

Opportunity Title:	BJA FY 12 Second Chance Act Reentry Program for Adult O
Offering Agency:	Bureau of Justice Assistance
CFDA Number:	16.812
CFDA Description:	Second Chance Act Prisoner Reentry Initiative
Opportunity Number:	BJA-2012-3153
Competition ID:	
Opportunity Open Date:	02/23/2012
Opportunity Close Date:	04/24/2012
Agency Contact:	For assistance with any other requirement of this solicitation, contact the BJA Justice Information Center at 1-877-927-5657, via e-mail to JIC@telesishq.com, or by live web chat. The BJA Justice Information Center hours of operation are 8:30 a.m. to 5:00 p.m. eastern time Monday through Friday and 8:30 a.m. to

This electronic grants application is intended to be used to apply for the specific Federal funding opportunity referenced here.

If the Federal funding opportunity listed is not the opportunity for which you want to apply, close this application package by clicking on the "Cancel" button at the top of this screen. You will then need to locate the correct Federal funding opportunity, download its application and then apply.

This opportunity is only open to organizations, applicants who are submitting grant applications on behalf of a company, state, local or tribal government, academia, or other type of organization.

* **Application Filing Name:**

Mandatory Documents

Move Form to Complete

Move Form to Delete

Mandatory Documents for Submission

[Application for Federal Assistance \(SF-424\)](#)
[Disclosure of Lobbying Activities \(SF-LLL\)](#)
[Assurances for Non-Construction Programs \(SF-42\)](#)
[Project Narrative Attachment Form](#)
[Budget Narrative Attachment Form](#)
[Other Attachments Form](#)

Optional Documents

Faith Based EEO Survey

Move Form to Submission List

Move Form to Delete

Optional Documents for Submission

Instructions

- 1** Enter a name for the application in the Application Filing Name field.
 - This application can be completed in its entirety offline; however, you will need to login to the Grants.gov website during the submission process.
 - You can save your application at any time by clicking the "Save" button at the top of your screen.
 - The "Save & Submit" button will not be functional until all required data fields in the application are completed and you clicked on the "Check Package for Errors" button and confirmed all data required data fields are completed.

- 2** Open and complete all of the documents listed in the "Mandatory Documents" box. Complete the SF-424 form first.
 - It is recommended that the SF-424 form be the first form completed for the application package. Data entered on the SF-424 will populate data fields in other mandatory and optional forms and the user cannot enter data in these fields.
 - The forms listed in the "Mandatory Documents" box and "Optional Documents" may be predefined forms, such as SF-424, forms where a document needs to be attached, such as the Project Narrative or a combination of both. "Mandatory Documents" are required for this application. "Optional Documents" can be used to provide additional support for this application or may be required for specific types of grant activity. Reference the application package instructions for more information regarding "Optional Documents".
 - To open and complete a form, simply click on the form's name to select the item and then click on the => button. This will move the document to the appropriate "Documents for Submission" box and the form will be automatically added to your application package. To view the form, scroll down the screen or select the form name and click on the "Open Form" button to begin completing the required data fields. To remove a form/document from the "Documents for Submission" box, click the document name to select it, and then click the <= button. This will return the form/document to the "Mandatory Documents" or "Optional Documents" box.
 - All documents listed in the "Mandatory Documents" box must be moved to the "Mandatory Documents for Submission" box. When you open a required form, the fields which must be completed are highlighted in yellow with a red border. Optional fields and completed fields are displayed in white. If you enter invalid or incomplete information in a field, you will receive an error message.

- 3** Click the "Save & Submit" button to submit your application to Grants.gov.
 - Once you have properly completed all required documents and attached any required or optional documentation, save the completed application by clicking on the "Save" button.
 - Click on the "Check Package for Errors" button to ensure that you have completed all required data fields. Correct any errors or if none are found, save the application package.
 - The "Save & Submit" button will become active; click on the "Save & Submit" button to begin the application submission process.
 - You will be taken to the applicant login page to enter your Grants.gov username and password. Follow all onscreen instructions for submission.

Application for Federal Assistance SF-424

Version 02

* 1. Type of Submission: <input type="checkbox"/> Preapplication <input checked="" type="checkbox"/> Application <input type="checkbox"/> Changed/Corrected Application	* 2. Type of Application: <input checked="" type="checkbox"/> New <input type="checkbox"/> Continuation <input type="checkbox"/> Revision	* If Revision, select appropriate letter(s): <input type="text"/> * Other (Specify) <input type="text"/>
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* 3. Date Received: <input type="text" value="04/24/2012"/>	4. Applicant Identifier: <input type="text"/>
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5a. Federal Entity Identifier: <input type="text"/>	* 5b. Federal Award Identifier: <input type="text"/>
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State Use Only:

6. Date Received by State: <input type="text"/>	7. State Application Identifier: <input type="text"/>
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8. APPLICANT INFORMATION:

* a. Legal Name:

* b. Employer/Taxpayer Identification Number (EIN/TIN): <input type="text" value="94-6000417"/>	* c. Organizational DUNS: <input type="text" value="185128246"/>
--	---

d. Address:

* Street1:	<input type="text" value="City Hall Room 456"/>
Street2:	<input type="text" value="1 Dr. Carlton B. Goodlett Place"/>
* City:	<input type="text" value="San Francisco"/>
County:	<input type="text" value="San Francisco"/>
* State:	<input type="text" value="CA: California"/>
Province:	<input type="text"/>
* Country:	<input type="text" value="USA: UNITED STATES"/>
* Zip / Postal Code:	<input type="text" value="94102"/>

e. Organizational Unit:

Department Name: <input type="text"/>	Division Name: <input type="text"/>
--	--

f. Name and contact information of person to be contacted on matters involving this application:

Prefix: <input type="text" value="Mrs."/>	* First Name: <input type="text" value="Leslie"/>
Middle Name: <input type="text"/>	
* Last Name: <input type="text" value="Levitas"/>	
Suffix: <input type="text"/>	

Title:

Organizational Affiliation:

* Telephone Number: <input type="text" value="415-575-4366"/>	Fax Number: <input type="text" value="415-558-2490"/>
---	---

* Email:

Application for Federal Assistance SF-424

Version 02

9. Type of Applicant 1: Select Applicant Type:

B: County Government

Type of Applicant 2: Select Applicant Type:

Type of Applicant 3: Select Applicant Type:

* Other (specify):

*** 10. Name of Federal Agency:**

Bureau of Justice Assistance

11. Catalog of Federal Domestic Assistance Number:

16.812

CFDA Title:

Second Chance Act Prisoner Reentry Initiative

*** 12. Funding Opportunity Number:**

BJA-2012-3153

* Title:

BJA FY 12 Second Chance Act Reentry Program for Adult Offenders with Co-Occurring Substance Abuse and Mental Health Disorders

13. Competition Identification Number:

Title:

14. Areas Affected by Project (Cities, Counties, States, etc.):

*** 15. Descriptive Title of Applicant's Project:**

Keys to Freedom (KtF)

Attach supporting documents as specified in agency instructions.

Add Attachments

Delete Attachments

View Attachments

Application for Federal Assistance SF-424

Version 02

16. Congressional Districts Of:

* a. Applicant

* b. Program/Project

Attach an additional list of Program/Project Congressional Districts if needed.

Add Attachment

Delete Attachment

View Attachment

17. Proposed Project:

* a. Start Date:

* b. End Date:

18. Estimated Funding (\$):

* a. Federal	<input type="text" value="599,894.00"/>
* b. Applicant	<input type="text" value="0.00"/>
* c. State	<input type="text" value="0.00"/>
* d. Local	<input type="text" value="0.00"/>
* e. Other	<input type="text" value="0.00"/>
* f. Program Income	<input type="text" value="0.00"/>
* g. TOTAL	<input type="text" value="599,894.00"/>

*** 19. Is Application Subject to Review By State Under Executive Order 12372 Process?**

- a. This application was made available to the State under the Executive Order 12372 Process for review on
- b. Program is subject to E.O. 12372 but has not been selected by the State for review.
- c. Program is not covered by E.O. 12372.

*** 20. Is the Applicant Delinquent On Any Federal Debt? (If "Yes", provide explanation.)**

Yes No

21. *By signing this application, I certify (1) to the statements contained in the list of certifications and (2) that the statements herein are true, complete and accurate to the best of my knowledge. I also provide the required assurances** and agree to comply with any resulting terms if I accept an award. I am aware that any false, fictitious, or fraudulent statements or claims may subject me to criminal, civil, or administrative penalties. (U.S. Code, Title 218, Section 1001)**

** I AGREE

** The list of certifications and assurances, or an internet site where you may obtain this list, is contained in the announcement or agency specific instructions.

Authorized Representative:

Prefix: * First Name:

Middle Name:

* Last Name:

Suffix:

* Title:

* Telephone Number: Fax Number:

* Email:

* Signature of Authorized Representative: * Date Signed:

Application for Federal Assistance SF-424

Version 02

*** Applicant Federal Debt Delinquency Explanation**

The following field should contain an explanation if the Applicant organization is delinquent on any Federal Debt. Maximum number of characters that can be entered is 4,000. Try and avoid extra spaces and carriage returns to maximize the availability of space.

ASSURANCES - NON-CONSTRUCTION PROGRAMS

Public reporting burden for this collection of information is estimated to average 15 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0040), Washington, DC 20503.

PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET. SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.

NOTE: Certain of these assurances may not be applicable to your project or program. If you have questions, please contact the awarding agency. Further, certain Federal awarding agencies may require applicants to certify to additional assurances. If such is the case, you will be notified.

As the duly authorized representative of the applicant, I certify that the applicant:

1. Has the legal authority to apply for Federal assistance and the institutional, managerial and financial capability (including funds sufficient to pay the non-Federal share of project cost) to ensure proper planning, management and completion of the project described in this application.
2. Will give the awarding agency, the Comptroller General of the United States and, if appropriate, the State, through any authorized representative, access to and the right to examine all records, books, papers, or documents related to the award; and will establish a proper accounting system in accordance with generally accepted accounting standards or agency directives.
3. Will establish safeguards to prohibit employees from using their positions for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest, or personal gain.
4. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
5. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. §§4728-4763) relating to prescribed standards for merit systems for programs funded under one of the 19 statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 C.F.R. 900, Subpart F).
6. Will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) §§523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. §§290 dd-3 and 290 ee- 3), as amended, relating to confidentiality of alcohol and drug abuse patient records; (h) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (i) any other nondiscrimination provisions in the specific statute(s) under which application for Federal assistance is being made; and, (j) the requirements of any other nondiscrimination statute(s) which may apply to the application.
7. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of Federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of Federal participation in purchases.
8. Will comply, as applicable, with provisions of the Hatch Act (5 U.S.C. §§1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with Federal funds.

9. Will comply, as applicable, with the provisions of the Davis-Bacon Act (40 U.S.C. §§276a to 276a-7), the Copeland Act (40 U.S.C. §276c and 18 U.S.C. §874), and the Contract Work Hours and Safety Standards Act (40 U.S.C. §§327-333), regarding labor standards for federally-assisted construction subagreements.
10. Will comply, if applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
11. Will comply with environmental standards which may be prescribed pursuant to the following: (a) institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514; (b) notification of violating facilities pursuant to EO 11738; (c) protection of wetlands pursuant to EO 11990; (d) evaluation of flood hazards in floodplains in accordance with EO 11988; (e) assurance of project consistency with the approved State management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. §§1451 et seq.); (f) conformity of Federal actions to State (Clean Air) Implementation Plans under Section 176(c) of the Clean Air Act of 1955, as amended (42 U.S.C. §§7401 et seq.); (g) protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and, (h) protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).
12. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. §§1271 et seq.) related to protecting components or potential components of the national wild and scenic rivers system.
13. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. §470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. §§469a-1 et seq.).
14. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development, and related activities supported by this award of assistance.
15. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. §§2131 et seq.) pertaining to the care, handling, and treatment of warm blooded animals held for research, teaching, or other activities supported by this award of assistance.
16. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§4801 et seq.) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
17. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and OMB Circular No. A-133, "Audits of States, Local Governments, and Non-Profit Organizations."
18. Will comply with all applicable requirements of all other Federal laws, executive orders, regulations, and policies governing this program.

<p>* SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL</p> <p><i>Robert J. Hernandez</i></p> <p>Completed on submission to Grants.gov</p>	<p>* TITLE</p> <p>Sheriff</p>
<p>* APPLICANT ORGANIZATION</p> <p>San Francisco Sheriff's Department</p>	<p>* DATE SUBMITTED</p> <p>Completed on submission to Grants.gov</p>

DISCLOSURE OF LOBBYING ACTIVITIES

Complete this form to disclose lobbying activities pursuant to 31 U.S.C.1352

Approved by OMB
0348-0046

1. * Type of Federal Action: <input type="checkbox"/> a. contract <input checked="" type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance	2. * Status of Federal Action: <input type="checkbox"/> a. bid/offer/application <input checked="" type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award	3. * Report Type: <input checked="" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change
4. Name and Address of Reporting Entity: <input checked="" type="checkbox"/> Prime <input type="checkbox"/> SubAwardee * Name: <input type="text" value="San Francisco Sheriff's Department"/> * Street 1: <input type="text" value="City Hall, Room 456"/> Street 2: <input type="text" value="1 Dr. Carlton B. Goodlett Place"/> * City: <input type="text" value="San Francisco"/> State: <input type="text" value="CA: California"/> Zip: <input type="text" value="94102"/> Congressional District, if known: <input type="text" value="CA-008"/>		
5. If Reporting Entity in No.4 is Subawardee, Enter Name and Address of Prime: <div style="border: 1px solid black; height: 100px;"></div>		
6. * Federal Department/Agency: <input type="text" value="U.S. Department of Justice"/>	7. * Federal Program Name/Description: <input type="text" value="Second Chance Act Prisoner Reentry Initiative"/> CFDA Number, if applicable: <input type="text" value="16.812"/>	
8. Federal Action Number, if known: <input type="text"/>	9. Award Amount, if known: \$ <input type="text" value="599,894.00"/>	
10. a. Name and Address of Lobbying Registrant: Prefix: <input type="text"/> * First Name: <input type="text" value="Sheriff Vicki Hennessy"/> Middle Name: <input type="text"/> * Last Name: <input type="text" value="San Francisco Sheriff's Department"/> Suffix: <input type="text"/> * Street 1: <input type="text" value="City Hall, Room 456"/> Street 2: <input type="text" value="1 Dr. Carlton B. Goodlett Place"/> * City: <input type="text" value="San Francisco"/> State: <input type="text" value="CA: California"/> Zip: <input type="text" value="94102"/>		
b. Individual Performing Services (including address if different from No. 10a) Prefix: <input type="text"/> * First Name: <input type="text" value="Sheriff Vicki Hennessy"/> Middle Name: <input type="text"/> * Last Name: <input type="text" value="San Francisco Sheriff's Department"/> Suffix: <input type="text"/> * Street 1: <input type="text" value="City Hall, Room 456"/> Street 2: <input type="text" value="1 Dr. Carlton B. Goodlett Place"/> * City: <input type="text" value="San Francisco"/> State: <input type="text" value="CA: California"/> Zip: <input type="text" value="94102"/>		
11. Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when the transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure. * Signature: <input type="text" value="Vicki Hennessy"/> * Name: Prefix: <input type="text"/> * First Name: <input type="text" value="Vicki"/> Middle Name: <input type="text"/> * Last Name: <input type="text" value="Hennessy"/> Suffix: <input type="text"/> Title: <input type="text" value="Sheriff"/> Telephone No.: <input type="text" value="415-654-7225"/> Date: <input type="text" value="Completed on submission to Grants.gov"/>		
Federal Use Only:		Authorized for Local Reproduction Standard Form - LLL (Rev. 7-97)

Appendix 1

Fundamental Principles of Evidence-Based Correctional Practice

The primary objective of the Second Chance Act is to reduce recidivism. Based upon reliable research findings, there are six fundamental principles of evidence-based correctional practice that are widely accepted as strategies to reduce future criminal behavior.

- 1) Objectively Assess Criminogenic Risks and Needs:** Maintain a comprehensive system to establish risk screening and needs assessment. The actuarial assessment of offenders—in a reliable and valid manner—is essential for the effective supervision and treatment of people returning from prisons, jails, and juvenile facilities (Andrews and Bonta, 1998). The levels of supervision and services for individual offenders must be matched to individual risk and need.
- 2) Enhance Intrinsic Motivation:** Staff must be able to relate to offenders in interpersonally sensitive and constructive ways in order to enhance intrinsic motivation in offenders. Research findings suggest that motivational interviewing or other cognitive-behavioral communication techniques can effectively enhance the offender's desire to initiate and maintain behavior changes (Miller and Rollnick, 2002; Miller and Mount, 2001).
- 3) Target Higher-Risk Offenders:** Prioritize primary supervision and treatment resources for offenders who are at higher risk to re-offend. Consistent findings from a wide variety of recidivism studies show that supervision and treatment resources focused on lower-risk offenders produce little if any positive effect on the rates of subsequent criminal behavior (McGuire, 2001, 2002) and can at times increase the risk level of low-risk offenders. Maximum benefit is gained only when intervention resources are directed to moderate- and high-risk offenders.
- 4) Address Offenders' Greatest Criminogenic Needs.** The greatest emphasis must be placed on addressing those needs which are most closely associated with criminal behavior. When the factors that lead the offender to commit crimes are effectively addressed, that person is less likely to commit crime (Elliot, 2001).
- 5) Use Cognitive-Behavioral Interventions:** These strategies are focused on changing the offender's thinking patterns in order to change future behavior. The most effective interventions provide opportunities for participants to practice new behavior patterns and skills with feedback from program staff.
- 6) Determine Dosage and Intensity of Services:** Higher-risk offenders require significantly more structure and services than lower-risk offenders. High-risk offenders should receive a minimum of 300 hours of cognitive-based interventions, moderate-risk offenders should receive a minimum of 200 hours, and low-risk offenders should receive a minimum of 100 hours of cognitive-based interventions. Additionally, during the initial 3–9 months post-release, 40–70 percent of high-risk offenders' free time needs to be occupied with delineated routine and appropriate services (Bourgon and Armstrong, 2006; Latessa, 2004; Gendreau and Goggin, 1995).

Important Things to Understand From the Research:

- Correctional staff needs to work with offenders to ensure they have the tools needed for success in the community.
- Correctional and community staff must understand the importance of working with **moderate- and high-risk** offenders rather than low-risk offenders in order to demonstrate that their program can decrease recidivism.
- The most effective organizational-change strategies involve supervision and coaching of staff to reinforce the expected way of doing business—training alone is not sufficient.

Questions to Ask As You Launch Your Program:

- Who are you targeting for your program?
- Do the risk and needs of your target population match the services and supports you've funded through your Second Chance grant?
- When and how are the risks and needs of your target population assessed?
- Following the risk/need assessment, are the services, supervision, and interventions recommendations developed with the offender ?
- Are these interventions based upon a systematic assessment of individual levels of risk and criminogenic needs ?
- How are services coordinated for your target population as they move from the institutional phase, to the reentry phase, to the community phase?
- How is programming that is begun in prison linked to the programming that the offender receives in the community?
- How are supervision and treatment resources prioritized for moderate and high risk offenders?
- Are your interventions cognitive-behavioral based?
- What data is collected on individuals?
- Do you collect case-level data on which of your program participants have (1) housing, (2) employment, (3) substance abuse treatment (if necessary), (4) mental health treatment (if necessary), and (5) social support?

References:

Andrews, D.A., and J. Bonta (1998). *The Psychology of Criminal Conduct*. Cincinnati: Anderson Publishing Co.

Bourgon, G., and B. Armstrong (2006). Transferring the Principles of Effective Treatment into a "Real World" Setting. *Criminal Justice*, 32(1), 3-25.

Elliott, D. (2001). Youth violence: A report of the Surgeon General.

Gendreau, P. and C. Goggin (1995). Principles of effective correctional programming with offenders. Center for Criminal Justice Studies and Department of Psychology, University of New Brunswick, New Brunswick.

Latessa, E.J. (2004). The challenge of change: Correctional programs and evidence based practices. *Criminology & Public Policy*, 3(4), 547-560.

McGuire, J. (2002). Evidence-based programming today. Paper presented International Community Corrections Association Conference, Boston, MA, November 2002.

McGuire, J. (2001). What works in correctional intervention? Evidence and practical implications. Pp. 25-43 in *Offender rehabilitation in practice: Implementing and evaluating effective programs*. edited by D.F. Gary Bernfeld, Alan Leschied. New York, NY: John Wiley & Sons, LTD.

Miller, W. and S. Rollnick (2002). *Motivational Interviewing: Preparing people for change*. New York, NY: Guilford Press.

Miller, W. and K.A. Mount (2001). "A small study of training in Motivational Interviewing: Does one workshop change clinician and client behavior?" Albuquerque, NM.

Appendix 2
Statement of Assurance Form:
Mandatory Certification Requirements and Coordination Requirement
(Submit with the Application as an Attachment)

As the Authorized Representative of [insert name of applicant organization]
San Francisco Sheriff's Department, I assure BJA the following:

Mandatory Certification Requirement: Service Provider Licensing/ Accreditation/ Certification Documentation: In addition, as the Authorized Representative I also assure BJA that all collaborating service provider organizations listed in this application meet applicable licensing, accreditation, and certification requirements.

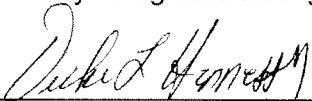
As the authorized representative, I also understand that the following information is required to receive funding, and these materials have been included within the application materials:

- A letter of commitment that specifies the nature of the participation and what service(s) will be provided from every service provider organization listed in the application that has agreed to participate in the project.
- Official documentation that all service provider organizations collaborating in the project have been providing relevant services for a minimum of 2 years prior to the date of the application in the area(s) in which services are to be provided. Official documents must definitively establish that the organization has provided relevant services for the last 2 years.
- Official documentation that all collaborating service provider organizations are in compliance with all local (city, county) and state/tribal requirements for licensing, accreditation, and certification or official documentation from the appropriate agency of the applicable state/tribal, county, or other governmental unit that licensing, accreditation, and certification requirements do not exist.

Note: Official documentation is a copy of each service provider organization's license, accreditation, and certification.

- Documentation of accreditation will not be accepted in lieu of an organization's license. A statement by, or letter from, the applicant organization or from a provider organization attesting to compliance with licensing, accreditation and certification or that no licensing, accreditation, certification requirements exist, does not constitute adequate documentation.

Mandatory Coordination Requirement: I assure BJA that if my organization is not the Single State Agency (SSA) for Substance Abuse Services, and I assure and have demonstrated that the proposal has been developed in coordination with SAA support, except in the case of federally-recognized tribal government applicants.



Signature of Authorized Representative

19 April 2012

Date

BJA-2012-3153

Project Narrative File(s)

* **Mandatory Project Narrative File Filename:**

[Add Mandatory Project Narrative File](#)

[Delete Mandatory Project Narrative File](#)

[View Mandatory Project Narrative File](#)

To add more Project Narrative File attachments, please use the attachment buttons below.

[Add Optional Project Narrative File](#)

[Delete Optional Project Narrative File](#)

[View Optional Project Narrative File](#)

Abstract

The San Francisco Sheriff's Department (SFSD) proposes to implement the Keys to Freedom (KtF) project, with a request for \$599,894 to fund the project for the two-year grant term. SFSD has over 25 years of experience in developing and implementing successful education and treatment programs. These include nationally-recognized models such as the SISTER Program and Resolve to Stop the Violence Project (RSVP), a 2004 winner of the Innovations in American Government Award.

The jurisdiction to be served by this proposed program is City and County of San Francisco (SF). Programming will occur both in the community and in the SF County Jails and will serve adult women and adult male-to-female transgenders (TG). Incarcerated women and TG women have very high incidences of childhood and adult trauma and victimization. For many, the path to crime has involved running away from childhood abuse, the use of illegal drugs as a means of coping, and drug selling, prostitution, and other crimes as a way to survive on the streets. As adults, many have experienced intimate partner abuse, sexual assault, and the grief of losing custody of their children. Common mental health concerns will include post-traumatic stress disorder, depression, and anxiety. KtF will serve 145 participants over two years.

San Francisco County has an estimated population of 805,235 according to the 2010 U.S. Census. The Census does not record transgender people separately; 396,773 San Franciscans are female (49%). The population is approximately 48.5% white, 33% Asian, 6.6% "other," 6.1% African American, 0.5% American Indian/Alaskan Native, and 0.4% Native Hawaiian/Pacific Islander. Another 4.7% of the population is identified by two or more races. Among people of all races, 15% are Hispanic or Latino. People over the age of 18 make up 87% of the county's population.

KtF will target medium to high-risk women and transgender women incarcerated in San Francisco Jail. Both in-reach and community-based services will provide a range of services that address co-occurring disorders and reentry needs. Services planning (including reentry transition planning) will be based, in part, on the COMPAS, an objective assessment of criminogenic risks and needs. The program will utilize evidence-based cognitive-behavioral therapy approaches, including Seeking Safety and other skills based curricula, that address symptom management and criminal thinking. The community-based milieu provides the opportunity to offer more intensive services to higher risk offenders post-release, and Motivational Interviewing and contingency management strategies will encourage program participation and retention.

The project will utilize the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) tool, which is a research validated risk and needs assessment instrument implemented by the California Department of Corrections and Rehabilitation in 2007, and chosen by the San Francisco Adult Probation Department because it allows for the effective management of client needs from the pre-screening process through post-release. The COMPAS, designed by Northpointe Institute for Public Management, Inc., is a statistics-based assessment, designed to evaluate key areas of risks and needs in criminal justice populations, which can be used to determine which services and supports will best help an offender during community reentry.

SFSD will partner with Haight Ashbury Free Clinics – Walden House (HAFC-WH) to ensure coordinated reentry services. HAFC-WH is a recently merged non-profit 501(c)3 organization that combines the legacy of the nation's first free medical clinic (founded in San Francisco, 1967) and the expertise of a leading behavioral health organization, Walden House (founded in San Francisco, 1969). HAFC-WH has over two decades of contractor experience for a long list of criminal justice agencies, including: numerous contracts with the California Department of Corrections and Rehabilitation (CDCR) and its Office of Offender Services (OS) since 1995; Jail Psychiatric Services in San Francisco County Jails since 1973; residential and outpatient contracts with the Federal Probation Court of Northern California and the Federal Bureau of Prisons; and extensive experience working with Parole Agencies throughout the state. The agency is a long-time partner of SFSD, having provided services to detainees within the San Francisco jail system since 1993, when SFSD and Walden House partnered to implement a jail-based substance abuse treatment demonstration program for women, funded by the Substance Abuse and Mental Health Services Administration. Additionally, HAFC-WH has offered specialized TG treatment programming since 2001, featuring the integration of substance abuse treatment, mental health services, close linkage to medical and legal services, and staff teams that include TG individuals and clinicians with population-specific training and experience.

HAFC-WH was selected as the service-delivery subcontractor for this project because of its extensive experience providing evidence-based services to female offenders both in custody and during re-entry, and because of its expertise and capacity to implement and administer sizable service contracts with sophisticated data collection and reporting requirements. HAFC-WH is also a prominent service provider funded by the San Francisco Department of Public Health, and maintains a rich array of mutual referral partnerships with other licensed and certified organizations in good standing within the SF public health system, which Keys to Freedom participants will be eligible to access upon referral by their case managers.

This application addresses three of the stated Priority Considerations: it targets medium- to high-risk offenders, as identified through use of a validated risk and needs assessment instrument, who have been dually diagnosed with serious mental health disorders and drug dependence; it targets female offenders; and it provides a baseline recidivism rate for the proposed target population including documentation to support the development of the rate.

The San Francisco Sheriff's Department hereby grants permission to the Bureau of Justice Assistance to share this abstract, as well as the contact information for this application's Authorized Representative and Point of Contact, with potentially interested private foundations that may wish to contact SFSD about private funding for this project.

1. Statement of the Problem

In October 2011, California's Public Safety Realignment Act, also known as AB 109, took effect and shifted the responsibility of non-serious, non-violent, non-sexual offenders from the state to the counties. These offenders are released to community supervision (probation rather than parole), and newly convicted offenders now serve sentences in county jails instead of state prisons. Many of these offenders have convictions for drug-related crimes (eg., possession, sales), or for other crimes such as burglary, theft or prostitution, which are often committed to support their chemical dependence. The rate of co-occurring substance abuse and mental health disorders (COD) among the AB 109 population has not yet been measured, but is expected to be significant, as prevalence of COD within jail populations is known to be substantially higher than among the population at large (National GAINS Center 2001). The implementation of AB 109 means greater strain on already over-burdened county resources. It also increases the demand for specialized reentry services for adults with co-occurring disorders, both while in custody and upon release, in order for the criminal justice and social services communities to support successful reentry for this influx of offenders with behavioral health needs.

To address these emerging needs, the San Francisco Sheriff's Department (SFSD) now proposes the Keys to Freedom program (KtF). The jurisdiction to be served, is San Francisco (SF) City and County. Programming will occur both in the community and in the SF County Jail's downtown facilities, where adult women and transgender (TG) individuals are housed. TG inmates are housed separately, for their safety. Most women are housed in either general population (up to 88 women), the SISTER program (up to 56 women), or the Keys to Change program (up to 56 women). Those with the most severe and persistent mental health needs are referred to Jail Psychiatric Services, Behavioral Health Court, and/or the Sheltered Psychiatric Living Unit where they gain skills to prepare them for community life.

While SFSD offers some programming for women and transgenders with less acute mental health needs, they are insufficient for the vast numbers with COD. KtF will serve: male-to-female transgenders: women in the SISTER program (substance abuse treatment) or the Keys to Change Program (an educational program); and women who are housed in Administrative Segregation, a group which experiences high levels of behavioral dysregulation and have limited access to programmatic services in the jail. KtF will serve 145 participants over two years.

KtF staff will identify women and TG women who have COD who have not been selected for existing mental health services. This group is traditionally under-served because their charges have made their substance abuse visible, but their mental health disorders have remained undiagnosed; and/or their symptoms and level of behavioral problems have not been classified as presenting an imminent, high risk; and/or their substance abuse, mental health problems, and trauma histories have not at all been identified at the time of incarceration.

Currently, inmates are screened at the time of booking. Anyone without a high school diploma is referred to Keys to Change, where they can focus on their education. Women with substance abuse histories may request or be referred to SISTSER. People who won't or can't participate in programs are assigned to general population housing.

Women and TG women in incarcerated settings have very high incidences of Post-Traumatic Stress Disorder (PTSD) related to childhood and adult traumatic experiences and victimization. For many, the path to crime has involved running away from childhood abuse, the use of illegal drugs as a means of coping, and drug selling, prostitution, and other crimes as a way to survive on the streets. As adults, many have experienced domestic violence, intimate partner abuse, sexual assault, and the grief of losing custody of their children. The incidence of physical and sexual abuse among incarcerated women has been reported to be 47% in some studies (Modley,

2010) and are likely to be even higher—up to 83% in a 2010 study conducted among incarcerated women in Illinois (Reichert, 2010).

Sexual and physical abuse is also very common among transgender women. Many who travel to San Francisco to find acceptance and a sense of community develop addictions and enter the commercial sex trade. A 1998 study on prostitution, violence against women, and PTSD surveyed 130 sex workers (12% of the sample were transgender women). Of the 130 participants, 57% reported being sexually assaulted as children. As adults, 82% of the sample reported enduring physical assault, 83% had been threatened with a weapon, and 68% had been raped. Sixty-eight percent met the DSM III-R criteria for PTSD (Gehring & Knudson, 1998).

San Francisco has one of the highest recidivism rates in the state—*approximately 78.3 percent of parolees go back to prison within three years of release*—according to a report¹ by the California Department of Corrections and Rehabilitation (this is the baseline recidivism rate that will be utilized for project data collection and analysis in the proposed project).

2. Program Design and Implementation

Keys to Freedom (KtF) is designed to reduce recidivism and increase public safety through the provision of effective jail and community-based services to women and transgender women (priority consideration #2) with co-occurring disorders incarcerated in the San Francisco Jail. The project will utilize the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) tool, which is a research validated risk and needs assessment instrument (priority consideration #1) implemented by the California Department of Corrections in 2007, and chosen by the San Francisco Adult Probation Department because it allows for the effective management of client needs from the pre-screening process through post-release.

¹ Available at [http://www.cdcr.ca.gov/Adult_Research_Branch/Research_Documents/ARB_FY_0607_Recidivism_Report_\(11-23-11\).pdf](http://www.cdcr.ca.gov/Adult_Research_Branch/Research_Documents/ARB_FY_0607_Recidivism_Report_(11-23-11).pdf)

Program design has been influenced by the Keystone Program, a current project funded by the 2011 Second Chance Act Reentry Demonstration Program: Targeting Offenders with Co-Occurring Substance Abuse and Mental Health Disorders, conducted with the same community partner (HAFC-WH, see Section 3) that is proposed for the KtF. KtF will seek to replicate the successes achieved in providing strengths-based case management services to inmates with co-occurring disorders and will seek to improve post-release participant retention by including contingency management strategies in the new program design.

Keys to Freedom services will be gender-responsive and trauma-informed in order to meet the needs of women and transgender women. Staff will be selected for their experience in working with female offenders and will receive additional training in gender specific approaches and Motivational Interviewing. A safe environment will be maintained in the jail and in the community. The program will address trauma issues and provide participants with an environment that fosters healthy relationships and honors the importance of connection to others.

Services will include screening, assessment, co-occurring treatment, case management, and reentry support provided to address criminogenic risk factors (anti-social attitudes; anti-social associates; anti-social behavior; anti-social personality patterns; family/home problems; school/work problems; lack of pro-social leisure activities; and substance abuse) and the specific pathways that lead women and transgender women into crime and the criminal justice system.

KtF will target medium to high-risk women and transgender women incarcerated in San Francisco Jail. Both in-reach and post-release services will address co-occurring disorders and reentry needs. Services planning will be based, in part, on the COMPAS, an objective assessment of criminogenic risks and needs. The program will utilize evidence-based CBT approaches including Seeking Safety and other skills based curriculum that addresses symptom

management and criminal thinking. The community-based milieu is ideal for intensive services to higher risk offenders and for Motivational Interviewing. Contingency management strategies will encourage program participation and retention.

Identifying Eligible Participants - Keys to Freedom staff will conduct voluntary initial screenings among the women and transgender women in the county jail. Screenings will be scheduled in a way that considers date of incarceration, anticipated release date, and case disposition information. Jail and community program staff may also refer inmates for priority screening. The screenings will ideally be conducted 60 - 90 days prior to anticipated release and will employ the use of three brief, validated instruments: The Simple Screening instrument for Substance Abuse (SSI-SA); the Mental Health Screening Form-III (MHSF-III); and the PTSD Checklist (PCL). These screenings will identify specific inmates within the target locations and programs who may have significant and unaddressed co-occurring disorders (including PTSD).

A positive screen on any of these instruments will prompt further assessment with the SF MRD 89, a 2-page mental health/substance abuse assessment that yields a five-axis DSM-IV diagnosis. This assessment will be performed by KtF staff who are mental health professionals registered or licensed with the California Board of Behavioral Sciences. Appropriate referrals will be made to Jail Psychiatric Services when symptoms warrant an initial medication evaluation. Information gleaned from the screenings and assessments, along with COMPAS information on criminogenic risk, will help identify those inmates who have significant co-occurring disorders and are at high risk for recidivism. Additionally, the screenings and assessments results will inform the development of a three-phase treatment plan (Jail-based treatment, Transition Plan, Community-based reentry services).

Jail-Based Services - Given the high incidence, among the target population, of PTSD related symptoms of hyper-arousal, re-experiencing traumatic events, and avoidance of things and situations that bring up painful memories, the KtF program will provide the Seeking Safety curriculum to participants. The curriculum is an evidence-based, cognitive-behavioral intervention for treating substance abuse and PTSD; it helps individuals to anticipate triggers and develop coping strategies to manage traumatic reactions. Seeking Safety outcomes include a decrease in substance use and trauma symptoms, improvements in social adjustment, problem solving, depression, suicidal thoughts, general psychiatric symptoms, and quality of life (Najavits, L.M., 2009).

Dual Diagnosis support groups will also be offered. These sessions will employ cognitive-behavioral therapy (CBT) based, recovery oriented interventions that support an understanding of how substance abuse and mental health symptoms interact with each other; employ mindfulness and acceptance strategies to manage symptoms and cravings; and use Motivational Interviewing to help support adherence to medications and other wellness practices.

Inmates who participate in assessments and group interventions while still incarcerated will earn contingency management points that will be converted to non-cash incentives once they successfully transition to community-based services. The efficacy of prize-based contingency management strategies to increase program retention and encourage the obtainment of treatment goals has been well demonstrated with various populations including those with co-occurring disorders (Weinstock, J. et.al, 2007; Petry N. et al, 2000; Petry N. &Bohn, M., 2003). These incentives will be capped at \$200 per participant and will be funded, in part, by in-kind donations procured by HAFC-WH.

Transition Planning - Once a participant's release date is within 30 days, a transition plan will be created that includes initial goals and interventions that will help her meet the demands of a successful reentry into the community. The plan will be informed by the COMPAS and immediate case management needs such as housing, establishing or reestablishing benefits and entitlements, meeting initial survival needs; obtaining identification; arranging for transportation to the community based Keys to Freedom program site, obtaining pro-social support, and transitioning to community-based resources for primary medical care and co-occurring treatment needs including medication support. Appropriate releases of information will be secured to ensure ongoing communication and case collaboration between the program, the courts, and the Adult Probation Department. This communication will include sharing information about drug testing performed by community supervision partners.

Post-Release Services - Community-based services for KtF will be located at the HAFC-WH facility at 1735 Mission Street in San Francisco and will maintain weekday hours from 9:00 a.m. to 5:00 p.m. The program will be co-located with the HAFC-WH Bridges project, a state-funded case management program for mentally ill parolees. As was the case for the Keystone demonstration project, the two programs will maintain separate staffing patterns and caseloads, but will share a management structure and day treatment environment made up of CBT-based classes and peer support groups. Program participants will have access to services at the HAFC-WH Day Reporting Center, including Five Keys Charter School high school classes, and at SFSD's Women's Resource Center where community-based partners offer a menu of support services. These include: nutrition and related education (provided by NextCourse), trauma counseling (provided by the SAGE Project and creative arts (provided by Community Works).

Once released, participants will take part in creating a strengths-based case management plan that prioritizes the services and skills needed to refrain from using substances, manage mental health symptoms, change patterns of criminal thinking and behavior, build a pro-social support network, and economically sustain themselves. A strengths-based model of case management focuses on strengths rather than pathology or deficits; emphasizes the importance of the relationship between the client and case manager; selects services and interventions that are determined by client need and preferences; addresses motivation; and maintains hope that an individual's past does not need to define their future (Prendergast, M. et. al., 2011).

Case management and co-occurring treatment intervention will focus on the characteristics that are most strongly linked to criminal behavior in women: economic marginalization; trauma; victimization and abuse; mental health; dysfunctional intimate relationships; self-efficacy; and parental stress. Both sworn and civilian staff assigned to the program will have access to specialized trainings to increase their effectiveness in working with the targeted population.

Post-release services will take place for a period of six months and will focus on key linkages to primary medical care and medication services, mental health services, substance abuse treatment, and permanent housing. Transgender participants will be linked to a network of specialized services in the San Francisco community designed to meet their needs. The Keys to Freedom environment will provide advanced Seeking Safety groups for those participants who were first exposed to the model while incarcerated. Women's groups and a transgender support group will be scheduled, and participants can take part in gender specific CBT-based classes that address criminal thinking and behaviors. In addition to those services that will be available on-site, case managers will link participants to needed services in the San Francisco system of care.

In addition to case management and CBT groups, the post-release treatment environment will also provide a structured and safe place where participants can have two meals a day, take part in socialization activities and recreational events, and obtain recovery support. Once the participant makes a successful connection to community-based services, she will be able to redeem the contingency management points she accrued while in-custody for non-cash incentives, and will continue to be rewarded for program participation and the verified achievement of treatment goals (such as improving parenting skills, making and keeping primary care and psychiatric appointments, participating in 12-step groups and engaging in further educational/vocational opportunities).

Service delivery accountability will be established through scheduled, internal audits of the HAFC-WH Electronic Health Record system (Welligent), and through monitoring performed every month by the HAFC-WH Standards Committee, Mental Health Managers meeting, and the Program Utilization meeting. The Program Director and Clinical Director will further monitor the quality of jail and community-based services, and will submit quarterly reports to the SFSD.

3. Capabilities, Competencies, and Coordination

The San Francisco Sheriff's Department (SFSD) is the lead agency for the Keys to Freedom project. SFSD is a public agency whose mission is to be a successful part of the civil and criminal law enforcement efforts of the State of California and the City and County of San Francisco. SFSD fulfills this mission by working to reduce recidivism and promote public safety. SFSD has over 25 years of experience in developing and implementing successful education and treatment programs. These include nationally-recognized models such as the SISTER Program and Resolve to Stop the Violence Project (RSVP), a 2004 winner of the Innovations in American Government Award.

The grant coordinator is Lieutenant John Ramirez, who joined SFSD in 1998 and worked with the Community Programs Division for three years, supervising reentry services funded under two Second Chance grants. Lt. Ramirez will oversee the performance of HAFC-WH, the subcontracted behavioral health treatment agency selected to deliver the project's clinical services, including jail in-reach services, transition planning, and community based case management. KtF will receive support from a part-time SFSD Analyst and in-kind support from both deputized and civilian staff. HAFC-WH will employ one Project Director, one Clinical Director, two Master's-level clinicians in the role of Case Manager III, and one Case Manager I. Position descriptions, and resumes for all key personnel are included as attachments.

SFSD has a long history of successfully designing and managing grant-funded programs from the U.S. Department of Justice (including two 2010 Second Chance Act Grants), the U.S. Department of Education and the U.S. Department of Health and Human Services. SFSD and its partners have also received significant funding for both in-custody and out-of-custody programs from private foundations such as the Open Society Institute, The Richard and Rhoda Goldman Fund and the Zellerbach Family Fund, to name a few.

For over 30 years, SFSD has been recognized as a leader in programs for incarcerated and recently released adults and has received numerous awards for its work. Interim Sheriff Vicki Hennessy provides general leadership and SFSD administrative, finance, program and sworn staff. SFSD's infrastructure will provide key support for the project. The Department will provide classrooms, office space, meeting rooms, training facilities, building management, maintenance, security and innumerable resources for the project. SFSD has extensive experience planning, implementing and evaluating programs for special populations.

SFSD and its partner organization, HAFC-WH, have the demonstrated capacity and capability to implement Keys to Freedom effectively because the partnership is currently delivering similarly structured reentry services under an ongoing Second Chance Act Demonstration Program called Keystone. Because that program is in place, the partnership has already developed the procedures and systems needed to ensure effective service delivery and information gathering/analysis, and to meet accountability and reporting requirements of the grant. Following award of a grant for the proposed Keys to Freedom program, those procedures and systems would be easily adapted to the requirements of the new contract.

HAFC-WH is a recently merged non-profit 501(c)3 organization that combines the legacy of the nation's first free medical clinic (founded in San Francisco, 1967) and the expertise of a leading behavioral health organization, Walden House (founded in San Francisco, 1969) into a comprehensive, integrated Federally Qualified Health Center (FQHC) poised at the leading edge of healthcare reform and human services. In San Francisco, the agency provides full-spectrum behavioral health and primary medical care to low-income, homeless, and/or criminal justice involved adults. HAFC-WH has over two decades of contractor experience for a long list of criminal justice agencies, including: numerous contracts with the California Department of Corrections and Rehabilitation (CDCR) and its Office of Offender Services (OS) since 1995; Jail Psychiatric Services in San Francisco County Jails since 1973; residential and outpatient contracts with the Federal Probation Court of Northern California and the Federal Bureau of Prisons; and extensive experience working with Parole Agencies throughout the state.

HAFC-WH maintains good standing with all applicable licensing and certifying authorities for delivery of behavioral health treatment services (see Attachment). The agency is a long-time partner of SFSD, having provided services to detainees within the San Francisco jail system

since 1993, when SFSD and Walden House partnered to implement a jail-based substance abuse treatment demonstration program for women, funded by the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA).

HAFC-WH's experience serving female offenders includes operating numerous prison-based substance abuse treatment programs since 1995; two Female Offender Treatment & Employment Programs (residential programs for state parolees) starting in 1999 and 2000; gender responsive, trauma-informed programs in incarcerated and community settings; and a FY 2009 Second Chance Act program, with the SF Department of Public Health, providing in-reach and re-entry case management for female state prisoners who parole to San Francisco. HAFC-WH has offered specialized TG treatment programming since 2001, featuring the integration of substance abuse treatment, mental health services, close linkage to medical and legal services, and staff teams that include TG individuals and clinicians with population-specific training and experience.

HAFC-WH was selected as the service-delivery subcontractor for this project because of its extensive experience providing evidence-based services to female offenders both in custody and during re-entry, and because of its expertise and capacity to implement and administer sizable service contracts with sophisticated data collection and reporting requirements. Currently, HAFC-WH employs more than 430 people throughout California and has an operating budget of over \$62 million. HAFC-WH is also a prominent service provider funded by the San Francisco Department of Public Health's Community Behavioral Health Services division.

Key HAFC-WH staff identified to implement the Keystone project are Larry Nelson and Rachelle (Shelley) Roberts, MFTi. Mr. Nelson has worked at HAFC-WH for over thirty years, and in program management since 1989; he joined the Keystone program as Program Director in

2012. Ms. Roberts has worked in reentry services for COD offenders since 2007, and as a therapist since 2009; she joined the Keystone program as Clinical Manager in 2011.

Both SFSD and HAFC-WH maintain a rich array of mutual referral partnerships with other local organizations serving the targeted populations, which Keys to Freedom participants will be eligible to access upon referral by their case managers. This referral network includes agencies that provide: residential and outpatient substance abuse treatment; mental health treatment; medication management; HIV/AIDS services; housing placement and advocacy; employment placement; domestic violence and anger management classes; disability services; primary and dental health services; and recovery supportive services. SFSD is confident that HAFC-WH is an excellent service provider to fulfill the design, implementation, and goals of this program.

The City and County of San Francisco is a current recipient of funds for Second Chance Act grants, with several scheduled to end at the close of FY 11-12. In the event that any grant is extended, or that the jurisdiction is awarded new BJA funding, the Keys to Freedom program would ensure that appropriate cross-referral and coordination procedures are established, to maximize the effectiveness of treatment and reentry service provision for offenders.

4. Impact/Outcomes, Evaluation, and Sustainment, and Plan for Collecting the Data Required for this Solicitation's Performance Measures

Client-level performance and outcome data collection and reporting will result from interagency collaboration and coordination. Due to the level of interagency cooperation and information sharing, all Keys to Freedom participants will be asked at enrollment to sign a release of information, to ensure compliance with state and federal confidentiality regulations, including CFR 42 Part 2 and HIPAA.

Data regarding participants' new convictions, sentencing, and recidivism will be collected by SFSD personnel, who will run quarterly checks of participant names (active and past

participants) through the California Law Enforcement Telecommunications System (CLETS).

SFSD staff will access the participant's Criminal Investigation and Identification (CI&I) record, and the Federal Bureau of Investigation (FBI) national databank. This will give SFSD staff state and national arrests and convictions dates that occur outside of the City and County of San Francisco. They will also run the names for local warrants. This will produce information about current outstanding cases that may have not been resolved. SFSD staff already performs these kinds of searches daily. They have existing resources and the capacity to perform this data collection, reporting function and analysis.

All other client-level performance and outcome data will be collected by HAFC-WH staff. HAFC-WH has implemented an Electronic Medical Records system, Welligent, that captures client-level demographic, clinical progress, and service delivery/utilization data. This system makes real-time tracking of program operations and performance easy and accurate. The HAFC-WH IT infrastructure has proven reliability for managing and reporting information for up to 13,000 annual participants in over 20 treatment and case management programs funded by agencies at the local, state, and federal levels. Participant data are collected using a variety of forms and tools, and are entered into Welligent and into the agency's proprietary tracking system (a client server application, which utilizes a Visual FoxPro front-end, and pulls data from a Microsoft SQL server database) which can produce standard and customized reports in response to data queries. Data collected by HAFC-WH each quarter will be reported to SFSD to be included in the overall project's quarterly and cumulative data to OJP.

The proposed Keys to Freedom partnership, as a current Second Chance Act Demonstration Project grantee, is already experienced and successful in collecting and reporting data using the BJA Performance Management Tool. The systems and practices currently in place will be

evaluated and, if necessary, revised, during the Keys to Freedom program implementation, to ensure that those procedures remain effective for the purposes of data collection and reporting.

Performance of the project will be monitored and evaluated on an ongoing basis through quarterly stakeholder meetings. In these meetings, representatives of SFSD, HAFC-WH, Adult Parole, and invited community-based providers serving Keys to Freedom participants through referral, will gather to review outcome and data reports, to evaluate program performance against key deliverables, to troubleshoot challenges, and to adjust program policies or procedures in response to emerging trends in performance and outcome data. Regular face-to-face stakeholder meetings facilitate smooth communication and collaboration, and ensure that the program's implementation is continually responsive to trends or outcomes identified by data collection.

Stakeholder support and service coordination will be defined as the extent to which the project's stakeholders (SFSD, HAFC-WH, participants, and other community based providers) work together to ensure that the project succeeds. Measurements will include the amount and frequency of stakeholders' participation in quarterly stakeholder meetings, the ratio of participant referrals to successful linkages, and the number of linkages made for each service type.

Demonstrated success, including program outcomes, stakeholder support, service coordination, and decreased burden on other San Francisco departments, can be leveraged to win support from the community and from local departments. SFSD has a history of sustaining successful grant-funded programs through any combination of the following mechanisms: 1) during the life of the project HAFC-WH and SFSD staff will work on ongoing fundraising; 2) SFSD can choose to absorb the costs of services into the Department's annual operating budget; and, 3) SFSD can appeal to the Board of Supervisors to sustain the project through the General Fund of the City and County.

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Budget Narrative File(s)

* **Mandatory Budget Narrative Filename:**

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San Francisco Sheriff's Department Keys to Freedom Program

Budget Summary for 24 months

Federal Funds

SFSD Personnel	\$ 60,828
SFSD Fringe Benefits	\$ 15,474
Contractual Services Staff	\$ 269,600
Contractor Fringe Benefits	\$ 83,576
Contractor Operating Expenses	\$ 108,380
SFSD Travel	\$ 8,732
SFSD Other Expenses*	\$ 53,304
Total Federal Funds	\$ 599,894

*(Includes legal services for client employment, tech service, curriculum reproduction, staff training and related materials, program evaluation consultant, office supplies)

Budget Narrative

FEDERAL FUNDS

SHERIFF DEPARTMENT PERSONNEL

Sheriff's Lieutenant .10 FTE @ 121,628 = 34,542.36

Will provide general oversight of grant and manage the implementation of the program including, but not limited to: acting as a liaison between all partners and between the jails and the community. Will generate reports on recidivism and related data for the Bureau of Justice. Will ensure data collection and reporting compliance; ensure contractor compliance with terms of grant.

Sheriff's Analyst .10 FTE SFSD @ \$ 105,144/year = 26,286

Will provide general oversight for administering and managing the finances of the grant including, but not limited to: acting as a liaison between all partners, executing contracts, maintaining accounts payable and accounts receivable related to the grant, monitoring compliance and generating financial reports to the Bureau of Justice.

Total SFSD Personnel - \$60,828.36

SFSD FRINGE BENEFITS

Sheriff's Lieutenant Fringe benefits at 42% include SUI, FICA, Worker's Comp, Employee Health Insurance and Retirement = 10,216.75

Sheriff's Analyst Fringe benefits at 25% include SUI, FICA, Worker's Comp, Employee Health Insurance and Retirement = 5,257.20

Total SFSD Fringe Cost – \$15,473.95

B. CONTRACTUAL SERVICES - Haight Ashbury Free Clinic-Walden House

Sub-Contractor's Staff Salaries

Program Director .10 FTE = 14,000

The Keys to Freedom Program Director provides management oversight to the Bridges and Keys to Freedom programs. Responsibilities include hiring and training staff; scheduling coverage and clinical activities; maintaining accurate client/services tracking; monitoring utilization; maintaining liaison with stakeholders and project partners; developing policies and procedures; recruiting clients and scheduling intake appointments; conducting staff meetings; ensuring the accuracy of program billing and documentation; and supporting staff compliance with all organizational requirements.

Clinical Manager .10 FTE = 11,600

The Clinical Manager provides clinical oversight and program development to the Bridges and Keystone programs. Responsibilities include hiring and training staff; developing and maintaining the clinical schedule; clinical supervision; auditing medical records; ensuring the accuracy of client/services tracking; assigning caseloads; monitoring in-reach services in SF jails; and in conjunction with the Bridges/Keystone program director, functions as a liaison with stakeholders and community partners.

Case Managers 3.00 FTE @ \$244,000

These individuals will be hired to provide supportive services including reentry planning, crisis intervention, outreach, and coordinated case management for clients. The Case Managers (CMs) will provide case management services to a caseload of female and TG participants with cooccurring disorders who have been identified to meet the program criteria while they are incarcerated in the SF County Jail, or those who have been released from SF County Jail. The CMs will conduct classes, skills training and counseling sessions as needed. The CMs assess the needs of participants, develop personal services plans, link clients to all needed services in the system of care and following up to ensure that services have been established. The CMs assume primary responsibility for coordinating care and creating transition and service plans, and routinely schedules case conferences with stakeholders and other treatment providers in order to ensure progress towards clinical goals.

Total Sub-Contractor's Salaries - \$ 269,600

Sub-Contractor's Fringe

Fringe Benefits @ 31% -- \$83,576

Total Sub-Contractor's Fringe \$ 83,576

Contactors Operating Expenses

a. Staff Travel \$8,732

Local Mileage 2,000
Airfare - Wash. DC Trip - \$420/flight* 2 trips 2,520
Hotel - Wash. DC Trip - \$200/room*2 trips 3,600
Per Diem - Wash. DC Trip - \$34/day* 2 trips 612

b. Office Supplies 3,000

c. Equipment 1,000

d. Communications 8,000

e. Rent 40,000

f. Utilities 5,000

g. Building M & R 3,000

h. Client Transportaion 9,600

(Tokens - 20 bags/month*\$20=\$400*24 months)

i. Client Supplies 4,500

j. Insurance 1,500

k. Contingent Management Expenses/Client-Incentives (small-denomination gift cards -- Walgreens, Safeway, etc -- which serve as an incentive for the in-jail participants to "show up" for community based programming following their release; continued participation and clinical progress will produce further incentives/rewards, capped at a value of \$200 per participant)

l. General Operating 2,048

Total Contactors Operating Expenses - \$ 108,380

SFSD TRAVEL

Staff Travel \$8,732

Local Mileage 2,000
Airfare - Wash. DC Trip - \$420/flight* 2 trips 2,520
Hotel - Wash. DC Trip - \$200/room*2 trips 3,600
Per Diem - Wash. DC Trip - \$34/day* 2 trips 612

Total Travel: \$ 6,392

OTHER SFSD EXPENSES

A) Prisoner Legal Services: support staff to remove legal barriers to re-entry and employment such as help obtaining identification, clearing warrants: \$ 25/hr. x 6 hrs/wk x 104 wks = \$15,600

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B) Development Assistance – support staff to raise funds for program sustainability: \$23/hr x 12 hrs./wk x 104 wks = 28,704

C) Office Supplies: Paper, pens, staples, etc: \$ 2,000

D) Reproduction and Copies- Curricular and training material reproduction: \$1,000

E) Ongoing Staff Training—ensuring staff is trained in systems funded through the grant and are in alignment with partner agencies: \$6,000

Total Other SFSD Expenses = \$ 53,304

TOTAL Federal Funds Requested = \$ 599,894

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SFSD PERSONNEL			
	FTE		Total
a. Sheriff's Lieutenant	0.1	121,628/yr	34,542.36
b. Sheriff's Analyst	0.1	105,144/year	26,286
		Total Personnel	\$ 60,828
SFSD Fringe Benefits			
a. Personnel Fringe Benefits @ .42			10,216.75
b. Personnel Fringe Benefits @ .25			5,257.20
		Total SFSD Fringe	\$ 15,473.95
CONTRACTUAL SERVICES			
Haight Ashbury Free Clinic-Walden House Staff (HAFC-WH)			
a. Program Director	.10		14,000
b. Clinical Manager	.10		11,600
c. Case Managers	3.0		244,000
		HAFC-WH Staff Sub-Total	\$ 269,600
HAFC-WH Fringe Benefits @ 31%			
			83,576
		HAFC-WH Fringe Sub-Total	\$ 83,576
HAFC-WH Operating Expenses			
a. Staff Travel			8,732
Local Mileage	2,000		
Airfare - Wash. DC Trip - \$420/flight* 2 trips	2,520		
Hotel - Wash. DC Trip - \$200/room*2 trips	3,600		
Per Diem - Wash. DC Trip - \$34/day* 2 trips	612		
b. Office Supplies			3,000
c. Equipment			1,000
d. Communications			8,000
e. Rent			40,000
f. Utilities			5,000
g. Building M & R			3,000
h. Client Transportation (Tokens - 20 bags/month*\$20=\$400*24 months)			9,600
i. Client Supplies			4,500
j. Insurance			1,500
k. Contingent Management Expense/Client Incentives			22,000
i. General Operating			2,048
		HAFC Operating Expenses Sub-Total	\$ 108,380
D. SFSD Travel			
Staff Travel			\$8,732
Local Mileage	2,000		
Airfare - Wash. DC Trip - \$420/flight* 2 trips	2,520		
Hotel - Wash. DC Trip - \$200/room*2 trips	3,600		
Per Diem - Wash. DC Trip - \$34/day* 2 trips	612		
		SFSD Travel Sub-Total	\$ 6,392.00

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E. Other SFSD Expenses		
Prisoner Legal Service (\$ 25/hr. x 6 hrs/wk x 104 wks)		15,600
Development Assistance (23/hr x 12 hrs./wk x 104 wks)		28,704
Office Supplies		2,000
Reproduction and Copies		1,000
Ongoing Staff Training		6,000
	Sub-Total Other SFSD Expenses	\$ 53,304
TOTAL FEDERAL FUNDS REQUESTED		\$ 599,894