

Program Abstract – Attachment 1

1. **IDENTIFICATION OF TARGET NEIGHBORHOOD/NEIGHBORHOOD BOUNDARIES:** The area selected for the proposed project is San Francisco’s Eastern Bayview neighborhood. It is bounded by Third Street to the west, Evans to the north, Jamestown to the south, and, to the east side. Bayview is a part of San Francisco’s Southeast Sector. Zip code 94124.
2. **FEDERALLY-DESIGNATED STATUS:** The target neighborhood is a Department of Housing and Urban Development’s Choice Neighborhood.
3. **LIST OF PARTNERS THAT COMPRISE THE CROSS-SECTOR PARTNERSHIP:**
 - a. **Local law enforcement agencies:**
 - i. San Francisco District Attorney’s Office
 - ii. San Francisco Police Department
 - iii. San Francisco Adult Probation Department
 - iv. San Francisco Juvenile Probation Department
 - b. **Research partner:**
 - i. Vera Institute of Justice
 - c. **Cross-sector partners essential to the strategy:**
 - i. Bayview YMCA
 - ii. Bayview Hunters Point Mobilization for Adolescent Growth in our Communities (BMAGIC)
 - iii. Center for Youth Wellness
 - iv. McCormack Baron Salazar, Inc./Urban Strategies (Choice Neighborhoods Initiative grantee)
 - v. Mendell Plaza Planning Collaborative
 - vi. San Francisco Department of Children, Youth and Their Families
 - vii. San Francisco General Hospital Wraparound Project
 - viii. San Francisco Unified School District
 - d. **Community leader:**
 - i. Brigitte LeBlanc, lifelong neighborhood stakeholder, small business owner and civic member
4. **THE TARGET NEIGHBORHOOD’S NEED FOR THE IMPLEMENTATION GRANT:** Eastern Bayview is San Francisco’s most distressed and violent neighborhood. Total violent crimes in Bayview in 2010 reached 1,262.6 (per 100,000) compared to 8456.5 in San Francisco and 403.6 in the United States overall. Rates of violent crime (e.g. assault, robbery, rape, and homicide) in Eastern Bayview are approximately 3 times higher than citywide rates. From 2008-2011, Bayview accounted for 26% of San Francisco homicides, 12% of robberies, 15% of aggregated assaults, 12% of burglaries, 13% of auto theft and 20% of weapons/firearm violations. Residents’ exposure to community violence is estimated to be 4 times higher than the citywide rate.

For the years 2009 through 2011, all Part One crimes, with the exception of homicides (redacted by SFPD for privacy concerns) were analyzed using geospatial statistics to identify Hot Spots for the Bayview neighborhood. A map of these Hot Spots is included in the Program Narrative.

Residents' exposure to community violence is estimated to be 4 times higher than the citywide rate. By age 17, over 70% of African-American youth in Eastern Bayview have been referred to the juvenile justice system. In 2012, 23% of youth and 30% of girls booked at Juvenile Hall were from the 94124 zip code, over twice as high any other zip code. Approximately 15% of the Adult Probation Department's current active probationers live in 94124. Residents reportedly have easy access to drugs and the area has the City's highest rate of alcohol/drug abuse (DPH 2009). Only 3% of neighborhood watch groups are based in this neighborhood.

In January 2013, the City released a Public Health Community Action Plan based upon interviews, focus groups, facilitated discussion and survey responses of over 400 Bayview residents. The top two goals that emerged were (1) to address the Post-Traumatic Stress Disorder among children, youth and families; and (2) to reduce violence in the community.

The impact of victimization on future crimes is significant – and well documented. Research has established that crime leaves victims across diverse categories of crime vulnerable to more crime, including sex offenses (49%), assaults and threats (43%) and burglaries (33%), all of which are statistically higher in Bayview's Hot Spots. Victimization also leads to future offending – and back to victimization. Children who have been victims of abuse and neglect are more likely to commit delinquent and criminal acts; indeed, among teenagers, the strongest predictor of future criminal behavior is a prior experience as a crime victim. Approximately 90% of assault victims between 15 and 30 years old, admitted to San Francisco General Hospital for their injuries, have a prior history of criminal activity.

The effects of victimization severely impact the Eastern Bayview community's health – physical, emotional, and economic – and undermines the success of the current widescale neighborhood revitalization efforts. Moreover, the target community has a longstanding, deep-seated and pervasive mistrust of law enforcement and the criminal justice system, resulting in underreporting of incidents by both victims and witnesses that hinders our ability to investigate and prosecute the crimes that continue to plague this community.

5. ***GOALS OF THE PROJECT:*** To reduce future crime and increase public safety by (1) improving direct services/access to services for victims of crime; (2) increasing neighborhood empowerment, engagement and capacity (of both residents and organizations) to prevent and respond to victimization; and (3) increasing community trust and collaboration with the criminal justice system.

6. DESCRIPTION OF STRATEGIES TO BE USED/IMPLEMENTED: During the planning phase, the Safer Together consortium will complete an intensive Neighborhood Survey, data collection and planning process, at the conclusion of which we intend to implement strategies using evidence-based, research-based and innovative practices. While the specific program components will be tailored to the results of this planning process, we envision that the following strategies will be critical to achieving our goals:
 - a. Expand services for trauma-exposed children and youth.
 - b. Expand services for underserved adult crime victims.
 - c. Provide crime victims with community-based access to the SFDA's Victim Services Division.
 - d. Develop a protocol for accessing State Victim Compensation Funds for child victims of community violence.
 - e. Establish a limited neighborhood victim compensation fund to cover services and/or individuals who are ineligible for State Victim Compensation Funds.
 - f. Support/enhance evidence-based and promising approaches to empower the neighborhood to prevent crime and support community building.
 - g. Implement a robust, community-driven Neighborhood Prosecutor/Neighborhood Court model that combines best practices from other jurisdictions with neighborhood-specific innovations to engage community stakeholders to collaborate and participate and with law enforcement to address crime in the target area.

7. LENGTH OF THE PROJECT PERIOD: 36 months

8. TOTAL AMOUNT OF FUNDS BEING REQUESTED: \$997,217

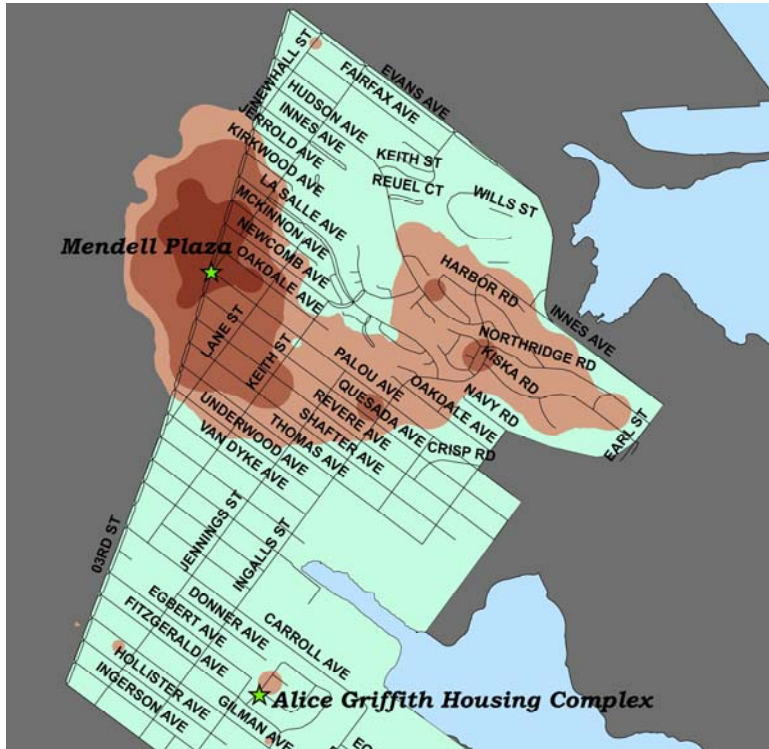
9. IDENTIFICATION OF OTHER RESOURCES THAT WILL SUPPORT THIS PROGRAM: The Safer Together consortium will leverage several large scale, current neighborhood revitalization projects, including HOPE San Francisco (transforming eight of San Francisco's most distressed public housing sites, two of which are in the target area); the Choice Neighborhoods Initiative and associated Public Safety Enhancement grant in our Alice Griffith public housing site, and the establishment of San Francisco Unified School District's "Superintendent Zone," which provides enhanced resources and services at four schools in Eastern Bayview's crime Hot Spots. The project will also leverage innovative victim service models such as the Center for Youth Wellness and the San Francisco General Hospital Wraparound Project, as well as revitalization and engagement efforts that are taking root on a smaller but critical scale, including the Mendell Plaza Planning Committee, BMAGIC and an array of neighborhood associations and community organizations. Finally, the project will leverage the San Francisco District Attorney's ongoing Bayview Neighborhood Prosecutor and Neighborhood Court initiative.

Program Narrative – Attachment 2

1. STATEMENT OF THE PROBLEM

WHY FEDERAL ASSISTANCE IS CRITICAL: On behalf of the Safer Together consortium for San Francisco’s Choice Neighborhood/Eastern Bayview district, the San Francisco District Attorney’s Office (SFDA) respectfully submits this proposal. There are two primary reasons that federal funds are critical to this effort: (1) to provide the Safer Together consortium with necessary resources, including a research partner and federal technical assistance, to assess the context and conditions of the selected crime issues in Eastern Bayview; (2) to support our efforts to do this important work at a unique “moment of opportunity” when we can leverage the resources of key revitalization efforts including the Choice Neighborhoods Initiative. This community requires a systemic, multi-component strategy to address a pervasive condition that leads to persistent crime hot spots; San Francisco lacks the local resources to fund this effort and has not been able to secure private funding at the level required to achieve this transformation.

SCOPE OF CRIME PROBLEM THE PROJECT SEEKS TO IMPACT: According to the San Francisco Police Department (SFPD) and the FBI’s Uniform Crime Reports., total violent crimes in Bayview in 2010 reached 1,262.6 (per 100,000) compared to 8456.5 in San Francisco and 403.6 in the United States overall. Rates of violent crime (e.g. assault, robbery, rape, and homicide) in Eastern Bayview are approximately 3 times higher than citywide rates. Data from SFDA’s COMPSTAT indicates that from 2008-2011, Bayview accounted for 26% of San Francisco homicides, 12% of robberies, 15% of aggregated assaults, 12% of burglaries, 13% of auto theft and 20% of weapons/firearm violations.



This map was created using data from SFPD's CABLE database. For the years 2009 through 2011, all Part One crimes, with the exception of homicides (redacted by SFPD for privacy concerns) were analyzed using geospatial statistics to identify Hot Spots for the Bayview neighborhood. The two darkest red colors indicate that the hot spot is statistically

significant meaning that the probability of the increased criminal incidents happening in those areas by chance is low. Mendell Plaza is located at the intersection of 3rd Street and Palou Ave and is home to significant transit resources including the T-Line and Third Street Light Rail. The concentration of loitering, harassment, public intoxication and deadly violence undermine redevelopment efforts and contributes to the erosion of the significant investment made in recent years by the City, the local stakeholders, property owners, merchants and citizens.

GEOGRAPHIC BOUNDARIES, POPULATION AND DEMOGRAPHICS: The area selected for the proposed project is San Francisco's federally-designated Choice Neighborhoods Initiative (CNI) zone, comprised of our Eastern Bayview neighborhood. It is bounded by Third Street to the west, Evans to the north, Jamestown to the south, and, to the east side, primarily the San Francisco Bay, as indicated in the pale green area on the map above. Bayview is a part of San Francisco's Southeast Sector.

Citywide, San Francisco's demographic make-up is 48% Caucasian, 33% Asian, Native Hawaiian or other Pacific Islander, 6% African-American. Bayview's 2010 Census data indicates these demographics: 34% African-American, 32% Asian, Native Hawaiian, or other Pacific Islander, 12% Caucasian, 25% Hispanic. 15% of residents are non-native English speakers. In the last decade the neighborhood has seen significant demographic shifts. Bayview has a population of 33,996 residents with one of the highest proportions of youth age 0-17 relative to other neighborhoods in the city (2010 Census).

Eastern Bayview has the highest concentration of public and subsidized rental housing units in the City. It has the largest concentration of households with children (55%), and the largest percentage of children under the age of 18 (32%) in the City. Over 40% of its households live in poverty or with extremely low incomes, compared with 11% citywide, and 73% of children live in low-income households (Brookings Institute 2011). Only 24% of its residents over age 25 graduated high school. Unemployment is twice the 5% citywide rate.

The San Francisco Department of Children, Youth and Their Families (DCYF) uses a neighborhood index of need to identify the neighborhoods where children and youth are likely to have the greatest level of need for services. The index is comprised of five measures related to need: median family income, percent of children in poverty, participation in the state's welfare program, involvement in the juvenile justice system, and high school graduation rates. Bayview tops the citywide list with a score of 93 out of a possible 100 - with the next highest neighborhood scoring a 58.

Residents' exposure to community violence is estimated to be 4 times higher than the citywide rate. By age 17, over 70% of African-American youth in Eastern Bayview have been referred to the juvenile justice system. In 2012, 23% of youth and 30% of girls booked at

Juvenile Hall were from the 94124 zip code, over twice as high any other zip code.

Approximately 15% of the Adult Probation Department's current active probationers live in 94124. Residents have easy access to drugs and the area has the City's highest rate of alcohol/drug abuse (DPH 2009). Only 3% of neighborhood watch groups are based in this neighborhood.

The SFDA's Victim Services Division served 451 victims from Bayview in 2011 and 426 in 2012 – 9% of the victims served citywide. The majority of victims served were 18-34, with the highest numbers for domestic violence, rape, and child sexual assault. However, these numbers do not begin to reflect the number of Bayview residents affected by exposure to community violence. They also do not include the significant number of individuals who did not report crimes as a result of widespread, deep-seated distrust and disconnect between the community and the criminal justice system. This underreporting significantly hinders law enforcement's ability to investigate and prosecute crimes in this community.

CURRENT NEIGHBORHOOD REVITALIZATION PROJECTS: There are key revitalization projects underway in Eastern Bayview that offer tremendous opportunity for transformation of this distressed neighborhood:

HOPE SF: The City has committed \$95 million dollars to HOPE SF, the largest local commitment to public housing in history, to transform eight of San Francisco's most distressed public housing sites, two of which are in Eastern Bayview (Alice Griffith and Hunters View). The Alice Griffith rebuild will be incorporated into the Candlestick Point-Hunters Point Shipyard mixed-use development project, which includes a completely rebuilt Alice Griffith community, more than 10,000 new residential units, 300+ acres of new and improved parks and open space and vastly expanded transportation systems.

Choice Neighborhoods Initiative: The U.S. Department of Housing and Urban

Development (HUD) selected the HOPE SF transformation plan for Alice Griffith and Eastern Bayview as a 2011 Choice Neighborhoods Implementation Grant recipient. The CNI grant is supporting a continuum of critical services and is being further supplemented by a Public Safety Enhancement grant from HUD/DOJ, which support an integrated strategy to address violent crimes in the CNI neighborhood through increased police presence and law enforcement activity; comprehensive case management and creation of viable alternatives to crime for youth and young adults living at Alice Griffith; and collaborative community safety.

Neighborhood revitalization is also taking root on a smaller but critical scale, with neighborhood members forming groups such as the Mendell Plaza Planning Committee, which has initiated a strategy to transform one of the neighborhood's most significant crime hot spots into a vibrant and safe community center.

SFUSD Superintendent Zones: In 2010, San Francisco Unified School District (SFUSD) created a "Superintendent's Zone" of the City's 14 lowest performing schools, 6 of which are in Bayview and 4 of which are in the hot spots on the above map. The School Board, SFUSD, Labor, City and Community leadership have committed to expand and coordinate resources to ensure each school in the Zone has the teaching and learning conditions necessary to accelerate academic growth for its students. The ultimate goal of the zone strategy is for every school in the Zone to reach the district average Academic Performance ranking within the next 3 years.

The Safer Together project is designed to both build upon these revitalization/resource investments and contribute to their success. Our rationale and strategies are presented below.

2. PROJECT DESIGN AND IMPLEMENTATION

There is a critical, common issue that extends across every crime in Eastern Bayview: the impact of crime on its victims, including direct victims, their families, neighbors, and other

community members who witness a crime and its fallout. This is particularly true for violent crimes, and is most acute in the hot spots identified above.

The impact of victimization on future crimes is significant – and well documented. Research has established that crime leaves victims vulnerable to more crime (Ruback and Thompson, 2001). This phenomenon – repeat victimization – has been demonstrated across diverse categories of crime, including sex offenses (49%), assaults and threats (43%) and burglaries (33%) (Farrell and Bouloukos, 2001). According to San Francisco General Hospital’s Trauma Registry, within 3 years, approximately 35% of assault victims treated by the hospital are reinjured from another assault badly enough to require hospitalization.

Victimization also leads to future offending – and back to victimization. Children who have been victims of abuse and neglect are more likely to commit delinquent and criminal acts; indeed, among teenagers, the strongest predictor of future criminal behavior is a prior experience as a crime victim (Rand, 2007). Approximately 90% of assault victims between 15 and 30 years old, admitted to San Francisco General Hospital for their injuries, have a prior history of criminal activity. While African-Americans make up only 6% of San Francisco’s population (but 34% of Bayview’s population), they comprise 60% of the City’s gun violence victims.

The effects of victimization reduce the community’s health – physical, emotional, and economic – which is critical to the current efforts to revitalize this Choice Neighborhoods community. Crime victims experience higher levels of major depression, substance abuse, isolation, and poor performance at school or work. Among victims of violent crime, 25% experience a lifetime risk of PTSD; as many as a third of urban children exposed to community violence suffer from PTSD (Herman, 2010). In January 2013, the City released a Public Health Community Action Plan based upon interviews, focus groups, facilitated discussion and survey

responses of over 400 Bayview residents. The top two community goals that emerged were (1) to address the Post-Traumatic Stress Disorder among children, youth and families; and (2) to reduce violence in the community.

Any localized crime prevention activity must engage those who are at risk of committing future offenses, those who have been victimized and those at risk of being victims of future offenses. However, the current state of victim services in Eastern Bayview poses significant challenges, for both victims and service providers. There is a lack of sufficient evidence-based services for trauma victims (both children and adults) – and a lack of knowledge about how to access those services that do exist. Moreover, services for victims are not holistic in approach. While we have come to realize the range of services that offenders need to successfully reenter the community (e.g. education, a job, housing, substance abuse treatment), we have yet to extend this “parallel justice” approach to victims, who may need the same services and opportunities to fully regain control of their lives and reduce the likelihood of further victimization – or offending. Service eligibility often fails to account for the overlap between victims and offenders; most offenders have also been victimized, but they are often restricted in accessing needed services to heal from their victimization, such as access to State Victim Compensation Funds. Finally, there is widespread reluctance of Eastern Bayview’s crime victims and witnesses to come forward, often based in fear of appearing to be working with law enforcement or distrust of the system. This reluctance hinders both our ability to support them and our ability to investigate and prosecute the crimes that devastate their community.

Through this grant, the Safer Together consortium proposes to address the specific crime issue of victimization in Eastern Bayview by implementing a continuum of solutions that spans prevention, intervention, treatment and strategic enforcement. By helping victims to come

forward, heal and reengage in their communities, and promoting community engagement and capacity, we will reduce future criminal activity and enhance neighborhood revitalization. Our strategy is composed of *two core components*: improving direct services/access to services for victims of crime; and increasing neighborhood empowerment, engagement and capacity (of both residents and organizations) to prevent and respond to victimization.

The proposed project will start with an *intensive twelve-month planning process* designed to combine data-driven strategy development with resident engagement and community-driven capacity building. This process will include two main areas of activity: (1) *Data collection and analysis*: Our research partner, Vera Institute of Justice, will design and implement a Neighborhood Survey (including both survey tool and focus groups) that will collect broad data on victim experiences, service needs, and community engagement strategies. (2) *Service and strategy development*: The coalition will combine the survey results with additional data including crime data, resource assessment and research on responsive evidence-based models to identify new services and strategies that will be implemented in the second phase of the project. At the conclusion of the planning period, the proposed budget and specific objectives may be modified based on the results of the coalition's work.

Goal 1: Improve direct services and access to direct services for victims of crime

Objective 1A: Expand services for trauma-exposed children and youth.

Measures: number of children/youth screened for trauma-informed services; number of trauma-exposed children/youth who receive evidence-based treatment for trauma impacts; number of trauma-exposed children/youth who receive comprehensive wraparound services.

Implementation Strategies/Activities: A key member of the Safer Together consortium is the Center for Youth Wellness (CYW), located in Eastern Bayview, and developed through a

broad public-private San Francisco partnership. CYW takes an innovative approach to address the root causes of poor outcomes for children/youth in high-risk communities, as it is informed by emerging data on how exposure to poverty, domestic and community violence, and other early-life stressors affects the developing minds and bodies of children, also known as Adverse Childhood Experiences (ACEs). Scheduled to fully open this year, the Center for Youth Wellness will become the first initiative focused on changing a comprehensive set of outcomes from physical and mental health to education to safety to family stability for children experiencing trauma and stress. CYW and its partners will provide coordinated, seamless service delivery for children and youth including holistic pediatric care that recognizes and treats chronic stress and trauma, combined with comprehensive case management, mental health therapy, family support services, and educational advocacy. *Evidence-based practices* to treat trauma will include Stanford Cue Centered Treatment (CCT), as well as a range of additional culturally competent trauma-informed therapies including AF-CBT: Alternatives for Families—A Cognitive Behavioral Therapy; TAP: Assessment-Based Treatment for Traumatized Children: Trauma Assessment Pathway; and CBITS: Cognitive Behavioral Intervention for Trauma in Schools. As part of its implementation, CYW already has held multiple forums to solicit feedback from community members regarding community needs, concerning issues, and what services they want.

Grant funds will be used to support Wellness Coordinators at the CYW, who will coordinate the holistic services described above for young victims of crime. Each Wellness Coordinator will carry an ongoing caseload of 15 clients, serving approximately 50 per year, for a total of 150 children served over the life of the grant. In addition, CYW has already begun, and will continue to provide, training for community stakeholders – including consortium partners,

neighborhood residents, community-based organizations, law enforcement and educators – on understanding and recognizing ACEs, effects on children and mitigation strategies to counter those effects, and how to refer children and youth for treatment.

Our consortium also will coordinate its work with SafeStart, a citywide program that seeks to reduce the incidence and impact of violence on children age 6 and under. SafeStart delivers services, develops policies, and works to improve the systems that respond to families with young children exposed to violence.

Objective 1B: Expand services for underserved adult crime victims.

Measure: Number of service slots added to existing continuum of services.

Implementation Strategies/Activities: Based on the results of our Neighborhood Survey and planning process, the coalition will expand services for underserved adult crime victims in Eastern Bayview with a holistic view toward what kinds of services are needed to help victims fully re-engage in their community. For example, the Wraparound Project is a hospital based violence prevention program that stops the revolving door of violent injuries thru client-centered case management. Evidence-based interventions such as the Wraparound Project serve as important levers to expand services to the target community. In addition, the coalition will adopt evidence-based practices such as Trauma Affect Regulation: Guide for Education and Therapy (TARGET, a trauma-focused psychotherapy for the concurrent treatment of PTSD and substance use disorders). Selected services will be implemented through subawardee grants awarded by the coalition in compliance with federal and local granting processes.

Objective 1C: Provide crime victims with community-based access to the SFDA's Victim Services Division.

Measures: Hours SFDA Victim Advocate is located in the neighborhood to meet with residents; number of victims who meet with Victim Advocate in neighborhood; number and type of service referrals made.

Implementation Strategies/Activities: The SFDA's Victim Services Division assists victims of crime, regardless of whether a case is charged, by providing crisis intervention and emergency assistance; help navigating the criminal justice system; resources and referrals; restitution; witness relocation; transportation; and assistance applying to the State Victim Compensation Program. Since 2011, the SFDA has stationed a Victim Advocate in Eastern Bayview for limited hours to provide access for victims of crime who wish to access our services – but are either apprehensive or unable to visit our centralized Victim Services Division. This new service has been an important step in increasing victim and witness participation in the criminal justice system. Grant funds will enable the SFDA to increase in-community hours for the Victim Advocate, including both office hours and outreach activities. Office hours will be conducted at the Bayview YMCA and the Alice Griffith Empowerment Center, which will provide space for the Victim Advocate to meet with victims privately. This strategy is an innovation, grounded in the Office of Victims of Crime's guidance for working with both isolated and urban victims of crime.

Objective 1D: Develop a protocol for accessing State Victim Compensation Funds for child victims of community violence.

Measures: Protocol finalized and implemented, number of victims who apply for funds, number of victims who receive funds, total amount of funds disbursed.

Implementation Strategies/Activities: In 2008, California established landmark legislation providing that children exposed to community violence are eligible for State Victim

Compensation Funds to pay for victim services. However, counties across the State have uniformly failed to access these funds due to lack of procedures and a larger lack of awareness. This law provides an innovative opportunity to leverage state funds for our local work. The CYW has committed to serve as the application processing site for Eastern Bayview children eligible for these funds. The consortium will develop a formal application protocol and will incorporate this information into its community training sessions.

Objective 1E: Establish a limited neighborhood victim compensation fund to cover services and/or individuals who are ineligible for State Victim Compensation Funds.

Measures: Number of victims who are able to access services with this funding, number and type of service, total amount of fund disbursed.

Implementation Strategies/Activities: The State Victim Compensation Fund (SVCF) is a critical component of victim services – and one of the most significant ways that we, as a community, demonstrate our commitment to restoring victims. However, the fund does not cover many kinds of victimization, such as property loss or damage, and excludes victims who are on probation or parole – which includes many Eastern Bayview victims. Accordingly, the Safer Together Coalition proposes to create an innovative limited local victim compensation fund to support services and individuals that are not eligible for the SVCF. Eligible services will be prioritized through the Neighborhood Survey process and administered through a subawardee grant.

Goal 2: Increase neighborhood empowerment, engagement and capacity (of both residents and organizations) to prevent and respond to victimization, and to engage in improving public safety in their community.

Objective 2a: Support/enhance evidence-based and promising approaches to empower the neighborhood to prevent crime and support community building.

Measures: Number and type of community-driven public safety projects funded through grant; number of residents/stakeholders served by projects.

Implementation Strategies/Activities: In Eastern Bayview, consortium members such as BMagic and the Mendell Plaza Planning Collaborative have built a model framework for convening neighborhood residents and stakeholders to develop community-informed responses to crime and revitalization. The SFPD has established relationships with over forty community groups, ranging from over 20 block-based resident and neighborhood watch groups to merchant associations and youth services. In November 2012, the SFDA issued a citywide solicitation for community-driven public safety and engagement projects, and received more proposals from Eastern Bayview than any other San Francisco community – but only had the resources to select one project. Based upon our Neighborhood Survey results, we will establish a CNI Eastern Bayview Community Engagement Support Fund that will fund community groups to implement selected empowerment and capacity building projects during the grant period. The consortium will provide community members with information about evidence-based models, such as “cocoon watches” and effective burglary prevention programs in Portland and Kirkholt, and will act as the oversight body, prioritizing projects and ensuring that all funded projects are grounded in evidence-based, research-based or innovative approaches to improving public safety.

Objective 2b: Implement a robust, community-driven Neighborhood Prosecutor/ Neighborhood Court model that combines best practices from other jurisdictions with neighborhood-specific innovations to engage community stakeholders to collaborate with law enforcement to address crime in the target area.

Measures: Number of cases referred to the Neighborhood Court, number of cases resolved by Neighborhood Court, number of neighborhood adjudicators trained, number of volunteer hours, number of community meetings attended by neighborhood prosecutor, number and type of community collaborations established by neighborhood prosecutor, number of Consortium members who report changed attitudes and beliefs about law enforcement.

Implementation Strategies/Activities: Under the oversight of the SFDA, Neighborhood Court empowers the Bayview community to resolve nonviolent crimes at the community level. Rather than processing these cases through the traditional criminal justice system, residents serve as volunteer adjudicators and hear cases in the neighborhood, using restorative justice to repair the harm caused by the crimes. In 2011, the SFDA increased the role and reach of the Neighborhood Courts by expanding eligible crimes and training adjudicators in evidence-based restorative justice practices. In 2012 the SFDA established a citywide Neighborhood Prosecutor program, deploying prosecutors into San Francisco neighborhoods to develop community-driven, collaborative projects with community stakeholders to improve public safety, to break down established barriers between the courthouse and a reluctant community, and to help residents begin to experience prosecutors as their public safety advocate and partner.

While our Neighborhood Court and Prosecutor models are grounded in research, they are not yet tailored to the specific needs of this community. This grant will enable us to achieve this essential step, both through the consortium's data collection and analysis, and by supporting additional time for the Bayview Neighborhood Prosecutor and Neighborhood Court staff to partner with neighborhood stakeholders and the Bayview Police Station to identify evidence-based community prosecution projects to adopt in Bayview, and to engage with community

members in their own community. Grant funds also will enable the Bayview Neighborhood Prosecutor to attend annual Association of Prosecuting Attorney Community Prosecution conferences, which will expose her to a wide range of demonstrated and innovative community prosecution strategies from other jurisdictions.

The Safer Together consortium's continuum of strategies is designed to reduce crime in Eastern Bayview by helping victims to rebuild their lives and promoting active community engagement in public safety. But inherent in the design is a secondary – yet equally significant - intended result: to break down barriers between the criminal justice system and a community that is reluctant to turn to it for assistance or partnership, to create common goals, build trust and information sharing, improve investigation and prosecution of crimes, and enhance perceptions of fairness and effectiveness of interventions. In other words, to be Safer Together.

3. CAPABILITIES AND COMPETENCIES

CRITICAL PARTNERS: The Safer Together consortium is a broad group of Eastern Bayview stakeholders that are critical to the project, including city agencies (SFDA, SFPD, San Francisco Unified School District, Adult and Juvenile Probation, the Department of Children, Youth and Their Families) and community-based providers, groups and leaders (Community Leader Brigitte LeBlanc, Bayview YMCA, BMagic, the Center for Youth Wellness, Mendell Plaza Planning Collaborative and the Wraparound Project). Key members also include our research partner, Vera Institute of Justice, and McCormack Baron Salazar/Urban Strategies, which manages Alice Griffith public housing – a crime hot spot – and serves as fiscal agent for the Choice Neighborhoods Initiative and Public Safety Enhancement grants. Each member of the consortium has submitted a letter of support and commitment confirming its specific role(s) in implementing the proposed project.

CAPACITY TO LEAD RESIDENT AND COMMUNITY OUTREACH: we are very fortunate to have consortium members with unique skills and experiences in conducting resident and community outreach and leadership building skills, including collaboration with community-based organizations. In particular, the SFPD, Bayview YMCA, BMagic, and Mendell Plaza Planning Collaborative have engaged in extensive community outreach, skill building and CBO partnerships. As part of its Choice Neighborhoods/ HOPE SF project, McCormack Baron Salazar/Urban Strategies has engaged and surveyed its residents. In March-August 2012, the Center for Youth Wellness hosted four meetings to listen to and learn from community members in order to inform its service design. SFDA has an established record of reaching out to our residents through Advisory Committees that report directly to District Attorney Gascón, including groups representing San Francisco's African American, Asian, and Latino communities. Our Bayview Neighborhood Prosecutor has met with dozens of community stakeholders (residents, merchants, service providers and City agencies) to incorporate their input and data into a detailed public safety analysis.

FISCAL AGENT CAPACITY AND EXPERIENCE: The SFDA will serve as fiscal agent for the proposed project. The SFDA has a demonstrated history of engaging Bayview community stakeholders, including residents, and implementing collaborative initiatives such as Neighborhood Court/Neighborhood Prosecution, our Truancy Initiative, and the Community Response Network – a partnership of community agencies serving youth involved in community violence – which the SFDA implemented through funding from DOJ. This federal funding was the initial investment that other city departments and community groups have matched with nearly \$2 million in contributions, both funding and in-kind. We have partnered with community organizations such as the Bayview YMCA to provide education and internship

programs to at-risk youths. The SFDA has established partnerships with all public agencies participating in Safer Together.

SFDA will oversee required BCJI elements including research, data collection and analysis, planning and strategy development, community engagement, and law enforcement. Our Director of Policy, formerly the Deputy Director of the Mayor's Office of Criminal Justice, has managed interagency, cross-sector partnerships to effectively implement place-based, community-oriented crime and community revitalization strategies, such as San Francisco's successful Mission District Weed and Seed grant. Our Project Manager, who has training and experience in data analysis and federal grant implementation, will take the lead in facilitating our researcher/practitioner partnership (including how the partners will collect and analyze required crime data), monitoring strategy implementation and achievement of goals and objectives, and preparing and submitting timely performance data and semi-annual progress reports. Our Fiscal Division will prepare and submit quarterly financial reports. Changes or strategy modifications will be determined by the consortium at the end of the planning period and as needed thereafter, with each consortium partner managing the day-to-day tasks and activities related to their role and the SFDA providing high-level oversight to ensure project and fiscal accountability. The SFDA has a successful track record of managing federal, state, and private grants, including fiscal management, subawardee monitoring, program oversight, data collection and reporting.

4. EVALUATION, SUSTAINMENT, AND DATA COLLECTION

DATA COLLECTION AND EVALUATION: The consortium has identified measures for each strategy objective listed above; however, the data analysis we will conduct during our planning period will inform the target outcomes to each of these measures – for example, the number of new service slots for adult victims of crime, the number of residents served by

community engagement projects, and improved perceptions of the justice system. During the planning period, target outcomes will be assigned to all strategy objectives, which will be used to evaluate whether the objectives have been successfully met at the conclusion of the project. The measures selected for each of the objectives were done so based on the consortium's ability to access relevant data sources and collect this information.

Under the supervision of the SFDA Director of Policy, the SFDA Project Manager will oversee data collection to measure project performance. Subawardee grant agreements will specify data collection requirement for subawardees; both to measure the above objectives and to track performance of services. The SFDA has an established protocol for subawardee monitoring to ensure compliance with the responsibilities outlined in the DOJ Financial Guide and dictated by the Office of Budget Management. The SFDA protocol includes regular written reports, which will be shared with the consortium, and annual site visits. The Project Manager will be responsible for quarterly review of data, including implementation and impacts on outcomes and will report performance and outcome data through BJA's Performance Measures Tool, including on behalf of subawardees.

Our Research Partner, Vera Institute of Justice, has developed a research design that will enable the consortium to evaluate the impact of our project in the community. This design includes data collection from two waves of public surveys and two waves of focus group meetings with experts and community members – the first wave will take place during the planning period and will be used to inform program implementation (Phase I). A post-program implementation wave will be collected in months 31-36 (Phase II). We will work with DOJ to determine whether we need to competitively bid Phase II of the design.

At both stages the Research Partner will conduct face-to-face interviews of Eastern Bayview residents using a stratified sampling technique to ensure a sufficient representation of all racial/ethnic, gender, and age groups. Respondents will be asked about their perceptions of safety and security in the neighborhood, experiences with the justice system, community services, and community expectations of the government. In addition, the Research Partner will organize focus group meetings of criminal justice practitioners, researchers, and community stakeholders to understand existing challenges faced by the Eastern Bayview community, and to elicit views on how to implement the project more effectively. The survey data will be analyzed to report both qualitative and quantitative findings, while the focus group data will be analyzed qualitatively. The analysis of these data will include a comparison of findings over time to gauge the overall effectiveness of the program.

SUSTAINABILITY PLAN: The Safer Together consortium is committed to continuing high impact strategies beyond the project period, and the work of our Research Partner and Project Manager will be critical in determining the efficacy of our various strategies. At the same time, a significant part of the proposed project is focused on building infrastructure, knowledge and community partnership in Eastern Bayview that will remain after the grant period without additional funding. Allocations for our Research Partner, Project Manager, and Public Awareness Campaign will not continue past the project period – but will have a continuing positive impact on the community. Allocations for partial FTE of our Neighborhood Prosecutor and Victim Advocate reflect the additional dedicated time they will spend during the project conducting extensive outreach and implementing these models; by month 30 their FTE on the project will be reduced and positions will be fully supported by San Francisco’s General Fund.

In order to sustain the Center for Youth Wellness positions past the project period, CYW has retained a reimbursement consultant to identify sustainable funding streams; for example, State Victim Compensation Funds for children exposed to community violence. The protocol that we develop to access these funds thus will directly impact ongoing sustainability of services. The budgeted CYW positions will become funded by other sources by month 30.

The remaining line items will be funded at significantly reduced levels in months 31-36 as indicated in the Budget Narrative. During the grant period, we will assess how the neighborhood victim compensation fund and the expanded adult victim services are utilized – including who the individuals are, and what services they require – to develop a plan for continuing this work beyond the project. For example, we project that a significant number of individuals may need to access the local fund, rather than state funds, due to their status as a probationer/parolee. We will work with our consortium member, the Adult Probation Department, to determine whether the increased funds that APD receives through California’s corrections realignment can be used to support these services for those individuals. Similarly, we will track usage of the Bayview Neighborhood Engagement Fund to determine the nature of the proposed projects and whether similar projects can be funded in the future through alternative funding streams such as the SFDA’s Neighborhood Support Fund, which disburses mini-grants to support community-driven public safety and engagement projects.

Finally, Safer Together’s ability to help residents heal from their victimization and become engaged, productive members of Eastern Bayview will also bring sustaining human resources to the neighborhood – community members who are able to learn, work, and engage in civic life, thereby positioning the whole neighborhood to maximize the success of the larger neighborhood revitalization efforts.

Project Timeline and Position Descriptions – Attachment 5

1. Project Timeline

Goal 1: Improve direct services and access to direct services for victims of crime.

Objective	Activity	Expected Completion Date	Responsible Person/Organization
Expand services for trauma-exposed children and youth.	<ul style="list-style-type: none"> • Seek resident input into needed services • Hire Wellness Coordinators • Begin serving clients • Serve 150 clients • Track required data 	<ul style="list-style-type: none"> • Completed • Month 12 • Month 13 • Month 30 • Months 13-36 	<ul style="list-style-type: none"> • Chief Operating Officer (COO)/Center for Youth Wellness (CYW) • Wellness Coordinator/ CYW • Wellness Coordinator/ CYW
Expand services for underserved adult crime victims.	<ul style="list-style-type: none"> • Develop research tools • Complete Neighborhood Survey and data-driven planning process • Identify model programs • Select subawardee(s) and enter into grant agreement • Begin serving clients (<i>note: number to be</i> 	<ul style="list-style-type: none"> • Months 1-6 • Month 9 • Month 10 • Month 12 • Months 13 – 36 	<ul style="list-style-type: none"> • Research staff/Vera Institute • Research staff/Vera Institute; consortium members, led by Project Manager (PM)/ SFDA • PM/SFDA • Selected provider (to be determined)

	<p><i>served will be identified during planning process)</i></p> <ul style="list-style-type: none"> Track required data 	<ul style="list-style-type: none"> Months 13-36 	<ul style="list-style-type: none"> Selected provider (to be determined)
<p>Provide crime victims with community-based access to the SFDA's Victim Services Division.</p>	<ul style="list-style-type: none"> Victim Advocate to provide office hours in community locations Victim Advocate to conduct outreach to community stakeholders, including residents 	<ul style="list-style-type: none"> Increased hours beginning in Month 13 (limited hours currently conducted) Ongoing Months 13-33 	<ul style="list-style-type: none"> Victim Advocate/SFDA Victim Advocate/SFDA
<p>Develop a protocol for accessing State Victim Compensation Funds for child victims of community violence.</p>	<ul style="list-style-type: none"> Draft protocol Incorporate into community training curriculum Incorporate into SFDA's Victim Services information Track required data 	<ul style="list-style-type: none"> Month 12 Months 13-30 Months 13-30 Months 13-30 	<ul style="list-style-type: none"> COO/CYW and PM/SFDA COO/CYW Chief of Victim Services/SFDA Wellness Coordinator/CYW
<p>Establish a limited neighborhood victim compensation fund to cover services</p>	<ul style="list-style-type: none"> Seek resident and stakeholder input into needed services. 	<ul style="list-style-type: none"> Months 1-8 	<ul style="list-style-type: none"> PM/SFDA with all consortium members

and/or individuals who are ineligible for State Victim Compensation Funds	<ul style="list-style-type: none"> • Identify subawardee to administer funds and enter into grant agreement • Track required data 	<ul style="list-style-type: none"> • Month 12 • Months 13-33 	<ul style="list-style-type: none"> • PM/SFDA • Selected provider (to be determined)
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Goal 2: Increase neighborhood empowerment, engagement and capacity (of both residents and organizations) to prevent and respond to victimization.

Objective	Activity	Expected Completion Date	Responsible Person/Organization
Support/enhance evidence-based and promising approaches to empower the neighborhood to prevent crime and support community building.	• <u>Develop research tools</u>	• <u>Months 1-6</u>	• <u>Research staff/Vera Institute</u>
	• <u>Complete Neighborhood Survey and data-driven planning process</u>	• <u>Month 9</u>	• <u>Research staff/Vera Institute; consortium members, led by Project Manager (PM)/SFDA</u>
	• <u>Identify model programs</u>	• <u>Month 10</u>	
	• <u>Select subawardee(s) to manage fund and enter into grant agreement</u>	• <u>Month 12</u>	• <u>PM/SFDA</u>
	• <u>Administer grants for specific projects</u>	• <u>Months 13-33</u>	• <u>Selected provider (to be determined)</u>
	• <u>Track required data on all projects</u>	• <u>Months 13-33</u>	• <u>Selected provider (to be determined)</u>

<p><u>Implement a robust, community-driven Neighborhood Prosecutor/ Neighborhood Court model that combines best practices from other jurisdictions with neighborhood-specific innovations.</u></p>	<ul style="list-style-type: none"> • <u>Develop research tools</u> • <u>Complete Neighborhood Survey and data-driven planning process</u> • <u>Identify model Neighborhood Prosecution & Court programs</u> • <u>Conduct outreach to neighborhood residents and stakeholders, including law enforcement</u> • <u>Develop projects with neighborhood residents and stakeholders, including law enforcement</u> 	<ul style="list-style-type: none"> • <u>Months 1-6</u> • <u>Month 9</u> • <u>Month 1 – 36</u> • <u>Months 1-36</u> • <u>Months 1-36</u> 	<ul style="list-style-type: none"> • <u>Research staff/Vera Institute</u> • <u>Research staff/Vera Institute; consortium members, led by Project Manager (PM)/SFDA</u> • <u>Neighborhood Prosecutor (NP)/SFDA</u> • <u>NP and Managing Attorney of NPs/SFDA</u> • <u>NP and Managing Attorney of NPs/SFDA</u>
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2. Position Descriptions for Key Positions

1. Safer Together Project Manager, San Francisco District Attorney’s Office

- This position will be filled by a Grants and Policy Manager, who is a member of the Policy & Communications Team and reports to the SFDA Director of Policy.
- Regular classification duties:
 - Consults with executive team, managing attorneys and other City departments regarding the development, implementation and revision of grants, policies and legislation.

- Applies demonstrated skills in developing, recommending and implementing administrative policy and procedures, and tracking performance measures.
- Act as a liaison between the department and grantees/grantors.
- Plans, prepares, reviews, and presents clear and concise findings and reports, and establishes and maintain effective communications with executive and senior-level management, policy staff, grantees and grantors.
- Conducts research, collects and compiles data required for the preparation and writing of grant proposals to ensure the accurate, timely and relevant submission of grant applications to various grantors.
- Responds to inquiries and audits of grantors, tracks and completes mandated grant reports, and oversees the work of staff providing supporting information related to existing and pending grant applications.
- Applies strong organizational and analytical skills to manage multiple projects, priorities and deadlines.
- Uses excellent oral and written communication skills to complete grant applications, policy and other correspondence.
- Prepares data and draft reports to the executive team using word processing, database and/or case management systems.
- Duties particular to the Safer Together project: The Project Manager will take the lead role in the following duties:
 - Convening and facilitating Safer Together consortium meetings;
 - Facilitating researcher/practitioner partnership, including how the partners will collect and analyze required crime data;
 - Monitoring strategy implementation and achievement of goals and objectives;
 - Developing, implementing and monitoring subawards;
 - Conducting quarterly review of data, including implementation and impacts on outcomes
 - Preparing and submitting timely performance data and semi-annual progress reports;
 - Reporting performance and outcome data through BJA's Performance Measures Tool, including on behalf of subawardees.

2. Bayview Neighborhood Prosecutor, San Francisco District Attorney's Office

- This position is a member of the SFDA's Neighborhood Prosecutors Unit and reports to the Neighborhood Prosecutors Managing Attorney.
- Regular classification duties:
 - Serves as a counsel to persons charged with the commission of crimes who are financially unable to employ counsel; represents such defendants in criminal court and jury trials.
 - Tries jury and non-jury criminal cases in the Superior Court; interviews witnesses; conducts and or supervises investigations and writes legal briefs in conjunction with assigned cases and trials.
 - Receives and investigates complaints from the general public and representatives of the police department to determine the necessity for issuing of citations or warrants; interviews witnesses and issues citations; conducts citation hearings and determines the necessity for issuing warrants.

- Prepares daily court calendar and maintains various records of warrants and citations issued.
- Performs other related duties as required.
- Duties particular to the Safer Together project:
 - Reviewing misdemeanor and infraction citations issued by the officers from the Bayview Police Station to determine whether they are eligible for Neighborhood Court.
 - Meeting with potential participants to educate them about Neighborhood Court.
 - Referring appropriate cases to Neighborhood Court.
 - Attending community events, including resident and stakeholder meetings, to introduce the Neighborhood Prosecutor model and act as a community resource for information about the criminal justice system.
 - Engage residents, organizations, local law enforcement and other stakeholders to develop Bayview-driven community prosecution projects.
 - Educate the community about evidence- and research-based community prosecution models that have been demonstrated to be effective in other jurisdictions.
 - Participate in the Safer Together consortium throughout the grant period.

3. Bayview Victim Advocate, San Francisco District Attorney's Office

- This position is a member of the SFDA's Victim Services Division and reports to the Deputy Chief of the Victim Services Division
- Regular classification duties: Under supervision, performs a wide variety of victim/witness investigative and support duties; interviews victims and witnesses about criminal case; collects and compiles information pertinent to cases; prepares reports on investigations; explains criminal justice system to victims and witnesses and develops supportive and cooperative relationship with individual; may provide support to victims and witnesses in court; assists other public and private agencies in criminal justice functions.
- Duties particular to the Safer Together project: the advocate will conduct regular office hours and outreach in Eastern Bayview, and participate in the Safer Together consortium during both planning and implementation phases.

4. Wellness Coordinator, Center for Youth Wellness

- The Wellness Coordinator position manages client cases in clinical and non-clinical service. The Wellness Coordinator works closely with the Bayview Child Health Center medical team and the CYW mental health, education advocacy and community partners to create and coordinate a comprehensive individualized treatment plan for each CYW client. The Wellness Coordinator then works with the family to implement the treatment plan, acting as a liaison between service providers and the family. In addition, the Wellness Coordinator assist families with problems of daily living (i.e. access to resources, benefits, insurance) and act as an advocate on behalf of the family. The Wellness Coordinator reports to the Director of Mental Health. Specific duties include the following:

- Coordinate mental health referrals from the Bayview Child Health Center and our community and institutional partners.
- With input from the mental health team, create and coordinate a comprehensive, individualized treatment plan for each CYW client.
- Connect clients to community and institutional resources related to employment, legal and financial services, benefits (i.e. medical, VOC), and health insurance. Assist with problems of daily living such as access to food, shelter, and clothing.
- Provide information about mental health crisis services, parenting support, and respite care and information related to childcare/daycare.
- Attend multi-disciplinary rounds (MDR) to assist in coordination of care and client follow up.
- Provide trauma-informed home/school/clinic-based family therapy and parenting guidance when appropriate.
- Conduct routine home visits to engage families and to ensure follow through on child's treatment plan.
- Participate in community outreach efforts as needed to make the community aware of CYW services and build partnerships within the community.

5. Associate Research Director, Vera Institute of Justice

- Safer Together duties include:
 - Lead the research portion of the project and serve as principal investigator.
 - Oversee all aspects of the study, including supervising research staff, and reviewing research components, including design, methodology, data collection, and analysis.
 - Ensure that the project meets all requirements set forth by the Institutional Review Board.
 - Coordinate with the Safer Together consortium and subject matter experts at Vera Institute of Justice, including the Director of the Center for Victimization Services and the Director of the Program on Prosecution and Racial Justice to provide the Safer Together consortium with training and technical assistance on relevant best practices.



EDWIN M. LEE
MAYOR

POLICE DEPARTMENT
CITY AND COUNTY OF SAN FRANCISCO
THOMAS J. CAHILL HALL OF JUSTICE
850 BRYANT STREET
SAN FRANCISCO, CALIFORNIA 94103-4603



GREGORY P. SUHR
CHIEF OF POLICE

February 27, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

On behalf of Bayview Station of the San Francisco Police Department (SFPD), I write this letter as an enthusiastic member of the "Safer Together" consortium applying to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

Eastern Bayview has long been a distressed neighborhood, with extreme levels of crime, poverty, and unemployment. The residents of Bayview are impacted every day by the community violence and other crimes to which they are exposed.

Through this grant, the Safer Together consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization.

Bayview Station is committed to partnering with our residents, businesses and community groups to make the community safer. Our officers have established relationships with over sixty neighborhood groups, nonprofits and community collaboratives, and we have developed programs to build relationships and break down barriers with the young people in our neighborhood. We are also active partners in the Choice Neighborhoods Initiative and Alice Griffith public housing redevelopment.

As a member of the Safer Together consortium, the SFPD makes the following commitments to the proposed project:

1. To participate in the Safer Together planning process, including providing relevant data analysis and encouraging the participation of Bayview stakeholders in the Neighborhood Survey that will help inform our service continuum.

2. To train SFPD members to recognize the effects of trauma in our community members and to learn how to access appropriate services to help these victims heal from their experiences and become engaged and healthy members of the community.
3. To partner with the Bayview Neighborhood Prosecutor and Neighborhood Court to develop public safety projects and strategies that are both community-driven and grounded in best practices.

The San Francisco Police Department looks forward to our participation in this important work and urges the Department of Justice to fund our unique collaborative effort to be Safer Together.

Sincerely,

A handwritten signature in cursive script that reads "Robert O'Sullivan". The signature is written in dark ink and is positioned above the typed name.

Robert O'Sullivan
Captain
Bayview Station
San Francisco Police Department



WENDY S. STILL
Chief Adult Probation Officer

*Protecting the Community, Serving Justice and
Changing Lives*

March 1, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

On behalf of the San Francisco Adult Probation Department (SFAPD), I write this letter as an enthusiastic member of the "Safer Together" consortium applying to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

The Eastern Bayview has long been a distressed neighborhood, with extreme levels of crime, poverty, and unemployment. SFAPD data shows that a high proportion of clients already live in the Eastern Bayview. As state prisoners are released to county supervision under California's historic "corrections realignment," our projections show that caseloads in that neighborhood will increase significantly.

The residents of Bayview are impacted every day by the community violence and other cries to which they are exposed. In many cases – indeed, many of the individuals on the SFAPD caseload – the victim and offender are often the same person. However, in many cases, a person's status as probationer or parolee renders him ineligible for the State Victim Compensation Fund, which in turn prevents him from accessing much-needed services. This lack of victim services perpetuates the cycle of crime for these men and women.

Through this grant, the Safer Together consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization. I believe this approach is critical to the work of the SFAPD.

The SFAPD achieves excellence in community corrections, public safety and public service through the integration of Evidence-Based Practices and a victim-centered approach into our supervision strategies. We collaborate with law enforcement, courts, Department of Public Health, victim organizations and

community-based organizations to provide a unique blend of enforcement, justice and treatment. We extend a continuum of integrated services to address our clients' criminogenic needs and empower them to become productive law-abiding citizens.

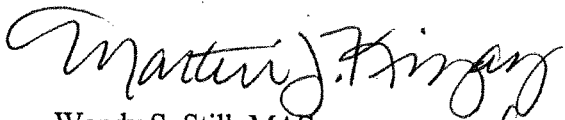
In the last year, SFAPD has taken a strategic approach to funding Evidence-Based Practices designed to serve the individuals on our caseload. As of this writing, the SFAPD is conducting a Request for Proposals (RFP) to provide restorative justice/victim offender mediation services. While restorative justice focuses on the healing of the victim, it also presents an opportunity for the criminal justice involved person to heal from the layers of personal trauma and loss that are so often at the roots of that individual's criminal attitude and behavior. I believe this approach brings an important dimension to our work and to the enhanced safety of our community.

As a member of the Safer Together consortium, SFAPD makes the following commitments to the proposed project:

1. Staff of the SFAPD Reentry Division and Deputy Probation Officers that specifically oversee a caseload of clients that reside in the Bayview will participate in the Safer Together planning process, including working with SFAPD grantees selected through the RFP process to require participation in the Neighborhood Survey that will help inform our service continuum.
2. To mandate that all SFADP-funded grantees serving Bayview clients participate in training by consortium partners to recognize the effects of trauma on their clients and how to access appropriate services to help their victimized clients heal from their experiences and become engaged, healthy members of the Bayview neighborhood.

The San Francisco Adult Probation Department looks forward to our participation in this important work and urges the Department of Justice to fund our unique collaborative effort to be Safer Together.

Best Regards,


for Wendy Still

Wendy S. Still, MAS
Chief Adult Probation Officer



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

William P. Siffermann
Chief Probation Officer

375 Woodside Avenue
San Francisco, CA 94127
415/753-7556

February 26, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

Please accept this formal correspondence offered on behalf of the San Francisco Juvenile Probation Department (SFJPD), as an enthusiastic member of the "**Safer Together**" consortium applying to the Byrne Criminal Justice Innovation Program targeting San Francisco's Eastern Bayview neighborhood.

Eastern Bayview has long been a distressed neighborhood, with extreme levels of crime, poverty, and unemployment. By age 17, over 70% of African-American youth in Eastern Bayview have been referred to the juvenile justice system. In 2011, 21% of juvenile detention center bookings and 19% of all Probation Department referrals to the City's juvenile justice system were from the 94124 zip code, twice as high any other zip code. Girls in Eastern Bayview are three times as likely as those from other SF zip codes to be booked in juvenile hall for criminal offenses.

The residents of the Bayview neighborhood are impacted every day by the community violence and other crimes to which they are exposed either as direct victims or as secondary victims who witness the gruesome realities. For young people, the impact of this trauma is pronounced, pervasive and complex. In many cases the young people served by my Department come into our juvenile justice system with prolonged histories of assorted and repeated instances of victimization that, without targeted intervention, have morphed into offending.

Through this grant, the **Safer Together** consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future retaliatory criminal activity and enhances neighborhood revitalization.

With the preponderance of juveniles entering our juvenile justice system from the Bayview neighborhood having been exposed to varying levels of violence in their homes, schools and communities, it is clear that retaliatory violence could be mitigated through targeted intervention at the initial point of victimization.

As a member of the **Safer Together** consortium, SFJPD will:

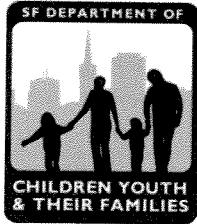
1. Participate in the **Safer Together** planning process, including providing relevant JPD data and encouraging the participation of our youths and their families in completing the neighborhood survey that will help inform our service continuum.
2. Ensure all JPD Probation Officers develop skills to recognize the effects of trauma experienced by the young people on their caseloads and engage them with appropriate services to help those victimized youths to heal from their experiences and become engaged, healthy young adults.

The San Francisco Juvenile Probation Department looks forward to our participation in this important work and urges the Department of Justice to fund our unique collaborative effort to be **Safer Together**.

Sincerely,

A handwritten signature in black ink, reading "William P. Siffermann". The signature is written in a cursive style with a large, stylized initial "W".

William P. Siffermann
Chief Probation Officer
San Francisco Juvenile Probation Department



Edwin M. Lee
Mayor

Maria Su
Director

February 26, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

On behalf of the San Francisco Department of Children, Youth and Their Families, I write this letter as an enthusiastic member of the "Safer Together" consortium applying to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

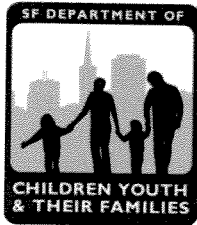
Eastern Bayview has long been a distressed neighborhood, with extreme levels of crime, poverty, and unemployment. The children, youth and families of Bayview are impacted every day by the community violence and other crises to which they are exposed. For many of our young people, this results in a cycle of crime, in which they are repeatedly victimized – and/or become offenders themselves.

Through this grant, our consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization.

Created in 1989, San Francisco's Department of Children, Youth & Their Families (known as DCYF) is one of the few city departments in the country dedicated exclusively to meet the needs of young people from birth through the age of 25. The department's mission is to ensure that families with children are a prominent and valued segment of San Francisco's social fabric by supporting programs and activities in every San Francisco neighborhood. DCYF's goals are to ensure:

- Children and youth are healthy
- Children and youth are ready to learn and are succeeding in school
- Children and youth live in safe, supported families
- Children and youth live in safe, supported, and viable communities
- Children and youth contribute to the development and vitality of San Francisco

DCYF takes a multi-faceted approach to accomplishing its mission, including strategic funding, program partnerships, policy innovation, and informing and engaging the public. DCYF allocates over \$60 million to a wide range of grants and initiatives that serve children, youth, and their families. The DCYF funding strategy is based on an extensive two-year process that includes a Community Needs Assessment and the creation of a Children's Services Allocation Plan with input from stakeholders throughout the city. The primary areas of DCYF funding are



Edwin M. Lee

Mayor

Maria Su

Director

early child care and education, out-of-school time, youth empowerment, youth workforce development, family support, health and wellness, and violence response,

All of DCYF's grantees are expected to conduct their work in alignment with our core goals, and to participate in DCYF-sponsored capacity building activities – including staff training and TA – and in mandated outcomes reporting system and independent annual program evaluation. DCYF funds approximately thirteen programs, a total of \$1,839,500, to provide culturally appropriate violence prevention services in the Bayview Hunter's Point District. We also lead major initiatives serving Bayview residents, such as the Community Assessment & Referral Center (a youth diversion program), Community Response Network (a street outreach and crisis response program) and Truancy Assessment and Referral Center (a truancy abatement program).

As a member of the Safer Together consortium, DCYF makes the following commitments to the proposed project:

1. To participate in the Safer Together planning process, including working with DCYF grantees to facilitate their participation in the Neighborhood Survey that will help inform our service continuum, and sharing the results of DCYF's Community Needs Assessment and other relevant data collection and analysis.
2. To encourage DCYF-funded Bayview grantees to participate in trainings by consortium partners to recognize the effects of trauma on their clients and how to access appropriate services to help their victimized clients heal from their experiences and become engaged, healthy members of the Bayview neighborhood.
3. To leverage violence prevention and intervention initiatives and funding led by DCYF, such as the San Francisco's Street Violence Reduction Initiative and Youth Violence Prevention Initiative: San Francisco Local Plan.

The San Francisco Department of Children, Youth and Their Families looks forward to participating in this important work and urges the Department of Justice to fund our unique collaborative effort to be Safer Together.

Sincerely,

Maria Su



March 1, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

On behalf of the San Francisco Unified School District (SFUSD), I write this letter as an enthusiastic member of the "Safer Together" consortium applying to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

Eastern Bayview has long been a distressed neighborhood, with extreme levels of crime, poverty, and unemployment. For many years, our Bayview schools have struggled with high levels of truancy and academic failure. The residents of Bayview are impacted every day by the community violence and other crimes to which they are exposed. For young people, the impact of this trauma is pronounced and complex, and it significantly impairs their ability to come to school ready to learn and grow.

Through this grant, the Safer Together consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization.

As part of the district's commitment to accelerate educational outcomes for students living in the Bayview, the area has been identified as part of the Superintendent's Zone. The Superintendent's Zone is a key part of the district's strategic plan, *Beyond the Talk: Taking Action to Educate Every Child Now*, keeping our promise to ensure educational equity and the achievement of underserved students. Superintendent Zone teachers are committed to raising the academic excellence of African-American, English Learner, Latino, Pacific Islander, Samoan, and Special Education students through focused attention on three core areas: *Access and Equity*, *Achievement*, and *Accountability*.

As a member of the Safer Together consortium, SFUSD makes the following commitments to the proposed project:

1. To participate in the Safer Together planning process, including providing relevant data analysis and encouraging the participation of our students and their families in the Neighborhood Survey that will help inform our service continuum.
2. To train Eastern Bayview school staff to recognize the effects of trauma in the students and families they serve and to learn how to access appropriate services to help our students to heal from their experiences and become engaged, healthy and educated members of the community.
3. To be an active project partner.

The San Francisco Unified School District looks forward to our participation in this important work and urges the Department of Justice to fund our unique collaborative effort to be Safer Together.

Sincerely,

Richard Carranza
Superintendent

March 1, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs□
U.S. Department of Justice□
810 Seventh Street NW□
Washington, DC 20531

Dear Ms. O'Donnell,

I write this letter as a community leader of San Francisco's Bayview Hunter's Point Neighborhood – and as an enthusiastic member of the "Safer Together" consortium, applying to the Byrne Criminal Justice Innovation Program for Eastern Bayview.

Eastern Bayview has long been a distressed neighborhood, with extreme levels of crime, poverty, and unemployment. All members of our neighborhood – from our residents to our community organizations, schools, merchants and other stakeholders – are impacted every day by the community violence and other criminal activity to which they are exposed.

Through this grant, our consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization.

I have been a stakeholder in Bayview Hunter's Point Community my entire life. I attended all of the neighborhood public schools, and church, and took advantage of the youth events at the Ruth Williams Bayview Memorial Opera House. I currently am a small business owner in 94124, a Commissioner for the Southeast Community Facility, and have worked with the Mayor's Hunter's Point Citizen Advisory Committee for close to 7 years, I have volunteered at Young Community Developers and had the opportunity to teach at the Summer Youth Camp at the Bayview YMCA.


As a member of the Safer Together consortium, I commit to participate in the Safer Together planning process, including reaching out to residents, merchants and other community stakeholders to take part in the Neighborhood Survey that will help inform our service continuum. I will also work with the Bayview Neighborhood Court to continue to expand the program and make it responsive to the needs of our community.

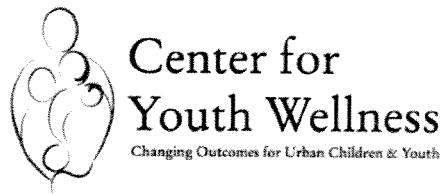
I think if we continue to bring jobs that lead to careers, offer adequate housing and education it will assist in crime prevention. This is a \$67 billion economy and there is not reason why crime can not decrease. I will work with other Bayview stakeholders to

identify revenue opportunities around green opportunities to design neighborhood empowerment and crime prevention events.

I look forward to participation in this important work and urge the Department of Justice to fund our unique collaborative effort to be Safer Together.

Sincerely,


Brigitte R. LeBlanc, MTA
Community Leader



February 27, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

On behalf of the Center for Youth Wellness, I write this letter as an enthusiastic member of the "Safer Together" consortium, applying to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

Eastern Bayview, in the Southeast sector of San Francisco, has long been a distressed neighborhood, with extreme levels of crime, poverty, and unemployment. Violence is the leading cause of years of early death in Bayview and by age seventeen, one third of black, male youth have been involved in the criminal justice system. All members of the neighborhood, but particularly children, are impacted every day by the community violence and other crimes to which they are exposed.

In Bayview, our young people are witnessing shootings, seeing police tape, and hearing sirens throughout the night. Children growing up in these war-zone like conditions are experiencing destabilizing levels of stress and are at tremendous risk of becoming victims - or offenders - of street violence later in life.

Through this grant, our consortium proposes to address this specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization.

Center for Youth Wellness (CYW) exists to improve the health of children and adolescents exposed to Adverse Childhood Experiences (ACEs). We are informed by emerging data on how exposure to domestic and community violence and other early-life stressors affects the developing minds and bodies of children. CYW's overall goal is to transform the delivery of pediatric care for children in a way that recognizes and addresses ACEs as a major risk factor for chronic disease.

We strive to become the first ever initiative focused on changing a comprehensive set of outcomes from physical and mental health to education to safety to family stability for children experiencing chronic trauma and stress. The Center for Youth Wellness and its partners will provide coordinated, seamless service delivery for children and youth including:



Center for Youth Wellness

Changing Outcomes for Urban Children & Youth

- Holistic pediatric care that recognizes and treats chronic stress and trauma, combined with comprehensive case management, mental health therapy, family support services, and educational advocacy.
- Research and evaluation on best practices to reduce the impacts of stress and trauma on children.
- Public policy, media advocacy and public education to raise awareness about the health issues facing urban children and the best strategies to improve health, educational, and life outcomes for these youth.
- Co-location with the accredited Children's Advocacy Center of San Francisco, a best practice in the investigation and response to child abuse, sponsored by the San Francisco Child Abuse Prevention Center.

In March-August 2012, CYW hosted multiple meetings to solicit feedback from community members regarding the needs in the community, what issues are concerning to them, and what services they want. The issue of exposure to trauma was high on the community's list of concerns. Specific requests included training for parents about PTSD; training for youth around ACEs, PTSD and ADHD; and counseling services. As one attendee stated, "We've been waiting a long time for all services in one place." One issue that came up repeatedly is that many residents believe that organizations working with youth lack understanding regarding the issue of trauma among youth. They report that few know how to help them take action or access resources.

As a member of the Safer Together consortium, the Center for Youth Wellness makes the following commitments to the proposed project:

1. To participate in the Safer Together planning process by incorporating CYW's evidence-based and innovative practices into our continuum of services;
2. To provide case management services for close to 200 trauma-exposed children from the Eastern Bayview community through full-time CYW Wellness Coordinators who are skilled in connecting children exposed to violence and trauma to the necessary medical, mental health and social services.
3. The CYW currently has in-kind programmatic commitments for two Psychology Fellows from the Stanford Early Life Research Center at Lucile Packard Children's Hospital. They will provide mental health services to CYW clients.

The Center for Youth Wellness looks forward to our participation in this important work and urges the Department of Justice to fund our unique collaborative effort to be Safer Together.

Sincerely,

Suzy Loftus

Chief Operating Officer, Center for Youth Wellness

MCCORMACK
BARON
SALAZAR

February 26, 2013

District Attorney George Gascon
850 Bryant Street, Room 322
San Francisco CA 94103

Dear Mr. Gascon,


McCormack Baron Salazar is very pleased to provide this letter in support of your application to the Department of Justice Byrne Criminal Justice Innovation Fund.

As a developer who is deeply vested in rebuilding central cities across the United States, McCormack Baron Salazar understands the effects of decades of neglect and disinvestment in distressed urban areas. Since its founding, McCormack Baron Salazar has made quality affordable housing a cornerstone of our mission. However, we know that attractive housing with a variety of amenities is not enough to create vibrant and thriving neighborhoods. This is why we work closely with a variety of community stakeholders, investors, and public and private sector partners to create and implement comprehensive revitalization strategies.

McCormack Baron Salazar is the lead grantee for the Choice Neighborhoods Initiative in San Francisco and we are fully supportive of Urban Strategies and its partnership with your office and other cross-sector partners to plan and implement research and data-driven approaches to reducing and preventing crime in the Eastern Bayview neighborhood.

We look forward to working with you, Urban Strategies and other cross sector partners. Please do not hesitate to contact me if I can be of further assistance. I can be reached at (415) 935-0182.

Regards,



Yusef Freeman
Vice President

McCormack Baron Salazar, Inc.

50 California Street, Suite 1500 San Francisco, CA 94111 Phone 877.621.3400 Fax 314.436.0071 www.mccormackbaron.com

URBAN STRATEGIES

March 1, 2013

District Attorney George Gascon
850 Bryant Street, Room 322
San Francisco CA 94103

Dear Ms. Gascon:

Urban Strategies is writing to strongly support the application to the US Department of Justice (DOJ) Byrne Criminal Justice Innovation (BCJI) program targeting the Alice Griffith Choice Neighborhood.

As the coordinator for the People Program for the Alice Griffith CNI site and the recipient of the Public Sector Enhancement (PSE) grant from the DOJ, Urban Strategies is firmly committed to fully supporting and supplementing your efforts at creating and sustaining comprehensive, long-term solutions that will transform the Choice Neighborhood and change the trajectory for Alice Griffith families.

Urban Strategies is very pleased to partner with the District Attorney's office and its various cross-sector partners to develop and implement evidence-based, data driven strategies to reduce and prevent crime (particularly violent crime) in the Choice Neighborhood.

Urban Strategies specifically commits to the following:

1. Coordinating the work and recommendations of the technical assistance provider for PSE with the work of the Safer Together collaborative and its research partner.
2. Providing viable alternatives to crime for young adults and transition aged youth via our Green Streets social enterprise.
3. Establishing a barrier removal fund to support ex-offenders who are working to reintegrate into the Alice Griffith public housing community.
4. Providing financial support for increased police presence within the Alice Griffith community.
5. Providing trauma-awareness education for service providers and school district personnel serving the Alice Griffith community, along with mental health and related supportive services through an established partnership with the Center for Youth Wellness under the auspices of the Campaign for HOPE SF and the Choice Neighborhoods effort.

Mr. Gascon
March 1, 2013
Page two

6. Providing on-site assessment, case management and referrals to the State Victim Compensation Fund using the protocols developed by Safer Together for children exposed to community violence.
7. Providing on-site workforce development services for Alice Griffith residents, including but not limited to resume preparation, job readiness training, job skills training, job development and placement, and retention support services.

The above commitments will be funded in part by a \$480,000 grant from the DOJ and supplemented by HUD/CNI and the Campaign for HOPE SF.

Urban Strategies is very much looking forward to working closely with your cross-sector partners to reduce and prevent crime, support family self-sufficiency and increase collective efficacy within the Choice Neighborhood to sustain the course of transformation. We have no doubt that, together, we will directly impact and increase the effectiveness of the BCJI funded efforts.

Sincerely,



Sandra M. Moore, President

MENDELL PLAZA

March 4, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

On behalf of the Mendell Plaza Planning Collaborative, I appeal to you as an enthusiastic member of the "Safer Together" consortium, and apply to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

Eastern Bayview has long been a distressed neighborhood, with extreme levels of crime, poverty and unemployment. All members of our neighborhood – from our residents to our community organizations, schools, merchants and other stakeholders – are impacted every day by the community violence and other criminal activity to which they are exposed.

Through this grant, our consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization.

Situated at the major historic, cultural and transportation nexus in Bayview, Mendell Plaza is an active, yet under-utilized, outdoor meeting place in this community's 'town center'. However, local citizens are fearful of the plaza, and schools are reluctant to bring their students to enjoy the varied activities at the Bayview Opera House – an historic and important center of arts programming in our neighborhood – situated immediately adjacent to the Plaza. The larger San Francisco community rarely visits the area, resulting from a pervasive negative perception that the neighborhood is largely dangerous and undesirable. In the past year, there have been several unfortunate, high-profile crimes in the area, most recently and tragically on February 15th, 2012, in the heart of Mendell Plaza. The resulting reaction, a citizen sponsored strategic call for 'closure' of the Plaza, served to galvanize several local citizen action groups and to capture the attention of city agencies, generating the creation of the Mendell Plaza planning collaborative and an action - POP (Planning our Plaza) - with the specific goal of developing a series of events for Mendell Plaza. Less than one month after the first meeting, Mendell Plaza Presents launched a series of music and entertainment activities, and have completed eight events in the Plaza to date. The results have been good, very well received, and have established the events as a 'gift' to our neighborhood. But we need to do more.

MENDELL PLAZA PRESENTS...
4634 3rd Street San Francisco, California 94124
415.730.2072 mendellplaza@gmail.com

MENDELL PLAZA

The plaza is often occupied on non-event days by numbers of chronic inebriates and the quasi-homeless, which contribute to a sense of hopelessness and the perception that this area of Bayview is perpetually unsafe. The afternoons with Mendell Plaza Presents activities have shifted the behavioral dynamic in the area, if only for a few short hours on Saturday afternoons. It is important to recognize that these small, community-centric steps may indeed act as a much-needed 'carrot' for positive change in the area.

As a member of the Safer Together consortium, the Mendell Plaza Planning Collaborative partners will commit to participate in the Safer Together planning process, including reaching out to residents, merchants and other community stakeholders to take part in the Neighborhood Survey that will help inform our service continuum. Our efforts in planning for positive action on Mendell Plaza will continue through our Mendell Plaza Event series, with the goal of re-establishing the Bayview Town Center area as a recognized community-wide destination, thus enhancing our historic, cultural and artistic assets. We envision a logical extension of these efforts as a catalyst for additionally engaging the larger San Francisco communities as consistent visitors to the Bayview.

I look forward to participation in this important work and urge the Department of Justice to fund our unique collaborative effort to be Safer Together.

Sincerely,

A stylized, handwritten signature in black ink that reads "Dan Dodt". The letters are bold and slightly slanted, with a small flourish under the 'n'.

Dan Dodt
Chair, Mendell Plaza Planning Collaborative

MENDELL PLAZA PRESENTS...
4634 3rd Street San Francisco, California 94124
415.730.2072 mendellplaza@gmail.com



Sowing the Seeds of Collaboration

March 1, 2013

Denise E. O'Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

On behalf of Bayview Hunters Point Mobilization for Adolescent Growth in our Communities [BMAGIC], I write this letter as an enthusiastic member of the "Safer Together" consortium applying to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

The Bayview is a neighborhood of families, with 40% of households containing children and youth. The children, youth and families of Bayview are impacted every day by the community violence and other crimes to which they are exposed. For many of our young people, this results in a cycle of crime, in which they are repeatedly victimized – and/or become offenders themselves.

Through this grant, our consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization.

BMAGIC was co-founded in 2004 by the Public Defender's Office and Bayview Hunters Point [BVHP] community based organizations to create collaborative community building efforts that improve the quality of life of BVHP children, youth, and their families. Our mission is to facilitate, coordinate, and network community resources and opportunities that support service providers and community members in Bayview in order to create and maintain a deeper unified roadmap to social change that advances the educational, economic, health, and juvenile justice of underserved youth and their families in BVHP. Our work with the "Safer Together" consortium will effectively continue to support BMAGIC's collective vision in building the capacity and organizational development of children and youth serving organizations through coordinating shared meeting, shared programming and events, relationship building, outreach activities, professional development opportunities, and referrals.



Sowing the Seeds of Collaboration

As a member of the Safer Together consortium, BMAGIC makes the following commitments to the proposed project:

1. To participate in the Safer Together planning process, including facilitating the participation of our collaborative partners in the Neighborhood Survey that will help inform our service continuum, and sharing the results of BMAGIC's Landscape Analysis Report and other relevant data collection and analysis.
2. To coordinate trainings for our collaborative partners in conjunction with consortium partners to recognize the effects of trauma on their clients and how to access appropriate services to help their victimized clients heal from their experiences and become engaged, healthy members of the Bayview neighborhood.
3. To support and enhance promising approaches to empower the neighborhood to prevent crime and support community-building through hosting monthly community convener meetings and developing community building events which promote safe and fun activities for children, youth, and families.

BMAGIC looks forward to our participation in this important work and urges the Department of Justice to fund our unique collaborative effort to be Safer Together.

Sincerely,

A handwritten signature in black ink, appearing to read 'Lyslynn Lacoste', written over a horizontal line.

Lyslynn Lacoste
BMAGIC Director

Office of the Public Defender, City and County of San Francisco
415-558-2428
lyslynn@bayviewmagic.org



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

02/26/2013

Denise E. O' Donnell, Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Ms. O'Donnell,

On behalf of the Bayview YMCA; I write this letter as an enthusiastic member of the "Safer Together" consortium, applying to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

Eastern Bayview has long been a distressed neighborhood, with extreme levels of crime, poverty, and unemployment. Bayview has been identified as one of five Bay Area "extreme poverty" neighborhoods, in which over 40% of its inhabitants live below the Federal poverty level of an income of \$22,300 for a family of four. Nearly 12% of the population in the Bayview receives public assistance Income, three times the national average, and more than double the state average. Unemployment rates in Bayview are twice as high as any other neighborhood in San Francisco. All of our members of our neighborhood- from our residents to our community organizations, schools, merchants and other stakeholders- are impacted every day by the community violence to which they are exposed.

Through this grant, our consortium proposes to address the specific crime issue of victimization in Eastern Bayview through a continuum of solutions that spans prevention, intervention, treatment and targeted enforcement. We join together in our belief that helping victims to heal and reengage in their communities, and promoting community engagement and capacity, reduces future criminal activity and enhances neighborhood revitalization.

The YMCA's vision is to transform our community into place where youth can thrive and reach their potential, where families can engage in healthy, revitalizing activities, and where residents can work together to address and solve community problems. Our mission is all about building a legacy for our children and families- to be a place "to be and to become." We stand for Youth Development, Healthy Living, and Social Responsibility- all geared toward moving our community forward! Current relevant programs include:

The *African American Holistic Wellness Program* provides classes, activities and community events to address community trauma, build resiliency, strengthen a sense of community, reaffirm common history and tradition, and increase knowledge of health, wellness and nutrition.

Bayview Hunters Point YMCA
1601 Lane Street, San Francisco, CA 94124
P 415 822 7728 F 415 822 7769 ymca.org



FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

The *TLC Family resource Center* is a supportive and responsive empowerment program that serves as a hub to connect families with a network of resources to strengthen families and guard against the risk of abuse and neglect.

Bayview YMCA Youth Programs are designed to help youth develop positive directions in life by creating programs that increase educational achievements, build leadership skills, provide civic engagement opportunities, and offer recreational activities- all in the context of a safe environment that promotes the core values of the YMCA: Caring, Honesty, Responsibility, and Respect.

As a member of the Safer Together consortium, the Bayview YMCA makes the following commitments to the proposed project:

1. To participate in the Safer Together planning process, including facilitating the participation of our members in the Neighborhood Survey that will help inform our service continuum;
2. To provide space on-site at the Bayview YMCA facility for the San Francisco District Attorney's Office Victim Services Division to hold community-based office hours, so that our neighborhood residents will have enhanced access to victim services.
3. To train Bayview YMCA staff, in conjunction with our consortium partners, to recognize the effects of trauma on our clients and access appropriate services to help our victimized clients heal from their experiences and become engaged, healthy members of our neighborhood.

The Bayview YMCA looks forward to our participation in this important work and urges the Department of Justice to fund our unique collaborative effort to be Safer Together.

Sincerely,

Gina Fromer
Executive Director

Bayview Hunters Point YMCA

1601 Lane Street, San Francisco, CA 94124

P 415 822 7728 F 415 822 7769 ymcaSF.org

233 Broadway, 12th Floor
New York, NY 10279

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March 1, 2013

The Honorable Denise E. O'Donnell
Director
Bureau of Justice Assistance
Office of Justice Programs
U.S. Department of Justice
810 Seventh Street NW
Washington, DC 20531

Dear Director  O'Donnell:

On behalf of the Vera Institute of Justice, I write this letter to express our interest in partnering with the "Safer Together" consortium applying to the Byrne Criminal Justice Innovation Program for San Francisco's Eastern Bayview neighborhood.

Vera is an independent nonprofit organization that 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. Since its inception in 1961, Vera has developed substantial knowledge and infrastructural capability to deliver robust research and evaluation services in a wide range of settings, both in the U.S. and internationally. Vera's research initiatives are supported and informed by our close working relationships with criminal justice practitioners. Vera has worked with numerous law-enforcement agencies to help them develop data collection and case management capacities.

Dr. Besiki Kutateladze will serve as the principal investigator on the evaluation of the impact of the project. He holds a PhD in Criminal Justice from John Jay College of Criminal Justice and has more than 10 years of experience conducting research and evaluation. Dr. Kutateladze was a senior researcher on the United Nations Rule of Law Indicators project, which included administrative and survey data collection on the police, courts and prosecution in Liberia and Haiti. He also served as a chief researcher on the Police Station Visitors Week, which was carried out in more than 20 countries, including the U.S., with the goal of improving police services to poor and marginalized communities. Currently, he serves as a principal investigator on a National Institute of Justice funded project on race and prosecution in New York County.

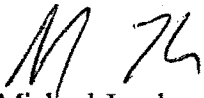
In order to evaluate the impact of the project in the community, Vera will conduct two waves of public surveys and two waves of focus group meetings with experts and community

members. While the first wave will take place during the planning period and will be used to inform program implementation and collect baseline data, the second wave will help track progress over time and assess program effectiveness (i.e. after the implementation of project activities).

In addition to the proposed project, Vera and the fiscal agent currently are engaged in the development of a collaborative partnership, under the auspices of Vera's Program on Prosecution and Racial Justice.

The Vera Institute of Justice looks forward to its participation in this important work and urges the Department of Justice to fund this unique collaborative effort.

Kind regards,

A handwritten signature in black ink, appearing to read "M 76", is positioned above the typed name.

Michael Jacobson
President and Director
Vera Institute of Justice