


SECTION I: APPLICANT INFORMATION

A. COUNTY PROBATION DEPARTMENT			
DEPARTMENT NAME		TELEPHONE NUMBER	
San Francisco Adult Probation		415-553-1687	
STREET ADDRESS	CITY	STATE	ZIP CODE
880 Bryant Street, Room 200	San Francisco	CA	94103
B. PROJECT TITLE		C. AMOUNT OF FUNDS REQUESTED	
Strong Families, Strong Communities		\$ 119,285	
D. PROJECT SUMMARY (3 or 4 sentences describing the project)			
SFAPD proposes to strengthen families by building parental resilience; enhancing knowledge of parenting and child development; nurturing the social and emotional competence of children; forming new social connections; and providing support in times of need. The project will serve up to 120 TAY parents on probation supervision with family therapy and education; family literacy; family social outings; and incentives for participation.			
E. APPLICANT PROJECT DIRECTOR			
NAME AND TITLE		TELEPHONE NUMBER	
Jennifer Scaife, Director, Reentry Division		415-553-1593	
STREET ADDRESS		FAX NUMBER	
880 Bryant Street, Room 200		415-553-1771	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
San Francisco	CA	94103	Jennifer.scaife@sfgov.org
F. APPLICANT PROJECT FINANCIAL OFFICER			
NAME AND TITLE		TELEPHONE NUMBER	
Diane Lim, Director of Finance and Administrative Services		415-553-1058	
STREET ADDRESS		FAX NUMBER	
880 Bryant Street, Room 200		415-575-8895	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
San Francisco	CA	94103	Diane.lim@sfgov.org
G. DAY-TO-DAY PROJECT CONTACT PERSON			
NAME AND TITLE		TELEPHONE NUMBER	
Jennifer Scaife, Director, Reentry Division		415-553-1593	
STREET ADDRESS		FAX NUMBER	
880 Bryant Street, Room 200		415-553-1771	
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
San Francisco	CA	94103	Jennifer.scaife@sfgov.org
H. APPLICANT'S AGREEMENT			
By submitting this application, the applicant assures that it will abide by the laws, policies, and procedures governing this funding.			
NAME AND TITLE OF AUTHORIZED OFFICER (PERSON WITH LEGAL AUTHORITY TO SIGN)			
Wendy Still, Chief Adult Probation Officer			
APPLICANT'S SIGNATURE (Blue ink only)			DATE
			11/5/15

SECTION II: PROJECT NEED

2.1 Documentation of project need, supported by local data.

The San Francisco Adult Probation Department (SFAPD) supervises 721 18-25 year olds, 140 or 19% of whom are parents¹. Most (61%) 18-25 year-old clients assigned to the Transitional Age Youth (TAY) Unit are at high risk of recidivism; another 22% scored as medium risk. SFAPD understands the unique challenges of raising a child while being involved in the criminal justice system, and recognizes that families can thrive when protective factors are present in their lives and communities.

In 2007 the City and County of San Francisco's Mayor's Transitional Age Youth (TAY) Task Force sought to better understand the barriers and needs of five to eight thousand or 8-10% of San Francisco's youth age 16-25 identified as "disconnected." Characteristics noted among this priority population included young people who: have been involved with the foster care, juvenile and criminal justice systems; have dropped out of high school; have been homeless; have a disability or other special need; and/or are young, unmarried parents. The task force outlined the outstanding need to make transitional youth a priority population, establishing a coordinating supportive structure among city agencies, departments and education systems; raising the quality standards for all public and community based agencies serving transitional age youth; and adding more programs and services for this "disconnected" segment of San Francisco's population.

A study² of 701 children living in the Bayview Hunters Point community of San Francisco, treated at Bayview Child Health Center, found that 67.2% (n = 471) of the participants had experienced at least 1 or more of the 9 adverse childhood experiences (ACE) categories and 12% (n = 84) had experienced at least 4 or more. According to the Centers for Disease Control and Prevention,

Childhood abuse, neglect, and exposure to other traumatic stressors which we term adverse childhood experiences (ACE) are common.... The short- and long-term outcomes of these childhood exposures include a multitude of health and social problems. The ACE Study uses the ACE Score, which is a total count of the number of ACEs reported by respondents. The ACE Score is used to assess the total amount of stress during childhood and has demonstrated that as the number of ACE increase, the risk for the following health problems increases in a strong and graded fashion.³

Thirty one of the TAY parents on probation supervision live in the Bayview Hunters Point community, which suggests a strong need to help these parents build the self-protective and promotive factors necessary for a healthy familial connection, even amid risk and adversity.

2.2 Relevance of need to grant goals.

¹ As of January 5, 2015.

² Burke, N. J., et al. The impact of adverse childhood experiences on an urban pediatric population. *Child Abuse & Neglect* (2011), doi:10.1016/j.chiabu.2011.02.006

³ <http://www.cdc.gov/violenceprevention/acestudy/index.html>

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

Parental involvement in the justice system has consequences for everyone involved—parent, child, caregiver, and extended family. Children of justice-involved persons, particularly young parents, are vulnerable to strains that may inhibit the development of a strong and healthy parent-child relationship. Young parents, while responsible for the healthy growth of their child's physical, social, emotional, and cognitive needs, must reconcile with the fact their own bodies, brains, emotions and circumstances are still undergoing change as well. It is commonly recognized that this maturity does not end until at least the age of 25.

The Proud Parenting Program is designed to break the intergenerational cycle of violence and delinquency by increasing parenting knowledge, improving attitudes about responsible parenting, improving self-esteem and improving relationships between parents and their children. SFAPD supervises a substantial number of medium to high risk parents who would benefit enormously from opportunities to build strong families and strong communities.

2.3 The target population.

The target population for the *Strong Families, Strong Communities* (SFSC) program is 18-25 year-old clients of SFAPD who are parents.

2.4 The total number of participants projected to be served (include the number of parents and the number of children).

SFSC will serve up to 120 clients and at least 120 children during the grant.

2.5 Program participation criteria for parents and children.

Clients must be in compliance with supervision requirements in order to receive services. Clients must agree to engage in services prescribed by the Individualized Treatment and Rehabilitation Plan (ITRP) developed collaboratively between the Deputy Probation Officer (DPO) and the client. Clients may only receive incentives upon satisfactory participation in mandated classes or activities.

2.6 Method of locating, identifying, and recruiting participants.

DPOs will refer eligible clients to dedicated TAY Case Manager at the Community Assessment and Services Center (CASC), to the Father Matters or Transforming Our Attitudes classes facilitated by SFAPD staff, or to Cameo House, as appropriate. DPOs, along with the TAY Case Manager, will identify clients who would benefit from family therapy and family literacy circles. The TAY case manager and Cameo House staff will identify families that are appropriate for family social events and outings, as well as incentives.

2.7 Description of what is known about the existing services available.

SFAPD contracts with a variety of community based organizations for services for TAY. Leaders in Community Alternatives, Inc. (LCA) is the operator of the CASC, a reentry services one-stop center offering case management, employment connections, education, and variety of classes using evidence-based curricula. SFAPD refers TAY clients to case management and age-appropriate services at the CASC. Additionally, SFAPD partners with the Mayor's Office to implement Interrupt, Predict, and Organize

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

(IPO), a transitional employment and skills development program for TAY identified as being at high risk of violence. DPOs have also developed a variety of referral partnerships with neighborhood-based services available in the community for TAY individuals. More information about existing services is available in Section 6.5 below.

2.8 Documentation of the county's commitment to participate.

SFAPD is committed to breaking the intergenerational cycle of crime, victimization, and poverty. All DPOs have been trained in Family Focused Probation practices; SFAPD pioneered the use of a Family Impact Statement at the presentence investigation phase; and has created San Francisco's first formal alternative sentencing program for pregnant and parenting women on probation. SFAPD is deeply invested in this work and will enthusiastically participate in this project.

SECTION III: WORK PLAN

Please see enclosed Work Plan for Sections 3.1-3.4.

3.5 Describe the proposed project.

Strong Families, Strong Communities will target TAY parents who are clients of the Adult Probation Department who are engaged in existing programs, including Cameo House (an alternative sentencing program for pregnant and parenting women), Father Matters (a fatherhood development program facilitated by Deputy Probation Officers trained in a specialized curriculum), Transforming Our Attitudes (a culturally competent curriculum designed by SFAPD staff for Asian Pacific Islander clients) and Interrupt, Predict and Organize (an initiative of the Mayor's Office which prevents violence by providing high risk TAY with employment opportunities and educational development); and who are receiving standalone services provided by SFAPD, including case management provided by a TAY-specific case manager and cognitive behavioral programming offered at the Community Assessment and Services Center (CASC).

Each of the programs or services named above serves parents, but is designed to address a spectrum of criminogenic needs. SFSC will enhance these services by targeting parents with the following family strengthening interventions:

- Family therapy and parenting groups intended to process experiences, educate parents about children's developmental stages, and model appropriate parental responses.
- Family literacy circles designed to support parents in reading to and communicating verbally with their children.
- Family social events for community-building and structuring families' leisure time.
- Tangible incentives in the form of gift cards, vouchers, and other support to allow parents to purchase meaningful items for children's birthdays, holidays, or school events.

SFSC will also enhance SFAPD and contract staff's knowledge of child brain development, the impact of trauma and toxic stress on children's development, and appropriate case management interventions for working with TAY parents.

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

SFSC will serve up to 120 clients per year. DPOs will actively identify and recruit TAY parents from their caseloads for targeted referrals into these and other services as identified by the COMPAS needs assessment and Individualized Treatment and Rehabilitation Plan (ITRP). DPOs and service providers (TAY case manager, Cameo House staff, and Community Works staff) will conduct regular multidisciplinary case conferences to discuss the progress of each family and to refer to auxiliary services, as needed.

3.6 Discuss how the proposed project will address the needs identified in Section II.

Strong Families, Strong Communities will provide needed social, emotional, educational, and clinical support to TAY parents who are disproportionately high risk, disproportionately from high poverty areas of San Francisco, and disproportionately African American (48%). In addition to addressing the housing, educational, vocational, and treatment needs of these parents, SFSC will build on clients' strengths to ensure that their children are receiving the support they need to thrive.

3.7 Describe the qualifications of project staff and/or partners who will provide services (e.g. agencies, contractors, etc.).

The San Francisco Adult Probation Department has achieved a successful completion rate of 83% with a total probation population size of 4,436⁴. Due to continued reductions in probation revocations to state prison in 2014, SFAPD achieved high performing status under the Community Corrections Performance Incentive Act (SB678): only 44 individuals were revoked to state prison in fiscal year 2014, down from 256 just five years ago. SFAPD won the American Probation and Parole Association's President's Award in 2013 for excellence in evidence based practice. Shortly before implementation of Realignment, SFAPD created the Reentry Division to direct collaborative efforts to promote policy, operational practices, and supportive services to effectively implement Realignment and coordinate reentry services within SFAPD and with partner agencies. The Division provides support to the CCP, the CCPEC, and the Reentry Council and provides research and analysis related to Realignment to CCSF agencies, the Mayor, the Board of Supervisors, the State of California, and other stakeholders. The Reentry Division also coordinates contracts for services and programs and provides information and support to SFAPD sworn staff in making appropriate service referrals for SFAPD clients. Reentry Division staff will provide project management for Safe Families, Safe Communities.

Deputy Probation Officers and service providers that receive funding from SFAPD employ the following approaches to working with this population: Strength-based Practices, which build upon the strengths of individuals in order to raise their motivation for treatment; Trauma-informed Practices, which take the trauma into account and adjust the behavior of counselors, staff, and the organization to support the individual; Family-focused Practices, which develop strategies to support children of incarcerated and supervised parents to break the intergenerational cycle of crime and incarceration; and Gender-responsive Practices, which provide gender-responsive

⁴ As of September 30, 2014.

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

programming with consideration of site, staff selection, curricula, and training that reflects an understanding of the realities of women's lives and addresses their pathways.

Community Works has operated family strengthening programs for justice-involved individuals in San Francisco for over a decade. Community Works facilitates Parenting Inside Out (PIO), an evidence-based cognitive-behavioral parenting curriculum designed specifically for justice-involved parents. Community Works' One Family program enables parents and children to visit together at the jail in supervised, supportive encounters. One Family promotes positive visits through an orientation curriculum and staff assistance arranging visits, trouble-shooting with caregivers and addressing emotional/psychological issues. Community Works also provides facilitated family circles pre- and post-release to support the healing of the entire family. Using a restorative justice approach, Family Transition Circles help the parent and family discuss the harm created by the individual, what that person can do to help heal the harm, and how to relate supportively to one another after release. Circles of Support are available to families at any time to address challenges that have arisen. In addition, therapeutic services are offered to parents and families in-custody and post-release. Providing a safe place for the parent and family to explore the circumstance leading up to incarceration is a powerful way to support the parent in breaking negative patterns and finding and sustaining their strengths.

The Center on Juvenile and Criminal Justice operates high quality, unique programs for justice-involved families. Out of concern for children who must accompany their parents to the courtroom, the Northern California Service League (now the Center on Juvenile and Criminal Justice) together with the Women's Lawyers Alliance through funding and support from the Superior Court of California opened the Children's Waiting Room (CWR) in the San Francisco Hall of Justice in February 1991. This was the first waiting room of its type in the nation. In January 1998, a second Children's Waiting Room opened in the San Francisco Civil Courthouse. The waiting rooms provide childcare in a safe and positive environment for children whose parents have business in the courts. The waiting rooms serve over 2,500 children per year supporting over 3,500 visits annually. A few years after opening the second waiting room, staff began supporting child and family visits for inmates in County Jails #3 and #4 in the San Francisco Hall of Justice. Before 2001, staff provided informal assistance with these visits, but in 2008 program staff officially began coordinating and scheduling these unique child and family contact visits in the county jails. Staff also offered parenting classes to the inmates while in jail and provided overall facilitation and management of these services. Staff facilitate over 300 child and family contact visits annually.

CJCJ partnered with SFAPD to create an alternative sentencing program for women in May 2014. Cameo House serves up to 11 women and up to 22 children in a three story Victorian house in the Mission District, and is San Francisco's only alternative sentencing program for justice involved women with children. Modeled after the Family Foundation Programs implemented by the California Department of Corrections and Rehabilitation, the Cameo House program provides 24-hour staffing, comprehensive treatment and recovery services, vocational and educational programming, parenting groups, referrals to pediatric care, and case management coordination that involves Cameo House staff, Deputy Probation Officer, treatment

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

providers, Child Welfare Services (as appropriate), and other key stakeholders. The one-year follow-up recidivism rates of Family Foundation Program participants ranged from a high of 16 percent to a low of 9 percent, as compared to general recidivism rates among comparable populations of 50-60%⁵.

3.8 Demonstrate the organization's readiness to provide services beginning July 1, 2015.

SFAPD has existing contracts with the Center on Juvenile and Criminal Justice (operator of Cameo House) and Community Works, which will be modified to include additional service requirements if the grant is awarded. The San Francisco Family Support Network and the San Francisco Mental Health Education Fund are training providers for social service and public health partners and are compliant city vendors, which will allow for ease of administrative and fiscal transactions. SFAPD has already begun multidisciplinary family-based case conferencing with Juvenile Probation, the Police Department, Human Services Agency, Department of Public Health, and community-based organizations serving high need systems-involved families in San Francisco. This robust collaboration will provide a foundation for further collaborative work to serve TAY parents through this program. Additionally, SFAPD has previously received several private foundation grants to support the development of family-focused probation supervision, to support women at Cameo House, to infuse Department policies with family-focused supervision principles, and to evaluate the use of the Family Impact Statement which is administered during the presentence investigation phase.

3.9 Evidence-Based Practice Requirements

- Describe the intervention(s) proposed for implementation.
- Discuss any evidence (research, outcome evaluations, etc.) that indicates the intervention or its components have been effective elsewhere.
- Describe the population(s) for which each intervention has been shown to be or is likely to be effective; and show that it is appropriate for the proposed target population.

SFAPD supervises clients according to the risk/needs principle and embraces a variety of evidence-based approaches, many of which are cited throughout this application.

Family Therapy and Skills Building: Parenting Inside Out (PIO) is an evidence-based, cognitive-behavioral parent management skills training program created for incarcerated parents through a six-year collaboration of scientists, policy makers, practitioners, and instructional designers. Both the information in the program and the way that information is presented were informed by knowledge derived from research and practice. At one year post release, Parenting Inside Out participants in the study were less likely to have been rearrested (26% to 48%) and less likely to report having been involved in criminal behavior (91%). Participants of the program reported more total family contact, were more likely to be involved in the lives of their children, were more likely to use positive reinforcement, and had lower parental stress scores than

⁵ See http://www.cdcr.ca.gov/adult_research_branch/research_documents/mother_program_and_family_foundation_may_2008.pdf

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

their peers who did not participate in the Parenting Inside Out program. Parenting Inside Out participants showed a dramatic reductions in depression (measured by the CES-D) when compared with their control group peers. In addition, the class significantly raised their prison adjustment scores as compared to the control group. Following release, participants of the program reported substantially less substance abuse (66%) than their peers who did not take Parenting Inside Out classes while incarcerated. Though these results are based on a custodial population, Parenting Inside Out also offers curricula for community corrections populations.

Family Literacy Circles: An abundance of evidence-based family literacy curricula is available for licensing. SFAPD will consult with staff from Cameo House, Community Works, Department of Children Youth and Their Families, and the Human Services Agency Family and Children's Services Division about the most appropriate curriculum to use for this population. Ample research has shown that children, parents, schools, and communities as a whole benefit from family literacy programming⁶.

Structured Family Social Events: Building social connections is one of five key strategies identified by the Center for the Study of Social Policy for strengthening families and building resilience. According to the Strengthening Families Framework, When parents have a sense of connectedness they believe they have people who care about them as individuals and as parents; they feel secure and confident that they have others with whom they can share the joy, pain and uncertainties that come with the parenting role; they seek timely assistance from people they have learned to count on when faced with challenges; and they feel empowered to "give back" through satisfying, mutually beneficial relationships. Several research studies have demonstrated that—for both mothers and fathers—high levels of emotional, informational, instrumental or spiritual support is associated with positive parental mood; positive perceptions of and responsiveness to one's children; parental satisfaction, well-being and sense of competence; and lower levels of anger, anxiety and depression.⁷

Social events with peers, other children, and positive role-models will help families build the social support described above as so instrumental in healthy parenting.

Incentives: An industry-recognized standard and evidence based practice is the application of rewards and responses to client behavior which are swift, certain, and proportionate. Rewards are administered to clients not only for meeting the terms and conditions of community supervision, but also for achieving goals articulated by the client's Individual Treatment and Rehabilitation Plan (ITRP). Guidance for the use of rewards and incentives is articulated in the Department's policy, "Rewards and Responses to Client Behavior" (Policy 5.02.04, effective January 22, 2013). Experts in the field of community corrections have documented⁸ other jurisdictions' successful use

⁶ Please see Padak, Nancy et al. Family Literacy Programs: Who Benefits? 2003. Kent State University.
<http://literacy.kent.edu/Oasis/Pubs/WhoBenefits2003.pdf>

⁷ Please see: http://www.cssp.org/reform/strengthening-families/2013/SF_All-5-Protective-Factors.pdf

⁸ Please see: <http://www.crimesolutions.gov/ProgramDetails.aspx?ID=103>
http://www.ncjfcj.org/sites/default/files/incentivesandsanctions5_0.pdf

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

of practical vouchers as rewards for justice-involved individuals in community settings to incentivize desired behaviors. According to the whitepaper entitled "Making Sense of Incentives and Sanctions in Working with the Substance Abusing Offender,"

Vouchers (certificates to cover purchases at particular stores) are especially easy to tailor because the offender can select from a range of approved items. During a presentation by graduates of a drug court program, one woman reported that vouchers had motivated her to attend treatment because she was able to use them to purchase baby diapers and formula. Another had used vouchers to buy clothing for work.

- Discuss what has been done to ensure that the support factors (e.g., inter-agency partnerships, certified trainers, auxiliary services, suitable criteria for participation, program materials, etc.) required or necessary for the intervention can be mobilized in the local setting.

SFAPD has identified highly qualified service providers; engaged the public agencies whose core missions involve serving TAY and children; and trained its staff in the fundamentals of family-focused, trauma-informed, gender-responsive service provision. SFAPD's Reentry Division provides the program development, contract oversight, and collaborative planning needed to implement a multidisciplinary project such as Strong Families, Strong Communities. San Francisco Family Support Network and San Francisco Mental Health Education Fund provides training for Human Services Agency staff and contractors, Department of Public Health Staff and contractors, and other service providers working with systems-involved families. SFAPD will seize the opportunity to gain access to training provided by these qualified agencies.

SECTION IV: PROJECT EVALUATION

4.1 Describe how you intend to evaluate the proposed project.

The project will be evaluated using a combination of pretest/posttest and qualitative analyses. Given that all 18–25 year old probationers who are parents are eligible and will be encouraged to participate in the program, an experimental evaluation involving random assignment is not possible. Instead, participants in the program will complete an assessment of parenting skills at enrollment in the program and again upon completion. The results of the two assessments will be compared to determine the effects of the program on assessed indicators of parenting skills and parent-child relationships such as:

- Child characteristics (eg. adaptability, mood, distractibility, etc.)
- Parent characteristics (eg. competence, isolation, attachment, etc.)
- Expectation of children
- Parental empathy
- Use of corporal punishment
- Knowledge of parenting practices
- Utilization of nurturing skills

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

Assessment tools being considered for use in the pretest/posttest analysis include: Adult Adolescent Parenting Inventory-version 2,⁹ Nurturing Skills Competency Scale,¹⁰ and Parenting Stress Index.¹¹

In addition to the quantitative evaluation of the impact of the program on parenting indicators, the project evaluator will conduct a qualitative evaluation of the program. This phase of the evaluation will include focus groups and interviews with program participants to determine the perceived impact the program had on their parenting skills, support, knowledge, attachment, and ability to manage stressors and personal challenges. The qualitative evaluation will also include a case file review of a sample of the program participants' probation case files to determine the extent to which the client and his or her children had interactions with criminal justice, child welfare, or child support agencies and whether the quantity or quality of these interactions changed during or after enrollment in the program.

4.2 What data will you collect? Who will be responsible for collecting it?

The program staff will be responsible for administering the parenting assessments to clients upon beginning the program and upon program completion. The program evaluator (see section 4.4 below) will be responsible for collecting evaluation data. This includes pretest/posttest parenting assessment data and conducting, coding and compiling data on focus groups, interviews, and case file reviews. This data will be collected in addition to the demographic and criminal justice data collected on all SFAPD clients. Recidivism and compliance data on program participants will be tracked on an ongoing basis and project staff will have the ability to examine the impact of the program on each client's performance on supervision.

4.3 How will you use collect and analyze the data?

Data will be collected through the parenting assessment survey, focus groups, interviews, and case file reviews. Assessments will be administered to clients upon beginning the program and again upon completion and results of the two assessments will be analyzed to determine changes in parenting indicators. Focus groups and interviews will be recorded and transcribed and then coded to identify themes. A codebook will be developed for the case file reviews to include all relevant data points. Case file reviews will be conducted in the SFAPD office, where the evaluator will record information in a database according to the variables named in the codebook. Data will then be analyzed to identify themes and changes over time.

4.4 Who will be responsible for evaluating and reporting outcomes?

APD will hire a second-year Masters in Public Policy (MPP) candidate from the University of California's Goldman School of Public Policy to conduct the analysis under the supervision of APD's Research Director. With APD's Research Director, the MPP candidate will design and implement the qualitative aspect of the evaluation, as well as the analysis of the assessment results. The MPP candidate will conduct this evaluation

⁹ Developed by Family Development Resources, Inc.

¹⁰ Developed by Family Development Resources, Inc.

¹¹ Developed by Richard R. Abidin, PhD

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

as their Advanced Policy Analysis, a requirement to complete the MPP degree. In this capacity, the candidate will also be supervised throughout the analysis by a faculty advisor. The candidate will present the evaluation findings to the SFAPD Research Director and program staff, who will then determine the appropriate methods for reporting the findings to wider audiences.

SECTION V: COST EFFECTIVENESS

5.1 The minimum number of hours of services participants will receive in each project component.

Each participant will be enrolled in the program for a minimum of three months. Clients will attend Parenting Inside Out (PIO), an evidence-based parenting skills program designed specifically to address the needs of parents involved in the criminal justice system. Some clients may be court mandated to attend PIO and if so, this will be accommodated. At minimum a client will receive 48 hours of parenting education. Clients will be expected to attend 2 hours a week of Family Literacy circles. These circles focus on providing support to parents and children most in need of improving literacy and offer a holistic approach to learning. At minimum, a client will receive 48 hours of family literacy. Clients will also be required to participate in at least one family outing a month. Clients meet with a therapist at least one time during the three month program. Minimum number of hours of service is 100 hours per client.

5.2 The number and type of staff positions and contract hours devoted to providing direct services.

A minimum of two facilitators (6 hours a week each) is required to conduct the Parenting Inside Out classes and the Family Literacy classes. Community Works West will provide the staff for these services (624 total annual staff hours). One therapist (18 hours a week) is required to provide family therapy and conduct case conferences with clients, Deputy Probation Officers (DPO), and other supporting agencies. Community Works West will provide this service (936 total annual staff hours). Half day trainings will be conducted for Deputy Probation Officers and community partners, every 3 months. A minimum of 20 hours of training of staff will be provided by the San Francisco Family Support Network and San Francisco Mental Health Education Funds.

5.3 A breakdown of the staff and contract hours devoted to data collection, analysis and reporting.

A total of \$5950 will be allocated to a contract with an advanced stage Masters in Public Policy candidate for evaluation activities over a four month period. Data collection will include conducting four one-hour focus groups, 15 one-on-one interviews, and a case file review of 20 case files of program participants (90 hours total). The analysis of qualitative data and pre/post assessment results will consume 90 hours; compiling results of the analysis and reporting findings will consume 60 hours. Thus, a total of 240 hours will be spent on the evaluation. Other research/evaluation costs include \$1,200 for purchasing parenting assessment tool and \$50 for printing and reproduction services. SFAPD Research Director will oversee this evaluation and will oversee the pre- and post-test implementation with DPOs.

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

5.4 The number and type of staff positions and contract hours devoted to indirect services (general project administration).

SFAPD has not included indirect costs. However, as part of this grant, the Reentry Division of SFAPD and the TAY Unit will be responsible for the day to day project administrative duties.

5.5 Description of any services that will be provided on a voluntary basis.

Two to three client support advocates will accompany clients on family outings and enrichment activities. These individuals will be comprised of individuals from the community who are already affiliated with the Community Assessment and Services Center, a resource hub funded by SFAPD for individuals currently on probation in San Francisco.

5.6 Factors and reasons behind the budget allocation and funds request.

While SFAPD has a number of services that meet the individual needs of high risk, high need clients, the Department has not realized a unified strategy for approaching the needs of TAY parents as a means of breaking the intergenerational cycle of crime, violence, and victimization. The proposed Strong Families, Strong Communities program will weave this family strengthening strategy throughout its existing services and provide an opportunity to test its approach with both male and female TAY parents. SFAPD recognizes that the disproportionate involvement of people of color and low income families in the criminal justice system leads to further system involvement and lower outcomes for these individuals and communities. SFAPD is invested in addressing pervasive racial disparities in the criminal justice system in order to create a more equal, just society.

5.7 Other funding sources that may be leveraged to provide Proud Parenting Program services.

SFAPD has dedicated 100% of its SB678 Community Corrections Performance Incentive Fund to services for clients and will leverage those investments to support this project.

5.8 Plans to sustain this project after funding ends.

Through testing the project design and tracking client outcomes, SFAPD will position itself to advocate for general fund support after the grant funds have been expended. SFAPD will also build relationships with DCYF and HSA through this grant to advocate for the prioritization of justice-involved parents in forthcoming requests for proposals that these agencies disseminate.

SECTION VI: COLLABORATION

6.1 Description of extent to which collaboration will be a part of the project.

SFAPD collaborates extensively with public and private partners through policy bodies such as the Community Corrections Partnership (CCP) and Reentry Council and through efforts to successfully implement Public Safety Realignment and the

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

Community Corrections Performance Incentive Act. These collaborations will lay the foundation for SFSC activities.

The CCP enjoys active participation from member agencies and the public through its oversight of Realignment implementation. The CCP will provide oversight to the SFSC project. The purpose of the Reentry Council (San Francisco Administrative Code 5.1) is to coordinate local efforts to support adults exiting San Francisco County Jail, San Francisco juvenile justice out-of-home placements, the California Department of Corrections and Rehabilitation facilities, and the United States Federal Bureau of Prison facilities. The success of the Reentry Council is rooted in its shared leadership, engagement of formerly incarcerated representatives, and strong participation of safety net and health care partners. It is co-chaired by the Chief Adult Probation Officer, District Attorney, Mayor, Public Defender, and Sheriff. The Public Defender's Office provided primary staffing of the Council from February 2007 until October 2011, at which time the Adult Probation Department assumed staffing the Council. Centralizing support for the Reentry Council and Community Corrections Partnership in the Reentry Division of the Adult Probation Department has strengthened citywide collaboration, coordination of resources, and Realignment efforts.

SFAPD's key Realignment initiative is the Community Assessment and Services Center (CASC), a one stop reentry services center that provides probation supervision and self-sufficiency skills building services for SFAPD clients. In partnership with Leaders In Community Alternatives, Inc. (LCA) and other community based providers, the CASC offers an array of transformational service opportunities including intensive case management, barrier removal, substance abuse and relapse prevention, cognitive restructuring services, education, employment, vocational, personal development, parenting services, as well as a monthly legal clinic. SFAPD is also proud to have strong partnerships with key public agencies including the San Francisco Department of Public Health, Human Services Agency, and Department of Child Support Services at the CASC.

The CASC's collaborative approach successfully leverages resources and expertise of SFAPD, LCA, and other essential public sector partners with community-based partners that have a track record of working effectively with a high need and criminal justice involved forensic population. Through closely pairing probation supervision with services that build self-sufficiency, in the long-term, SFAPD expects to make a long-term impact on recidivism reduction, public safety, the inter-generational cycle of crime and violence, and community vitality.

Another key collaborative project of SFAPD and partners is Cameo House, operated by the Center on Juvenile and Criminal Justice and supported by the Human Services Agency. Serving up to 11 women and 22 children at a time, Cameo House offers women the opportunity to serve their time out of jail or prison, retain custody of their child[ren], and access needed services by staff trained in gender-responsive, trauma-informed interventions. Modeled after the Family Foundation Programs implemented by the California Department of Corrections and Rehabilitation, Cameo House program provides 24-hour staffing, comprehensive treatment and recovery services, vocational and educational programming, parenting groups, referrals to pediatric care, and case management coordination that involves Cameo House staff, Deputy Probation Officer, treatment providers, Child Welfare Services (as appropriate),

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

and other key stakeholders. The SFSC project will draw on the existing collaboration of this partnership for program design and implementation.

6.2 List of organizations (private and public) that will be project collaborators.

Primary Collaborators:

- Center on Juvenile and Criminal Justice, operator of Cameo House
- Community Works West
- Department of Children, Youth, and Their Families
- Human Services Agency

6.3 Description of roles to be played by each project collaborator, utilizing a Letter of Commitment.

Please see enclosed Letters of Commitment.

6.4 Steps already taken, and to be taken, to establish collaboration for this project.

As described above, SFAPD has already established robust collaboration with public and private partners for improved service provision to high risk, high need clients. SFAPD has begun multidisciplinary family-based case conferencing with Juvenile Probation, the Police Department, Human Services Agency, Department of Public Health, and community-based organizations serving high need systems-involved families in San Francisco. The Chief Adult Probation Officer chairs the Community Corrections Partnership, which will oversee the progress of this grant. SFAPD also contracts with and partners closely with a variety of community based service providers which provide high quality reentry services to a diverse population which is higher risk and higher need than in most California jurisdictions.

6.5 Description of referral services available to the participants.

SFAPD-Funded Services	Description of Services
Outpatient and Residential Behavioral Health Treatment and Health Care Enrollment	SFAPD clients are referred to the SF Department of Public Health's Behavioral Health Access Center or the Community Assessment and Services Center (CASC), where Care Coordinators assess for placement in behavioral health treatment and sober living environments. Clients are also connected to health coverage.
Basic Needs	DPOs distribute Muni tokens, hygiene kits, and clothing vouchers to clients in need. Clients are provided assistance in applying for the Federal Lifeline cell phone service program and provided verification for reduced-fee California IDs from the Department of Motor Vehicles. The CASC provides meals free of charge for clients.
Intensive Case Management	All SFAPD clients may be referred to receive intensive case management and barrier removal services from Leaders in Community Alternatives (LCA), which operates the CASC in partnership with SFAPD. Eligible clients may be referred to Citywide Case Management, which provide intensive case management and resource brokerage.

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

Cameo House	An 11-unit transitional housing and alternative sentencing site for pregnant and parenting women, offering behavioral health assessment and intervention; child development screenings and referrals; educational and vocational support; assistance in finding permanent housing; and on-site programming.
Clinical Interventions	In partnership with the Department of Public Health, clients of SFAPD may be referred for clinical assessments, brief therapy, and resource brokerage by clinicians based at SFAPD and the CASC.
Community Assessment and Services Center (CASC)	The CASC is an innovative “one-stop” community corrections reentry center that provides on-site supervision of clients and comprehensive case management, and co-locates services including a charter school, vocational training, behavioral health services, and cognitive behavioral groups that address criminal attitudes and behaviors. The CASC also helps to reduce barriers to accessing health and public benefits by providing office space for public sector partners, including the Department of Public Health and Human Services Agency.
Basic Literacy and Secondary Education	Five Keys Charter High School provides educational instruction and preparation for students interested in receiving a GED or High School Diploma. Five Keys has sites at the Learning Center at the Hall of Justice inside SFAPD and at the CASC.
Emergency Stabilization Units	Homeless and extremely unstable clients of SFAPD are referred to short-term stabilization rooms in partnership with Department of Public Health Housing and Urban Health.
Job Training and Employment	Clients of all ages and educational backgrounds are referred to America Works, which provides job training and placement services. 18-25 year old clients may also be referred to the Interrupt Predict and Organize (IPO) Employment Initiative, a project of the Mayor’s Office of Violence Prevention Services; 18-21 year-old clients may be referred to the Occupational Therapy Training Program.
Reentry Pod	In collaboration with the Sheriff’s Department, SFAPD and its partner agencies provide pre-release case management, engagement, and interventions to up to 56 individuals who will be released to probation supervision. The Reentry Pod serves individuals who have 30-120 days remaining in custody. Eligible clients include those who will be released to PRCS, Mandatory Supervision under PC 1170(h)5(b), or felony probation.
Restorative Justice/Victim-Offender Education	SFAPD clients may be referred to attend Restorative Justice process groups provided by Insight Prison Project. These groups meet for six hours per week on an ongoing basis.
Thinking for a Change	SFAPD clients may be referred to cognitive behavioral groups facilitated by staff trained by the National Institute of Corrections. Thinking for a Change groups meet twice per week for 13 weeks, for a total of 26 two-hour sessions.

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

(3.1) Goal #1:		Strengthen families by building parental resilience.		
(3.1) Objectives:		Assist clients in building skills for managing stressors, proactively meeting personal challenges and those in relation to their children, managing adversities, healing the effects of trauma, and thriving given the unique characteristics and circumstances of their family.		
(3.2) Project activities that support the identified goal and objectives	(3.3) Responsible staff/partners	(3.4) Timeline		
		Start Date	End Date	
<ul style="list-style-type: none"> Weekly family therapy and parenting groups for TAY parents. 	Community Works, Cameo House, and DPOs trained as facilitators.	8/1/15	7/31/16	

(3.1) Goal #2:		Strengthen families by enhancing parents' pro-social connections.		
(3.1) Objectives:		Buffer parents from stressors and support nurturing parenting behaviors that promote secure attachments in young children by assisting parents in forming relationships with family members, friends, neighbors, co-workers, community members and service providers.		
(3.2) Project activities that support the identified goal and objectives	(3.3) Responsible staff/partners	(3.4) Timeline		
		Start Date	End Date	
<ul style="list-style-type: none"> Weekly family therapy and parenting groups for TAY parents. Monthly family-centered outings and social events. 	Community Works, Cameo House, and TAY Case Manager.	8/1/15	7/31/16	

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

(3.1) Goal #3:	Enhance knowledge of parenting and child development.		
(3.1) Objectives:	Provide opportunities for parents and staff to deepen knowledge of physical, cognitive, language, social and emotional development; signs indicating a child may have a developmental delay and special needs; cultural factors that influence parenting practices and the perception of children; factors that promote or inhibit healthy child outcomes; discipline and how to positively impact child behavior.		
(3.2) Project activities that support the identified goal and objectives	(3.3) Responsible staff/ partners	(3.4) Timeline	
		Start Date	End Date
<ul style="list-style-type: none"> • Weekly family therapy and parenting groups for TAY parents. • Weekly family literacy circles. • Trainings for SFAPD and partner staff on child brain development, trauma, and other issues relevant to TAY parents. 	DPOs, Community Works, Cameo House, TAY Case Manager, and San Francisco Family Support Network.	8/1/15	7/31/16

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

(3.1) Goal #4:	Help parents identify concrete support when needed.		
(3.1) Objectives:	Assist parents in receiving concrete support in times of need helps to ensure they and their family receive the basic necessities everyone deserves in order to grow (e.g., healthy food, a safe environment), as well as specialized medical, mental health, social, educational or legal services.		
(3.2) Project activities that support the identified goal and objectives	(3.3) Responsible staff/ partners	(3.4) Timeline	
		Start Date	End Date
<ul style="list-style-type: none"> • Referrals to services provided by SFAPD and partner agencies. • Opportunities to earn gift card incentives that allow parents to purchase their children gifts for birthdays and holidays. 	DPOs, Community Works, Cameo House, and TAY Case Manager.	8/1/15	7/31/16

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

Budget Line Item Totals

Proposed Budget Line Items	Grant Funds	Cash Match	In-Kind Match	Total
1. Salaries and Benefits	-	\$ 13,254	-	\$ 13,254
2. Services and Supplies	\$ 57,000	-	-	\$ 57,000
3. Professional Services	\$ 4,400	-	-	\$ 4,400
4. CBO Contracts	\$ 51,480	-	-	\$ 51,480
5. Indirect Costs (Not to exceed 10%)	-	-	-	-
6. Data Collection/Evaluation (min 5% of grant funds)	\$ 6,405	-	-	\$ 6,405
7. Fixed Assets/Equipment	-	-	-	-
8. Other	-	-	-	-
TOTAL	\$119,285	\$ 13,254	-	\$132,539

Budget Line Item Detail

- 1. SALARIES AND BENEFITS:** Provide the number of staff and percentage of time, classification/title, hourly rates of all project staff and benefits.

LCA, a criminal justice organization which has been providing community-based services in California for 22 years and which operates the day to day program operations and services of the CASC, will provide a full time TAY case manager to be utilized by this grant. The TAY Case Manager will provide one-on-one services to clients and will be the primary coordinator of the program services with the clients. The Case Manager will work hand and hand with DPOs and other providers to ensure transparent communication about a client's performance. Other responsibilities include conducting updated Risk and Needs Assessments, developing individual treatment plans, brokering mental health, and other external reentry services with, and for clients. The Case Manager will be the liaison between the client and the other partners in the program and may accompany clients on family centered enrichment activities and outings.

- 2. SERVICES AND SUPPLIES:** Itemize the services/supplies and show state funds, if any that would be applied to each.

Family centered enrichment activities and outings (e.g., day at the children's museum, picnic, nature walk, matinee, etc.) will be arranged by Deputy Probation Officers, service providers, and community mentors and volunteers. These activities will happen bi-monthly for clients and their children.

30 clients will attend 26 outings (bi monthly) at \$50 per family = \$39,000 annually

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

Stipends awarded to clients at the completion of the program that will allow them to purchase their children gifts for birthdays and/or holidays.

120 clients to complete the program at \$150 stipend for completion = \$18,000

- 3. PROFESSIONAL SERVICES:** Itemize professional services and show state funds, if any that would be applied to each. (e.g., contracts with expert consultants or other governmental entities).

The San Francisco Family Support Network and San Francisco Mental Health Education Funds will be providing quarterly trainings for Deputy Probation Officers, community based providers, and other city contractors. These trainings will focus on child brain development, trauma, and other issues relevant to transitional aged parents. Please see the attachment for a more complete description of these trainings.

- 4. COMMUNITY-BASED ORGANIZATION (CBO) CONTRACTS:** Provide the name of CBO(s); itemize nature of services that will be received and show funds allocated. Show hours and billing rates of all CBO staff.

Community Works West will be providing:

1) Parenting Inside Out - an evidenced based parenting skills program designed specifically for criminal justice involved parents

312 annual hours at \$30 an hour = \$9,360

2) Family Literacy classes – Promoting a holistic approach to providing parents and children most in need of improving literacy. These classes will promote parents' involvement in their children's education and recognize the powerful influence the parent has on his or her children's academic success. Family literacy will foster an environment where adults and children will be able to learn together.

314 annual hours at \$30 an hour = \$9360

3) Family therapy – A trained therapist will be available to clients and their families to conduct family therapy sessions. These sessions are available to the client and any individuals who are connected to the client or child. The therapist will also be conducting client case conferences with the client, family, Deputy Probation Officer, or other community partners, when appropriate or requested. These conferences will ensure that all providers are on the same page in regards to the clients progress and furthermore, that the client understands his or her network of support and objectives.

936 annual hours at \$35 an hour = \$32,760

- 5. INDIRECT COSTS:** This total may not exceed 10% of the grant funds. Itemize indirect costs and show state funds, if any that would be applied to each.

SFAPD has not included indirect costs.

Strong Families, Strong Communities
San Francisco Adult Probation Department
Application to BSCC's Proud Parenting Program

- 6. DATA COLLECTION AND EVALUATION:** Applicant must dedicate a minimum of 5% of the amount requested to this category.

Data collection includes: conducting 4 one hour focus groups, 15 one-on-one interviews, and a case file review of 20 case files of program participants: 90 hours
analysis of qualitative data and pre/post assessment results: 90 hours
compiling results of analysis and reporting findings: 60 hours

Total: 240 hours (at \$20 per hour = \$4,800)

Other research/evaluation costs = \$1,200 for purchasing parenting assessment tool

- 7. FIXED ASSETS/EQUIPMENT:** Itemize and show state funds, if any that would be applied to each.

N/A

- 8. OTHER:** Itemize costs and show state funds, if any that would be applied to each.

N/A

City and County of San Francisco



Edwin M. Lee, Mayor

Human Services Agency

Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

Ricardo Goodridge, Field Representative
Board of State and Community Corrections
600 Bercut Drive
Sacramento, CA 95811

Dear Mr. Goodridge,

The San Francisco Human Services Agency (HSA) is pleased to support and partner with the San Francisco Adult Probation Department's (APD) proposed Strong Families, Strong Communities program, which is seeking funding from the Board of State and Community Corrections' Proud Parenting Program.

The Strong Families, Strong Communities program proposes to serve 18-25 year-old clients of the Probation Department who are parents. In particular, the program will work with clients at Cameo House, a residential alternative to incarceration for justice-involved mothers, based in San Francisco and operated through a contract with the Center for Juvenile and Criminal Justice. It will also serve clients who participate in APD's Father Matters and Transforming Our Attitudes programs, as well as other 18-25 year-old APD clients.

It is our understanding that the primary goal for Strong Families, Strong Communities will be to strengthen families headed by transitional-aged youth using evidence-based practices. Strategies include building parental resilience; enhancing knowledge of parenting and child development; nurturing the social and emotional competence of children; forming new social connections; and providing support in times of need.

The mission of HSA is to promote well-being and self-sufficiency among individuals, families and communities in San Francisco. HSA is already a partner with APD on the implementation of Cameo House, and looks forward to deepening its partnership through this grant opportunity. Staff from the Family and Children Services division at HSA will provide guidance to APD staff in the development of interventions that serve families with child welfare involvement and will support the application processes for public assistance programs for all families served by the Strong Families, Strong Communities program.

Please contact me if you need any additional information about HSA's role in this exciting effort.

Sincerely,

A handwritten signature in black ink, appearing to read "Trent Rhorer", written over a horizontal line.

Trent Rhorer
Executive Director



Center on Juvenile and Criminal Justice

40 Boardman Place
San Francisco, CA 94103
415 621-5661
415 621-5466 fax
www.cjcj.org

January 13, 2015

Ricardo Goodridge, Field Representative
Board of State and Community Corrections
600 Bercut Drive
Sacramento, CA 95811

Dear Mr. Goodridge:

The Center on Juvenile and Criminal Justice (CJCJ) is pleased to partner with the San Francisco Adult Probation Department's (APD) proposed Strong Families, Strong Communities program (the "Program"), which is seeking funding from the Board of State and Community Corrections' (BSCC) Proud Parenting Program.

Strong Families, Strong Communities proposes to serve 18-25 year-old clients of the Probation Department who are parents. In particular, the Program will work with clients at Cameo House, a residential alternative to incarceration for justice-involved mothers, based in San Francisco and operated through a contract with CJCJ.

The Center on Juvenile and Criminal Justice (CJCJ) is a private non-profit organization that promotes humane criminal justice policies to reduce incarceration and foster long-term public safety in California. CJCJ pursues this mission through the development of model programs, technical assistance, and policy analysis.

It is our understanding that the primary goal for Strong Families, Strong Communities will be to use evidence-based practices for strengthening families headed by transitional-aged youth. The Program will include building parental resilience, enhancing knowledge of parenting and child development, nurturing the social and emotional competence of children, forming new social connections, and providing support in times of need.

CJCJ will partner with APD in program design and implementation. Our clients at Cameo House will be primary beneficiaries of the Program. For these reasons, we enthusiastically support this proposal. Please feel free to contact me with any questions at dmacallair@cjci.org or at (415) 621-5661 ext. 111.

Sincerely,

Dan Macallair, Executive Director



communityworks

BUILDING COMMUNITY THROUGH ARTS AND EDUCATION

December 30, 2014

Ricardo Goodridge, Field Representative
Board of State and Community Corrections
600 Bercut Drive
Sacramento, CA 95811

Dear Mr. Goodridge,

Community Works West is pleased to support and partner with the San Francisco Adult Probation Department's (APD) proposed Strong Families, Strong Communities program (the "Program"), which is seeking funding from the Board of State and Community Corrections' (BSCC) Proud Parenting Program.

Strong Families, Strong Communities proposes to serve 18-25 year-old clients of the Probation Department who are parents. In particular, the Program will work with clients at Cameo House, a residential alternative to incarceration for justice-involved mothers, based in San Francisco and operated through a contract with the Center for Juvenile and Criminal Justice. It will also serve clients who participate in APD's Father Matters and Transforming Our Attitudes programs, as well as other 18-25 year-old APD clients.

As you know, Community Works seeks to lessen the impact of incarceration on families and communities. The proposed program is a logical extension of the Community Works mission and I feel that transitional-aged youth who are parents will benefit greatly from the program design put forth by ADP. It is our understanding that the primary goal for Strong Families, Strong Communities will be to strengthen families headed by transitional-aged youth using evidence-based practices. Strategies include building parental resilience; enhancing knowledge of parenting and child development; nurturing the social and emotional competence of children; forming new social connections; and providing support in times of need.

Community Works West will collaborate with APD in program design and implementation. We will share our expertise in facilitation and implementation of a parenting program that we are currently running in San Francisco County Jail.

Community Works has been working closely with the ADP for the last several years and found them to be committed, capable, and diligent in their pursuit of solutions to some of the most enduring challenges that we face as criminal justice providers.

Thanks for everything you and everyone at BSCC has done for Community Works and for your time and attention in this matter. Please feel free to contact me with any questions or comments.

Sincerely,

Ruth Morgan
Executive Director



January 15, 2015

Ricardo Goodridge, Field Representative
Board of State and Community Corrections
600 Bercut Drive
Sacramento, CA 95811

Dear Mr. Goodridge,

Leaders in Community Alternatives, Inc. (LCA) is pleased to partner with the San Francisco Adult Probation Department's (APD) proposed Strong Families, Strong Communities program, which is seeking funding from the Board of State and Community Corrections' (BSCC) Proud Parenting Program.

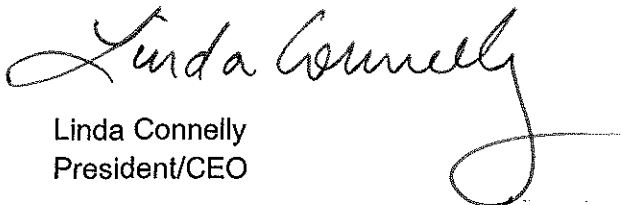
Strong Families, Strong Communities proposes to serve 18-25 year-old clients of the Probation Department who are parents. In particular, the Program will work with clients who receive case management at the Community Assessment and Services Center (CASC), operated by LCA.

LCA is one of California's leading providers of community-based services and electronic monitoring programs. All of LCA's services are built on evidence-based and best practice designed to break the cycle of recidivism. We offer a holistic approach with programs addressing cognitive and behavioral issues, and alcohol and substance abuse. Since 1991, LCA has been a leader, keeping pace with industry needs, staying ahead of technology advancements, and ultimately setting the industry standard for successful electronic monitoring and community-based programs.

It is our understanding that the primary goal for Strong Families, Strong Communities will be to strengthen families headed by transitional-aged youth using evidence-based practices. Strategies include building parental resilience; enhancing knowledge of parenting and child development; nurturing the social and emotional competence of children; forming new social connections; and providing support in times of need.

LCA will continue to partner with APD on program implementation and we are pleased that APD will leverage 24% of our existing case manager position (\$13,254) as a match for this grant.

Sincerely,


Linda Connelly
President/CEO



Maria Su, Psy.D.
EXECUTIVE DIRECTOR



Edwin M. Lee
MAYOR

January 12, 2015

Ricardo Goodridge, Field Representative
Board of State and Community Corrections
600 Bercut Drive
Sacramento, CA 95811

Dear Mr. Goodridge,

The City and County of San Francisco's Department of Children, Youth and Families (DCYF) is pleased to support and partner with the San Francisco Adult Probation Department's (APD) proposed Strong Families, Strong Communities program (the "Program"), which is seeking funding from the Board of State and Community Corrections' (BSCC) Proud Parenting Program.

Strong Families, Strong Communities proposes to serve 18-25 year-old clients of the Probation Department who are parents. In particular, the Program will work with clients at Cameo House, a residential alternative to incarceration for justice-involved mothers, based in San Francisco and operated through a contract with the Center for Juvenile and Criminal Justice. It will also serve clients who participate in APD's Father Matters and Transforming Our Attitudes programs, as well as other 18-25 year-old APD clients.

It is our understanding that the primary goal for Strong Families, Strong Communities will be to strengthen families headed by transitional-aged youth using evidence-based practices. Strategies include building parental resilience; enhancing knowledge of parenting and child development; nurturing the social and emotional competence of children; forming new social connections; and providing support in times of need.

DCYF staff will partner with APD in program design and implementation. We will leverage our collaborative network of city departments, service providers, and young people who are committed to improving outcomes for transitional age young people in San Francisco.

Please contact me if you have any questions or concerns regarding DCYF's partnership in this exciting Program.

Sincerely,

Maria Su
Executive Director