

## PARTIAL LIST OF INITIATIVES & PROJECTS DIRECTED BY PAUL GIBSON

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Projects summarized below represent a comprehensive sampling of grant development, strategic planning and evaluation projects facilitated by Gibson & Associates. The list is organized into categories, but since so many of the projects are multidisciplinary in nature, many projects are listed multiple times under different categories.

### G&A Social & Human Services Projects

**Oakland Fund For Children and Youth (OFCY) Strategic Plan:** Working under contract with the city of Oakland's Human Services Department in 2004-2005, G&A led a planning process for the City's major fund for children and youth services. This process resulted in the development of OFCY's funding priorities and strategies to serve over 20,000 children and youth with their \$10 million annual budget for the four years from 2006 to 2010. In 2009, G&A was retained again to facilitate the planning for another three-year plan, a process that was co-facilitated by Resource Development Associates.

**A Safe Place Domestic Violence Program Research and Evaluation:** A Safe Place (ASP) engaged G&A from 2001-2003 to assess the quality of their support services to battered women and their children living in the Northern California East Bay Region.

**San Francisco Drug Court:** Research and design San Francisco's Drug Court. G&A facilitated a two-year research and planning process involving multiple public and private agencies across public health, criminal justice and housing fields to develop one of the largest and most successful drug courts in the country. As part of this work, G&A conducted extensive research on the few communities in which drug courts existed to help San Francisco 'envision' what such could look like. Ongoing meetings were conducted with leaders from systems that were historically adversarial in nature (district attorney and public defender) or who had rarely worked together (public health and criminal justice). The outgrowth of these meetings was a shared understanding of the benefits both to their systems and to their clients of working in a treatment focused system instead of one driven by evidence and incarceration.

**Modesto City Schools-Stanislaus County Partnership:** Over a period of five years, G&A worked with Modesto City Schools and Stanislaus County Office of Education, the Community College System, the Housing Authority, the Police, Probation Department, Social Services, and Public Health to knit together a sustainable network of school linked services that served as a model to the State. Schools had services operating late into the evening and on weekends, offered parent education and job development services; co-located health and dental services; created a wide range of educational enrichment and recreation services; and generated a community wide network of community volunteers who served as 'block parents.'

**Homeless Continuum of Care Development:** G&A facilitated research and planning for the development of Alameda and Contra Costa County's Continuum of Homeless Services. In Alameda County, this involved developing the plan for acquiring and renovating a handful of

large downtown hotels that had been damaged by the Loma Prieta earthquake and creating a network of SRO's linked to supportive services. In Contra Costa County, G&A served as the 'grants coordinator' for three years, generating tens of millions of dollars in grant funding and helping to transform a largely fragmented array of service providers into a cohesive system of services.

**Welfare Reform:** Researched and designed an innovative workforce development initiative for new immigrants who did not speak English and were unfamiliar with the mores of the local culture. The project utilized a network of cultural organizations that operated in Oakland working under the direction of the East Bay Agency for Local Development Corporation (EBALDC). During the design phase, G&A convened focus groups with potential customers of this system to identify the kinds of linguistic, cultural, and experience barriers that might impede their integration into the workforce. Using this data and interviews with potential employers, G&A designed a site-based job coaching system that utilized trained bilingual staff recruited from the cultural organizations who then worked with program participants at the work site for the first two weeks of employment. The project was part of Alameda County's Welfare to Work initiative and effectively created a pipeline from the community to employers using cultural intermediaries.

### **Children, Youth and Family Development**

**San Francisco Dept. of Social Services Office of Child Abuse Prevention Planning Grant:** Despite having never worked with SFDSS and having less than one week to prepare the proposal, a comprehensive grant was prepared describing a proposed planning process calling for the restructuring of the Department's delivery of child and family services. With 48 applications received statewide, only ten awards were made, San Francisco being one. **Both proposals were funded (\$400,000 and \$250,000).**

**Alameda County Department of Social Services Family Reclaim:** G&A designed Family Reclaim, despite having only three weeks to develop the program and write the proposal, it was one of only ten programs funded nationally by ACYF. The program is a collaboration of East Oakland Youth Development Center, Highland Hospital, and Children's Protective Services. **\$2 million in funding was received.**

**Black Adoption Placement and Research Center Special Needs Adoption Program:** In collaboration with the State of California, the Black Adoption Placement and Research Center and the Departments of Social Services in Alameda, Contra Costa, San Francisco, and Sacramento, designed and wrote an innovative outreach and placement program targeting African American boys. The program will establish regional centers for the adoption of Special Needs children at churches located in the African American communities in four counties. The proposal was one of only five funded in a national competition and resulted in the BAPRC **receiving \$750,000 in funding over three years.**

**Black Adoption Placement and Research Center Post Legal Adoption Services:** As a follow-up to the BAPRC's Special Needs Adoption Program, described above, G&A developed an innovative continuum of peer driven, post legal adoption services that was also one of only five funded nationally. This proposal demonstrates how G&A can use one proposal to serve as a magnet for future funding. **Proposal was funded for \$200,000 over two years.**

**The Center Families in Transition Program:** G&A developed the program, a collaboration among the Alameda County Healthcare for the Homeless, Oakland Homeless Families Project, The Center, and Berkeley Oakland Support Services, despite only four days to prepare the proposal. The proposal was funded by HUD. **\$500,000 in funding received.**

**Oakland Unified School District Primary Intervention Program:** G&A facilitated planning and developed proposal for a Primary Intervention Program for the Oakland Unified School District. Development of the proposal required collaboration among five elementary schools and the district office. Proposal calls for implementing an early intervention program targeting moderate risk children who benefit from daily unstructured play opportunities with a trained counselor. **Funded for \$200,000.**

**City of Richmond YouthBuild Richmond:** G&A collaborated in the design and prepared a YouthBuild grant for the City of Richmond. The program created an innovative partnership between the local city government, Private Industry Council, Building Trades, and Regional Occupation Program and three not for profit housing developers. Proposed program was also linked to REACH Plus a Supportive Housing Program grant. **Proposal requested and received \$1 million in HUD funding.** It was one of only two implementation grants funded in the State of California.

**Oakland Enhanced Enterprise Community:** In several contexts, G&A has facilitated planning and provided technical assistance in the development of several training, vocational development, and community development partnerships sponsored by the land EEC. Two of those projects, the Joint Community Development project and the Community Outreach Partnership Center are described in the Neighborhood Development section, but other efforts have involved partnerships between the University, private industry, local school districts, and city government. Most recently this involved developing a technology project, the Interactive University that was a partnership among the University, the cities of Oakland and San Francisco and the two school districts for those cities (below) and provided supervisory technical assistance in developing a child care grant for the City of Oakland and Oakland Housing Authority which was also funded. **Funded for \$250,000.**

**Interactive University:** In partnership with the University of California at Berkeley, the cities of Oakland and San Francisco, the San Francisco and Oakland Unified School Districts, and local corporations, G&A developed an innovative technology grant, The Interactive University, linking the University with community institutions in West Oakland and Bayview Hunters Point, as an interactive relationship between the University and the school districts. With almost a thousand applications, the Interactive University received one of only twenty grants. **Funded by**

**Telecommunications and Information Infrastructure Assistance Program (TIAP), US Dept. of Commerce for \$750,000 per year.**

**California Foster Youth Services Initiative San Francisco Department of Human Services/San Francisco Unified School District:** In the spring of 1999, G&A facilitated a community planning process for San Francisco's new Foster Youth Services system. Because of transient placements, foster youth often do not receive continuing school services. Funded by the state Department of Social Services, the new system will utilize a shared database to track foster youth and provide coordinated child welfare and education services. San Francisco had one of the highest rated plans in the state.

**Hayward Preparing Tomorrow's Teachers California State University:** To improve the technology skills of new K-12 teachers, G&A facilitated a joint planning process between California State University, Hayward and New Haven Unified School District of Union City, one of the most technologically advanced school districts in the nation. The collaboration also included Oakland Unified School District, Contra Costa Unified School District, Chabot Observatory, and the Center for Accessible Technology. University instructors will enhance their understanding of technology as a teaching tool by partnering with K-12 teachers who are technology leaders. As a result, technology will be more fully integrated into the preparation of pre-service teaching candidates, who will consequently integrate into their K-12 teaching. Richard Riley, the Secretary of Education, came to New Haven in August 1999 to recognize the promise of the proposal and make the grant announcement. **Grant resulted in \$1 million in funding.**

**Central Valley:** Our work in the Central Valley began with developing SB 620 grants in Stanislaus County. However, in doing so, we have become more and more involved in other youth-related community initiatives, most notably a Teen Pregnancy Prevention Challenge (\$700,000) and a Targeted Truancy Prevention Program (\$670,000). G&A also completed a successful \$3.4 million technology grant for Modesto City schools followed by a second State Technology Challenge grant for Stanislaus County Office of Education. All of these projects are State-funded and are linked to the Healthy Start programs. G&A is now working with several other community agencies in the Central Valley area to build upon these successes.

**Healthy Start:** Since G&A conducts so much work on Healthy Start projects, summaries of this work are presented separately. G&A is in the process of developing a comprehensive system of technical assistance for Healthy Start sites through which a community could be assisted from the initial planning grant through evaluation of a three-year operational program. Further, this system helps communities with the single greatest challenge presented by Healthy Start: sustainability.

## **Criminal & Juvenile Justice**

**City of San Francisco: Court of HOPE - San Francisco's First Drug Court:** G&A coordinated the planning process resulting in the development of a drug court that links the court system with the Target Cities integrated system of intake, assessment and referral. Provides additional funding for community-based drug treatment providers who work with criminal justice-involved clients. Created significant change within the court system and created the first coordinated treatment option for the City's criminal justice system. **Funded for \$750,000.**

**City of San Francisco Criminal Justice Treatment Network for Women:** Facilitated extensive planning process involving every department in the criminal justice system, public health and social service systems. Resulting plan called for significant system reform of criminal justice and child welfare systems, integrating services and creating an innovative continuum of family-centered drug treatment options for women in the criminal justice system. **Proposal was one of only three in the country funded and was the highest ranked in the Nation.** Department of Adult Probation retained G&A to provide technical assistance during the implementation phase. **Funded for \$5 million.**

**Richmond Housing Authority, National Institutes of Justice Locally Initiated Research Partnerships:** Development of a proposal for a full time research associate at the Housing authority to direct research activities to assess the effectiveness of crime reduction and prevention activities at public housing stock in the City of Richmond.

**San Francisco Police Department, DNA Lab Renovation Proposal:** G&A provided proposal development for a quarter million dollar plan to expand and renovate the San Francisco DNA Crime Laboratory. Services included development of specialized presentation graphics to illustrate site renovation plans and the anticipated impact of the project. **Funded for \$250,000.**

**Richmond Housing Authority (RHA), Public Housing Drug Elimination Programs:** G&A facilitated planning and proposal development for RHA drug elimination efforts at Easter Hill, a notorious housing development in South Richmond. Initiatives in this project included a range of prevention activities for youth and families including a Substance abuse referral and information center, YMCA teen development programs, a computer tutoring lab for project youth, pregnancy prevention activities, and Police Athletic League programming. **Funded for \$250,000.**

**Housing Authority of the County of Stanislaus (HACS), Public Housing Drug Elimination Programs:** G&A facilitated planning and proposal development for RHA drug elimination efforts at HACS public housing developments. Initiatives in this project included community policing, employment development through the County StanWORks employment system, and youth development activities in conjunction with the Police Athletic League and the Center for Human Services.

**Stanislaus County Office of Education, Drug Suppression in Schools Program:** Collaborative proposal under the auspices of the County Office of Education and in conjunction with the Stanislaus County Sheriff's Office to provide intensive substance abuse and gang involvement prevention services, substance abuse counseling, and school-based police officers to eight rural school districts. Spring 1999. \$100,000 per year; three year initiative.

**Stanislaus County Office of the District Attorney, Elder Abuse Prevention Advocacy and Outreach Program:** Collaboration among the Stanislaus County Office of the District Attorney, Stanislaus County Community Services Agency, Catholic Charities Ombudsman Project, and the thirty-member Stanislaus Elder Abuse Prevention Alliance to provide victim services and coordinate education and outreach efforts to seniors and community members. Winter 1999. \$100,000.

**Antioch COPS:** Working with a collaboration of Battered Women's Alternatives and the Antioch Police Department, G&A developed a successful \$250,000 application for federal Violence Against Women's Act (VAWA) funds. The project strengthened legal service advocacy for victims of domestic violence by providing complete information and support as the case against the victim's abuser develops and moves through the criminal justice system. Though written in less than a week, it was one of the highest ranking proposals from California and one of a handful awarded in Northern California.

**The Mt. Diablo Domestic Violence Prevention Project (The Project):** A collaboration lead by Battered Women's Alternatives (BWA) and comprised of Contra Costa County Community Wellness & Prevention Program's Violence Prevention Project, Mt. Diablo Unified School District, the East Bay Center for the Performing Arts, the Center for Human Development, Conflict Resolutions Panel, and the Junior League of the East Bay. The project created a continuum of domestic violence prevention education in the Mount Diablo School District. One of only four proposals funded in the State.

**West Contra Costa County Battered Women's Alternatives Children's Assessment and Treatment System:** G&A created a comprehensive, child-centered treatment system to address the multiple needs of West Contra Costa County children affected by family violence. The Children's Assessment and Treatment System (CATS) provides 80 children a year with comprehensive individual, group, and conjoint treatment services linked to the full array of services offered by BWA and its partners. Linkages with CPS, the police, district attorney, crisis lines, the schools, other community-based agencies, and other community institutions result in referrals to a broader continuum of services. CATS offers youth a broad array of clinical and support services only a portion of which will be funded by OCJP. Clinical services are child-focused and allow youth to identify what services are required. One of seven OCJP projects funded.

**San Francisco Expanded Domestic Violence Unit:** Developed an expanded Domestic Violence Unit targeting households who have been enmeshed in violence repeatedly. The project created a partnership among the San Francisco Police Department, local domestic violence

providers and the District Attorney. This DVU links police response units with trained domestic violence counselors who travel to the scene of domestic violence immediately after the situation is under control. The Counselors work with the victim to help identify resources, educate about the cyclical nature of domestic violence, and encourage the victim to utilize the resources of the court, police, district attorney, and the community. Funded by the State Office of Criminal Justice Planning.

### **Welfare Reform & Workforce Development**

**Contra Costa County Department of Social Services, Noncustodial Parent Employment and Training Demonstration:** A three million dollar, three year State DSS demonstration project to support employment and supportive services for noncustodial parents of children who are CalWORKs recipients. The project utilized a design which built off the Parent's Fair Share Model pioneered by the Manpower Demonstration Research Corporation and included the development of partnerships with the Contra Costas's DA's Office, Family Court Mediation Services, Albion Inc., Battered Women's Alternatives, St Vincent DePaul, the Family Stress Center, the Richmond Private Industry Council, the Contra Costa Private Industry Council, and the EastBay Works employment system. **Funded for \$3 million.**

**Richmond Private Industry Council and Rubicon Programs Inc.: RichmondWorks! Department of Labor WtW Demonstration Program:** G&A facilitated the planning process and proposal development for a 3.2 million dollar proposal to the Department of Labor to serve hard to serve and welfare dependent TANF recipients in the City of Richmond. This process included the creation of partnerships with over 20 service agencies as well as private employer linkages resulting in the creation of over 600 employment opportunities for RichmondWorks! participants. These commitments included the provision of space and flexibility for participants to receive employment skills training, retention services, and vocational development at the job site. Other innovative aspects of this process included specialized support for sheltered employment with Rubicon Programs Inc., subsidized on the job training opportunities, and dedicated funds for childcare capacity enhancement in the City of Richmond. **Funded for 3.2 million.**

**Rubicon Programs Inc. Governor's 15% WtW Demonstration Initiative:** G&A facilitated proposal development for a \$800,000 dollar proposal to the California Employment Development Department to serve hard to serve and welfare dependent TANF recipients in the unincorporated vicinity of North Richmond in Contra Costa County. This project included the creation of mechanisms to increase internal transportation and childcare capacity through the expansion of local transportation providers and training of TANF recipients to act as family day care providers. It built on an existing Service Integration Team demonstration piloted by Contra Costa County that created a family and community support one-stop center with staff from across the County service continuum. **Funded for \$600,000**

**East Bay Asian Local Development Corporation (EBALDC), Department of Labor Competitive Proposal:** G&A facilitated a planning process that included eight culturally-based CBO's in the

Fruitvale/San Antonio District of Oakland to create a plan for intensive employment and supportive services for Limited English Speaking CalWORKs recipients. The resulting continuum of services is intended to meet the needs of this population for more culturally sensitive and intensive employment and supportive services necessary as these individuals transition into the American world of work. Innovative aspects of this project included an extended peer support model, Wage based employment, Vocational ESL courses aligned to local job opportunities, and the creation of specialized childcare and transportation advocacy mechanisms for clients.

**Housing Authority of the County of Stanislaus, Section 8 WtW Voucher Proposal:** G&A facilitated a planning process and proposal description to create a partnership between StanWORKs, Stanislaus County's CalWORKs program, and the Stanislaus Housing Authority's family self-sufficiency program. The resulting continuum of services created an Authority/StanWORKs integration team that would provide integrated case conferencing, referrals to supportive services, employment development, and incentives such as Individual Development Accounts to qualifying Section 8 voucher recipients within the Housing Authority. This partnership included over **\$12 million in leveraged resources** from the County for services to program participants for the 5 years of the project.

**Alameda and Contra Costa Counties, Child Support Assurance Demonstration Project:** G&A facilitated a regional two-county planning process to create a Child Support Assurance (CSA) Demonstration project for CalWORKs single parent families where the custodial parent has obtained initial employment and there is a current support order for a noncustodial parent who can be served with NCP employment services. Innovative aspects of the CSA project are intensive case management with emphasis on retention and career development; an extended benefit disregard to 200% of poverty; greater integration of Social Services and DA family support; NCP employment and supportive services; and a streamlined budgeting and reporting process for a range of services including MediCal, Food Stamps, and Healthy Families. Alameda and Contra Costa were 2 of the 3 Counties chosen in California for participation in the Demonstration.

**Regional Innovative Homeless Initiative:** Jobs for the Homeless Consortium: Facilitated an eight county collaboration to create the Regional Employment Collaborative, a \$1.8 million initiative to create regional strategies for improving employment services for people who are or have been homeless. **Funded for \$1.8 million.**

### **Welfare Reform Technical Assistance Projects**

**Contra Costa County Department of Social Services, Noncustodial Parent Employment and Training Demonstration:** G&A provided technical assistance for the implementation of Contra Costa's NCP Demonstration project including best practice research, scheduling and facilitation of collaborative meetings, development of RFP processes for designation of subcontractors, development of process graphics, and general technical assistance. Additional assistance included development of mechanisms for integration of the NCP project into the Alameda/Contra Costa Child Support Assurance project.



**Contra Costa County Department of Social Services, Child Support Assurance:** G&A conducted best practices research and technical support for the development of a Child Support Assurance model for Contra Costa County, including program visits to the NY Child Assistance Program, Literature Review, Development of Fiscal Impact scenarios, attendance at state technical assistance conferences, and a final recommendation on program parameters.

**Richmond Private Industry Council, Department of Labor Competitive Grant Implementation:** planning, technical assistance, and procedural development for Richmond WorkFirst! demonstration employment program for hard to serve TANF recipients. Services included initial collaborative development, ongoing research to clarify service delivery issues, development of collaborative service agreements, and creation of program manual.

**Alameda County Social Services Agency, Noncustodial Parent Employment and Training Demonstration:** G&A provided planning, technical assistance, and proposal revision for NCP project including the reconvening of the project collaborative, a reassessment of proposed services and service delivery mechanisms, and development of an implementation plan including service flow, organizational charts, and final budget revisions.