



LEGISLATIVE ANALYST REPORT

To: Members of the Board of Supervisors
From: Andrew Murray, Office of the Legislative Analyst
Date: May 16, 2006
Re: **Allocation of Violence Prevention Supplemental Appropriation**
(BOS File No. 060544) (OLA No. 043-06)

SUMMARY OF REQUESTED ACTION

The Board approved a motion introduced by Supervisor Ma requesting that the Office of the Legislative Analyst prepare a report on how funds appropriated under a recent violence prevention supplemental will be expended by the various departments.

FINDINGS

On April 25, 2006, the Board of Supervisors passed on second reading an ordinance (BOS File No. 060412) appropriating \$6,371,327 to fund violence prevention programming and investments in the following departments:

- Children, Youth and Their Families (\$1,731,327)
- Department on the Status of Women (\$800,000)
- Juvenile Probation (\$1,390,000)
- Mayor's Office of Community Development (\$450,000)
- Mayor's Office of Criminal Justice (\$100,000)
- Mayor's Office of Economic and Workforce Development (\$1,300,000)
- Public Defender's Office (\$200,000)
- Sheriff's Department (\$400,000)

Table 1 contains additional detail on the planned uses of the appropriation.

Table 1. Uses of Appropriation		
Department	Description	Amount
Children, Youth and Their Families	School Based Violence Prevention Services	\$800,000
Children, Youth and Their Families	Community Outreach and Street Level Intervention	\$931,327
Department on the Status of Women	Domestic Violence Programs	\$800,000
Juvenile Probation	Log Cabin Ranch Capital Planning and Investment	\$1,000,000
Juvenile Probation	Juvenile Offender Violence Prevention Initiative	\$390,000
Mayor's Office of Community Development	Micro-Enterprise and Technology for Employment in Impacted Communities	\$400,000
Mayor's Office of Community Development	Children's Transportation	\$50,000
Mayor's Office of Criminal Justice	Technical Assistance	\$100,000
Mayor's Office of Economic and Workforce Development	CityBuild Expansion—Outreach and Compliance	\$300,000
Mayor's Office of Economic and Workforce Development	Job Creation Programs and Strategies for Youth over 18	\$500,000
Mayor's Office of Economic and Workforce Development	Community-Based Pathways to Development	\$500,000
Public Defender's Office	Service Coordination and Enhanced Re-entry for Ex-Offenders	\$200,000
Sheriff's Department	Community Violence Prevention Programs	\$400,000
Total		\$6,371,327

The departments reported the following plans for allocating the funding. Uses include a wide range of activities, such as capital projects, social service augmentations, pre-apprenticeship job training, micro-enterprise loans, transitional housing, and transportation services. Table 2 records which departments intend to issue a Request for Proposals (RFP) related to their violence prevention supplemental appropriation projects.

Table 2. Departments that Intend to Issue a Request for Proposals (RFP) Related to Violence Prevention Supplemental Appropriation Projects		
Department	Description	RFP?
Children, Youth and Their Families	School Based Violence Prevention Services	Yes
Children, Youth and Their Families	Community Outreach and Street Level Intervention	Yes
Department on the Status of Women	Domestic Violence Programs	No
Juvenile Probation	Log Cabin Ranch Capital Planning and Investment	Yes
Juvenile Probation	Juvenile Offender Violence Prevention Initiative	Yes
Mayor's Office of Community Development	Micro-Enterprise and Technology for Employment in Impacted Communities	Yes
Mayor's Office of Community Development	Children's Transportation	Yes
Mayor's Office of Criminal Justice	Technical Assistance	Yes
Mayor's Office of Economic and Workforce Development	CityBuild Expansion—Outreach and Compliance	No
Mayor's Office of Economic and Workforce Development	Job Creation Programs and Strategies for Youth over 18	No
Mayor's Office of Economic and Workforce Development	Community-Based Pathways to Development	Yes
Public Defender's Office	Service Coordination and Enhanced Re-entry for Ex-Offenders	No
Sheriff's Department	Community Violence Prevention Programs	Yes

Children, Youth and Their Families

The Department of Children, Youth and Their Families (DCYF) intends to invest \$800,000 in school based violence prevention programs and \$931,327 in community outreach and street level intervention.

School-Based Programs

\$300,000 of the \$800,000 for school-based programs will be directed at the development of new wellness services (based on the Wellness Initiative model) at the two main alternative high schools serving high school student populations plagued by violence (Ida B. Wells and Downtown). New services will include a full-time wellness coordinator (or nurse), a part-time mental health and substance abuse counselor, and a health outreach worker to provide direct services to students and assist in the promotion of a healthy school climate.

The balance of the \$800,000 (\$500,000) will be invested in increased site based violence prevention services at six large, high-need high schools identified by the San Francisco Unified School District (SFUSD) (Balboa, Burton, Galileo, Marshall, Mission & Newcomer, and O'Connell). Funding, equally divided between the campuses, can be used for the following purposes:

- Training for school staff on a variety of topics (including peer led conflict mediation, conflict resolution, cultural awareness/acceptance, ethnic studies, classroom behavior management strategies, and building a safe school culture);
- Increased behavioral health counseling hours (services provided by Richmond Area Multi-Services);
- Increased violence prevention service coordination provided by a staff person charged with increasing the availability, coordination, and impact of violence prevention and response services; and
- Increased services of community based organizations providing school-based counseling and case management services to address racial tensions, cultural awareness and acceptance, harassment, gangs, conflict mediation, and anger management.

Site based violence prevention plans would be reviewed by the Wellness Steering Committee, which is comprised of representatives of the Department of Public Health, SFUSD and DCYF. DCYF will finalize plans, determine contracting, and monitor outcomes.

Community and Street Level Programs

DCYF intends to program \$931,327, which is currently on reserve, to expand its Community Response Network (CRN) program. The CRN focuses its work, primarily targeting young adults ages 14 to 24, in three core areas: 1) crisis response; 2) case management services and development; and 3) street level outreach. DCYF intends to: 1) expand programs to provide full-scale, comprehensive services; 2) expand services for Asian/Pacific Islander communities; and 3) add new components to the CRN model (leadership and self-esteem, and training and capacity building). Expanded CRN will be directed

to the Mission (and Excelsior and Bernal Heights), Bayview (and Potrero Hill and Visitacion Valley), and the Western Addition.

Supplemental funding will allow the existing Mission CRN to transition from a relatively skeletal model of outreach and case management to a more intensive model including:

- Greater long term case management services;
- Additional street level outreach workers who are more adequately compensated to reduce turnover;
- Mental health services from licensed clinicians;
- Transportation services;
- Expanded neighborhood contact beyond existing boundaries;
- Leadership and self esteem development; and
- Training and capacity building.

This expanded model will be replicated in Bayview and Western Addition.

As a result of the supplemental for community and street level programs, total funding for each of the CRNs, including already committed funding, will be the same for each of the three locations, \$669,000. Funding for the Mission CRN will flow to the existing contractor. The selection of contractors for the other neighborhoods, Bayview and Western Addition, will take place through RFPs, and will hopefully be completed by the end of June 2006.

Department on the Status of Women

The department reports that the \$800,000 supplemental appropriation has been earmarked for one-time capital costs and service augmentations of the department's current domestic violence and sexual assault contractors. The funding will be allocated among contractors as an equal percentage of their regular FY 2005-06 funding. Eligible expenditures will include:

- Capital investments;
- Public education and outreach to underserved and vulnerable populations;
- Staff development, training, and consultants (in crisis response, disaster preparedness, fund development, technology, financial management, or management and strategic planning); and
- Disaster preparedness supplies.

Juvenile Probation

The department intends to allocate \$1,000,000 to Log Cabin Ranch Capital Planning and Investment and \$390,000 for a Juvenile Offender Violence Prevention Initiative. The Log Cabin Ranch Capital Planning and Investment appropriation will be invested as illustrated in Table 3 below.

Table 3. Log Cabin Ranch Capital Planning and Investment	
Project	Amount
Updates to gym at Hidden Valley	\$125,000
Updates to dormitory at Log Cabin Ranch	\$445,000
Updates to administration building	\$70,000
Architecture/engineering, construction management, and project management of the updates listed above	\$160,000
Project/program development, including technical assistance in developing a long-term program vision and capital plan and design for an improved institution	\$200,000
Total	\$1,000,000

The department has issued an informal RFP in the amount of \$20,000 for technical assistance to help establish the vision and capital plan (under the project/program development line item) for Log Cabin Ranch. An RFP for the balance of the project/program development line item (\$180,000) is currently under development, which will secure technical assistance to help design an improved institution, both programmatically and environmentally, that combines revenue-generating features with programmatic components.

The \$390,000 for the Juvenile Offender Violence Prevention Initiative will be allocated to Evening Reporting Centers. \$100,000 will be earmarked for existing Evening Reporting Centers, based on performance measures that are in the process of being developed. The balance of \$290,000 will be allocated to two new Evening Reporting Centers through an RFP that the department issued in April for a return date of 5/19/06.

Mayor's Office of Community Development

The department intends to use its \$450,000 allocation for two programs, micro-enterprise development (\$400,000) and Village Vans (\$50,000).

Through the micro-enterprise program, the department will seek to establish micro-enterprises in low-income neighborhoods including Bayview Hunters Point, Visitacion Valley, Western Addition, Mission, and the Tenderloin. The program will contain five parts: 1) Basic business planning training for clients, including development of a business plan, through existing micro-enterprise training community based organizations. 2) Support services and ongoing technical assistance to clients that launch businesses. 3) Capital investment grants of up to \$5,000 per participant for computers, production equipment, and marketing materials and to pay studio time and inventory. 4) Expansion loans from a \$100,000 revolving loan pool. 5) Creation of a business incubator. Community based organizations will provide the training and support services. A Request for Qualifications will be released in June.

Low-income youth cite lack of "safe passage" as a prime reason for not accessing community based social service programs. In response, the department created the Village Vans program, which provides a ready-to-go van to transport up to 15 young people to and from agencies and other destinations to designated safe zones within communities. The department intends to use \$50,000 to purchase a van and this investment will supplement \$250,000 in funding secured from private sources for this program. The department will issue an RFP in July for program staffing, outreach, and maintenance.

Mayor's Office of Criminal Justice

The Mayor's Office of Criminal Justice intends to use \$100,000 to provide technical assistance for community support groups, healing circles, and ex-offender groups. These funds will be made available to healing circles and other victim services groups through mini-grants of up to \$3,500 per agency. An RFP will be developed to solicit requests from the various support groups to aid in training, supplies and materials, reproduction costs for flyers, newsletters and other mailings used in their outreach efforts.

Mayor's Office of Economic and Workforce Development

The Mayor's Office of Economic and Workforce Development (MOEWD) intends to use \$800,000 to expand CityBuild (\$300,000 for additional staff and \$500,000 for pre-apprenticeship training) and \$500,000 for Pathways to Careers, a program to create community-based pathways into high-wage industries for young adults with multiple barriers to employment.

Regarding CityBuild, MOEWD will use \$300,000 to hire three in-house staff, a Contract Compliance Officer II, a Contract Compliance Officer I, and an Employment Liaison. Staff will work with 300+ construction projects that are expected to be underway in the City within the next 12-18 months to ensure that the contractors are meeting their local hiring requirements.

MOEWD will also use \$500,000 to support students in the CityBuild Academy, a pre-apprenticeship program through which community based organizations provide hands-on and classroom training designed to prepare clients for various skilled trade jobs that are relevant to today's construction industry. MOEWD does not currently provide any financial support to academy participants, but has determined that this is key to the program's success. It therefore intends to use \$350,000 of the \$500,000 to cover participants' costs of transportation, meals, tools, and childcare. The remainder will be used to enable potential participants to meet the academy's entry requirements, such as helping students obtain a GED, a driver's license, etc. The entire \$500,000 will be awarded to community based organizations that are currently working with CityBuild.

In addition, MOEWD will direct \$500,000 to its Pathways to Careers Initiative to create community-based pathways into high-wage industries for young adults with multiple barriers to employment. The \$500,000 will be provided as grants to nonprofit organizations that have demonstrated success in implementing job-training programs that have partnerships with industry and connections to school-sites, demonstrated success working with traditionally under-served and disengaged youth, and a track record of placing trainees in internships and jobs. A Notice of Funding Availability (NOFA) for this allocation was posted on the MOEWD website on May 2, 2006, and funding will be made through a competitive process over the next several months.

Public Defender's Office

The department intends to use its \$200,000 allocation to fund three one-year in-house positions, one court alternative specialist and two social workers. The court alternative specialist will serve as the program coordinator for the SF Safe Communities Re-Entry Council. The SF Safe Communities Re-

Entry Council was formed in October 2005 by Supervisor Mirkarimi and brings together over two dozen government agencies and re-entry service organizations to design and implement a multi-agency service plan. The program coordinator will oversee the development of the Council's strategic re-entry plan, which will be submitted to the Board of Supervisors and the California Department of Corrections in 2006. The court alternative specialist will also help implement the adopted plan.

The two social workers will serve as caseworkers. One will focus on designing and funding a local re-entry court. The other will provide at least 50 parolees returning to San Francisco and probationers with comprehensive health, education, and employment services.

Sheriff's Department

The Sheriff's Department intends to program its \$400,000 as part of its Resolve to Stop the Violence Project (RSVP). Specifically, it intends to allocate \$172,550 to provide community services to 80 to 120 RSVP clients in underserved locations. Individual case plans will be developed for each client, and a wide variety of service modalities will be provided. The estimated average length of stay in the program is 90 days.

For clients that cannot effectively access support services because of addiction, the Sheriff's Department will allocate \$47,450 to prevent drug relapse by securing beds at a local drug treatment facility. These will supplement a few existing beds the department currently has under contract.

The department intends to allocate \$180,000 for transitional housing/residential support for re-entry. Modeled after the cooperative apartment programs of Progress Foundation, the department will work with landlords to identify and lease small residential units totaling 15 beds to encourage independent living. Case management will support program participants to assure successful return to their community. The department does not currently have any transitional housing resources.

The Sheriff's Department intends to issue an RFP for all components of the proposed program and encourage neighborhood and faith-based organizations to apply. Successful proposals will include measurable goals and objectives to establish evaluation criteria for each component.