judiciary Committee on June 19, 2012.
- Michael Jacobson also provided written testimony for the Senate Judiciary Committee hearing titled the “Rising Prison Costs: Restricting Budgets and Crime Prevention” and for the Committee’s hearing titled “Ending the School-to-Prison Pipeline” on August 1, 2012.
- Tina Chiu, director of Vera’s Cost- Benefit Analysis Unit, briefed U.S Senate Judiciary Committee staff on how cost-benefit analysis relates to decision making in criminal justice on April 10, 2012.
- Work in Delaware and Louisiana by Vera’s Center on Sentencing and Corrections led to the passage of major legislation in both states that aims to reduce recidivism and cut corrections costs in late 2012.
- Vera’s Segregation Reduction Project worked with four states to help them understand their solitary confinement population and recommended ways to reduce it.
- As a partner of the National PREA [Prison Rape Elimination Act] Resource Center, Vera helped corrections agencies combat sexual assault in confinement settings and studied the implementation of zero-tolerance policies against sexual abuse and sexual harassment in several juvenile detention facilities.

- Vera's Prosecution and Racial Justice Program completed a project with the New York County District Attorney's office to identify and reduce unwarranted racial and ethnic disparities in prosecutorial decision making, and began work in two new jurisdictions, Lancaster County (Lincoln), Nebraska, and San Francisco, California.
- Launched in April of 2012, our New Orleans Pretrial Services already has seen a 16 percent decrease in the low-risk pretrial population in the overcrowded city jail, while more people requiring restrictive pretrial conditions are identified and held.
- Our Substance Use and Mental Health Program mined mental health and criminal justice agency data in Washington, DC and drew the first comprehensive map of gaps in the system to better identify the psychiatric treatment needs among people they serve.
- Vera's Price of Prisons report, cited by ABC News and many other media outlets, broke new ground with a method to measure the true costs of prisons.
- Vera's Cost-Benefit Knowledge Bank helped educate criminal justice and other practitioners and policymakers about how economic analysis, decision making, and budgeting support good programs and outcomes.
- Vera's Center on Victimization and Safety (CVS) examined the capacity of mainstream victim service providers to serve lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQ) survivors of domestic and sexual violence.
- CVS hosted its second national conference on sexual and domestic violence against people with disabilities.
- Former Vera President and Director Michael Jacobson discussed our Price of Prisons report on C-SPAN on February 13, 2012 and was interviewed on CBS News Sunday Morning on mass incarceration and prison overcrowding on April 22, 2012.
- In a speech to the United Nations Security Council, Secretary-General Ban Ki-Moon highlighted the innovation of the UN Rule of Law Indicators designed and implemented by Vera's International Program on September 24, 2012.
- Vera's International Program carried out the first empirical assessment of the rule of law in the newly independent Republic of South Sudan, as well as a post-earthquake assessment of rule-of-law institutions in Haiti.

- Common Justice, a Vera demonstration project piloting participatory justice in Brooklyn, New York, won the Award for Professional Innovation in Victim Services from the U.S. Department of Justice's Office for Victims of Crime on April 20, 2012.

### **Project Overview/Background**

The Vera Institute of Justice requests project funding of \$228,283 from the Open Society Foundations (OSF) to provide support to the San Francisco District Attorney's Office (SFDA) to enhance their Community Safety Performance & Intelligence Strategy, a two-pronged data-driven strategy focused on operational performance and criminal intelligence.

In a recent survey, the Center for Court Innovation found that prosecutors' offices lag behind all other criminal justice agencies in their use of innovative practices, research and evidence.<sup>1</sup> Just as data, research and evidence-based practices have significantly improved policing strategy in recent decades, the prosecutorial field also stands to benefit, and promote public safety, from the effective use of data.

In February 2013, SFDA launched DA Stat, a data-based tool, modeled after COMPSTAT, to inform operational decision making. Through DA Stat, SFDA has begun to examine criminal case processing in a comprehensive manner, from charging through sentencing, perhaps for the first time in San Francisco's history. During monthly review sessions, DA Stat provides managing attorneys wide-ranging case processing data to identify and address inefficiencies, ensure that the office is making appropriate charging decisions, and evaluate case dispositions. The only other jurisdiction engaged in a similar examination of prosecutorial operations is the Manhattan District Attorney's Office. DA Stat's objective is to bolster attorney performance in order to maximize recidivism reduction and improve public safety. And yet, due to limited resources, SFDA has only begun to scratch the surface of available data. Until, SFDA is able to fully implement DA Stat, it will not be able to undertake the intelligence phase of the Community Safety Performance & Intelligence Strategy.

It has long been a given that information, in the form of evidence, is essential to the work of the prosecutor. However, criminal intelligence—information used to anticipate, prevent and/or

monitor criminal activity—has not been a standard focus of prosecutors' offices. The strategic use of crime data and information would enable SFDA to make connections between criminal events, defendants, witnesses and victims that could facilitate more effective investigations, charging decisions, and ultimately case dispositions. Furthermore, criminal intelligence can help the office to *prevent* crime and victimization. By synthesizing City crime data with internal stores of information, SFDA will identify those individuals responsible for the majority of crime, those areas most affected by crime, and the most vulnerable victims, and direct prosecutorial resources accordingly.

The primary objective of this request is to solidify the infrastructure of DA Stat. This project will enable SFDA to fully integrate DA Stat into the office's operations, sustain the program into the future, and lay the ground work for Criminal Intelligence phase of the strategy. With the support of the Vera Research Fellow, funded by OSF, the San Francisco District Attorney's Office can advance the field of data-driven prosecution and serve as a model for prosecutors' offices nationally.

### **Activities for Which OSF Funds Are Sought**

**Objective:** Solidify the infrastructure of DA Stat and fully integrate DA Stat into the office's operations.

**Activity 1:** Evaluate database functionality and data validity, and develop a strategy to enhance data collection as necessary.

**Activity 2:** Develop procedures for querying, cleaning and validating data for statistical analysis

**Activity 3:** Research performance measurement in the prosecutorial field and develop or enhance measures for DA Stat

**Activity 4:** Conduct advanced statistical analysis in support of DA Stat, and automate this analysis to the extent possible

Concept paper submitted to Name of Organization

**Activity 5:** Provide ongoing database training to all front end users on existing and new database modules to assure data quality

### Project Work Plan/Timeline

Year 1:

Activity	6/14	7/14	8/14	9/14	10/14	11/14	12/14	1/15	2/15	3/15	4/15	5/15
1. Data collection strategy	X	X	X									
2. Data validation	X	X	X									
3. Performance Measurement Research & Implementation	X	X	X	X	X	X						
4. DA Stat Analysis	X	X	X	X	X	X	X	X	X	X	X	X
5. Database Training & Data Quality Assurance				X	X	X	X	X	X	X	X	X

Year 2:

Activity	6/15	7/15	8/15	9/15	10/15	11/15	12/15	1/16	2/16	3/16	4/16	5/17
4. DA Stat Analysis	X	X	X	X	X	X	X	X	X	X	X	X
5. Database Training & Data Quality Assurance				X	X	X	X	X	X	X	X	X

### Bank information

Bank Name: Citibank

Branch Name: N/A

Branch Address: 601 Lexington Avenue, 15<sup>th</sup> Floor, NY, NY 10022

Beneficiary on Account: Vera Institute of Justice

ABA/Chips# (Routing #): 021000089

Account Number: 4976083942

<sup>1</sup> Labriola, Melissa. *Innovation in the Criminal Justice System: A National Survey of Criminal Justice Leaders*. New York, Center for Court Innovation. May 2013. <[http://www.courtinnovation.org/sites/default/files/documents/Innovation\\_Survey\\_Report\\_0.pdf](http://www.courtinnovation.org/sites/default/files/documents/Innovation_Survey_Report_0.pdf)>



# Foundation to Promote Open Society



George Soros  
CHAIRMAN

Christopher Stone  
PRESIDENT

May 14, 2014

Karen Goldstein  
General Counsel and Vice President  
Vera Institute of Justice, Inc.  
233 Broadway, 12th Floor  
New York, NY 10279

Re: Grant Number OR2014-13613

Dear Karen Goldstein:

The Foundation to Promote Open Society (“FPOS”) is pleased to inform you that it has awarded Vera Institute of Justice, Inc. (the “Grantee”) a grant in the amount of 228,283.00 USD for the period from June 1, 2014 through May 31, 2016 to fund your charitable operations. The purpose of the grant is to provide technical assistance to the San Francisco District Attorney’s Office (SFDA) to enhance its Community Safety Performance & Intelligence Strategy, a two-pronged data-driven strategy for preventing crime and victimization by improving operational performance and increasing the use of intelligence about criminal activity, as described in the submitted proposal and budget dated April 7, 2014 (the “Project”). The grant shall be expended according to the Project proposal and budget as approved by FPOS. The Grantee may make cumulative adjustments among the amounts specified for the items of expenditure, excluding salaries and benefits, of up to 10 percent of the total funds awarded without FPOS prior approval.

Upon receipt of the countersigned copy of this agreement, and provided any outstanding reporting requirements resulting from this or previous FPOS grants have been satisfied, and a representative of the Grantee has registered with FPOS’s online Foundation Connect system, FPOS will pay the grant as set forth below:

Date	Amount
June 2014	114,141.50 USD
June 2015	114,141.50 USD

This agreement also serves to confirm that the Grantee is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”), and is not a private foundation or a supporting organization as defined in Section 509 of the Code. By signing this agreement, the Grantee represents and warrants that there has been no change to its tax exempt status and agrees to give FPOS immediate written notice should the Grantee cease to be exempt from federal income tax or become a private foundation or a supporting organization as defined in the Code. FPOS is making this grant on the basis of these representations.

In addition, the Grantee agrees:

1. to use these funds solely for religious, charitable, scientific, literary or educational purposes as defined by Section 170(c)(2)(B) of the Code;

2. to maintain adequate financial records consistent with generally accepted accounting practices and to retain such records for at least four years after the conclusion of the grant period;
3. to return to FPOS any portion of the grant funds and interest thereon which are not used for the purpose of this project grant;
4. to send FPOS complete narrative and financial reports detailing the Grantee's expenditure of the grant funds and progress made toward the goal of the grant, as follows:

<b>Date</b>	<b>Report Type</b>
June 30, 2015	Narrative and Financial Interim
June 30, 2016	Narrative and Financial Final

5. to allow FPOS staff or representatives to conduct evaluations and audits of the Project, which may involve visits to observe, review and discuss the Grantee's operations, financial records and other materials connected with the Project;
6. to allow FPOS, at its discretion, to publish information regarding this grant and the Grantee; and
7. to provide FPOS with two copies of any publication funded by this grant; and to acknowledge FPOS's support in the beginning of any publication (including film and electronic publications) referring to or resulting from this grant, as follows: "Supported [in part] by a grant from the Open Society Foundations."

If the Grantee fails to use the grant funds for the stated purpose of the grant or if the Grantee fails to provide FPOS with a full accounting and description of how it spent the grant funds, and the Grantee does not cure such failure upon FPOS's demand, FPOS will immediately stop funding the Grantee and may be prohibited by law from awarding the Grantee any additional grants in the future.

FPOS hereby grants to the Grantee a revocable, one-time, non-transferable, non-exclusive license to use the Open Society Foundations name and logo trademarks (the "Marks") for the specific purpose of accurately indicating this grant and for no other purpose. The Grantee agrees to use the Marks as depicted in artwork supplied by FPOS and further agrees not to state or imply either directly or indirectly that the Grantee or its activities are supported, endorsed, or sponsored by FPOS other than as stated in this agreement. The Grantee shall notify FPOS of the placement and appearance of the Marks before each use by the Grantee. FPOS shall have the prior right to approve of the placement and appearance of the Marks before each use by the Grantee.

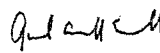
Beyond the rights and obligations specifically stated in this letter, FPOS disclaims any legal right to control or otherwise influence the Grantee's use of any funds provided pursuant to this agreement. Furthermore, it is expressly understood that by making this grant FPOS has no obligation to provide additional funding to the Grantee.

This is the entire agreement between the Grantee and FPOS concerning this grant and may be modified and waived only by a written agreement between the Grantee and FPOS. The Grantee acknowledges that it is not relying on any representation of FPOS, except as set forth in this agreement, and that no representations FPOS may have made in the past survive.

This agreement is made subject, at all times, to FPOS's compliance with all applicable laws and regulations, which may impact grant processing and payments.

The Grantee should direct communications and reports to William Johnston, Program Officer of the Justice Fund, at [william.johnston@opensocietyfoundations.org](mailto:william.johnston@opensocietyfoundations.org). Reports may also be submitted online at [www.opensocietyfoundations.org/grants/manage](http://www.opensocietyfoundations.org/grants/manage).

On behalf of FPOS, I extend my best wishes for your organization's success.

Sincerely,  
DocuSigned by:  
  
0122673662434C5...

Gail Aidinoff Scovell  
Secretary

Agreed to and accepted on behalf of Vera Institute of Justice, Inc.:

Signed: \_\_\_\_\_  
Karen Goldstein  
General Counsel and Vice President

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