



Programs Funded by the Crime and Delinquency Prevention Act

**Back on Track:
A Behavioral Health Enhancement Program
for Young Adults in the Criminal Justice System
Offered by Family Service Agency of San Francisco**

**A Proposal Made to the Mayor's Office of Criminal Justice
May 19, 2006**

**Primary Contact: Robert W. Bennett, Chief Executive Officer
415 474-7313, bbennett@fsasf.org**

Family Service Agency of San Francisco

1010 Gough Street, San Francisco, California 94109 · Phone 415-474-7310 · Fax 415-931-3773 · www.fsasf.org

**Back on Track:
A Deferred-Entry-of-Judgment Program
For first-time, low-level, young drug offenders**

A unique public/private reentry initiative focused on first-time, low-level drug offenders, **Back on Track** improves public safety, reduces public cost, and improves outcomes for at-risk young people. Back on Track is open to first-time, low-level felony drug offenders, ages 18-24, who have no history of violence, gun possession, or gang involvement. Back on Track addresses the multiple factors that contribute to a costly and destructive cycle of drug use, drug sales, and incarceration.

A Deferred Entry of Judgment diversion program combining strict accountability and close supervision, Back on Track allows eligible first-time offenders to avoid incarceration while engaging in a comprehensive and individualized program of educational support, employment training, life-skills development, restorative community service, and behavioral health treatment. A collaboration of Family Service Agency of San Francisco, Goodwill Industries, the District Attorney's Office, the Public Defender's Office, and the Probation department, Back on Track is estimated to annually save the city \$2 million in jail costs, alone.

In this 12-month program, and under close supervision of the courts, case managers, and career and education advisors, participants develop Personal Responsibility Plans outlining goals for multiple areas of their lives. Each week, clients meet with their Case Managers and their Career Advisors, receiving unparalleled support with clear expectations. Every two weeks, they appear before a Back on Track judge to review their progress. During the year, they must also complete 120 hours of restorative community service. At the end of the 12-month program, and if the client has fulfilled the established goals and has not been rearrested, the District Attorney will dismiss the original case and the Deferred Entry of Judgment will be lifted.

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Section A: Applicant's History and Capacity

1. Organization Qualifications (20 points, 2 pages)

a. History, Size, Composition, and Structure: Founded in 1889, Family Service Agency of San Francisco is the oldest nonsectarian, nonprofit, charitable social services provider in San Francisco, offering comprehensive and responsive services to meet the needs of the city's vulnerable and disadvantaged families and individuals. Under a single umbrella, FSA provides outreach, prevention, early intervention, and ongoing integrated mental health, substance abuse, psychiatric, and case management services. FSA's annual budget is approximately \$10 million. It has 215 paid employees and over 100 stipended volunteers. FSA's services reach across ethnic, cultural, and linguistic lines, through more than 30 programs in 11 languages at six main sites and numerous outstation locations in San Francisco. All services are offered at no cost or on a sliding scale, assuring that all people are served, regardless of the ability to pay. In a city characterized by marked demographic diversity – including race, ethnicity, gender identity, language, economic status, sexual orientation, culture, age, mental ability or disability, physical ability or disability, housed or homeless, immigrant or American-born, documented or undocumented residency – FSA strives to reduce barriers to access by providing a wide variety of culturally competent programs, in a wide variety of languages, at widely dispersed geographic sites, and through a wide variety of interactive styles and approaches. FSA will serve as lead agency in this collaborative project.

Goodwill Industries is an autonomous, not-for-profit social enterprise dedicated to creating solutions to poverty through workforce creation, social action and environmental stewardship. With 17 stores, a growing online store, and an extensive resource recovery operation, Goodwill helps people overcoming barriers to employment move forward on their career paths, build sustainable livelihoods, and transform their lives and communities. A mid-sized employer of 470, Goodwill generates over 85 percent of its program revenue through its businesses. On average each month, Goodwill serves 325 program participants and places 73 people in jobs with employers across the Bay Area. The California Bureau for Private Post-Secondary and Vocational Education (BPPVE) approves Goodwill's classroom training programs, and the Commission on Accreditation of Rehabilitation Facilities accredits the agency. **Approximately 50% of the clients who access Goodwill's array of employment services are involved in or exiting the criminal justice system.**

b. Mission and Guiding Principles: FSA provides comprehensive social services to the people of San Francisco through all stages of life. We transform the way people live — by empowering individuals, healing families, and improving service systems. Guiding Principles are: (1) FSA services are consumer-centered; consumers are integrally involved in governance, service delivery, and resource allocation; (2) FSA serves the whole person, and serves the whole family in all its diverse forms; (3) FSA services are rooted in evidence-based models; (4) FSA holds itself accountable for positive outcomes; (5) FSA uses research and evaluation to continuously improve the effectiveness of services; (6) FSA values and supports its staff and volunteers; (7) FSA is an advocate for its clients and their communities;

c. Describe current youth or young adult service focus: FSA's Child, Youth, and Family Division has a broad array of services for youth and young adults, based on our three organizational principles of strength-based services, promotion of youth development and leadership, and evidence-based treatment. In addition to services for youth in the juvenile justice system (described below), FSA serves youth and families through a number of other programs, including Teen-Age Pregnancy and Parenting (TAPP) Program, Tender Lion Family Program, Early Childhood Mental Health program, and Family Developmental Center.

FSA's Adult Care Management (ACM) Program serves a population defined by Community Behavioral Health Services as "Intensive Care Management" due to a history of hospitalizations due to psychoses, extreme personality disorders, or co-occurring mental health and substance abuse services. Most ACM clients live in Tenderloin Hotels and are on SSI or marginally employed; about half are young adults. ACM is extremely successful in keeping these clients from further hospitalization and moving them on to a lower level of care where they can focus more directly on employment, recovery, and quality of life issues.

Goodwill collaborates with numerous community and city agencies. Goodwill provides vocational services to ex-offenders, persons recovering from chemical dependency, monolingual, newcomer and homeless clients, veterans, disabled individuals, working poor, CalWorks recipients and individuals in the criminal justice system. Our participants reflect our communities most heavily impacted by crime and violence, and all participants are 18 and over with our core constituency being young adults. Goodwill operates the Community Jobs Program (CJP), San Francisco's community services alternative for CalWorks recipients who are not able to meet their work requirement due to behavioral health problems, low educational attainment, history of incarceration, domestic violence, or homelessness. CJP is a

partnership between San Francisco Human Services Agency, the Private Industry Council of San Francisco and Goodwill. Goodwill has been serving San Francisco for 90 years, and we have an extensive background in providing support to individuals that face the greatest barriers to self-sufficiency and gainful employment.

d. Describe successful crime and delinquency prevention and intervention strategies: FSA has managed Project Impact, located at the SFUSD Principals' Center at 43rd and Judah, for the past five years. Founded in a strengths-based approach and utilizing youth development principles, the program employs a multi-disciplinary, collaborative process in the planning and implementation of a student's individualized treatment plan. The approach works hand-in-hand with the promotion of evidence based practice (Aggression Replacement Training), individually, with families and groups and youth development. It emphasizes that teachers and clinicians build upon a client's assets, instead of diagnosing problems and working from a deficit model. PI supports helping youth become productive, connected and navigate by forging a program that provides intensive, highly-structured supervision and an array of appropriate needed services to stop delinquent behavior and develop cognitive and behavior skills to exit the juvenile system. The target population that has been served by FSA consists of youth and young adults involved in the juvenile justice system. In addition, they have histories of substance abuse and/or mental illness and gang affiliation. Family dysfunction including neglect and abuse is a very common experience for these students. Many come from San Francisco Communities of Opportunities.

Goodwill provides vocational services to ex-offenders, persons recovering from chemical dependency, monolingual, newcomer and homeless clients, veterans, disabled individuals, working poor, CalWorks recipients and individuals in the criminal justice system. Our participants reflect our communities most heavily impacted by crime and violence, and all participants are 18 and over with our core constituency being young adults. Goodwill operates the Community Jobs Program (CJP), San Francisco's community services alternative for CalWorks recipients who are not able to meet their work requirement due to behavioral health problems, low educational attainment, history of incarceration, domestic violence, or homelessness. CJP is a partnership between San Francisco Human Services Agency, the Private Industry Council of San Francisco and Goodwill. Goodwill has been serving San Francisco for 90 years, and we have an extensive background in providing support to individuals that face the greatest barriers to self-sufficiency and gainful employment.

Finally, Back on Track, which is the topic of this proposal, has been a very successful and unique program serving transitional age and young adult offenders and guiding them into more productive and prosocial lives. Back on Track is described in more detail below.

b. Describe available resources (facilities & equipment) FSA will provide a central office space at its headquarters building at 1010 Gough St and Goodwill will provide office space at its headquarters location at 1380 Mission. One of the unique capacities FSA is providing is its new web-based HIPAA-compliant electronic charting system, CIRCE (Consumer Integrated Record of Care). With appropriate authorizations, and the client's permission, CIRCE can be securely accessed from any location through a hard-wired or a wireless Internet connection, and can be used for collaborative charting, exchange of notes between the treatment team, service supervision by managers, and integrated appointment making.

2. Fiscal Capacity & Board Experience

FSA is in sound fiscal health and has substantially reduced its debt, improved its cash position, increased its operating efficiency and strengthened its infrastructure over the past two years. We have had clean external audits every year over the past two decades and have achieved the highest possible rating on every audit from the City and County of San Francisco over the past five years. As of March 31, 2006, FSA had a net worth of \$1.9 million, an increase of \$2.2 million over the past two years. We had an operating surplus in FY 2004-05 and will have another operating surplus in the current year. We are currently developing a budget for FY 2006-7 that will show a modest operating surplus of about \$50,000 and a non-operating (capital fund) surplus in excess of \$500,000.

We have a \$600,000 cash flow fund, maintained in cash and short-term securities; in addition to this, we have a \$600,000 unsecured line of credit from Wells Fargo Bank. Although this cash flow financing is available to us, we have never drawn upon it; our 12-month cash flow forecast projects that we will not need to borrow against it at all in the next year. Over the past two years, we have paid off over \$2.3 million in debt; the only debt that remains is \$2.6 million in mortgage financing against 6221 Geary Street in the Richmond District. Over the past two years, we have cut our administrative and overhead costs by nearly 50% and have reduced our non-personnel overhead by 15% through increased efficiency and economy. At the same time, we have invested over \$200,000 in new information infrastructure and in enhanced staff training.

A Board Finance Committee—including a CPA, a former CFO of Hewlett Packard, and the Board Chair—meets monthly and reviews a balance sheet, statement of operations (comparing YTD actual to the Board-approved budget), and 12 month cash flow projection. These reports are presented to the Executive Committee and the Board on a monthly basis. An annual budget is passed by the Board at the June meeting, and revisions are approved at the January meeting. There were no significant recommendations from the letter accompanying the 2005-6 audit. Audited financials are attached.

Section B: Specific Qualifications for Proposed Program (25 points, 2 pages)

1. Relevant Experience:

Back on Track is a partnership of FSA, Goodwill, the District Attorney, the Public Defender, Child Support Services, and Superior Court. In its pilot year, it has demonstrated an 85% success rate and is demonstrating low rates of recidivism. Back on Track is seen as a last alternative for drug dealers who are usually facing a difficult case with jail time as the only outcome. Prior to acceptance, potential offenders go through a six-week assessment to make sure they and their attorneys understand the scope of the program and the severity of non-compliance.

The first year's results have demonstrated that substance abuse and mental health issues are primary reasons why participants decline the program and opt for trial. To redress this gap, FSA is joining the partnership. For both Back on Track and Women's Reentry clients, Family Service Agency will provide mental health and substance abuse screenings and provide the appropriate services throughout the course of the programs. FSA's assessment, counseling and linkages to other relevant services, coupled with Goodwill's workforce development activities and providers, will give this group of potential clients the support they need to succeed in rehabilitating their lives

The proposed project will be located in FSA's Adult Care Management Program which has extensive experience in case management, support, and treatment of transition-age youth with severe mental illnesses or co-occurring substance abuse and mental illness. In the past year the number of referrals of transitional youth to the ACM program has doubled to nearly 60. ACM assists its clients in dealing with issues such as being HIV+, homeless, Spanish speaking, poor, mentally ill and substance abusing. ACM has consistently demonstrated an extremely low rehospitalization rate among its clients and has been very effective in helping clients to avoid subsequent episodes of homelessness.

Goodwill provides vocational services to ex-offenders, persons recovering from chemical dependency, monolingual, newcomer and homeless clients, veterans, disabled individuals, working poor, CalWorks recipients and individuals in the criminal justice system. Our participants reflect our communities most heavily impacted by crime and violence, and all participants are 18 and over with our core constituency being young adults. Goodwill operates the Community Jobs Program (CJP), San Francisco's community services alternative for CalWorks recipients who are not able to meet their work requirement due to behavioral health problems, low educational attainment, history of incarceration, domestic violence, or homelessness.

2. Experience in Implementing New Programs

It is hard to know where to even begin on this topic. FSA's experience with new program development began before WWI, when FSA initiated and operated for many years both San Francisco's Child Welfare and Juvenile Probation Systems. More recently, FSA was one of two agencies in California to begin the Teenage Pregnancy and Parenting (TAPP) Programs, which are now mandated throughout the state. It was among the first agencies in the nation to provide supportive mainstreaming of developmentally disabled children into a regular preschool setting at its Family Developmental Center. FSA's TAPP Program has been piloting a number of youth development and youth leadership programs, some of which are described above. These include the Legacy Program, which pairs seniors and teens in community service projects, and the Young Family Resource Center (which will begin service on July 1, 2006), which will be the state's first family resource center planned and operated by teen mothers for teen mothers and their families. We are the lead agency in a collaborative with the Berkeley Health Department and the Chicago Health Connection that is working to implement Doula birth coaching in the Mission and Bayview neighborhoods.

FSA is also a leader in development and implementation of evidence-based treatment. In our Senior Division, a research partnership with the Over 60 Project of UCSF has developed the capacity to provide two EBPs: Problem Solving Therapy (a treatment for depression) and Restraint-Free Environments (a program that teaches psych techs and other paraprofessionals how to deal with disruptive seniors with cognitive impairments without restraining or drugging them). In the Child, Youth, and Family Division, we contracted with the Child Trauma Research Project of UCSF to adapt their Child Parent Psychotherapy approach to be more appropriate for our teen mothers. We now have five staff trained in this new teen-version of CPP and are working with UCSF to pilot it. We are one of three programs selected to participate in the County's pilot Aggression Replacement Training, and have two staff trained in that treatment. Over the past year, we have been working to establish the Felton Institute, which will provide every FSA service provider with a tailored three-year training course in the delivery of evidence-based, strengths-based, culturally competent case management and treatment.

3. Experience in Working with Organizations that might be Involved

The key partners to this project are FSA, Goodwill, the District Attorney, the Public Defender, Child Support Services and the Superior Court. Each of these partners has extensive experience in working with each other on multiple projects, including the Back on Track Project for which this funding is proposed. Please refer to the letters of support and commitment in the Appendix.

Goodwill has extensive interaction with the greater community, and enjoys productive working relationships with a broad number of partners. From making service referrals, developing employer relationships, direct outreach and other needs, Goodwill is involved in a variety of employer, community and criminal justice collaborations with the following: Adult and Juvenile Probation, Bar Association of SF, Bethel AME Church, SF Board of Supervisors, Building Trades Council, Carpenters Union, Chamber of Commerce, City College of San Francisco, Committee on Jobs, Department of Child Support Services, Department of Children, Youth and their Families, Department of Human Services, Department of Public Health, District Attorney's Office of San Francisco, Juvenile Probation, Mayor's Office of Community Development, Mayor's Office of Economic and Workforce Development, Nordstrom, San Francisco Labor Council, San Francisco Foundation, San Francisco State University, Sheriff's Department, Small Business Commission, Superior Court, The Women's Foundation of California and numerous community agencies such as Visitation Valley Beacon Center, San Francisco General Wrap Around Project, Northern California Service League, Community Response Network, Young Community Developers, United Playaz, Boys and Girls Clubs of San Francisco, Mission Neighborhood Centers, and Agape. There are also a number of employer partners. Goodwill also plays a lead role in the District Attorney and Supervisor Mirkarimi/Public Defender Reentry Councils, co-chairing the overall DA group and key committees in both.

4. Roles and Responsibilities (resumes attached)

We have provided an organization chart for the entire collaborative as an attachment. This proposal will fund two case managers, one specifically for the Women's Re-entry Component, and one for the general Back on Track caseload. These case managers will be supervised by Goodwill in its Criminal Justice and Reentry Division. It will also fund two therapists who will be supervised by Family Service Agency as part of its Adult Care Management Program.

Family Service Agency

- Division Director, Cristobal Padron (.10 FTE, in-kind): The Director of FSA's Adult Division will provide overall supervision of the program, in collaboration with Goodwill
- Program Director, Jeff Schoenfeld, LCSW (.15 FTE): The Program Director will have overall responsibility for all clinical and administrative functions for the program. The Program Director will supervise all in-house program staff and coordinates with BOT service team and all other stakeholders and partners of the program.
- Therapists (2 FTE) Carrie Banks, MA ACSW and 1 FTE TBD: The Program will employ two therapists each with dual diagnosis capacity, providing clinical assessment, one-to-one and group treatment, including Aggression Replacement Training and other cognitive therapy approaches.

Goodwill Industries

- Division Director, David Mauroff (.10 FTE, in-kind): The Director of Goodwill's Criminal Justice and Reentry Division will provide overall supervision of the program, in collaboration with FSA
- Reentry Case Managers, Joanna Hernandez and Anna Kelleher (2 FTEs): These Case Manager will be responsible for helping the program participants to develop personal responsibility plans and for overseeing their implementation.

Substantial Court Supervision resources will be provided by the Superior Court, with additional input from the District Attorney's Office and the Public Defender's Office. Goodwill will provide substantial education and employment services as part of its match. FSA will provide psychiatric assessment and medication management as part of its in-kind contribution to this program. Overall, nearly \$500,000 is being provided as in-kind match to this program.

Section C: Proposed Program Implementation Plan (40 points, 5 pages)

1. Purpose, goals, objectives, and measures for the proposed project

Demonstrated need for the proposed services

Back on Track will remove existing barriers for young adult offenders from San Francisco's most disenfranchised communities. From myriad studies, surveys, community meetings, pending legislation and anecdotal information, employment is the number one request for individuals in or exiting the criminal justice system. Back on Track is successfully serving individuals by providing structured and relevant training, employment and placement opportunities. As validated by the Public Defender assigned to Back on Track, mental health and substance abuse issue are the primary reason our participants have failed or spent excessive time within our programs. They are also primary factors in recidivism. *Under this proposal, Family Service Agency will add a much needed mental health and substance abuse treatment capacity to the Back on Track Program.*

Back on Track will provide opportunities for individuals to successfully reenter their communities and exit the criminal justice system. Participants will move out of the cycle of crime as they gain life and workplace skills, maintain steady employment, make contributions to their local community, decrease dependence on the street economy and meet their parental responsibilities. Throughout their enrollment, individuals receive intensive workforce development support, employment and supervision through teamwork and shared resources. Clients are challenged to hold themselves accountable for their past crimes by giving back to their communities, and for proving self-worth to themselves and agency partners by setting and meeting high expectations. Through the proposed project, Family Services Agency and Goodwill will partner to ensure that young adults exiting the system will receive the mental health and substance abuse counseling services they need to become self-sufficient.

Program Goal 1 (mandatory): Engage young adults in services that will build competencies and self-sufficiency and help them lead healthy, productive, crime-free lives.

Objective 1.1: *Enrollment:* 120 individuals will be referred for Goodwill and FSA's diversion services through the District Attorney, Public Defender, Private Defense Bar, or other criminal justice agency.

Performance Measure: This outcome will be measured by a tally of program intake records.

Objective 1.2: *Completion:* 85% of participants will successfully complete the program.

Performance Measure: This outcome will be measured by a tally of program case files.

Objective 1.3: *Improved Lifeskills and Competencies (Mandatory):* 85% of program graduates will show an improvement on at least four of seven subscales of the Addiction Severity Index between intake and exit.

Performance Measure: This outcome will be measured by a comparison of ASI assessments conducted at intake and exit.

Objective 1.4: *Improved Lifeskills and competencies, mental health & substance abuse (Mandatory):* 60 individuals will be assessed for mental health and substance abuse needs and subsequently enrolled in counseling or referred to appropriate services.

Performance Measure: This outcome will be measured by a tally of program case files.

Objective 1.5: *Improved Lifeskills and competencies: Job Placement and Educational Advancement (Mandatory):* 72 individuals who are diverted from incarceration will be placed into jobs or enrolled in college or university level education at the time of program completion.

Performance Measure: This outcome will be measured by a tally of program case files.

Program Goal 2: Divert young adult felony offenders out of the criminal justice system

Objective 2.1: 85% or 102 individuals referred for diversion services will subsequently enter a Deferred Entry of Judgment, successfully graduate, and have all charges dropped, thus avoiding the stigma of a felony conviction on their records.

Performance Measure: This outcome will be measured by a tally of program case files.

Program Goal 3: Reduce recidivism

Objective 3.1: 75% of individuals who complete the program will not re-offend within 18 months of program enrollment.

Performance Measure: This outcome will be measured by a retrospective study of County Jail booking records.

Objective 3.2 (mandatory): 60% of individuals who complete the program will not re-offend within 12 months after program completion.

Performance Measure: This outcome will be measured by a retrospective study of County Jail booking records.

Objective 3.3 (mandatory): 65% of individuals who complete the program will not have a new conviction within 12 months after program completion.

Performance Measure: This outcome will be measured by a retrospective study of County Jail booking records.

Objective 3.4 (mandatory): 70% of individuals who complete the program will not have a new commitment to incarceration within 12 months after program completion.

Performance Measure: This outcome will be measured by a retrospective study of County Jail booking records.

Program Goal 4: Strengthen family bonds of participants

Objective 4.1: 80% of participants will have a current child support plan, including arrangements for payments.

Performance Measure: This outcome will be measured by a tally of program case files.

Objective 4.2: 60% of participants with families will attend parenting and family support workshops.

Performance Measure: This outcome will be measured by a tally of program case files.

2. Target Population

To be eligible for services under this proposal, participants must be reentering their communities from San Francisco County Jail or be referred to Back on Track through the District Attorney’s Office as individuals facing a felony drug conviction. Our clients come from the neighborhoods most heavily impacted by marginalization and violence – young African American men, young African women with children, and newcomers, many of whom are monolingual. All of them are in the criminal justice system, with the majority having felony convictions and prior juvenile justice contact. Based upon last year’s demographics, we project the following target population characteristics:

Neighborhood		Gender	
Bayview Hunters Point	28%	Male	54%
Outer Mission	19%	Female	46%
Inner Mission	10%	Ethnicity	
Western Addition	15%	African American	72%
Balance of City	28%	Latino	26%
		Asian/Pacific Islander	1%
		White	1%

3. Strategies, Activities, and Scope of Work

Back on Track is a partnership of FSA, Goodwill, the District Attorney, the Public Defender, Child Support Services, and Superior Court. In its pilot year, it has demonstrated an 85% success rate and is demonstrating low rates of recidivism. Back on Track is seen as a last alternative for drug dealers who are usually facing a difficult case with jail time as the only outcome. Prior to acceptance, potential offenders go through a six-week assessment to make sure they and their attorneys understand the scope of the program and the severity of non-compliance.

The first year’s results have demonstrated that substance abuse and mental health issues are primary reasons why participants decline the program and opt for trial. To redress this gap, FSA is joining the partnership. For both Back on Track and Women’s Reentry clients, FSA will provide mental health and substance abuse screenings and provide the appropriate services throughout the course of the programs. FSA’s assessment, counseling and linkages to other relevant services, coupled with Goodwill’s workforce development activities and providers will give this group of potential clients the support they need to succeed in rehabilitating their lives

Assessment

Upon entry to the program, FSA's therapists will do a brief substance abuse and mental health screen with the 120 anticipated program participants. We anticipate that at least half will screen positive for either substance abuse, mental illness, or both (including character disorders, as well as standard Axis I conditions). These individuals will review a full assessment, utilizing the Addiction Severity Index (ASI) and the Mini International Neuropsychiatric Inventory (MINI). The ASI (in spite of the name) is a very broad-based assessment that will provide a range of information both for case plan development and for tracking the success of the services. It provides observer based scoring on six primary life domains: Medical status, Substance abuse, Employment/Education, Family/social relationships, Legal status, and Psychiatric/psychological status. The ASI and MINI will be administered at intake and at exit.

Personal Responsibility Plans:

These plans address seven areas of responsibility – employment, education, life organization, housing, family/parenting, legal, and health/wellness — and are the primary tool for customizing and tracking each participant's progress through the program. For participants under court supervision, the PRP is fully enforceable by the court. For those not under court supervision, the PRPs will be written into probation or reentry plans through the Probation or Sheriff's Department. PRPs are used to evaluate the success of participants as well as contributing to the data used to determine whether or not the program is successfully meeting its objectives. The plans are designed to be a roadmap to self-sufficiency. As guided by the PRP, our Criminal Justice and Reentry services described have been designed to meet the multiple factors that contribute to young people cycling in and out of jail. Once enrolled, young offenders can embrace a range of life changing opportunities through career education, job training, employment and placement; housing support; college enrollment and help securing financial aid; attainment of GED or High School Diploma; money management and banking instruction; child care; anger management and parenting support. Goodwill Industries Criminal Justice Specialist carry caseloads of 30 clients and the Women's Reentry Specialist carries a caseload of 20 clients and actively engage and support them to meet these goals in close consultation with Family Service Agency clinicians.

Workforce Development Services: Goodwill offers the following services under this proposal:

- **Career Advancement Training:** This is a two-week workshop that promotes personal and employment success from an employer perspective; the course includes vocational and basic skills testing and topics ranging from basic workplace preparedness to identifying a career path. Successful completion of this workshop leads to enrollment in Goodwill's Work Based Evaluation (WBE) or direct placement.
- **Work Based Evaluation:** This is a five week, 200 hour, paid work and training experience, consisting of intake, part-time work experience, job seeking skills class, including the development of an employment portfolio, development of an individual career plan, identification of employment barriers and referral to support services as needed. Successful completion of the WBE leads to enrollment in Goodwill's six-month transitional employment program based on skills and interests.
- **Transitional Employment:** Participants are remunerated for 40 hours of work per week for the duration of four to six months; employment may consist of working in one of our retail stores, donation sites, production areas or docks. Combined with ongoing classroom training based on their employment goals, participants learn a wide range of skills through hands-on work that lead them down their chosen career path.
- **Career Learning Center:** Participants develop a career lattice through support from Career Advisors and hands-on employment; the lattice is designed to promote vertical and horizontal career goals so they identify potential employment sectors consistent with what they learn at Goodwill and skills that give them upward mobility. Paid and volunteer training that enhances and reinforces that career path is available throughout their time at Goodwill and even after they leave.
- **Placement Services:** Placement services are available to participants at anytime throughout this process where they are determined to be employment ready; support includes writing targeted résumés and cover letters, development of a master application, mock interviews, guidance in locating and identifying job leads. Job Club is another component of placement that includes on-line job search and application support, employment workshops and forums with employers. Goodwill actively engages employers and educates them about benefits of hiring our participants, with a focus on breaking down barriers and encouraging the hiring of ex-offenders and individuals in the criminal justice system.
- **Job Retention:** Includes support for participants in the Transitional Employment program or with external employers post-placement to identify worksite issues, develop plans to increase job retention, meetings with supervisors and job coaching as needed and referrals for supportive services.

Family Strengthening: Back on Track is designed to address the fact that children are at the highest risk of suffering emotional, academic, social and physical neglect when their parents are involved in illegal activity. Without targeted interventions, these children, through no fault of their own, can end up in foster care and/or grow up to repeat the patterns set by their parents. To change this, program interventions are family-focused, with expectations that offenders who have children address their parental responsibilities, both emotional and financial. We require custodial and non-custodial parents to include concrete parenting goals as part of their Personal Responsibility Plan. This includes negotiations with Child Support Services, DHS or other agencies to assure maximum compliance and accessibility.

FSA will provide intensive family treatment services for a minimum of 60 program participants. We will base this treatment upon Functional Family Therapy, an evidence based practice that has been developed for youth and young adults in the juvenile and criminal justice system, and upon Child Parent Psychotherapy, another evidence-based practice that is designed to make the bonds between parents and their children both stronger and more functional. Which mix of these two treatments we will use will depend on the nature of the family mix and the needs of the client and his/her children.

Elements of the proposed services include:

As mandated by the courts and District Attorney, Back on Track participants have twice weekly phone contact and one weekly personal contact with their criminal justice specialist and mandatory evening meetings each month that address a variety of life skills, including fitness, money management, legal rights, parenting and many others. Women's Reentry clients start their time in the program incarcerated, and our Women's Reentry Specialist teaches afternoon and evening classes and has full accessibility to the jail and clear office hours. All staff work flexible schedules that include evening hour availability for individuals who need to schedule their meetings at that time. All individuals served through the proposed programming will receive job training and employment opportunities, and the frequency and type of services depend on the specific program they enter for specific training. One of the benefits of being a service provider and employer is that we have consistent access to our clients.

FSA will use a treatment approach that combines intensive treatment services for the young adult with engagement, counseling, and skill-building for the clients larger family and informal support system, including wife/partner, parents/caregivers, and other elements of the client's extended support system. Recognizing that those clients served by Back on Track are among the most difficult high-risk, youth in the city, FSA's model provides for systematic, comprehensive services that are at a level of intensity that matches the level of need.

FSA will also offer all participants a chance to participate in Aggression Replacement Training (ART). ART is a ten-week educational program conducted with groups of eight to ten juvenile offenders meeting three times a week. The program includes three components taught each week: anger management, moral reasoning, and problem-solving skills. Youth are expected to learn to substitute pro-social thinking and behavioral skills for aggressive and other anti-social activities. The program relies on repetitive learning techniques to teach participants to control impulsiveness and anger and use more appropriate behaviors. In addition, guided group discussion is used to correct antisocial thinking.

Two major evaluations found that ART is an effective intervention for youth and young adult offenders. It enhanced prosocial skill competency and overt prosocial behavior, reduced the level of rated impulsiveness, and — in one of the two samples studied — decreased the frequency and intensity of acting-out behaviors and enhanced the participants' levels of moral reasoning. Most significantly, a third large study (n=1229) conducted by the Washington State Institute for Public Policy found a 24% reduction in felony recidivism during the 18 months following the intervention.

Describe Any Specific Activities that are not included in the Model

Community Service

The proposed program recognizes the importance of young offenders giving back to their community and the success the restorative justice model has shown nationwide. Back on Track participants are required to perform either 110 hours (if employed) or 220 hours (if not employed) of community service to graduate from the program and drop their felony conviction. Those who perform their community service in Goodwill's computer recycling and refurbishment program will be allowed to refurbish and acquire an internet ready computer with a Pentium III or higher operating system.

Employer Engagement

The goal of Goodwill's Department of Industry Engagement is to change employers' attitudes so that all clients who participate in Goodwill's workforce development services and are perceived in terms of value added to employer businesses and to the economic well being of their communities. The Criminal Justice and Reentry Programs target specific sectors of employment where we have identified accessible quality training programs and where there are living wages and potential for advancement in robust employment sectors. The Department of Industry Engagement provides access to an expanded base of employers that are willing to hire individuals with felony convictions and a list of benefits and resources, including tax incentives and bonding protection, that are available to employers when hiring from an ex-offender or criminal justice population.

Transitional Employment

Additional leveraged resources include significant management and direct services cost including overhead, additional client services, dedicated Career Advisors and the significant costs of Goodwill's Transitional Employment program, which has been determined to cost \$8,910 per participant including intake and work-based evaluation, employment at Goodwill, job placement and retention support.

Describe how project staff will communicate with Probation Officers, the Juvenile Court, and other City agencies.

The criminal justice specialists will have mandatory weekly case conferences with the judges and District Attorney's Offices, a separate weekly case conferencing meeting between Goodwill, FSA and District Attorney staff and daily interaction with the District Attorney's Office. There will also be ongoing interaction with the Public Defender's Office and private counsel during and outside court appearances throughout the week. The Women's Reentry Director has offices at Goodwill and County Jail and spends significant time in the jail facility, and has daily contact with the Sheriff's Department and Probation staff to coordinate release plans and monitor progress. Due to our strong relationships with criminal justice and community partners, additional support for our participants and staff is only a phone call away.

Identify any resources that your organization plans to leverage in the development of the proposed program.

As indicated in the attached supplements, the District Attorney is providing over \$500,000 in matching funding to this program.

4. Timeline for key activities (Both years)

TASK AREA	BEGIN	END	PRIMARY RESPONSIBILITY
Project Administration and Governance			
Family Service Agency, Goodwill and District Attorney partners meet to finalize program format	July 2006	August 2006	Goodwill
Family Service Agency, Goodwill and Sheriff's Department partners meet to finalize program format	July 2006	August 2006	Goodwill
Ongoing quarterly meetings between partners in both groups to refine and troubleshoot process	September 2006	June 2008	Goodwill
Family Service Agency and Goodwill begin developing Medi-Cal billing process with monthly quality assurance updates	July 2006	June 2008	Family Service Agency
Training and Community Outreach			
Family Service Agency conducts training for District Attorney and Goodwill staff on implementation of substance abuse and mental health model and ongoing updates and best practices	July 2006	June 2008	Family Service Agency
Family Service Agency conducts ongoing training and provides support on Medi-Cal billing process	July 2006	June 2008	Family Service Agency
Through ongoing information campaigns, regularly attending meetings and direct street outreach, agencies, residents and communities are made aware of our program services.	July 2006	June 2008	Goodwill
Client Outreach and Service Delivery			

**Back on Track Program Behavioral Health Enhancement for Young Adults Age 18-24 in the Criminal Justice System
Family Service Agency of San Francisco**

TASK AREA	BEGIN	END	PRIMARY RESPONSIBILITY
Client outreach is conducted through District Attorney Office's pending drug felony case reviews, communication through Public Defender's Office and Private Defense Bar and twice-weekly workshops to women in San Francisco County Jail	July 2006	June 2008	Goodwill
Begin mental health and substance abuse assessments	August 2006	June 2008	Family Service Agency
Being delivering mental health and substance abuse services	September 2006	June 2008	Family Service Agency
Begin delivering training, employment and job placement services	July 2006	June 2008	Goodwill
Implement Women's Reentry service delivery	July 2006	June 2008	Goodwill
Implement Back on Track service delivery	July 2006	June 2008	Goodwill
Sustainability and Evaluation			
Conduct comprehensive longitudinal evaluation funded through JEHT Foundation	July 2006	June 2008	Goodwill
Develop Sustainability Plan	October 2006	December 2006	Goodwill and Family Service Agency
Implement Sustainability Plan	January 2007	June 2007	Goodwill and Family Service Agency
Organizing joint fundraising campaign between District Attorney Kamala Harris and Goodwill CEO Deborah Alvarez Rodriguez	July 2006	October 2006	District Attorney's Office and Goodwill
Work with Sheriff's Department to identify funding	July 2006	June 2008	Family Service Agency, Goodwill and Sheriff's Department