



DATE: **6/1/2023**

TO: **All Proposers**

RE: **Intent to Award for RFP No. PROB 2022-004**

This is a Letter of Intent to Award regarding Request for Proposal (RFP) No. PROB 2022-004 for Youth Activities and Mental Health Services, issued by the San Mateo County (the "County") on Nov. 2, 2022. The County has evaluated the proposals received using the evaluation criteria identified in the RFP, and is hereby recommending that the County enter into agreements with:

Youthful Offender Block Grant (YOBG)-funded contracts:

- The Art of Yoga Project
- Beat Within (a member of Intersection for the Arts)
- Fresh Lifelines for Youth, Inc.
- The Mind Body Awareness Project
- Elliott Gann, Psy.D. (of Today's Future Sound)
- Ken Laxamana (of Today's Future Sound)
- Success Centers
- Urban Services YMCA of San Francisco

Juvenile Justice Realignment Block Grant (JJRBG)-funded contracts:

- Beat Within (a member of Intersection for the Arts)
- Fresh Lifelines for Youth, Inc.
- The Mind Body Awareness Project
- Success Centers

The Proposers listed above had the required qualifications and received the evaluation team's highest rankings. The award decision is conditioned upon final approval by the Departmental Director or the Board of Supervisors.

Thank you for your interest in doing business with the County of San Mateo.

Sincerely,

Tony Burchyns
Management Analyst
San Mateo County Probation Department
650-312-8963, tburchyns@smcgov.org

AWARDED CONTRACTS - RFP Prob 2022_04 Youth Activities and Mental Health Services

CBO	Service	Grant	Amount
Art of Yoga Project	Yoga classes at YSC-JH & Camp Kemp	Youthful Offender Block Grant	\$199,485
Beat Within	Creative Writing Workshops / Magazine Publication at YSC-JH	Youthful Offender Block Grant	\$193,460.85
Fresh Lifelines for Youth	Law and Leadership Program, Reentry Case Management, Mentoring and Career Pathways Navigation at YSC-JH and Camp Kemp	Youthful Offender Block Grant	\$712,027
Mind Body Awareness	Mindfulness Workshops at YSC-JH	Youthful Offender Block Grant	\$152,460
Success Centers	Job Readiness Training , 1:1 Career Advising, Employer Spotlights at YSC-JH	Youthful Offender Block Grant	\$163,138.80
Therapeutic Beat Making - Elliot Gann	Beat-making workshops at YSC-JH and Camp Kemp	Youthful Offender Block Grant	\$130,385.68
Therapeutic Beat Making - Ken Laxamana	Beat-making workshops at YSC-JH and Camp Kemp	Youthful Offender Block Grant	\$59,862
YMCA of SF	Sexual Violence Prevention Program at YSC-JH and Camp Kemp	Youthful Offender Block Grant	\$24,171.84
Beat Within	Creative Writing Workshops / Magazine Publication at YSC-JH -- for secure-track/older youth	Juvenile Justice Realignment Block Grant	\$77,707.30
Fresh Lifelines for Youth	Law and Leadership Program, STAY-FLY Case Management at YSC-JH (secure-track youth)	Juvenile Justice Realignment Block Grant	\$229,369.04
Mind Body Awareness	Mindfulness Workshops at YSC-JH (Secure-Track/TAY youth)	Juvenile Justice Realignment Block Grant	\$95,700.00
Success Centers	Job Readiness Training , 1:1 Career Advising, Code on Point computer coding classes	Juvenile Justice Realignment Block Grant	\$132,437.91

RFP 2022_04 Youth Activities and Mental Health Services Evaluation Committee Consolidated Scoresheet		TOTAL POSSIBLE POINTS	Art of Yoga							Beat Within						
SUBJECT AREAS			1	2	3	4	5	6	7	1	2	3	4	5	6	7
1 RFP Submission Requirements	10															
Proposal meets all RFP requirements, i.e. Public Purchase, hard copies, deadline, formatting and tabulation	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	
2 Project Approach and Service Model	25															
Demonstrates a clear understanding of the project/proposed services detailed in Section II - SOW and the tasks to be performed (Letter of Introduction, Tab 2)	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	
2.1 Feasibility of proposed amount/frequency of proposed services	5	4	5	5	5	5	5	5	5	5	5	5	5	5	5	
2.2 Plan and procedure to implement and maintain services on a consistent basis (Tab 2)	5	4	5	3	3	5	5	5	5	5	5	5	5	4	5	
2.3 Reasonableness of proposed staffing level and allocation plan (Tab 1)	5	5	5	5	5	4	5	4	5	4	5	5	5	5	4	
2.4 Description of promising practices/evidence-based practices (Tab 2)	5	5	5	5	5	3	5	5	4	4	3	5	5	3	5	
Total	25	23	25	23	23	22	25	24	24	23	23	25	25	22	24	
3 Qualifications	25															
3.1 Expertise of service provider in fields necessary to complete the tasks (Tab 1, Exhibit A)	5	5	5	5	5	4	5	5	5	5	5	5	5	5	5	
3.2 Quality/relevance of recently completed projects (Exhibit A, Tab 7)	5	5	5	5	5	3	5	5	5	5	5	5	5	5	5	
3.3 Strategy for successful engagement with the County (Tab 2, Tab 3)	5	4	4	5	5	4	5	5	5	5	5	5	5	5	5	
3.4 Expertise of the lead project manager (Tab 1)	5	5	5	5	5	5	5	5	4	5	5	5	5	5	5	
3.5 Expertise of assigned staff in the subject area and description of the tasks to be performed by each staff person (Tab 1, Tab 2, Exhibit A, Exhibit B)	5	3	3	2	2	3	3	3	5	5	5	5	3	5	5	
Total	25	22	22	22	22	19	23	23	24	25	25	25	23	25	25	
4 Data Collection/Evaluation	15															
4.1 Description of how organization uses data to inform work with clients (Tab 6)	5	4	4	5	4	3	5	4	4	4	5	5	5	5	5	
4.2 Capacity to meet data collection/reporting requirements under this RFP (Tab 6)	5	4	4	5	4	5	5	5	4	4	4	5	5	4	5	
4.3 Methods currently used to track units of service including databases or software (Tab 6)	5	4	3	5	3	4	5	5	4	4	5	5	5	5	5	
Total	15	12	11	15	11	12	15	14	12	12	14	15	15	14	15	
5 Cost Analysis and Budget	25 (Weighted 2.5x)															
5.1 Feasibility of costs associated with program (Tab 5)	5	5	5	5	5	5	5	5	3	3	3	1	4	2	3	
5.2 Exhibit C submitted without omissions (Exhibit C)	5	4	5	5	5	5	5	5	4	4	4	5	4	4	4	
Total	25	22.5	25	25	25	25	25	25	17.5	17.5	17.5	15	20	15	17.5	
Proposal Panelist Totals		89.5	93	95	91	88	98	96	87.5	87.5	89.5	90	93	86	91.5	
Proposal Average Score		92.9							89.3							

RFP 2022_04 Youth Activities and Mental Health Services Evaluation Committee Consolidated Scoresheet		TOTAL POSSIBLE POINTS	FLY-YOBG							FLY-JRBG						
SUBJECT AREAS			1	2	3	4	5	6	7	1	2	3	4	5	6	7
1	RFP Submission Requirements	10														
1.1	Proposal meets all RFP requirements, i.e. Public Purchase, hard copies, deadline, formatting and tabulation	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
2	Project Approach and Service Model	25														
2.1	Demonstrates a clear understanding of the project/proposed services detailed in Section II - SOW and the tasks to be performed (Letter of Introduction, Tab 2)	5	5	4	5	5	5	5	5	4	4	4	2	3	2	4
2.2	Feasibility of proposed amount/frequency of proposed services	5	4	4	5	5	5	5	5	3	3	4	3	3	3	4
2.3	Plan and procedure to implement and maintain services on a consistent basis (Tab 2)	5	5	5	5	5	5	5	5	4	4	3	4	3	4	3
2.4	Reasonableness of proposed staffing level and allocation plan (Tab 1)	5	2	2	2	2	2	2	2	3	3	3	3	3	3	4
2.5	Description of promising practices/evidence-based practices (Tab 2)	5	5	5	5	5	5	5	5	4	4	4	4	3	3	4
	Total	25	21	20	22	22	22	22	22	18	18	18	16	15	15	19
3	Qualifications	25														
3.1	Expertise of service provider in fields necessary to complete the tasks (Tab 1, Exhibit A)	5	5	4	5	5	5	5	5	3	4	4	3	4	3	4
3.2	Quality/relevance of recently completed projects (Exhibit A, Tab 7)	5	5	5	5	5	5	5	5	5	4	4	4	4	5	4
3.3	Strategy for successful engagement with the County (Tab 2, Tab 3)	5	4	5	5	5	5	5	5	4	4	4	5	3	4	4
3.4	Expertise of the lead project manager (Tab 1)	5	5	5	5	5	5	5	5	4	4	3	4	4	4	4
3.5	Expertise of assigned staff in the subject area and description of the tasks to be performed by each staff person (Tab 1, Tab 2, Exhibit A, Exhibit B)	5	4	5	4	4	3	4	5	4	3	3	4	3	3	4
	Total	25	23	24	24	24	23	24	25	20	19	18	20	18	19	20
4	Data Collection/Evaluation	15														
4.1	Description of how organization uses data to inform work with clients (Tab 6)	5	4	5	5	5	5	5	5	4	4	4	4	3	4	5
4.2	Capacity to meet data collection/reporting requirements under this RFP (Tab 6)	5	4	5	5	5	5	5	5	4	4	4	4	5	4	5
4.3	Methods currently used to track units of service including databases or software (Tab 6)	5	4	5	4	5	4	5	5	4	4	4	4	5	4	5
	Total	15	12	15	14	15	14	15	15	12	12	12	12	13	12	15
5	Cost Analysis and Budget	25 (Weighted 2.5x)														
5.1	Feasibility of costs associated with program (Tab 5)	5	4	4	5	4	3	4	4	3	3	4	3	2	4	3
5.2	Exhibit C submitted without omissions (Exhibit C)	5	5	4	4	5	5	5	5	5	4	5	5	5	5	5
	Total	25	22.5	20	22.5	22.5	20	22.5	22.5	20	17.5	22.5	20	17.5	22.5	20
	Proposal Panelist Totals		88.5	89	92.5	93.5	89	93.5	94.5	80	76.5	80.5	78	73.5	78.5	84
	Proposal Average Score		91.5							78.7						

RFP 2022_04 Youth Activities and Mental Health Services Evaluation Committee Consolidated Scoresheet		TOTAL POSSIBLE POINTS	Mind Body Awareness							Peninsula Riding						
SUBJECT AREAS			1	2	3	4	5	6	7	1	2	3	4	5	6	7
1	RFP Submission Requirements	10														
1.1	Proposal meets all RFP requirements, i.e. Public Purchase, hard copies, deadline, formatting and tabulation	10	10	10	10	10	10	10	10	7	8	6	7	7	7	7
		10														
2	Project Approach and Service Model	25														
2.1	Demonstrates a clear understanding of the project/proposed services detailed in Section II - SOW and the tasks to be performed (Letter of Introduction, Tab 2)	5	4	4	5	5	5	5	5	3	3.5	3	5	3	4	3
2.2	Feasibility of proposed amount/frequency of proposed services	5	5	4	5	5	5	5	5	4	3.5	4	5	5	4	4
2.3	Plan and procedure to implement and maintain services on a consistent basis (Tab 2)	5	4	4	5	5	5	5	5	2	4	3	3	3	3	4
2.4	Reasonableness of proposed staffing level and allocation plan (Tab 1)	5	5	4	5	5	5	5	5	3	3.5	3	2	3	3	4
2.5	Description of promising practices/evidence-based practices (Tab 2)	5	4	4	5	5	4	5	5	2	3.5	2	4	3	2	1
	Total	25	22	20	25	25	24	25	25	14	18	15	19	17	16	16
3	Qualifications	25														
3.1	Expertise of service provider in fields necessary to complete the tasks (Tab 1, Exhibit A)	5	5	3	5	5	5	5	5	3	4	4	3	3	4	5
3.2	Quality/relevance of recently completed projects (Exhibit A, Tab 7)	5	5	4	5	5	4	5	5	2	2	1	1	3	1	1
3.3	Strategy for successful engagement with the County (Tab 2, Tab 3)	5	4	4	5	5	5	5	5	3	3.5	4	2	3	4	3
3.4	Expertise of the lead project manager (Tab 1)	5	4	4	5	4	4	5	5	3	5	5	4	2	4	5
3.5	Expertise of assigned staff in the subject area and description of the tasks to be performed by each staff person (Tab 1, Tab 2, Exhibit A, Exhibit B)	5	5	3	5	3	3	5	4	3	4	4	3	3	4	3
	Total	25	23	18	25	22	21	25	24	14	18.5	18	13	14	17	17
4	Data Collection/Evaluation	15														
4.1	Description of how organization uses data to inform work with clients (Tab 6)	5	3	3	3	3	3	3	3	2	3	3	3	2	3	2
4.2	Capacity to meet data collection/reporting requirements under this RFP (Tab 6)	5	3	3	3	5	5	4	5	2	3	3	3	2	3	2
4.3	Methods currently used to track units of service including databases or software (Tab 6)	5	4	4	4	5	4	5	5	1	3	2	0	2	2	2
	Total	15	10	10	10	13	12	12	13	5	9	8	6	6	8	6
5	Cost Analysis and Budget	25 (Weighted 2.5x)														
5.1	Feasibility of costs associated with program (Tab 5)	5	3	3	3	3	3	3	3	3	3	3	3	4	3	4
5.2	Exhibit C submitted without omissions (Exhibit C)	5	5	4	4	5	4	5	5	3	3	3	5	5	3	4
	Total	25	20	17.5	17.5	20	17.5	20	20	15	15	15	20	22.5	15	20
	Proposal Panelist Totals		85	75.5	87.5	90	84.5	92	92	55	68.5	62	65	66.5	63	66
	Proposal Average Score		86.6							63.7						

RFP 2022_04 Youth Activities and Mental Health Services
 Evaluation Committee Consolidated Scoresheet

**TOTAL
 POSSIBLE
 POINTS**

SUBJECT AREAS		Lax the Monk							Therapeutic Beat Making						
		1	2	3	4	5	6	7	1	2	3	4	5	6	7
1 RFP Submission Requirements	10														
1.1 Proposal meets all RFP requirements, i.e. Public Purchase, hard copies, deadline, formatting and tabulation	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
2 Project Approach and Service Model	25														
2.1 Demonstrates a clear understanding of the project/proposed services detailed in Section II - SOW and the tasks to be performed (Letter of Introduction, Tab 2)	5	4	3	4	4	4	5	5	4	3	3	4	4	4	5
2.2 Feasibility of proposed amount/frequency of proposed services	5	5	3	5	5	3	5	5	3	3	4	3	3	4	5
2.3 Plan and procedure to implement and maintain services on a consistent basis (Tab 2)	5	4	3	4	4	4	5	5	4	4	3	4	4	4	5
2.4 Reasonableness of proposed staffing level and allocation plan (Tab 1)	5	5	3	3	5	5	4	3	4	3	4	4	5	4	3
2.5 Description of promising practices/evidence-based practices (Tab 2)	5	4	4	4	4	3	4	3	4	3	3	5	3	4	3
Total	25	22	16	20	22	19	23	21	19	16	17	20	19	20	21
3 Qualifications	25														
3.1 Expertise of service provider in fields necessary to complete the tasks (Tab 1, Exhibit A)	5	5	4	5	5	3	5	5	4	4	4	4	4	5	5
3.2 Quality/relevance of recently completed projects (Exhibit A, Tab 7)	5	4	4	5	5	3	5	5	4	4	4	4	3	4	5
3.3 Strategy for successful engagement with the County (Tab 2, Tab 3)	5	4	4	4	5	3	4	4	4	4	3	4	3	5	4
3.4 Expertise of the lead project manager (Tab 1)	5	5	4	4	5	2	5	5	5	4	4	4	4	5	5
3.5 Expertise of assigned staff in the subject area and description of the tasks to be performed by each staff person (Tab 1, Tab 2, Exhibit A, Exhibit B)	5	5	4	4	5	2	5	3	5	4	4	5	3	5	3
Total	25	23	20	22	25	13	24	22	22	20	19	21	17	24	22
4 Data Collection/Evaluation	15														
4.1 Description of how organization uses data to inform work with clients (Tab 6)	5	3	2	3	3	2	3	3	3	2	4	4	2	3	3
4.2 Capacity to meet data collection/reporting requirements under this RFP (Tab 6)	5	3	2	3	3	2	3	3	3	2	3	4	3	4	3
4.3 Methods currently used to track units of service including databases or software (Tab 6)	5	3	2	3	3	2	3	3	3	2	3	4	2	4	3
Total	15	9	6	9	9	6	9	9	9	6	10	12	7	11	9
5 Cost Analysis and Budget	25 (Weighted 2.5x)														
5.1 Feasibility of costs associated with program (Tab 5)	5	3	3	3	2	4	3	4	2	3	2	3	4	3	3
5.2 Exhibit C submitted without omissions (Exhibit C)	5	4	3	3	4	5	4	4	4	3	3	3	4	3	4
Total	25	17.5	15	15	15	22.5	17.5	20	15	15	12.5	15	20	15	17.5
Proposal Panelist Totals		81.5	67	76	81	70.5	83.5	82	75	67	68.5	78	73	80	79.5
Proposal Average Score		77.4							74.4						

RFP 2022_04 Youth Activities and Mental Health Services
 Evaluation Committee Consolidated Scoresheet

**TOTAL
 POSSIBLE
 POINTS**

SUBJECT AREAS		Success Centers							YMCA of SF						
		1	2	3	4	5	6	7	1	2	3	4	5	6	7
1 RFP Submission Requirements	10														
Proposal meets all RFP requirements, i.e. Public Purchase, hard copies, deadline, formatting and tabulation	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
2 Project Approach and Service Model	25														
Demonstrates a clear understanding of the project/proposed services detailed in Section II - SOW and the tasks to be performed (Letter of Introduction, Tab 2)	5	4	5	4	4	5	5	5	4	4	4	4	5	4	5
2.1 Feasibility of proposed amount/frequency of proposed services	5	4	4	3	4	4	4	5	5	4	5	5	4	4	5
2.2 Plan and procedure to implement and maintain services on a consistent basis (Tab 2)	5	4	4	3	3	4	4	5	4	4	4	4	4	5	4
2.3 Reasonableness of proposed staffing level and allocation plan (Tab 1)	5	4	4	4	4	3	5	5	4	4	4	4	5	5	5
2.4 Description of promising practices/evidence-based practices (Tab 2)	5	3	4	4	4	5	4	5	5	4	4	4	5	5	5
Total	25	19	21	18	19	21	22	25	22	20	21	21	23	23	24
3 Qualifications	25														
3.1 Expertise of service provider in fields necessary to complete the tasks (Tab 1, Exhibit A)	5	4	5	4	5	5	5	5	5	4	5	5	4	5	5
3.2 Quality/relevance of recently completed projects (Exhibit A, Tab 7)	5	5	5	5	5	4	5	5	4	4	4	4	5	4	4
3.3 Strategy for successful engagement with the County (Tab 2, Tab 3)	5	4	5	4	5	4	5	5	4	4	5	4	4	4	5
3.4 Expertise of the lead project manager (Tab 1)	5	4	5	4	5	5	5	5	5	4	4	4	5	5	5
3.5 Expertise of assigned staff in the subject area and description of the tasks to be performed by each staff person (Tab 1, Tab 2, Exhibit A, Exhibit B)	5	4	5	5	2	4	3	5	5	4	4	5	5	5	5
Total	25	21	25	22	22	22	23	25	23	20	22	22	23	23	24
4 Data Collection/Evaluation	15														
4.1 Description of how organization uses data to inform work with clients (Tab 6)	5	4	4	4	4	4	4	4	5	4	5	5	5	5	5
4.2 Capacity to meet data collection/reporting requirements under this RFP (Tab 6)	5	4	4	4	4	5	4	4	5	3	5	5	5	5	5
4.3 Methods currently used to track units of service including databases or software (Tab 6)	5	4	4	4	4	4	4	4	5	3	5	5	5	5	5
Total	15	12	12	12	12	13	12	12	15	10	15	15	15	15	15
5 Cost Analysis and Budget	25 (Weighted 2.5x)														
5.1 Feasibility of costs associated with program (Tab 5)	5	4	3	3	3	3	3	4	5	4	5	5	5	5	5
5.2 Exhibit C submitted without omissions (Exhibit C)	5	4	4	3	4	5	4	5	5	4	5	5	5	5	5
Total	25	20	17.5	15	17.5	20	17.5	22.5	25	20	25	25	25	25	25
Proposal Panelist Totals		82	85.5	77	80.5	86	84.5	94.5	95	80	93	93	96	96	98
Proposal Average Score		84.3							93.0						



County of San Mateo

Request for Proposals (RFP) for Youth Activities and Mental Health Services

Probation Department

RFP No. PROB 2022-004

Date issued:	November 2, 2022
Pre-proposal meeting:	December 7, 2022, 9:00 a.m., PDT
Questions due:	December 9, 2022, 4:00 p.m., PDT
Proposal due:	January 9, 2023, 4:00 p.m., PDT

RFP Contact:

Tony Burchyns, Management Analyst

tburchyns@smcgov.org

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- A. Proposer’s Statements
- B. Clients and Services
- C. Budget Allocation Instructions
- D. County’s Standard Contract Template

I. Introduction and Schedule

A. Definitions (May or may not be included in this RFP)

Business Day: Monday through Friday except for holidays, as observed per the California Government Code.

Camp Kemp: Margaret J. Kemp Camp for Girls

CANS: Child Adolescent Needs and Strengths

Contract: The agreement between San Mateo County and Contractor awarded pursuant to this solicitation.

Contractor: The person or other entity awarded a Contract in conformance with the terms of this solicitation and any subsequently agreed upon terms

County: San Mateo County

Deliverables: Goods or services required to be provided to San Mateo County under the Contract.

DJJ: Division of Juvenile Justice:

FTE: Full-time Employee

JAIS: Juvenile Assessment and Intervention System

JJCC: Juvenile Justice Coordinating Council

JJCPA: Juvenile Justice Crime Prevention Act

JJRBG: Juvenile Justice Realignment Block Grant Program

JPCF: Juvenile Probation Camps Funding

LAP: Local Action Plan

OYAS: Ohio Youth Assessment System

Project Manager: The individual identified by San Mateo County as San Mateo County's primary contact for the receipt and management of the goods and services required under the Contract.

PST: Pacific Standard Time

PDT: Pacific Daylight Time when daylight saving time is in effect

SMC: San Mateo County

SOARR: Success and Opportunities Aspiring Readiness for Reentry

SYTF: Secure Youth Treatment Facility

YOBG: Youthful Offender Block Grant

YSC: Youth Services Center

YSC-JH: Youth Services Center-Juvenile Hall

B. General

The County of San Mateo (the “County” or SMC) covers most of the San Francisco Peninsula. The region covers 744 mi² and is home to nearly 800,000 residents. The County is comprised of 20 incorporated cities and unincorporated areas. The County provides for the health and welfare of all people within its borders and serves as the local government for the unincorporated areas. Innovation thrives here in industries including bioscience, computer software, green technology, hospitality, financial management, health care, education, and transportation. The County prides itself on how that prosperity fosters its commitment to protecting and enhancing the health, safety, welfare, and natural resources of the community.

The mission of the San Mateo County Probation Department (“Department”) is to enhance community safety, reduce crime, and assist the victims of crime through offender accountability and rehabilitation. The vision of the San Mateo County Probation Department is to be a proactive and innovative agency, which facilitates positive changes in offenders’ behaviors that reduce recidivism and foster a law-abiding lifestyle. Within the criminal justice system, probation represents the link between the application of appropriate consequences for illegal behavior and the recovery of offenders to productive, law-abiding lives. As of September 2022, the Department is responsible for the supervision of approximately 2,400 adult probationers, 830 adults on pretrial monitored own recognizance, 120 juvenile probationers, and the 24-hour supervision, or detention of approximately 22 youth in the Youth Services Center-Juvenile Hall (YSC-JH) and Margaret J. Kemp Camp for Girls (Camp Kemp). The Department has offices located in San Mateo, Redwood City, and South San Francisco.

The Department is issuing Request for Proposal (RFP) No. 2022-004 for Youth Activities and Mental Health to contract with one or more providers of programs and services for youth and young adults in custody at the YSC-JH and/or Camp Kemp, as well as those who have been released back to their communities. Programs and services should be evidence-based and promote resiliency, emotional wellbeing, and prosocial behaviors. Examples may include, but aren’t limited to: Vocational education programs, parenting programs, job-training programs, drug and alcohol counseling, mental health, visual arts, reentry services, and post-release linkages to housing, education and employment supports for youth and young adults, including Transition Age Youth ranging in age from 16 to 25, in the juvenile justice system.

Contracts will be secured through the County’s Youthful Offender Block Grant Program (YOBG) and/or the County’s Juvenile Justice Realignment Block Grant Program (JJRBG), dependent on the populations to be served. Both programs provide state funding for counties to deliver enhanced custody and care to youthful offenders who previously would have been committed to the state Division of Juvenile Justice (DJJ).

YOBG: The YOBG program was established following legislation in 2007 that reassigned from state to local control non-serious, non-violent, non-sexual offenders within the juvenile justice system. The Department intends to use YOBG funds to support programs and services for youthful offenders in custody at the YSC-JH and/or Camp Kemp. In fiscal years 20-23, the Department awarded six (6) YOBG-funded contracts for programs such as yoga classes, mindful meditation and life skills programs, drug and alcohol counseling, crisis intervention and advocacy for survivors of sexual assault, law-related education and reentry services, job-readiness classes, and visual art programs.

JRFBG: The JRFBG program was established following legislation in 2020 that closed the state Division of Juvenile Justice (DJJ) and provided resources for counties to provide custody, care and supervision of youth realigned from the DJJ and/or youth who otherwise would have been committed to the DJJ prior to its closure. This population may include youth with more serious offenses who are serving longer sentences than other YSC-JH youth. It may also include older youth in custody and on community supervision, so the Department is seeking proposals for programs and services tailored for transition-age youth aged 16 to 25. In FY 2021-22, the Department established the Success and Opportunities Aspiring Readiness for Reentry (SOARR) program to serve its DJJ-realignment population. JRFBG funds will be used to support programs and services for SOARR youth, both in-custody and post-release.

Note: Proposers may choose to limit their proposals to one funding stream or the other. Conversely, proposers may choose to submit proposals that serve both YOBG and JRFBG populations.

Term: Contracts shall have a term of up to three (3) years, starting no sooner than July 1, 2023, and ending no later than June 30, 2026.

Contractual Requirements: If selected, proposers must commit to and be able to comply with the terms and conditions of the County’s standard contract template, attached to this RFP (Exhibit D).

C. Schedule

RFP Released	Wednesday, November 2, 2022
Pre-proposal Meeting/Institutions Tour	Wednesday, December 7, 2022, at 9 a.m. PDT
Deadline for Questions, Comments and Exceptions	Friday, December 9, 2022, at 4 p.m. PDT
County’s Responses to Questions	Friday, December 16, 2022
Proposal Deadline Date and Time	Monday, January 9, 2023, at 4 p.m. PDT
Anticipated Contract Negotiations	February 27, 2023-March 3, 2023 – <i>Subject to change</i>
Anticipated Contract Award Date	June 2023 – <i>Subject to change</i>

II. Scope of Work

A. Introduction

The Department seeks proposals from one or more providers of evidence-based, promising practice programs and services for youthful offenders at the YSC-JH and Camp Kemp as well as those released back to their communities. Programs should promote resiliency, pro-social behavior, and emotional wellbeing as well as decreased involvement in the Juvenile Justice System. Programs and services for in-custody youth will be based in the County's juvenile detention facilities. Programs and services for post-release youth must be based within San Mateo County and be accessible to clients.

General In-Custody Population

The Department seeks programs and services to serve the general population at the YSC-JH and/or Camp Kemp. This population includes youth in the Phoenix Reentry Program (PREP), a less restrictive detention track that provides youth with specific tools and resources needed for successful community reentry.

SOARR/Transition-Age Youth

In addition, the Department seeks programs and services for its Success and Opportunities Aspiring Readiness for Reentry (SOARR) program. Established in FY 2021-22, the SOARR program serves youth who would have been eligible for DJJ commitment prior to its closure. SOARR clients may have more serious offenses and longer sentences than other youth offenders at the YSC-JH and/or Camp Kemp. Also, SOARR clients on average may be older than other in-custody youth, ranging in age from 16 to 25. The Department seeks targeted, rehabilitative programs and services to serve this population through incarceration and into post-release community supervision. Examples of programs may include but aren't limited to: Mental health and counseling services for transition-age youth, vocational training, reentry services, and post-release linkages to housing, education, and employment supports. The Department currently projects 1 to 3 SOARR commitments per year, based on its past DJJ commitments.

B. Scope of Work – Youth Activities and Mental Health Services

The County welcomes proposals from all qualified services providers, including individuals, local government organizations, volunteers, and/or profit or nonprofit entities. Proposers are required to list certifications and licenses that prove they have specialized training in their fields. Applicants may submit proposals for one or more of the following types of programs:

❖ **BEHAVIORAL HEALTH (MENTAL HEALTH/SUBSTANCE USE)**

Individual and/or group mental health counseling by Marriage and Family Therapists, Licensed Clinical Social Workers, or interns supervised by licensed therapists.

Provide both individual and group Alcohol and Drug Intervention. Individual and/or group substance use counseling. A Certified, or Registered, Drug and Alcohol Counselor shall provide group skills and counseling focusing on solutions, relapse prevention, potential harm reduction and abstinence. Services should focus on prevention and intervention strategies of drug and alcohol use and include role playing and cognitive reasoning.

❖ **PROSOCIAL SKILLS**

Provide services that promote the development of pro-social skills and decision making. Programming should focus on developing youths' strengths in the areas of health, education, and employment readiness. Services may include (but are not limited to): legal education, healthy relationships (relationship education), and mentoring/case management. Programming will also include transitional services and community contacts for youth upon re-entry to their community. Specific examples of potential programs are outlined below.

❖ **HEALTH**

Programs that allow youth to engage in physical activity that teaches youth about health choices and productive ways to improve their physical health and appropriately deal with and manage stress.

❖ **EDUCATION**

Programs that provide tutoring to assist youth with academic success. Programs that provide case management and assist youth with the process of re-entering school within their respective communities. These services should include (but are not limited to): ensuring youth are connected with a school immediately following discharge, ensuring all coursework completed is transferred back to the school, connecting youth with appropriate resources to promote successful re- entry.

❖ **VOCATIONAL/JOB-TRAINING**

Programs that provide opportunities for youth to learn marketable skills for future employment. These services should include comprehensive youth employment and training programs and focus on career coaching, vocational assessments, technical training, job search guidance/training, supportive services as well as training on appropriate professional etiquette. Examples include, but aren't limited to, construction, computer coding, and/or culinary arts programs.

❖ **ARTS-BASED INTERVENTIONS**

Programs that provide hands-on opportunities for justice-involved youths to learn new skills, develop new talents, and express thoughts and ideas in creative and therapeutic ways. Arts-based programs may take many forms, including but not limited to: Visual arts, crafts, literature, creative writing, and music. Activities may involve drawing, painting, sculpting, singing, playing instruments, and the use of mobile studio equipment to produce and record music-related projects.

❖ **EMOTION REGULATION/COPING SKILLS**

Programs that help youth and young adults understand emotion regulation and coping skills. These programs should include psychoeducation on feelings and emotions as well as give youth substantial opportunity to apply/practice coping skills. Examples of coping skills may include meditation, mind body awareness, yoga, creative arts, art therapy, and other services.

❖ **GANG PREVENTION & INTERVENTION**

Provide services focused on understanding the dynamics of gangs, decision making and developing pro-social and conflict resolution skills, as well as how to exit from a gang.

Programming may also include transitional services and community contacts for youth upon re-entry to their community, as well as other services.

❖ **HUMAN TRAFFICKING (SERVICES FOR COMMERCIALY AND SEXUALLY EXPLOITED YOUTH)**

Programs that raise awareness and provide information to address recruitment, transportation, and harboring of youth by means of threat, use of force or other forms of coercion concerning sexual exploitation and labor trafficking. Programs should be survivor-led and trauma-informed. Preference will be given to organizations who can implement programs that are conducting research to establish efficacy (i.e., My Life My Choice, Ending the Game).

❖ **FAMILY THERAPY**

Licensed practitioner(s) to provide counseling sessions to incarcerated youth and their families for the purpose of increasing family cohesion, engagement and coping skills. Provide education to family members about the juvenile justice system and the status of their youth in the juvenile hall.

❖ **RE-ENTRY**

Provide re-entry services and aftercare programs such as professional case managers, mentors, and/or employment opportunities to youth who are exiting custody from the Camp and Juvenile Hall. Programming should also focus (at a minimum) on family/guardianship connections, educational assistance, vocational training, financial education, employment assistance, substance use interventions, and housing support and assistance for youth who cannot live with relatives and are transitioning to adulthood. In addition, programming should be individualized to assist with developmental asset deficits.

Preference will be given to service providers who have capacity to deliver trauma-informed and culturally responsive services.

Proposals may be limited to one funding stream or the other, or both.

C. General Requirements

Data Collection

All programs funded through YOBG/JJRBG funding streams are required to participate in an annual evaluation, and will work in partnership with our third-party evaluator to provide data and performance outcomes in a timely fashion. Grantees are also required to submit this data to Probation on a quarterly basis.

Grantees are required to collect (at a minimum) the following individual client-level and program data on all participants receiving direct services through the YOBG/JJRBG funding streams.

In-custody Programs

- ❖ Program dosage and frequency (dates/times of all sessions/classes)
- ❖ Youth Demographics
 - Gender

- Date of Birth
- Zip Code of Residence
- Race & Ethnicity
- ❖ Program Data
 - Program Entry Date
 - Program Exit Date
 - Dates of Service
 - Length of Service
 - Type of Service (e.g., counseling, mentoring, case management, etc.)
- ❖ Number and types of assessment administered (if applicable)

Post-release Programs (SOARR clients only)

- Number of contacts/visits with youth
- Number of programs, services identified in each SOARR client’s reentry plan that were addressed by the provider, including but not limited to the following categories:
 - Education
 - Vocational
 - Housing and/or Employment
 - Mental Health Treatment
 - Substance Abuse Treatment

Assessments

Providers may be required to administer assessment tools that support decision-making, level of care and service planning for clients. These assessments may include:

Ohio Youth Assessment System (OYAS)

OYAS is an individualized determination tool that was designed by the University of Cincinnati to assist juvenile justice professionals in providing the most effective interventions for youth based on their likelihood to reoffend, their criminogenic needs, and their barriers to services, while using the least restrictive alternative.

Child Adolescent Needs and Strengths (CANS)

The Child Adolescent Needs and Strengths (CANS) survey is a multi-purpose tool developed for children’s services to support decision making, including level of care and service planning, to facilitate quality improvement initiatives, and to allow for the monitoring of outcomes of services. CANS consist of multiple items scored on a 4-point scale (0 to 3, with a score of 2 or 3 indicating an actionable need) and grouped into stand-alone modules-e.g., Risk Behaviors, Strengths, Behavioral/Emotional Needs or Trauma. Each program typically completes a unique set of CANS items and modules according to the specific fit with their programs and clientele.

Providers may be required to undergo training in the use of such assessment tools. Providers administering the CANS assessments are required to be certified annually. The Probation Department will work with selected providers to provide necessary training and technical support.

Meetings

Depending on the programs/services offered, providers may be required to attend regular multi-disciplinary meetings (case-planning meetings), trainings, family night events, court reviews, and/or other meetings with County staff as requested or needed.

In addition, the Probation Department will hold quarterly collaboration and communication meetings for all contracted CBOs serving juvenile clients. Discussion items will range from policy and legislative updates to data collection processes to training opportunities.

Masking/Vaccination Policy

Providers must comply all applicable masking, testing and/or vaccination policies to provide in-person services at the YSC-JH and Camp Kemp.

Alternative Service Delivery Method

Due to COVID-19, providers should demonstrate the ability to provide their programs/services remotely as opposed to in-person if deemed necessary. Remote delivery methods may include use of teleconferencing, pre-recorded videos, or any other virtual delivery methods that may be applicable.

Fingerprinting/Background Checks

Selected contractors will be subject to fingerprinting and background checks.

Project Manager

Proposers must identify a single project manager to act as a point person with the Department regarding all proposed services and contract-related matters.

III. Submission Requirements

A. Submission Deadline

Proposals must be submitted electronically **and** in hard copy. Please follow the instructions below.

- Proposals must be electronically received by 4 p.m., Jan. 9, 2023, via Public Purchase (details below).
- In addition, 8 hard copies of each proposal must be submitted by 4 p.m., Jan. 9, 2023, to:

Tony Burchyns, Management Analyst
Institutions Services Division
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

Electronic submissions: Allow sufficient time for the upload to complete by the Due Date and Time. Partial uploads will automatically terminate, and proposals will be rejected. The Public Purchase submission time will be the official submission time. The County will not be responsible for and shall not accept proposals that are late due to slow internet connections or for any other failure of the Public Purchase system.

NOTE: The County does not maintain the Public Purchase system and is not liable for site failures or technical problems. To resolve technical issues, contact Public Purchase using the chat portal via link below or email Vendor Support at support@thepublicgroup.com

http://www.publicpurchase.com/gems/help/mainhelp.html?frame1=public/info.html&frame2=public/info_register.html

Late submissions will not be considered.

B. Pre-submission Registration

Organizations or individuals interested in responding to this solicitation must register online with the County of San Mateo at:

<https://www.publicpurchase.com/gems/register/vendor/register>

It is recommended that organizations complete this registration as soon as possible to allow enough time for it to be processed. Each registration is manually reviewed and approved by Public Purchase and this might take time. The County will not be responsible for and shall not accept proposals that are late due to a failure to register in the Public Purchase system.

C. Submission via Public Purchase

1. Submission of Proposals:

1.1 Required documents

Each of the following documents (which are attached to this RFP) should be submitted as part of your proposal:

- A) Exhibit A – Applicant’s Statements
- B) Exhibit B – Clients and Services Form
- C) Exhibit C – Budget Allocation

1.2 Electronic Submissions

Include the proposer’s name and the RFP title and number in each file name. Submit proposals via the Public Purchase website, allowing sufficient time for the upload to complete by the Due Date and Time. Partial uploads will automatically terminate, and proposals will be rejected. The Public Purchase submission time will be the official submission time. Contact Public Purchase with technical questions regarding the site. The County will not be responsible for and may not accept proposals that are late due to slow internet connections or for any other failure of the Public Purchase system. Late submissions will not be considered.

1.3 Conflicts between Certain Requirements

Prior to the submission deadlines and solely relating to a determination of the timeliness of questions, comments, and proposal submissions, information displayed on the Public Purchase site will take precedence in the event of a discrepancy between that information and the information within the solicitation documents. For all other discrepancies, the information in the solicitation documents will take precedence.

1.4 Format

Documents should be created in the following format:

- Use size 11 font
- Calibri font
- Text be unjustified (i.e., with a ragged-right margin)
- Pages should have margins of at least 1” on all sides (excluding headers and footers)
- Include a Table of Contents
- Sections must be tabbed according to the instructions in the Proposal Content Requirements section below
- PDF format is preferred, except for Exhibit C – Budget Allocation (please use Excel template provided in Public Purchase, www.publicpurchase.com)

2. Errors in Proposals

The County will not be liable for any errors in proposals. Proposals may be rejected as unresponsive if they are late, incomplete, missing pages or information, or cannot be opened for any reason. The County may waive minor irregularities, but such waiver will not modify any remaining RFP requirements.

D. Proposal Content Requirements (Maximum of 25 pages)

Bidders interested in responding to this RFP must submit the following information, in the order specified below (please tab each section in your submittals).

NOTE: One (1) page of content is measured as 1-sided, letter-sized page.

Pages that exceed the maximum page limit will not be reviewed or scored.

Introduction and Executive Summary (1 page)

Submit a letter of introduction for the proposal. The letter must be on the organization's letterhead and contain:

- Name, title, and contact information (email, phone, and address) for representative of proposing organization who is responsible for communication related to this RFP
- Signature of person authorized to obligate organization to perform the commitment contained in the proposal

Submission of the letter will constitute a representation by organization that you are willing and able to perform the commitments contained in the proposal and have not violated the terms of this RFP.

Tab 1: Qualifications and Experience (up to 5 pages, including Exhibit A)

- a) Provide a statement of qualifications for your organization, including an organization chart, organization size, a description of services provided by your organization, and a statement of the extent of experience/history providing the services requested by this RFP.
- b) How many full-time employees (FTEs) do you plan to assign to this project if you are selected?
- c) How many people in total are employed by your organization? Delineate between employees and consultants.
- d) In Exhibit A, please list all contracts serving at-risk or justice involved youth over the past three years (Item 1) and all current contracts and commitments (Item 2). If you failed or refused to complete a contract, please provide details (Item 3)
- e) In Exhibit A (Item 4), please list the professional qualifications for each individual that would be assigned to provide services requested by this RFP, including date and educational institutions of

any applicable degrees, additional applicable training (certifications for evidence-based programs), and any professional certifications and/or licensing.

Tab 2: Project Philosophy and Service Model (up to 6 pages, including Exhibit B)

Describe your organization's project approach and service model, including how proposed programs and services would be implemented, staffed, supported administratively, and delivered to clients on a consistent basis. Include the following information:

- a) Describe the amount/frequency of your proposed direct services.
- b) Describe any promising practices/evidence-based practices (EBP) your organization plans to implement to meet the requirements for this RFP. Please include the name of each curriculum/intervention that will be implemented.
- c) List your needs for physical space and/or equipment at the County during this engagement, if any, aside from space or equipment that would be provided by the County as an obvious aspect of the requested services (for example, space to treat patients, computers to document services, etc.).
- d) Identify how you will meet all other aspects of the scope of work and related requirements stated above.
- e) List any items that you cannot provide.
- f) Provide information on any other pertinent services, if any, that you will offer that will reduce costs or enhance revenue for the County.
- g) Please complete Exhibit B, being sure to identify all direct services provided through your program, including projected hours and clients for each. These must be consistent with your Project Budget (Exhibit C).

Tab 3: Protocols for Addressing Concerns (1 page)

- a) In the event of a routine problem, who is to be contacted within your organization?
- b) In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them.

Tab 4: Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization (1 page)

List any current licensure, HIPAA, non-discrimination claims against you/your organization and those having occurred in the past five years, especially any resulting in claims or legal judgments against you.

Tab 5: Cost Analysis and Budget for Primary Services (up to 7 pages, including Exhibit C)

Provide a detailed explanation for all costs associated with your proposal. Please complete the respective budget form for each of the fiscal years (Exhibit C – Download in Public Purchase, www.publicpurchase.com).

Note on Reimbursable Travel: All mileage reimbursements for a Contractor’s use of a personal car for reimbursable travel shall be reimbursed based on the Federal mileage reimbursement rate. That said, the County does not generally reimburse “local travel” within 50 miles. For more information, please see the “Reimbursable Travel Expenses” section of the County’s standard contract template in Exhibit D.

Tab 6: Data Collection/Program Evaluation (up to 2 pages)

- a) Describe how your agency/organization currently uses data to inform your work with clients.
- b) Describe your organization’s capacity to meet data collection/reporting requirements under this RFP. (Data reports will be required on a quarterly basis. Describe how your organization will ensure the timely submission of data.)
- c) List method(s) by which your agency currently tracks Units of Service (program level data). This may include databases and/or software.

Tab 7: References (1 page)

Provide two (2) references (not including the San Mateo County Probation Department) for your organization regarding projects of similar size and scope, including the name, address, and telephone number of at least one (1) but no more than three (3) recent clients (preferably other public agencies).

Tab 8: Statement of Compliance with County Contractual Requirements (1 Page)

A sample copy of the County’s standard contract template is attached to this RFP. Each proposal must include a statement of the proposer’s commitment and ability to comply with each of the terms of the County’s standard template contract, including but not limited to the following:

- Hold Harmless provision
- Liability Insurance requirements
- Non-discrimination policy
- Equal Employment Opportunity requirements
- Equal Benefits Ordinance
- Living Wage Ordinance
- Jury Service Ordinance
- All other provisions of the County’s standard template contract

In addition, the proposer should include a statement that it will agree to have any disputes regarding the contract venued in San Mateo County or Northern District of California. The proposal must state any objections to any terms in the County’s standard contract template and provide an explanation for the inability to comply with the required term(s). If no objections are

stated, the County will assume the proposer is prepared to sign the County standard contract template as is.

NOTE: Exceptions, modifications and omissions from the requested information will not be accepted. Deviations from the required calculations and format will result in rejection of proposal as non-responsive.

IV. Evaluation and Selection Criteria

A. Selection Criteria

The proposals will be evaluated by a selection committee comprised of subject matter experts. The County intends to evaluate the proposals generally in accordance with the criteria itemized below.

1. **Project Approach and Service Model** (Up to 30 points)
 - 1.1 Demonstrates a clear understanding of the project/proposed services detailed in Section II - SOW and the tasks to be performed
 - 1.2 Feasibility of proposed amount/frequency of proposed services
 - 1.3 Feasibility of providing services within physical confines of the facility
 - 1.4 Plan and procedure to implement and maintain services on a consistent basis
 - 1.5 Reasonableness of proposed staffing level and allocation plan
 - 1.6 Description of promising practices/evidence-based practices
2. **Qualifications** (Up to 30 points)
 - 2.1 Expertise of the service provider in the fields necessary to complete the tasks
 - 2.2 Quality/relevance of recently completed projects
 - 2.3 Strategy for successful engagement with the County
 - 2.4 Innovation that gives proposer a competitive edge
 - 2.5 Expertise of the lead project manager
 - 2.6 Expertise of assigned staff in the subject area and description of the tasks to be performed by each staff person
3. **Data Collection/Evaluation** (Up to 15 points)
 - 3.1 Description of how organization uses data to inform work with clients
 - 3.2 Capacity to meet data collection/reporting requirements under this RFP
 - 3.3 Methods currently used to track units of service including databases or software
4. **Cost Analysis and Budget** (Up to 25 points)
 - 4.1 Feasibility of costs associated with program
 - 4.2 Exhibit C submitted without omissions

The County may consider any other criteria it deems relevant, and the Evaluation Committee is free to make any recommendations it deems to be in the best interest of the County. Inaccuracy of any information supplied within a proposal or other errors constitute grounds for rejection of the proposal. However, the County may, in its sole discretion, correct errors or contact a proposer for clarification.

Following the evaluation of the written proposals, the proposers receiving the highest scores may be invited to an oral interview. The interview would consist of standard questions asked of each of the proposers. The department would combine both the written and oral interview scores of the short-listed proposers as the final scores for selection of the proposers.

The County reserves the right to select proposals other than those with the lowest costs.

V. Instructions to Proposers

A. Pre-Proposal Meeting and Site Visit

Proposers are encouraged to attend a non-mandatory, pre-proposal meeting on Dec. 7, 2022, at 9:00 a.m. to be held at the Youth Services Center, 222 Paul Scannell Drive, 2nd Floor, San Mateo, CA 94402. A site visit will directly follow the pre-proposal meeting, ending no later than 12:00 p.m. To RSVP for the pre-proposal meeting and tour, please send an email to Tony Burchyns, Management Analyst, at tburchyns@smcgov.org.

The meeting will provide an opportunity for Q&A.

- All answers to RFP questions provided at this meeting will be posted to Public Purchase.
- Any RFP questions posed at this meeting that need additional research will also be posted to Public Purchase along with the corresponding answer.
- Any other or additional questions regarding this RFP must be posted in Public Purchase by December 9, 2022.
- The County will respond to RFP questions in Public Purchase no later than December 16, 2022.

The site visit will cover:

- YSC-JH
 - Housing Units: Forrest 1, Forrest 2, Forrest 3, Pine 4, Pine 5, Elm 6, Elm 7
- School Building
- Camp Kemp

Note: Until further notice, visitors must show proof of vaccination or a negative COVID test within 72 hours to enter San Mateo County's juvenile detention facilities. Mask are required.

B. Communications

- 1.1 As of the issuance date of this RFP and continuing until it is canceled or an award is made, no proposer or person acting on behalf of a prospective proposer may discuss any matter relating to the RFP with any officer, agent, or employee of the County, other than through Public Purchase, to the Authorized Contact Person, or as outlined in the evaluation or protest procedures.

- 1.2 Proposers may not agree to pay any consideration to any company or person to influence the award of a Contract by the County, nor engage in behavior that may be reasonably construed by the public as having the effect or intent of influencing the award of a Contract.

The above restriction does not apply to communications with the County regarding business not related to this RFP.

C. Contract Award

Violation of the following prohibitions may result in a proposer being found non-responsible, barred from participating in this or future procurements, and becoming subject to other legal penalties.

1.1 Award Procedure

Contract negotiations are neither an offer nor an implicit guarantee that a contract will be executed. Award, if made, will be to the responsive, responsible proposer(s) offering the overall best value to the County for the services described in this solicitation, or as applicable, for a specific portion of the services and goods described. Any agreement reached will be memorialized in a formal agreement using the attached standard contract template (Exhibit D).

1.2 Notice of Intent to Award

Once a decision has been made to award a contract to one or more proposers, the County will post a Notice of Intent to Award, notifying the remaining proposers of their non-selection. The posting may be inclusion of the recommendation to award as an agenda item on the Board of Supervisors schedule.

1.3 Commencement of Performance

After all parties have signed the Agreement, the County will notify the proposer and performance may proceed. Prior to County execution of the Agreement, no County employee may authorize work. Any work performed prior to that time may be uncompensated.

VI. Terms and Conditions for Receipt of Proposals

A. Errors, Omissions, and Inquiries regarding the RFP

Proposers are responsible for reviewing all portions of this RFP. Proposers are to promptly notify the Department, in Public Purchase, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to the Department promptly after discovery, but in no event later than five working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

Inquiries regarding the RFP should be lodged in Public Purchase.

B. Objections to RFP Terms

Should a proposer object on any ground to any provision or legal requirement set forth in this RFP, the proposer must, not more than ten (10) calendar days after the RFP is issued, provide written notice to the Department setting forth with specific grounds for the objection. The failure of a proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

C. Addenda

The County may modify the RFP, prior to the proposal due date, by issuing Addenda, which will be posted on Public Purchase. The proposer shall be responsible for ensuring that its proposal reflects any and all Addenda issued by the County prior to the proposal due date regardless of when the proposal is submitted. Therefore, the County recommends that the proposer consult Public Purchase frequently, including shortly before the proposal due date, to determine if the proposer has downloaded all Addenda.

D. Term of Proposal

Submission of a proposal signifies that the proposed services and prices are valid for the duration of the contract and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity.

E. Revision of Proposal

A proposer may revise a proposal on the proposer's own initiative at any time before the deadline for submission of proposals. The proposer must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before the proposal due date.

In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer.

The County may cancel, revise, or reissue this RFP, in whole or in part, for any reason. Revisions will be posted as addenda on <http://www.publicpurchase.com/>. No other revision of this RFP will be valid. Proposers are responsible for ensuring that they have received all addenda from Public Purchase.

F. Errors and Omissions in Proposal

Failure by the Department to object to an error, omission, or deviation in the proposal will in no way modify the RFP or excuse the proposer from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

G. Withdrawal of Proposals

Proposals may be withdrawn, modified, or replaced at any time prior to the Due Date and Time. After that time, whether or not a new RFP is issued for the same subject matter, withdrawal of a proposal may preclude the proposer from participating in the procurement as a proposer or subcontractor, except that an original equipment manufacturer may participate indirectly through a reseller.

H. No Commitment

Neither submission of a proposal nor the County's receipt of proposal materials confers any right to the proposer nor any obligation on the County. This RFP does not commit the County to award a Contract, nor will the County defray any costs incurred in preparing proposals or participating in any presentations or negotiations.

I. Financial Responsibility

The County accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions of the RFP will become the property of the County and may be used by the County in any way deemed appropriate.

J. Estimated Quantity

If the RFP results in an indefinite quantity or a requirements Contract, the goods and services actually requested by the County may be less than the maximum value of the Contract and there is no guarantee, either expressed or implied, as to the actual quantity of goods and services that will be authorized under the Contract.

K. Public Record

General

- 1.1 All proposals, protests, and information submitted in response to this solicitation will become the property of the County and will be considered public records. As such, they may be subject to public review.
- 1.2 Any contract arising from this RFP will be a public record.
- 1.3 Submission of any materials in response to this RFP constitutes:

- Consent to the County’s release of such materials under the Public Records Act without notice to the person or entity submitting the materials; and
- Waiver of all claims against the County and/or its officers, agents, or employees that the County has violated a proposer's right to privacy, disclosed trade secrets, or caused any damage by allowing the proposal or materials to be inspected; and
- Agreement to indemnify and hold harmless the County for release of such information under the Public Records Act; and
- Acknowledgement that the County will not assert any privileges that may exist on behalf of the person or entity submitting the materials.

Confidential Information

- 2.1 The County is not seeking proprietary information and will not assert any privileges that may exist on behalf of the proposer. Proposers are responsible for asserting any applicable privileges or reasons why a document should not be produced in response to a public record request.
- 2.2 If submitting information protected from disclosure as a trade secret or any other basis, identify each page of such material subject to protection as “CONFIDENTIAL”. If requested material has been designated as confidential, the County will attempt to inform the proposer of the public records request in a timely manner to permit assertion of any applicable privileges.
- 2.3 Failure to seek a court order protecting information from disclosure within ten (10) days of the County’s notice of a request to the proposer will be deemed agreement to disclosure of the information and the proposer agrees to indemnify and hold the County harmless for release of such information.
- 2.4 Requests to treat an entire proposal as confidential will be rejected and deemed agreement to County disclosure of the entire proposal and the proposer agrees to indemnify and hold the County harmless for release of any information requested.
- 2.5 Trade secrets will only be considered confidential if claimed to be a trade secret when submitted to the County, marked as confidential, and compliant with Government Code Section 6254.7.

L. Reservations of Rights by the County

The issuance of this RFP does not constitute an agreement by the County that any contract will actually be entered into by the County. The County expressly reserves the right at any time to:

- Waive or correct any defect or informality in any response, proposal, or proposal procedure;
- Reject any or all proposals;

- Reissue a Request for Proposals;
- Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials, equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;
- Procure any materials, equipment or services specified in this RFP by any other means; or
- Determine that no project will be pursued.

M. No Waiver

No waiver by the County of any provision of this RFP shall be implied from any failure by the County to recognize or take action on account of any failure by a proposer to observe any provision of this RFP.

N. Cooperative Agreement (Piggyback)

Any contract/s that will result from this competitive solicitation is being conducted as a Cooperative Procurement. The services, terms and conditions of the resulting contract may be used by other organizations as a Cooperative Agreement.

This clause in no way commits any SMC affiliate to procure services from the awarded contractor, nor does it guarantee any additional orders will result. It does allow interested organizations, at their discretion, to make use of this competitive procurement (provided said process satisfies their own procurement guidelines) and contract directly from the awarded contractor. All purchases made by SMC affiliates shall be understood to be transactions between that organization and the awarded contractor; SMC shall not be responsible for any such contracts.

VII. Protest Procedures

A. Protest of Non-Responsiveness Determination

Within five (5) working days of the County's issuance of a notice of non-responsiveness, any firm that has submitted a proposal and believes that the County has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the County on or before the fifth working day following the County's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the County to determine the validity of the protest.

B. Protest of Contract Award

Within five (5) working days of the County's issuance of a notice of intent to award the contract, any firm that has submitted a responsive proposal and believes that the County has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the County on or before the fifth working day after the County's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the County to determine the validity of the protest.

C. Delivery of Protests

All protests must be received by the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the County received the protest. Protests or notice of protests made orally (e.g., by telephone) will not be considered. Protests must be delivered to:

Protests@smcgov.org

Subject: RFP Name and Number

Exhibit A: Proposer’s Statements

1. *List contracts completed in last three years for services with youth in detention and/or re-entry services.*

Year	Contracting Agency	Type of Service	Location	Amount

2. *List contracts, or other commitments (e.g. consulting arrangements), currently in force.*

Year	Contracting Agency	Type of Service	Location	Amount

3. *Provide details of any failure or refusal to complete a contract.*

4. *Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.*

Personnel Name	FTE/Salary	Applicable Degrees (Degree-Year- Institution)	Professional Licenses - Certifications for EBP	Child & Adolescent Needs and Strengths (CANS) Assessment Tool Certification
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____

Exhibit B – Clients and Services

Please complete the following questions about your proposed services and clients.

1. Please tell us about your program, identifying the following:
 - a. The specific types of services you will provide. Be sure to indicate any use of curriculums/interventions you will implement that are evidence-based.
 - b. Where will these services be provided? Indicate geographical location as well as site.
 - c. What is the expected timing of these services? (i.e., when will they begin and end, how frequently will they be provided, year-round vs. school year etc.)

2. Please tell us about your target client population, including client characteristics and numbers you plan to serve.

3. Please complete the following for each direct service provided:

Direct Service Type	Number of Staff Providing Services	Number of Projected Hours	Number of Projected Clients

Exhibit C – Budget Allocation

INSTRUCTIONS

*This document (Exhibit C) provides instructions and budget forms required for RFP No. PROB 2022-004: Youth Activities and Mental Health Services. Please follow the instructions below in completing the Budget Template. You will be asked to provide costs for each direct service component and direct operating costs for each quarter of each fiscal year. **Please complete a separate Budget Allocation form for each funding stream, if in fact, you are proposing services within each.** A sample completed budget is provided for illustration. Please double-check your math! Formulas are provided for ease of calculation, but it is the submitters' responsibility to ensure that all numbers are accurate!*

Getting Started

1. Download the Excel templates from publicpurchase.com. These instructions are also included in the spreadsheets.
2. Navigate to the YOBG Budget Template tab below in this Excel file; start with FY 23-24 budget at top.
3. Enter the name of your program at the top. [Tip: Save your file with a different file name to preserve a blank template.]

Section A. Direct Personnel Costs

General: Each line item consists of a direct service component of your program (e.g., "individual counseling"). The amount for each line item is automatically calculated as the product of the number of staff, the dollar rate (per hour per staff member), and the number of projected hours. You will be asked to project the number of clients served and hours of service provided for each quarter of the fiscal year (FY). Please complete all 3 budget forms (one for each fiscal year).

4. Enter each of your **service components** in column A (these should match the services identified in Exhibit B).
5. Enter the **number of staff** required to provide the service (i.e., how many staff are needed to provide a single hour of service). This is not the number of individual staff members providing the service at your program or agency. For example, you may employ 6 counselors in your program, but only 1 is needed to provide a single hour of individual counseling; thus, "1" should go in column 2. Similarly, a group service may always require 2 or 3 staff to provide each hour, so you would enter 2 or 3 in column B.
6. Enter the dollar **rate for a single staff member** in column C (this rate will be multiplied by the number of staff). If two or more staff members are needed to provide the service and they have different rates, please provide the average rate.
7. In column E, enter the **number of projected clients** and **number of projected hours** for Quarter 1 of FY 23-24 in the cells indicated. Repeat for Quarters 2 (column F), Quarter 3 (G) and Quarter 4 (H). In column I, enter the total number of projected clients for the FY for each direct service component (this should match the same number on Exhibit B). [Note: this cell is not auto-summed across the 4 quarters due to potential duplication of clients]
8. Check that the service component subtotals (rows 8, 11, 14, etc.) are calculating correctly. Check that the FY 23-24 total column (I) is correct. Check that your direct personnel costs subtotal (row 30) is correct.

Section B. Direct Operating Costs

General: This section is intended for direct costs of operating your program (e.g., data collection & evaluation, food, supplies, other materials, etc.).

9. Enter the description of each direct cost component in column A.
10. Enter the total budget amount for each quarter in columns E-H. Check that totals are calculating correctly.

Section C. Indirect Costs

11. Indirect Costs are automatically calculated in row 45 as 10% of Total Direct Personnel Costs (Section A + Section B).

Total FY Budget

12. Check that totals from sections A and B are carried down correctly into rows 42-43. Check that your FY budget is correct.

Additional Fiscal Years and Total Program Budget

13. Navigate to the next fiscal year (page 3 for FY 24-25; page 5 for FY 25-26) and repeat items 2-14 above for each FY.
14. Check that totals from each fiscal year are carried down correctly into rows 146-149. Check that your total program budget is correct.

Other Notes

If you need more rows in a section, please be aware that altering the template will likely affect the auto-calculation formulas. Do not change the general structure of the budget (i.e., do not add new sections or change the way amounts are determined). Again, please make sure that you double-check all calculations and ensure your numbers are correct before submitting.

Submission Instructions

Upload your completed budget to publicpurchase.com as an Excel (.xlsx) file

Appendix D – County’s Standard Contract Template

Agreement No. _____

AGREEMENT BETWEEN THE COUNTY OF SAN MATEO AND [Contractor name]

This Agreement is entered into this _____ day of _____, 20____, by and between the County of San Mateo, a political subdivision of the state of California, hereinafter called “County,” and [Insert contractor legal name here], hereinafter called “Contractor.”

* * *

Whereas, pursuant to Section 31000 of the California Government Code, County may contract with independent contractors for the furnishing of such services to or for County or any Department thereof; and

Whereas, it is necessary and desirable that Contractor be retained for the purpose of [Enter information here].

Now, therefore, it is agreed by the parties to this Agreement as follows:

1. Exhibits and Attachments

The following exhibits and attachments are attached to this Agreement and incorporated into this Agreement by this reference:

- Exhibit A—Services
- Exhibit B—Payments and Rates
- Attachment I—§ 504 Compliance

2. Services to be performed by Contractor

In consideration of the payments set forth in this Agreement and in Exhibit B, Contractor shall perform services for County in accordance with the terms, conditions, and specifications set forth in this Agreement and in Exhibit A.

3. Payments

In consideration of the services provided by Contractor in accordance with all terms, conditions, and specifications set forth in this Agreement and in Exhibit A, County shall make payment to Contractor based on the rates and in the manner specified in Exhibit B. County reserves the right to withhold payment if County determines that the quantity or quality of the work performed is unacceptable. In no event shall County’s total fiscal obligation under this Agreement exceed [write out amount] (\$Amount). In the event that the County makes any advance payments, Contractor agrees to refund any amounts in excess of the amount owed by the County at the time of contract termination or expiration. Contractor is not entitled to payment for work not performed as required by this agreement.

4. Term

Subject to compliance with all terms and conditions, the term of this Agreement shall be from [Month and day], 20[last 2 digits of start year], through [Month and day], 20[last 2 digits of end year].

5. Termination

This Agreement may be terminated by Contractor or by the [Title of County Department Head] or his/her designee at any time without a requirement of good cause upon thirty (30) days' advance written notice to the other party. Subject to availability of funding, Contractor shall be entitled to receive payment for work/services provided prior to termination of the Agreement. Such payment shall be that prorated portion of the full payment determined by comparing the work/services actually completed to the work/services required by the Agreement. County may terminate this Agreement or a portion of the services referenced in the Attachments and Exhibits based upon the unavailability of Federal, State, or County funds by providing written notice to Contractor as soon as is reasonably possible after County learns of said unavailability of outside funding. County may terminate this Agreement for cause. In order to terminate for cause, County must first give Contractor notice of the alleged breach. Contractor shall have five business days after receipt of such notice to respond and a total of ten calendar days after receipt of such notice to cure the alleged breach. If Contractor fails to cure the breach within this period, County may immediately terminate this Agreement without further action. The option available in this paragraph is separate from the ability to terminate without cause with appropriate notice described above. In the event that County provides notice of an alleged breach pursuant to this section, County may, in extreme circumstances, immediately suspend performance of services and payment under this Agreement pending the resolution of the process described in this paragraph. County has sole discretion to determine what constitutes an extreme circumstance for purposes of this paragraph, and County shall use reasonable judgment in making that determination.

6. Contract Materials

At the end of this Agreement, or in the event of termination, all finished or unfinished documents, data, studies, maps, photographs, reports, and other written materials (collectively referred to as "contract materials") prepared by Contractor under this Agreement shall become the property of County and shall be promptly delivered to County. Upon termination, Contractor may make and retain a copy of such contract materials if permitted by law.

7. Relationship of Parties

Contractor agrees and understands that the work/services performed under this Agreement are performed as an independent contractor and not as an employee of County and that neither Contractor nor its employees acquire any of the rights, privileges, powers, or advantages of County employees.

8. Hold Harmless

a. General Hold Harmless

Contractor shall indemnify and save harmless County and its officers, agents, employees, and servants from all claims, suits, or actions of every name, kind, and description resulting from this Agreement, the performance of any work or services required of Contractor under this Agreement, or payments made pursuant to this Agreement brought for, or on account of, any of the following:

(A) injuries to or death of any person, including Contractor or its employees/officers/agents;

(B) damage to any property of any kind whatsoever and to whomsoever belonging;

(C) any sanctions, penalties, or claims of damages resulting from Contractor's failure to comply, if applicable, with the requirements set forth in the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and all Federal regulations promulgated thereunder, as amended; or

(D) any other loss or cost, including but not limited to that caused by the concurrent active or passive negligence of County and/or its officers, agents, employees, or servants. However, Contractor's duty to indemnify and save harmless under this Section shall not apply to injuries or damage for which County has been found in a court of competent jurisdiction to be solely liable by reason of its own negligence or willful misconduct.

The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

b. Intellectual Property Indemnification

Contractor hereby certifies that it owns, controls, and/or licenses and retains all right, title, and/or interest in and to any intellectual property it uses in relation to this Agreement, including the design, look, feel, features, source code, content, and/or other technology relating to any part of the services it provides under this Agreement and including all related patents, inventions, trademarks, and copyrights, all applications therefor, and all trade names, service marks, know how, and trade secrets (collectively referred to as "IP Rights") except as otherwise noted by this Agreement.

Contractor warrants that the services it provides under this Agreement do not infringe, violate, trespass, or constitute the unauthorized use or misappropriation of any IP Rights of any third party. Contractor shall defend, indemnify, and hold harmless County from and against all liabilities, costs, damages, losses, and expenses (including reasonable attorney fees) arising out of or related to any claim by a third party that the services provided under this Agreement infringe or violate any third-party's IP Rights provided any such right is enforceable in the United States. Contractor's duty to defend, indemnify, and hold harmless under this Section applies only provided that: (a) County notifies Contractor promptly in writing of any notice of any such third-party claim; (b) County cooperates with Contractor, at Contractor's expense, in all reasonable respects in connection with the investigation and defense of any such third-party claim; (c) Contractor retains sole control of the defense of any action on any such claim and all negotiations for its settlement or compromise (provided Contractor shall not have the right to settle any criminal action, suit, or proceeding without County's prior written consent, not to be unreasonably withheld, and provided further that any settlement permitted under this Section shall not impose any financial or other obligation on County, impair any right of County, or contain any stipulation, admission, or acknowledgement of wrongdoing on the part of County without County's prior written consent, not to be unreasonably withheld); and (d) should services under this Agreement become, or in Contractor's opinion be likely to become, the subject of such a claim, or in the event such a third party claim or threatened claim causes County's reasonable use of the services under this Agreement to be seriously endangered or disrupted, Contractor shall, at Contractor's option and expense, either: (i) procure for County the right to

continue using the services without infringement or (ii) replace or modify the services so that they become non-infringing but remain functionally equivalent.

Notwithstanding anything in this Section to the contrary, Contractor will have no obligation or liability to County under this Section to the extent any otherwise covered claim is based upon: (a) any aspects of the services under this Agreement which have been modified by or for County (other than modification performed by, or at the direction of, Contractor) in such a way as to cause the alleged infringement at issue; and/or (b) any aspects of the services under this Agreement which have been used by County in a manner prohibited by this Agreement. The duty of Contractor to indemnify and save harmless as set forth by this Section shall include the duty to defend as set forth in Section 2778 of the California Civil Code.

9. Assignability and Subcontracting

Contractor shall not assign this Agreement or any portion of it to a third party or subcontract with a third party to provide services required by Contractor under this Agreement without the prior written consent of County. Any such assignment or subcontract without County's prior written consent shall give County the right to automatically and immediately terminate this Agreement without penalty or advance notice.

10. Insurance

c. General Requirements

Contractor shall not commence work or be required to commence work under this Agreement unless and until all insurance required under this Section has been obtained and such insurance has been approved by County's Risk Management, and Contractor shall use diligence to obtain such insurance and to obtain such approval. Contractor shall furnish County with certificates of insurance evidencing the required coverage, and there shall be a specific contractual liability endorsement extending Contractor's coverage to include the contractual liability assumed by Contractor pursuant to this Agreement. These certificates shall specify or be endorsed to provide that thirty (30) days' notice must be given, in writing, to County of any pending change in the limits of liability or of any cancellation or modification of the policy.

d. Workers' Compensation and Employer's Liability Insurance

Contractor shall have in effect during the entire term of this Agreement workers' compensation and employer's liability insurance providing full statutory coverage. In signing this Agreement, Contractor certifies, as required by Section 1861 of the California Labor Code, that (a) it is aware of the provisions of Section 3700 of the California Labor Code, which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code, and (b) it will comply with such provisions before commencing the performance of work under this Agreement.

e. Liability Insurance

Contractor shall take out and maintain during the term of this Agreement such bodily injury liability and property damage liability insurance as shall protect Contractor and all of its employees/officers/agents while performing work covered by this Agreement from any and all claims for damages for bodily injury, including accidental death, as well as any and all claims for property damage which may arise from Contractor's operations under this Agreement, whether such operations be by Contractor, any subcontractor, anyone directly or indirectly employed by either of them, or an agent of either of them. Such insurance shall be combined single limit

bodily injury and property damage for each occurrence and shall not be less than the amounts specified below:

- (a) Comprehensive General Liability... \$1,000,000
- (b) Motor Vehicle Liability Insurance... \$1,000,000
- (c) Professional Liability..... \$1,000,000

County and its officers, agents, employees, and servants shall be named as additional insured on any such policies of insurance, which shall also contain a provision that (a) the insurance afforded thereby to County and its officers, agents, employees, and servants shall be primary insurance to the full limits of liability of the policy and (b) if the County or its officers, agents, employees, and servants have other insurance against the loss covered by such a policy, such other insurance shall be excess insurance only.

In the event of the breach of any provision of this Section, or in the event any notice is received which indicates any required insurance coverage will be diminished or canceled, County, at its option, may, notwithstanding any other provision of this Agreement to the contrary, immediately declare a material breach of this Agreement and suspend all further work and payment pursuant to this Agreement.

11. Compliance With Laws

All services to be performed by Contractor pursuant to this Agreement shall be performed in accordance with all applicable Federal, State, County, and municipal laws, ordinances, and regulations, including but not limited to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Federal Regulations promulgated thereunder, as amended (if applicable), the Business Associate requirements set forth in Attachment H (if attached), the Americans with Disabilities Act of 1990, as amended, and Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination on the basis of disability in programs and activities receiving any Federal or County financial assistance. Such services shall also be performed in accordance with all applicable ordinances and regulations, including but not limited to appropriate licensure, certification regulations, provisions pertaining to confidentiality of records, and applicable quality assurance regulations. In the event of a conflict between the terms of this Agreement and any applicable State, Federal, County, or municipal law or regulation, the requirements of the applicable law or regulation will take precedence over the requirements set forth in this Agreement.

Further, Contractor certifies that it and all of its subcontractors will adhere to all applicable provisions of Chapter 4.107 of the San Mateo County Ordinance Code, which regulates the use of disposable food service ware. Accordingly, Contractor shall not use any non-recyclable plastic disposable food service ware when providing prepared food on property owned or leased by the County and instead shall use biodegradable, compostable, reusable, or recyclable plastic food service ware on property owned or leased by the County. Contractor will timely and accurately complete, sign, and submit all necessary documentation of compliance.

12. Non-Discrimination and Other Requirements

f. General Non-discrimination

No person shall be denied any services provided pursuant to this Agreement (except as limited by the scope of services) on the grounds of race, color, national origin, ancestry, age, disability (physical or mental), sex, sexual orientation, gender identity, marital or domestic partner status, religion, political beliefs or affiliation, familial or parental status (including pregnancy), medical condition (cancer-related), military service, or genetic information.

g. Equal Employment Opportunity

Contractor shall ensure equal employment opportunity based on objective standards of recruitment, classification, selection, promotion, compensation, performance evaluation, and management relations for all employees under this Agreement. Contractor's equal employment policies shall be made available to County upon request.

h. Section 504 of the Rehabilitation Act of 1973

Contractor shall comply with Section 504 of the Rehabilitation Act of 1973, as amended, which provides that no otherwise qualified individual with a disability shall, solely by reason of a disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination in the performance of any services this Agreement. This Section applies only to contractors who are providing services to members of the public under this Agreement.

i. Compliance with County's Equal Benefits Ordinance

Contractor shall comply with all laws relating to the provision of benefits to its employees and their spouses or domestic partners, including, but not limited to, such laws prohibiting discrimination in the provision of such benefits on the basis that the spouse or domestic partner of the Contractor's employee is of the same or opposite sex as the employee.

j. Discrimination Against Individuals with Disabilities

The nondiscrimination requirements of 41 C.F.R. 60-741.5(a) are incorporated into this Agreement as if fully set forth here, and Contractor and any subcontractor shall abide by the requirements of 41 C.F.R. 60-741.5(a). This regulation prohibits discrimination against qualified individuals on the basis of disability and requires affirmative action by covered prime contractors and subcontractors to employ and advance in employment qualified individuals with disabilities.

k. History of Discrimination

Contractor certifies that no finding of discrimination has been issued in the past 365 days against Contractor by the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or any other investigative entity. If any finding(s) of discrimination have been issued against Contractor within the past 365 days by the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or other investigative entity, Contractor shall provide County with a written explanation of the outcome(s) or remedy for the discrimination prior to execution of this Agreement. Failure to comply with this Section shall constitute a material breach of this Agreement and subjects the Agreement to immediate termination at the sole option of the County.

l. Reporting: Violation of Non-discrimination Provisions

Contractor shall report to the County Manager the filing in any court or with any administrative agency of any complaint or allegation of discrimination on any of the bases prohibited by this Section of the Agreement or the Section titled "Compliance with Laws". Such duty shall include reporting of the filing of any and all charges with the Equal Employment Opportunity Commission, the California Department of Fair Employment and Housing, or any other entity charged with the investigation or adjudication of allegations covered by this subsection within 30 days of such filing, provided that within such 30 days such entity has not notified Contractor that such charges are dismissed or otherwise unfounded. Such notification shall include a general description of the circumstances involved and a general description of the kind of discrimination alleged (for example, gender-, sexual orientation-, religion-, or race-based discrimination). Violation of the non-discrimination provisions of this Agreement shall be considered a breach of this Agreement and subject the Contractor to penalties, to be determined by the County Manager, including but not limited to the following:

- i. termination of this Agreement;
- ii. disqualification of the Contractor from being considered for or being awarded a County contract for a period of up to 3 years;
- iii. liquidated damages of \$2,500 per violation; and/or
- iv. imposition of other appropriate contractual and civil remedies and sanctions, as determined by the County Manager.

To effectuate the provisions of this Section, the County Manager shall have the authority to offset all or any portion of the amount described in this Section against amounts due to Contractor under this Agreement or any other agreement between Contractor and County.

m. Compliance with Living Wage Ordinance

As required by Chapter 2.88 of the San Mateo County Ordinance Code, Contractor certifies all contractor(s) and subcontractor(s) obligated under this contract shall fully comply with the provisions of the County of San Mateo Living Wage Ordinance, including, but not limited to, paying all Covered Employees the current Living Wage and providing notice to all Covered Employees and Subcontractors as required under the Ordinance.

13. Compliance with County Employee Jury Service Ordinance

Contractor shall comply with Chapter 2.85 of the County's Ordinance Code, which states that Contractor shall have and adhere to a written policy providing that its employees, to the extent they are full-time employees and live in San Mateo County, shall receive from the Contractor, on an annual basis, no fewer than five days of regular pay for jury service in San Mateo County, with jury pay being provided only for each day of actual jury service. The policy may provide that such employees deposit any fees received for such jury service with Contractor or that the Contractor may deduct from an employee's regular pay the fees received for jury service in San Mateo County. By signing this Agreement, Contractor certifies that it has and adheres to a policy consistent with Chapter 2.85. For purposes of this Section, if Contractor has no employees in San Mateo County, it is sufficient for Contractor to provide the following written statement to County: "For purposes of San Mateo County's jury service ordinance, Contractor certifies that it has no full-time employees who live in San Mateo County. To the extent that it hires any such employees during the term of its Agreement with San Mateo County, Contractor shall adopt a policy that complies with Chapter 2.85 of the County's Ordinance Code." The requirements of Chapter 2.85 do not apply unless this Agreement's total value listed in the

Section titled "Payments", exceeds two-hundred thousand dollars (\$200,000); Contractor acknowledges that Chapter 2.85's requirements will apply if this Agreement is amended such that its total value exceeds that threshold amount.

14. Retention of Records; Right to Monitor and Audit

(a) Contractor shall maintain all required records relating to services provided under this Agreement for three (3) years after County makes final payment and all other pending matters are closed, and Contractor shall be subject to the examination and/or audit by County, a Federal grantor agency, and the State of California.

(b) Contractor shall comply with all program and fiscal reporting requirements set forth by applicable Federal, State, and local agencies and as required by County.

(c) Contractor agrees upon reasonable notice to provide to County, to any Federal or State department having monitoring or review authority, to County's authorized representative, and/or to any of their respective audit agencies access to and the right to examine all records and documents necessary to determine compliance with relevant Federal, State, and local statutes, rules, and regulations, to determine compliance with this Agreement, and to evaluate the quality, appropriateness, and timeliness of services performed.

15. Merger Clause; Amendments

This Agreement, including the Exhibits and Attachments attached to this Agreement and incorporated by reference, constitutes the sole Agreement of the parties to this Agreement and correctly states the rights, duties, and obligations of each party as of this document's date. In the event that any term, condition, provision, requirement, or specification set forth in the body of this Agreement conflicts with or is inconsistent with any term, condition, provision, requirement, or specification in any Exhibit and/or Attachment to this Agreement, the provisions of the body of the Agreement shall prevail. Any prior agreement, promises, negotiations, or representations between the parties not expressly stated in this document are not binding. All subsequent modifications or amendments shall be in writing and signed by the parties.

16. Controlling Law; Venue

The validity of this Agreement and of its terms, the rights and duties of the parties under this Agreement, the interpretation of this Agreement, the performance of this Agreement, and any other dispute of any nature arising out of this Agreement shall be governed by the laws of the State of California without regard to its choice of law or conflict of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

17. Notices

Any notice, request, demand, or other communication required or permitted under this Agreement shall be deemed to be properly given when both: (1) transmitted via facsimile to the telephone number listed below or transmitted via email to the email address listed below; and (2) sent to the physical address listed below by either being deposited in the United States mail, postage prepaid, or deposited for overnight delivery, charges prepaid, with an established overnight courier that provides a tracking number showing confirmation of receipt.

In the case of County, to:

Name/Title: [insert]
Address: [insert]
Telephone: [insert]
Facsimile: [insert]
Email: [insert]

In the case of Contractor, to:

Name/Title: [insert]
Address: [insert]
Telephone: [insert]
Facsimile: [insert]
Email: [insert]

18. Electronic Signature

Both County and Contractor wish to permit this Agreement and future documents relating to this Agreement to be digitally signed in accordance with California law and County's Electronic Signature Administrative Memo. Any party to this Agreement may revoke such agreement to permit electronic signatures at any time in relation to all future documents by providing notice pursuant to this Agreement.

19. Payment of Permits/Licenses

Contractor bears responsibility to obtain any license, permit, or approval required from any agency for work/services to be performed under this Agreement at Contractor's own expense prior to commencement of said work/services. Failure to do so will result in forfeit of any right to compensation under this Agreement.

20. Reimbursable Travel Expenses

To the extent that this Agreement authorizes reimbursements to Contractor for travel, lodging, and other related expenses as defined in this section, the Contractor must comply with all the terms of this section in order to be reimbursed for travel.

- a. Estimated travel expenses must be submitted to authorized County personnel for advanced written authorization before such expenses are incurred. Significant differences between estimated and actual travel expenses may be grounds for denial of full reimbursement of actual travel expenses.
- b. Itemized receipts (copies accepted) for all reimbursable travel expenses are required to be provided as supporting documentation with all invoices submitted to the County.
- c. Unless otherwise specified in this section, the County will reimburse Contractor for reimbursable travel expenses for days when services were provided to the County. Contractor must substantiate in writing to the County the actual services rendered and the specific dates. The County will reimburse for travel at 75% of the maximum reimbursement

amount for the actual costs of meals and incidental expenses on the day preceding and/or the day following days when services were provided to the County, provided that such reimbursement is reasonable, in light of travel time and other relevant factors, and is approved in writing by authorized County personnel.

- d. Unless otherwise specified within the contract, reimbursable travel expenses shall not include Local Travel. "Local Travel" means travel entirely within a fifty-mile radius of the Contractor's office and travel entirely within a fifty-mile radius of San Mateo County. Any mileage reimbursements for a Contractor's use of a personal car for reimbursable travel shall be reimbursed based on the Federal mileage reimbursement rate.
- e. The maximum reimbursement amount for the actual lodging, meal and incidental expenses is limited to the then-current Continental United States ("CONUS") rate for the location of the work being done (i.e., Redwood City for work done in Redwood City, San Mateo for work done at San Mateo Medical Center) as set forth in the Code of Federal Regulations and as listed by the website of the U.S. General Services Administration (available online at <http://www.gsa.gov/portal/content/104877> or by searching www.gsa.gov for the term 'CONUS'). County policy limits the reimbursement of lodging in designated high cost of living metropolitan areas to a maximum of double the then-current CONUS rate; for work being done outside of a designated high cost of living metropolitan area, the maximum reimbursement amount for lodging is the then-current CONUS rate.
- f. The maximum reimbursement amount for the actual cost of airfare shall be limited to fares for Economy Class or below. Air travel fares will not be reimbursed for first class, business class, "economy-plus," or other such classes. Reimbursable car rental rates are restricted to the mid-level size range or below (i.e. standard size, intermediate, compact, or subcompact); costs for specialty, luxury, premium, SUV, or similar category vehicles are not reimbursable. Reimbursable ride-shares are restricted to standard or basic size vehicles (i.e., non-premium vehicles unless it results in a cost-saving to the County). Exceptions may be allowed under certain circumstances, such as unavailability of the foregoing options, with written approval from authorized County personnel. Other related travel expenses such as taxi fares, ride-shares, parking costs, train or subway costs, etc. shall be reimbursable on an actual-cost basis. Reimbursement of tips for taxi fare, or ride-share are limited to no more than 15% of the fare amount.
- g. Travel-related expenses are limited to: airfare, lodging, car rental, taxi/ride-share plus tips, tolls, incidentals (e.g. porters, baggage carriers or hotel staff), breakfast, lunch, dinner, mileage reimbursement based on Federal reimbursement rate. The County will not reimburse for alcohol.
- h. Reimbursement of tips are limited to no more than 15 percent. Non-reimbursement items (i.e., alcohol) shall be excluded when calculating the amount of the tip that is reimbursable.

Exhibit A
Services

In consideration of the payments set forth in Exhibit B, Contractor shall provide the following services:

Sample

Exhibit B
Payments

In consideration of the services provided by Contractor described in Exhibit A and subject to the terms of the Agreement, County shall pay Contractor based on the following fee schedule and terms:

Sample

ATTACHMENT I

Assurance of Compliance with Section 504 of the Rehabilitation Act of 1973, as Amended

The undersigned (hereinafter called "Contractor(s)") hereby agrees that it will comply with Section 504 of the Rehabilitation Act of 1973, as amended, all requirements imposed by the applicable DHHS regulation, and all guidelines and interpretations issued pursuant thereto.

The Contractor(s) gives/give this assurance in consideration of for the purpose of obtaining contracts after the date of this assurance. The Contractor(s) recognizes/recognize and agrees/agree that contracts will be extended in reliance on the representations and agreements made in this assurance. This assurance is binding on the Contractor(s), its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Contractor(s).

The Contractor(s): (Check a or b)

- a. Employs fewer than 15 persons.
- b. Employs 15 or more persons and, pursuant to section 84.7 (a) of the regulation (45 C.F.R. 84.7 (a), has designated the following person(s) to coordinate its efforts to comply with the DHHS regulation.

Name of 504 Person:

Name of Contractor(s):

Street Address or P.O. Box:

City, State, Zip Code:

I certify that the above information is complete and correct to the best of my knowledge

Signature:

Title of Authorized Official:

Date:

*Exception: DHHS regulations state that: "If a recipient with fewer than 15 employees finds that, after consultation with a disabled person seeking its services, there is no method of complying with (the facility accessibility regulations) other than making a significant alteration in its existing facilities, the recipient may, as an alternative, refer the handicapped person to other providers of those services that are accessible."

[Sample Signature Page – Under \$200,000]

THIS CONTRACT IS NOT VALID UNTIL SIGNED BY ALL PARTIES. NO WORK WILL COMMENCE UNTIL THIS DOCUMENT HAS BEEN SIGNED BY THE COUNTY PURCHASING AGENT OR AUTHORIZED DESIGNEE.

For Contractor:

Contractor Signature

Date

Contractor Name (please print)

For County:

Purchasing Agent Signature
(Department Head or
Authorized Designee)
County of San Mateo

Date

Purchasing Agent Name (please print)
(Department Head or **Authorized** Designee)
County of San Mateo

Purchasing Agent or **Authorized** Designee
Job Title (please print)
County of San Mateo

[Sample Signature Page – Over \$200,000]

In witness of and in agreement with this Agreement's terms, the parties, by their duly authorized representatives, affix their respective signatures:

For Contractor: [**SERVICE PROVIDER COMPANY NAME**]

Contractor Signature

Date

Contractor Name (please print)

COUNTY OF SAN MATEO

By:
President, Board of Supervisors, San Mateo County

Date:

ATTEST:

By:
Clerk of Said Board

Sample



County of San Mateo

Addendum to Request for Proposals (RFP) for Youth Activities and Mental Health Services

Probation Department

RFP No. PROB 2022-004

Addendums to this RFP are as follows:

1) Page 11, Proposal Content Requirements (page limit)

Joint proposals for the same services under both YOBG and JJRBG funding streams **must include two Exhibit Cs** – one for each funding stream. Therefore, the page limit for joint proposals is increased from 25 pages to 31 pages to allow for the inclusion of two Exhibit Cs.

2) Page 12, Tab 5, Cost Analysis and Budget for Primary Services

The page limit for “Tab 5” is hereby increased from 7 pages to 13 pages for joint proposals for the same services under both YOBG and JJRBG funding streams to allow for the inclusion of two Exhibit Cs.

3) Page 13, Tab 7: References (1 page) is hereby *revised* to read:

Provide up to three references from successfully completed projects of similar nature to that described in this RFP, including the name of the organization for which the work was performed, and the name, phone number, and email address of an individual at the organization who was responsible for managing and accepting the work.

RFP Contact:

Tony Burchyns, Management Analyst

tburchyns@smcgov.org



San Mateo County
Tabulation Report RFP #PROB 2022_004 - Youth
Activities and Mental Health Services
Vendor: Lax the Monk

General Comments: I am also applying to RFF No.PROB 2022-003 to provide preventive services at public schools in San Mateo County.

General Attachments: Hip Hop Beyond the Classroom.pdf
Hip Hop, empowerment, and therapeutic beat- making potential solutions for summer learning loss, depression, and anxiety in youth.pdf
KLaxamana_Exhibit C - RFP_NoPROB_2022-004.xlsx
KLaxamana_RFP_No2022-004_Submission.pdf
TFS - Bringing Hip Hop to Youth Across the Globe.pdf
TRAVIS GANN CROOKE TBM AND LYRICS FOR EMPOWT PUBLISHED online first 2020.pdf
Using the Power of Hip Hop to Inspire Youth NP.pdf
We Are Today's Future Sound.pdf

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Introduction & Executive Summary

Ken Davidson Laxamana

Teaching Artist ~ Therapeutic Beat Making

Oakland, CA 94612
341-688-3439

January 5, 2023

Tony Burchyns
Management Analyst
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

Mr. Burchyns:

Enclosed please find a proposal in response to RFP No. PROB 2022-004, Youth Activities and Mental Health Services. I have proposed to offer Therapeutic Beat Making (TBM) services with youth at the YSH-JH and at Camp Kemp, as an independent contractor, in collaboration with my teaching partner, Elliot Gann, Psy.D. These services meet the department's request for the following types of programs services: prosocial skills building, arts-based interventions, and emotion regulation and coping skills.

I am an experienced and lead teaching artist in the TBM model, and through my consulting services, taught hundreds of students beat making, and finger drumming. I found my passion for this art form as a young teenager, and know the impact this type of program would have had on me then. So I take my skills and experience, and teach youth at the Alameda County Juvenile Hall (ACJH) at schools in the Oakland Unified School District so young people can have access to training and equipment I could have only dreamed about. I have seen this model make incredible impact on youth at ACJH and look forward to working with youth in San Mateo.

Sincerely,



Ken Laxamana

Tab 1: Qualifications & Experience

Ken Davidson Laxamana (Lax the Monk)

I am a beat maker, finger drummer, and music producer with nearly three years of experience teaching youth in the Therapeutic Beat Making (TBM) model. I have worked with Dr. Gann and Today's Future Sound since 2012. I am currently contracted to provide TBM workshops at Alameda County Juvenile Hall and at Aspire Triumph Academy in Oakland, CA. Prior to working with Today's Future Sound I served in the US Army as an infantryman and still serve as a US Army Reservist. I also study Jiu Jitsu and earned a silver medal in the Jiu Jitsu World League.

TBM services will be provided to the San Mateo Probation Department in collaboration and partnership with Dr. Elliot Gann. Dr. Gann trained me in the TBM model and I have incorporated finger drumming into the curriculum. Most of my teaching experience has been with middle and high school students and find my work in the juvenile hall most rewarding. Dr. Gann and I will each work with small groups of students to keep the teacher/student ratios low. We can share one classroom space and share equipment, or work separately in order to serve more youth. We will coordinate our programming with the staff and schedules YSC-JH and Kemp Camp to best serve the needs of students there.

Exhibit A: Proposer's Statements

1. List contracts completed in last three years for services with youth in detention and/or re-entry services.

Year	Contracting Agency	Type of Service	Location	Amount
2022-23	State of California, California Arts Council	Therapeutic Beat Making Workshops	Alameda County Juvenile Hall	\$47,500
2021-22	State of California, California Arts Council	Therapeutic Beat Making Workshops	Alameda County Juvenile Hall	\$50,000

2. List contracts, or other commitments (e.g. consulting arrangements), currently in force.

Year	Contracting Agency	Type of Service	Location	Amount
2022-23	Today's Future Sound	Therapeutic Beat Making Workshops	Oakland Unified School District	3-5 hours/ week
2023	US Army	Reserve Service	Concord, CA	1 weekend/month 2 weeks/summer

3. Provide details of any failure or refusal to complete a contract.

NA

4. Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.

Personnel Name	FTE/Salary	Applicable Degrees (Degree-Year-Institution)	Professional Licenses - Certifications for EBP	Child & Adolescent Needs and Strengths (CANS) Assessment Tool Certification
Ken Davidson Laxamana	\$100/hr	BA, Music Production Academy of Art, San Francisco	D Mind Trained Pro Tools Certified User and Operator TBM Model, Lead Instructor	Check one: <input checked="" type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____

Tab 2: Project Philosophy and Service Model

In the Therapeutic Beat Making (TBM) model, students work one-on-one and in small groups with music industry professionals to compose their own music, make beats using digital software, learn the fundamentals of audio engineering, and produce an original album. Anchored by art, students forge connections with mentors/peers, developing positive self-images that onramp them into successful adulthood utilizing culturally relevant, trauma-informed arts education.

I propose to offer 3 hours of TBM classes per week, for 9 weeks, 4 times per year. Students ideally participate in all nine weeks of a session, which we will target toward youth in longer stays at the facility. All sessions, whether the full nine-week course, or one one-hour session can be repeated by students as many times as they wish. Every student in every class receives considerable one-on-one instruction time. I tailor their instruction to student abilities and interest, helping them to build skills, build confidence, and make more or more complex tracks as they learn. Lessons are paced according to the interest and abilities of the group. Some groups will spend more time in Lessons 1-9, some will move quickly, and I will cover all 15 lessons in 9 weeks. Students who repeat the course will spend less time practicing the introductory skills and will receive individual coaching on more complex techniques. Each session will focus on building beat making and music production skills which increase technological and musical aptitude and may foster career development opportunities. TBM provides also provides participants with Science Technology Engineering Arts & Math (STEAM) related outcomes. Youth participants develop algebraic reasoning and pattern-based thinking and problem solving, increase computer/technology and media literacy, and gain knowledge of career pathways in the music industry above and beyond being a music artist, such as sound design, live and studio (audio) engineering, and event production.

The TBM model teaches workshop leaders to create a container of safety, respect, and inclusion through a process of collaborative creation of community agreements and norms at the beginning of groups, starting with student input. Grounded in the healing power of Hip Hop, teaching the TBM model is to uphold and honor the values of Peace, Love, Unity and Having Fun, as established by the Universal Zulu Nation (a foundational cornerstone Hip Hop cultural organization). Recognizing that therapeutic alliance (relationship) is the number one predictor of positive outcomes across all modalities and interventions, I prioritize fostering a nurturing and creative learning environment where youth feel safe to express themselves authentically and to be seen and heard in fullness as their unique individual selves. Healthy relationships, bonding and communication contribute to lowering rates of youth violence, promoting an investment in self and others, and contributing to community cohesion. Additionally, the use of rhythmic regulation to calm the youths' stress responses (whether listening to or making beats) is a central feature of the models.

In addition to teaching and developing artistic skills, the programs are designed to have a significant therapeutic impact, and provide avenues for youth to effectively and intentionally express their truths in a healthy and socially adaptive manner. As a result, youth who come through these programs have reported increased self-efficacy and self-esteem, increased emotional awareness and emotional regulation skills, increased frustration tolerance, and lowered feelings of anxiety and depression. Incorporated into the TBM curriculum is information about the sociopolitical roots and history of Hip Hop, which is not taught in American or World History curriculum in schools or the juvenile hall. This provides an important and empowering cultural framework around the development of artistic skills.

Curriculum Overview

All Lessons start with a review of the Community Agreements & Ground Rules

- Respect for others and the equipment
- Constructive feedback
- Safety & Inclusion

TBM Standard Curriculum: Full Course

Lesson 1 & 2: Introduction to Beat Making

- Drums & Melody
- Use of the Beat Machine
- Basic music terms
- Tempo
- Scales

Lesson 3: Chords and Chord Progression

Lesson 4 -6: Sampling (may be covered in up to 3 separate sessions)

- Rhythm fundamentals
- Hip hop history and cultural geography
- Introduction to media literacy and ethics of sampling and sharing
- Small group beat making practice
- Analog vs digital sound

Lesson 7: Song Structure

- Hip hop vs Pop
- Practice following a chosen song structure

Lesson 8: Found Sound

- Making music from found items

Lesson 9: Beat Styles

- Exploration of style, genre and sub-genres

Lesson 10: Quantization and Swing

- Video and audio examples
- Experimentation with beat “recipes”

Lesson 11 & 12: Filters and Effects

Lesson 13: Mixing

Lesson 14: Side Chain Compression and Limiting

Lesson 15: Album Art and Performance

- Packaging and sharing a class album or individual tracks

Exhibit B – Clients and Services

Please complete the following questions about your proposed services and clients.

1. Please tell us about your program, identifying the following:
 - a. The specific types of services you will provide. Be sure to indicate any use of curriculums/interventions you will implement that are evidence-based.
 - b. Where will these services be provided? Indicate geographical location as well as site.
 - c. What is the expected timing of these services? (i.e., when will they begin and end, how frequently will they be provided, year-round vs. school year etc.)

The Therapeutic Beat Making Model (TBM) is endorsed by the world's leading trauma experts such as Bessel van der Kolk and Bruce D. Perry. The pedagogy allows disenfranchised students who often feel out of control of their own lives to reclaim some of their agency back and build the confidence to seek opportunities; youth can apply their skills of creativity and ingenuity into an art form that serves as both expressive outlet and career builder. At the Alameda County Juvenile Hall program been shown to reduce recidivism in system-engaged youth and an increase in classroom engagement. Students in TBM workshops learn to write their own music make beats using digital software, learn the fundamentals of audio engineering, and produce their own original creative work. The curriculum also provides a context for discussing world geography, digital literacy, community service, multimedia job pathways, cultural diplomacy, cross-cultural collaboration, and entrepreneurship.

TBM Workshops will be offered for 3 hours per week, for 9 weeks, 4 times during the year, for the next three years, beginning in July 2023. The 3 hours per week will be divided between the YSC-JH and Kemp Camp to meet the need and schedule of the two sites. Each session will culminate by completing a class album compilation, including cover art designed by the students, and each participant is expected to contribute at least one track to the album. The album will be made available on-line, indefinitely, so that students can access their tracks in the future and share them with friends and family.

2. Please tell us about your target client population, including client characteristics and numbers you plan to serve.

The Therapeutic Beat Making (TBM) model is interdisciplinary, culturally-sustaining, trauma informed and trauma responsive and is ideally suited for youth and adolescents in need of a small group, strengths-based intervention that is healing, that builds self-confidence and self-advocacy, builds and inspires creativity, and helps individuals create positive change in their lives. TBM Workshops are most effective when implemented for 1 to 1.5 hours at a time on a weekly or biweekly basis, for 9 weeks. For this proposal, TBM Workshops and sessions will be scheduled in coordination with the site needs and student availability, 4 times per year.

Youth in the general population at YSC-JH and Kemp Camp will be served in small groups, 5-10 per lesson. Youth may repeat the sessions, but our goal will be to serve as many youth who are able to and wish to attend. Our goal will be to serve as many youth as possible, with the entire 9-week intervention, over the course of the contract, while maintaining a low student:instructor ratio.

3. Please complete the following for each direct service provided:

Direct Service Type	Number of Staff Providing Services	Number of Projected Hours	Number of Projected Clients
Therapeutic Beat Making Workshops	1/self	108hrs/year direct service 54hrs/year offsite prep	40-60

Tab 3: Protocols for Addressing Concerns

As part of the program evaluation I debrief regularly, at least weekly, with site staff and with any teaching partners at the site. If routine problems arise they are generally resolved in the regular debriefing sessions with site staff. I also attend weekly staff meetings for those teaching at other juvenile hall sites where we can discuss any challenges faced and seek solutions and support from TBM Trainer Dr. Elliot Gann.

Tab 4: Claims, Licensure, Non-Discrimination, and HIPAA Violations

There are no current licensure, HIPAA, non-discrimination claims against me or Today's Future Sound.

There have been no such claims against me or Today's Future Sound in the past 5 years.

Tab 5: Cost Analysis and Budget for Primary Services

Direct Service Time

Direct service time for teaching the TBM model is charged at \$100/hour for the first year. I estimate providing 108 direct service hours per year. A 5% increase per year is incorporated into the budget for Year 2 and 3 of this proposal.

Preparation Time

For every hour of direct service time, I spend half an hour off-site, preparing for the next group, reviewing students’ progress, debriefing and planning with my teaching partner. My preparation time is billed at \$50/hour. I estimate 54 hours of preparation hours per year.

Milage

I live in Oakland CA, but travel often for gigs and for my reserve duties. To cover milage expenses for travel beyond routine commuting I request \$1800 per year of the contract.

Equipment List – Class set (Year 1)

MPC Live II with extra sounds	\$1,500
iloud	\$350
Headphones	\$250
Mic	\$150
Interface	\$200
Mic stand	\$75
Mic cord	\$25
Bag	\$200
SSD	\$400
Total	\$3,150

In Year 2 and Year 3, \$1500 is budgeted to replace or repair any equipment damaged or lost during program sessions.

Student Recognition

Each session students design an image for their class compilation album. Depending on student interest, we can make stickers, t-shirts, or posters with that image to give to students in recognition for their participation in the workshops and completion of a track contributed to the album. I have included \$250 for each year of the contract to purchase student recognition items.

Name of Program:

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Therapeutic Beat Making	1	\$100.00	Number of Clients	15	15	15	15	
			Number of Hours	27	27	27	27	108
			Amount (Rate * Hours * Staff)	\$2,700.00	\$2,700.00	\$2,700.00	\$2,700.00	\$10,800.00
TBM Prep Time	1	\$50.00	Number of Clients	15	15	15	15	
			Number of Hours	13.5	13.5	13.5	13.5	54
			Amount (Rate * Hours * Staff)	\$675.00	\$675.00	\$675.00	\$675.00	\$2,700.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$3,375.00	\$3,375.00	\$3,375.00	\$3,375.00	\$13,500.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 <small>(7/1/23 - 9/30/23)</small>	Quarter 2 <small>(10/1/23 - 12/31/23)</small>	Quarter 3 <small>(1/1/24 - 3/31/24)</small>	Quarter 4 <small>(4/1/24 - 6/30/24)</small>	FY 2023-24 Total
Music production Equipment	Amount	\$3,150.00				\$3,150.00
Student Recognition	Amount	\$62.50	\$62.50	\$62.50	\$62.50	\$250.00
Milage	Amount	\$450.00	\$450.00	\$450.00	\$450.00	\$1,800.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$3,662.50	\$512.50	\$512.50	\$512.50	\$5,200.00

	Quarter 1 <small>(7/1/23 - 9/30/23)</small>	Quarter 2 <small>(10/1/23 - 12/31/23)</small>	Quarter 3 <small>(1/1/24 - 3/31/24)</small>	Quarter 4 <small>(4/1/24 - 6/30/24)</small>	FY 2023-24 Total
A. Direct Personnel Costs Total	\$3,375.00	\$3,375.00	\$3,375.00	\$3,375.00	\$13,500.00
B. Direct Operating Costs Total	\$3,662.50	\$512.50	\$512.50	\$512.50	\$5,200.00
Total Direct Program Costs (A + B)	\$7,037.50	\$3,887.50	\$3,887.50	\$3,887.50	\$18,700.00
C. Indirect Costs (10%)	\$703.75	\$388.75	\$388.75	\$388.75	\$1,870.00
TOTAL FY 2023-24 BUDGET	\$7,741.25	\$4,276.25	\$4,276.25	\$4,276.25	\$20,570.00

Name of Program:

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Therapeutic Beat Making	\$1	105	Number of Clients	15	15	15	15	
			Number of Hours	27	27	27	27	108
			Amount (Rate * Hours * Staff)	\$2,835.00	\$2,835.00	\$2,835.00	\$2,835.00	\$11,340.00
TBM Prep Time	\$1	50	Number of Clients	15	15	15	15	
			Number of Hours	13.5	13.5	13.5	13.5	54
			Amount (Rate * Hours * Staff)	\$675.00	\$675.00	\$675.00	\$675.00	\$2,700.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$3,510.00	\$3,510.00	\$3,510.00	\$3,510.00	\$14,040.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 <i>(7/1/24 - 9/30/24)</i>	Quarter 2 <i>(10/1/24 - 12/31/24)</i>	Quarter 3 <i>(1/1/25 - 3/31/25)</i>	Quarter 4 <i>(4/1/25 - 6/30/25)</i>	FY 2024-25 Total
Music production Equipment	Amount	\$1,500.00				\$1,500.00
Student Recognition	Amount	\$62.50	\$62.50	\$62.50	\$62.50	\$250.00
Milage	Amount	\$450.00	\$450.00	\$450.00	\$450.00	\$1,800.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$2,012.50	\$512.50	\$512.50	\$512.50	\$3,550.00

	Quarter 1 <i>(7/1/24 - 9/30/24)</i>	Quarter 2 <i>(10/1/24 - 12/31/24)</i>	Quarter 3 <i>(1/1/25 - 3/31/25)</i>	Quarter 4 <i>(4/1/25 - 6/30/25)</i>	FY 2024-25 Total
A. Direct Personnel Costs Total	\$3,510.00	\$3,510.00	\$3,510.00	\$3,510.00	\$14,040.00
B. Direct Operating Costs Total	\$2,012.50	\$512.50	\$512.50	\$512.50	\$3,550.00
Total Direct Program Costs (A + B)	\$5,522.50	\$4,022.50	\$4,022.50	\$4,022.50	\$17,590.00
C. Indirect Costs (10%)	\$552.25	\$402.25	\$402.25	\$402.25	\$1,759.00
TOTAL FY 2024-25 BUDGET	\$6,074.75	\$4,424.75	\$4,424.75	\$4,424.75	\$19,349.00

Name of Program:

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Therapeutic Beat Making	\$1	110	Number of Clients	15	15	15	15	
			Number of Hours	27	27	27	27	108
			Amount (Rate * Hours * Staff)	\$2,976.75	\$2,976.75	\$2,976.75	\$2,976.75	\$11,907.00
TBM Prep Time	\$1	50	Number of Clients	15	15	15	15	
			Number of Hours	13.5	13.5	13.5	13.5	54
			Amount (Rate * Hours * Staff)	\$675.00	\$675.00	\$675.00	\$675.00	\$2,700.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$3,651.75	\$3,651.75	\$3,651.75	\$3,651.75	\$14,607.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Music production Equipment	Amount	\$1,500.00				\$1,500.00
Student Recognition	Amount	\$62.50	\$62.50	\$62.50	\$62.50	\$250.00
Milage	Amount	\$450.00	\$450.00	\$450.00	\$450.00	\$1,800.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$2,012.50	\$512.50	\$512.50	\$512.50	\$3,550.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$3,651.75	\$3,651.75	\$3,651.75	\$3,651.75	\$14,607.00
B. Direct Operating Costs Total	\$2,012.50	\$512.50	\$512.50	\$512.50	\$3,550.00
Total Direct Program Costs (A + B)	\$5,664.25	\$4,164.25	\$4,164.25	\$4,164.25	\$18,157.00
C. Indirect Costs (10%)	\$566.43	\$416.43	\$416.43	\$416.43	\$1,815.70
TOTAL FY 2025-26 BUDGET	\$6,230.68	\$4,580.68	\$4,580.68	\$4,580.68	\$19,972.70

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$13,500.00	\$14,040.00	\$14,607.00	\$42,147.00
B. Direct Operating Costs Total	\$5,200.00	\$3,550.00	\$3,550.00	\$12,300.00
Total Direct Program Costs (A + B)	\$18,700.00	\$17,590.00	\$18,157.00	\$54,447.00
C. Indirect Costs Total	\$1,870.00	\$1,759.00	\$1,815.70	\$5,444.70
TOTAL PROGRAM BUDGET	\$20,570.00	\$19,349.00	\$19,972.70	\$59,891.70

Tab 6: Data Collection/Program Evaluation

I take attendance at each workshop, note class participation and engagement, and track student's progress toward completing at least one track. Many students will complete multiple tracks, but a program goal is to support every student to create and complete one full composition to contribute to the class album.

My teaching partner and I will keep class attendance and participation data in a shared, password-protected google sheet. We use a shared calendar to track class schedules, reporting requirements and deadlines, and to ensure timely submission of data.

I engage with program evaluation and continuous quality improvement activities on a week-by-week, session-by-session basis. I maintain close relationships with all partner organizations and other TBM instructors so feedback can happen in real-time to tailor our program to students' needs. I engage in regular debriefings with other teaching artists and site staff to gain insight about students, strategize and plan for upcoming groups, and identify any problems or concerns as early as possible. Students are asked to complete brief surveys assessing their experience in the program in regards to arts education, self-efficacy, and engagement which supports program improvement.

Table 7: References

James Rivers
Superintendent ACJH
Alameda County Probation Dept.
PO Box 2059
1111 Jackson Street
Oakland, CA 94607-2059
510-667-7819

Nicole Perales
Institutional Supervisor II
Juvenile Facilities Division
Alameda County Probation Dept.
PO Box 2059
1111 Jackson Street
Oakland, CA 94607-2059
510-667-7446

John Fuentes, Program Manager
Bay Area Community Resources
510-504-0187
11175 San Pablo Ave
El Cerrito, CA 94530

Jason Peters, Program Coordinator
Bay Area Community Resources
510-502-6994
11175 San Pablo Ave
El Cerrito, CA 94530

Tab 8: Statement of Compliance with County Contractual Requirements

I agree to adhere and comply with San Mateo County's standard contract language including the following:

- Hold Harmless provision
- Liability Insurance requirements
- Non-discrimination policy
- Equal Employment Opportunity requirements
- Equal Benefits Ordinance
- Living Wage Ordinance
- Jury Service Ordinance
- All other provisions of the County's standard template contract.

I agree to have any disputes regarding the contract venued in San Mateo County or Northern District of California. I have no objections to any terms in the County's standard contract template.



San Mateo County
Tabulation Report RFP #PROB 2022_004 - Youth
Activities and Mental Health Services
Vendor: ymca of san francisco

General Comments: Exhibits A, B, and C may be found within the body of the narrative. Exhibit C in excel format is also uploaded.
Please let me know if you have any questions or need more information.
Carol Eggers, Director of Institutional Giving, ceggars@ymcasf.org or 415-519-0806.
Thank you.

General Attachments: Exhibit C - Budget YOBG YSB SVP GenPop_FINAL.xlsx
YSB Cover letter - YOBG for SVP.pdf
YSB YOBG 2022 Narrative.pdf

URBAN SERVICES
YMCA OF SAN FRANCISCO



January 4, 2023

Ms. Darlene Hansen
Management Analyst
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

Dear Ms. Hansen,

Building upon our expertise and experiences in developing, refining, and implementing meaningful programming for vulnerable youth and families, we request funding to bring the Sexual Violence Prevention curriculum to the general population at Youth Services Center-Juvenile Hall (YSC-JH) who have not been court mandated or adjudicated for a sexual offense.

Jane Chandler will be Project Manager and able to work out contract details. I am the authorized signer for the finished contract.

Wesley "Chip" Rich
Senior Vice-President, Co-Chief Operating Officer
YMCA of San Francisco
169 Steuart St.
San Francisco, CA 94105
Phone: (415) 777-9622
Fax: (415) 563-8017
crich@ymcasf.org

Jane Chandler, LMFT
Senior Director Mental Health Services
Youth Services Bureaus
1670 So. Amphlett Blvd., Suite 115
San Mateo, CA 94402
Phone: (650) 877-8642
Fax: (415) 563-8017
jchandler@ymcasf.org

If you have any questions about this proposal, please feel free to contact Carol Eggers, Director of Institutional Giving, at ceggers@ymcasf.org or 415-519-0806.

Thank you for your consideration of this request.

Regards,

Wesley "Chip" Rich
Senior Vice-President, Co-Chief Operating Officer

**1426 Fillmore Street, Suite 204
San Francisco, CA 94115
415-685-4887
ymcasf.org/urban**



URBAN SERVICES YMCA
SAN FRANCISCO COMMUNITY ACTION AGENCY

Request for funding
For the **Youth Service Bureaus**
In response to RFP #2022-04
For Youth Activities and Mental Health Services

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TAB 1 – Qualifications and Experience

The mission of The Youth Service Bureaus of the YMCA is to support and nurture families in the development of connected, productive and healthy youth. The Youth Service Bureaus (YSBs) were among the first agencies of their kind in the nation, established through state AB90 funds to provide services for youth who were arrested for first time minor offenses. Since their inception the YSBs have evolved into a provider of comprehensive prevention and intervention support services with programmatic strategies focusing on at-risk and in-risk youth and families. Since 1969, the year the first YSB in Pacifica opened, we have expanded our work with law enforcement and probation departments and collaborate with schools, local agencies, funders, and neighborhoods to develop programs that keep youth and communities safe, prevent entry into the juvenile justice system, and reduce recidivism rates for system involved youth. Through an array of services including school safety advocates, mental health counseling, intensive case management, diversion and probation programs, victim support and trauma services, truancy abatement, youth development, homeless services, basic needs assistance and more, the YSBs deliver critical programming to over 6200 youth and families a year. In total, the YSBs provide meaningful and culturally relevant programs that support resilience and stability for youth and families that experience overwhelming risk factors like trauma, violence, substance abuse, and poverty.

The YSBs operate under the auspices of the Urban Services YMCA, the social services branch of the YMCA of San Francisco (YSF). Urban Services YMCA (USY) has an operating budget of \$17 million and is an innovative branch of the YSF, providing life-changing programs that build healthy families, successful communities, and educational excellence throughout the Bay Area. USY offers programs, delivered in the hearts of communities, that provide comprehensive wrap around services to support youth and families in navigating the systems of care that impact their lives (e.g., justice system, schools, foster care, etc.). Current programs include the YSBs, Reach and Rise national mentoring program, three Family Resource Centers and one Community Resource Center, a truancy prevention and intervention center, afterschool enrichment programs, workforce development programs for youth and adults, community health programs for residents of public housing, service connection, and more.

With the support of the Urban Services Y, and the larger YSF (which has 14 branches spanning 3 counties and employs over 1,300 staff), the YSBs compare excellently with other San Mateo service providers in their capacity to deliver high quality, fiscally sound, culturally relevant, and responsive programming. The YSBs are led by a qualified Executive Leadership Team (e.g., USY Executive Director, YSB Director, etc.), hold strong fiscal and administrative capacities (e.g., internal staff and the YMCA's auditing, staff development, mission advancement (fundraising), and accounting departments), and have proven expertise in working within diverse communities and responding to community needs. The San Mateo YSBs have a 33-member clinical staff and volunteer roster of licensed or licensed-eligible Masters-level MFTs and/or Social Workers. They are led by one Clinical Services Director, one Associate Clinical Director, one Operations Director, and four additional Clinical Supervisors. Each year, approximately 18-24 graduate student trainees are recruited, vetted, and participate in our trainee program and are placed at elementary and middle schools. These positions heavily flank our existing services so that we can provide very cost-effective services such as school based and outpatient clinical mental health services in four office locations (e.g., Pacifica, South San

Francisco, San Mateo and San Francisco), over 60 school campuses, and even occasional home visits to increase access to families. We specialize in working with youth mandated by police departments and juvenile courts for diversion counseling in lieu of sentencing or heavier sentences for lower-level offenses. We are also the only provider contracted with San Mateo County to work with juvenile sex offenders and are one of two agencies in the Victim Impact Awareness Program. We provide substance abuse counseling and our *First STOP* mindfulness-based psycho-social substance abuse group for teens mandated by the drug court and from local schools for possession on campus. Additionally, we excel at partnering with schools to provide clinical services on campuses to improve school safety and educational outcomes, and to create more accessibility to services while reducing the stigma of accessing mental health services for our younger generation.

Building upon our expertise and experiences in developing, refining, and implementing meaningful programming for vulnerable youth and families, we request funding to bring the Sexual Violence Prevention curriculum to the general population at Youth Services Center-Juvenile Hall (YSC-JH) who have not been court mandated or adjudicated for a sexual offense.

Probation departments and schools have chosen to contract with us based on our ability to provide outstanding evidence-based services to a spectrum of at-risk youth. The goals of all our programs are to increase self-sufficiency, promote personal responsibility, and improve family stability to prevent recidivism. Additionally, we have built a continuum of care for youth and their families addressing all levels of youth risk and behavior in our clinics and the schools. Our prevention programs are embedded in a youth development framework that gives priority to sustained adult relationships, meaningful involvement and leadership, and opportunities to engage in community and school projects. We also provide all our services within family systems and multi-system treatment models. We excel in working with local schools, as we recognize having YSB mental health professionals at schools dramatically increases access to services. Not only does it eliminate the need to travel, the endorsement of mental health services by schools strips away many of the social stigmas associated with these services. We are seen as integral team members participating in IEPs, SSTs, and other school activities. We understand school culture, the pressure on teachers, and how to strategically support academic achievement by removing barriers from youth and families.

YSB staff are committed to providing linguistically and culturally responsive, non-judgmental services that treat people with dignity and respect. The YSB has created a Culturally and Linguistically Appropriate Services (CLAS) Plan detailing this commitment. We have been in a consulting partnership with Radicle Root Collective for the past 3 years working on racial justice, healing, and organizational change. These changes have improved our clinicians' ability to engage and impact their clients as well as create a more inclusive and supportive workplace, leading to increased employee retention and stability in all of our programs. For the past twelve years, our agency has provided strengths-based client-centered services, in line with Transformative Family practices where clients are treated as equal partners in treatment planning and services. We provide non- and limited English speaking and hearing/speech impaired participants with interpretation services, as well as quality, translated materials. Twenty (20%) of our direct services staff are bilingual, predominantly in Spanish, but also in Tagalog, Mandarin, and Japanese. We are dedicated to addressing issues specific to the Latinx community (e.g., trauma associated with immigration, isolation, challenges with schools, and intergenerational differences).

The YSBs, and its parent organization, Urban Services YMCA, hold extensive experience managing publicly funded contracts via multiple partners including San Mateo BHRS, San Francisco Department of Public Health, Juvenile Probation Departments in both San Mateo and San Francisco, and

the federal office of OJJDP, the San Mateo and San Francisco Human Services Agencies, and others. We are well equipped to meet the fiscal demands of this contract and strongly believe in evaluation and using data tools to improve program quality and service delivery.

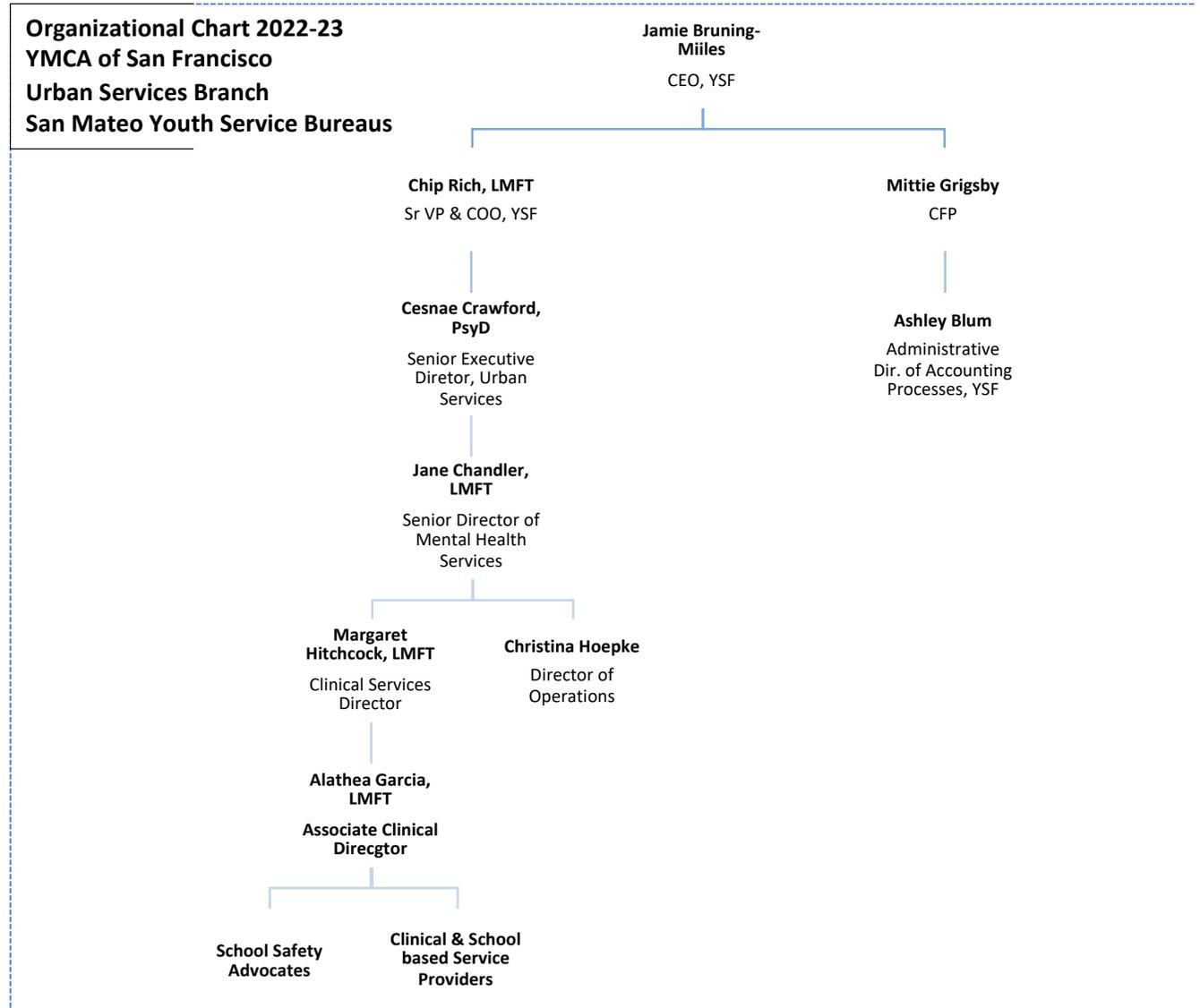


Exhibit A: Contracts and Professional Qualifications

1. Contracts serving at-risk or justice involved youth over past three years
2. and current contracts and commitments.

Program Name	Years in Service	Contracting Agency	Type of Service	Location	Amount
Juvenile Diversion Program	1969-current	Local Police Departments	The YSBs of the YMCA were the first Youth Service Bureaus created in the US (AB90). Program provides early intervention services for 1st time juvenile offenders. Program works with the family, builds resistance skills, improves impulse control and decision-making skills.	Three YSB clinics	\$128,181
Juvenile Sexual Responsibility Program	Created in 1983 (34 years) to present	San Mateo County BHRS (Behavioral Health and Recovery Services) in collaboration with SMJPD	The only program of its kind in the county. We specialize in juvenile sex offender treatment. We use a multi-systemic approach and evidence-based practices to treat sex offenders to eliminate recidivism.	South San Francisco Youth Service Bureau 1486 S. Huntington Ave. SSF CA 94080	Up to \$70,000 (Fee-for-service Program)
School Safety Advocates - Middle School	Created in 2004 and continuously funded to present.	San Mateo County Probation Department	Preventing youth from entering the Juvenile Justice System by working on School campuses to provide early crisis intervention, and violence prevention services through clinical case management,	5 middle Schools: Alta Loma, Parkway Heights, Westborough, Parkside Intermediate, Bayside STEM	\$638,959 <u>(\$224,157 for current fiscal year)</u>

			counseling, skill building groups, and family counseling.		
Victim Impact Awareness Program (northern section)	created in 2000 (17 yrs.) to present	San Mateo County Probation Department funding streams	This restorative justice program works with delinquent youth and their victims in a psycho educational group setting. This program focuses on offender accountability and social responsibility.	South San Francisco Youth Service Bureau Currently virtual 1486 S. Huntington Ave. SSF CA 94080	Rolled up in above contracts

3. Provide details of any failure or refusal to complete a contract: None

4. Provide professional qualification for each individual that would be assigned to provide services requested in this RFP

Margaret Hitchcock, LMFT Clinical Director and Clinical Supervisor	M.S. Counseling Psychology, 2003	San Francisco State University	LMFT #45279 CANS NMT PCOMS Trauma focused CBT Family Systems through BAFIT Healing Centered Engagement Cultural Humility Trauma Informed Systems
Alethea Garcia, LMFT Associate Clinical Director and Clinical Supervisor	M.A in Counseling Psychology, 2011	John F. Kennedy University	LMFT # 97791 CANS certified and trainer EMDR Guided Imagery Healing Centered Engagement
Mia Acosta, AMFT <u>JSR Clinician and Facilitator</u>	<u>M.S. Counseling, 2022</u>	<u>San Francisco State University</u>	<u>AMFT # 136040</u> CANS Sexual Health Educator (SHE) Training Certified Facilitator EMDR

TAB 2 – Proposed Approach

Direct Services

The Youth Service Bureau requests funding from the San Mateo County Probation Department to bring our Sexual Violence Prevention curriculum to the general population who have not been court mandated or adjudicated for a sexual offense.

The primary goal of the SVP is to prevent physical, sexual, and/or psychological violence in the participants' lives by helping them learn to cope with challenging emotions like anger, anxiety, and depression in more positive and constructive ways and reduce harm to others. We help them better understand themselves through developing improved communication, relapse prevention, self-regulation, impulse control, relationship, and other life skills. Participants will take part in the ten-session Sexual Violence Prevention Curriculum.

Evidence-Based Practices and Interventions:

Mindfulness-Based Substance Abuse Treatment: Elements of this curriculum are used in multiple group sessions. The curriculum integrates practices of mindfulness, which are used to build self-regulation skills and healthy coping strategies. These practices also assist youth to absorb more group material by keeping them in their cognitive brain during session.

Dialectical Behavioral Therapy (DBT): DBT skills will be taught to build self-regulation skills and healthy coping strategies using Mindfulness, Distress Tolerance, and Emotional Regulation. We will use Interpersonal Effectiveness in teaching boundaries and relationship skills.

Cognitive Behavioral Therapy: Cognitive Behavioral Therapy will be used to help youth learn new skills and manage thoughts and decision making. (<http://nacbt.org/whatiscbt.aspx>)

Neurosequential Model of Therapeutics (NMT): Youth in any of our programs have access to an assessment that measures Developmental Risk, Current Relational Health, Functional Brain Mapping, and functioning in Sensory Integration, Self-Regulation, and Cognitive Processing. The Neuroscience of Trauma and Neglect, taught through NMT, informs the group facilitator's sequence of intervention of Regulate, Relate and Reason. It allows facilitator to most effectively intervene with youth with trauma and neglect histories and youth will learn connection between their experiences and their current emotional state. We will also be using Sensory Checklists and other Somatosensory interventions to assist youth to identify personalized soothing and regulating strategies to help them manage emotions and impulses. <http://childtrauma.org/nmt-model/>

Motivational Interviewing: Clinicians use these techniques to build rapport and motivation to change. This practice assists clinicians in engaging youth quickly so they can assess needs and resolve crisis situations. MI assists the clinician to build motivation for change.

Art Therapy: Art Therapy techniques are useful to build rapport, assess needs, and assist in soothing and regulating youth. These techniques also allow another entry point into learning group material.

Trauma-Informed System: We are a Trauma Informed System, partnered with and trained by Trauma Transformed. We are one of the first CBOs to pilot TIS, which includes a commitment to Cultural Humility and Racial Equity within the organization as well as with our clients. All staff are trained in TIS and there are strong administrative structures to support this work.

Restorative Justice Practices: Youth will be taught restorative practices from the International Institute for Restorative Practices www.iirp.edu as a way to address harm either caused by or to them

Partners for Change Outcome Management System (PCOMS): The Partners for Change Outcome Management System (PCOMS) is a systematic client feedback intervention that uses two four-item scales to solicit consumer feedback regarding factors proven to predict success regardless of treatment model or presenting problem. PCOMS will be used to measure the quality of the alliance (using the Session Rating Scale). PCOMS is used with all youth being seen on an ongoing basis. This will also give us the benefit of gaining some outcome measurements.

Sexual Health Educator (SHE) Training Certified Facilitator: This training program was created by sexual health educators, trainers and experts from the California Department of Public Health, STD Control Branch, the California Department of Education, The California Prevention Training Center, and partner organizations. The required and elective modules include up-to-date information and research on a variety of sexual health topics. Most modules include an Educators Toolkit with resources and/or interactive activities that educators can use in their sexual health promotion work.
<https://californiaptc.com/sexual-health-educator-training-program/>

Goals and Outcomes

The youth who are seen in our Juvenile Sexual Responsibility Program will be pulled from two separate populations: those who have been convicted of sexual offenses and those who have not. Those with a sexual offense conviction will receive individual and family therapy consistent with the established JSRP. These youth will complete a full assessment, including use of the CANS (Child and Adolescent Needs and Strengths assessment). The CANS will be done at admission and discharge from the program. Youth with no sexual offense conviction will attend the Sexual Violence Prevention group. The youth will be surveyed at the beginning of the group to assess their level of knowledge of boundaries, consent, relationship skills, and problematic sexual behaviors. They will be surveyed at the end of the group cycle to measure the effectiveness of the group. We will also be using PCOMS Outcome Rating System and Session Rating Systems to track self-reported improvements and increase engagement in the group. Our goals and outcomes for treatment are listed below:

- For those with prior sexual offenses: At least ninety percent (90%) of youth served shall not re-offend during the time between four (4) months after admission and one (1) year after

completing the program (a re-offense is defined by behavior that required at least a police officer or a Child Protective Services report regarding a sex offense).

- For those without prior sexual offenses who attend the Sexual Violence Prevention group: At least eighty percent (80%) of youth served will show improved understanding of curriculum as measured by the Sexual Violence Prevention Pre and Post Survey.
- For those without prior sexual offenses who attend the Sexual Violence Prevention group: At least eighty percent (80%) of youth served will show improvement in individual ratings of self and facilitator over the duration of the group as measured by the PCOMS Outcome Rating Scales and Session Rating Scales.

Exhibit B – Clients and Services

All services will be provided on-site at the JSC-JH. Services will be provided year-round. The Sexual Violence Prevention curriculum will be offered in 10 sessions, offered quarterly throughout the year.

Juvenile Sexual Responsibility: Sexual Violence Prevention Curriculum

This program is designed for the general population detained at JSC –JH who have not been court mandated or adjudicated for a sexual offense.

We know that the incidence of PTSD among youth in the juvenile justice system is similar to youth in the mental health and substance abuse systems, but up to eight times higher than comparably aged youth in the general, community population. We see that a lot of these youth in our JSR program have challenges with empathy, attachment, and self-regulation. We know these challenges are often related to trauma. They are also often related to an increased likelihood to get in trouble at school or with the law. We also know that sexually problematic behaviors are often opportunistic and likely to occur in the context of other problematic behaviors (e.g., while consuming alcohol or drugs, sexually assaulting someone while committing a robbery)

In our work with the youth in this program we have learned a lot about the antecedents to their problematic sexual behaviors. Repeatedly we hear from youth that they never learned about boundaries and consent. We hear that their families don't know how to talk with them about sex and relationships. They express confusion about the laws around sexting and sharing explicit content on-line. Many of the youth in our program have expressed feeling as though they wouldn't have committed their offense if they had this knowledge.

In our many school-based programs, we see many minor offenses on campuses: consensually sharing sexually explicit images, teams and social groups that make belonging contingent on contributing sexually explicit images of their peers to a collection, sexual harassment of classmates either verbally or physically, to name a few. Because we know that prevention is the best intervention, we decided to create a group that could reach youth before they engage in sexually harmful behaviors. Because of the

increased risk factors that are found in youth who are incarcerated due to other infractions, we believe that this group would be an essential part of their treatment to keep them from adding sexual harm to their other problem behaviors.

The group is designed to be 10 ninety-minute sessions using evidenced based and emerging evidence-based practices as detailed above.

. The sessions are as follows:

- Session 1: Introduction: Creating Safer Spaces, and Intro to Boundaries
- Session 2: Identifying Emotions and Self-Regulation Strategies
- Session 3: Building Empathy
- Session 4: Consent
- Session 5: Healthy Relationships
- Session 6: Navigating Online Sexual Expression
- Session 7: LGBTQ+ Community
- Session 8: Restorative Practices
- Session 9: Creating Consent Culture and Bystander Intervention
- Session 10: Closing

Target client population

The targeted youth population is incarcerated youth, who because of the increased risk factors that are found in youth who are incarcerated due to other infractions, are at risk of adding sexual harm to their other problem behaviors. We believe that this group would be an essential part of their treatment to prevent them from causing sexual harm and to learn how to be a positive influence on their peers and community.

Exhibit B: Direct Services - projected hours and clients

Direct Service Type	Program Component	Staff Member(s) Providing	Number of Projected Hours	Number of Projected Clients
Group psycho-educational sessions	Sexual Violence Prevention	1	Up to 4 groups per year, 10 sessions per group. 40 hours	Up to 32 (8 per session)

TAB 3: Protocols for Addressing Concerns

Throughout all current YSBs/CRC programs and services, staff are committed to providing linguistically and culturally responsive non-judgmental services that treat people with dignity and respect (please refer to Tab 1, Qualifications, above). Written non-discrimination and reasonable accommodations policies are in place for the YSBs and the YMCA of San Francisco that provide details necessary to implement the tenets of inclusion that are an integral part of the YMCA and its mission to strengthen communities.

However, if a client encounters routine problems with services, the County should contact Jane Chandler, Senior Director of Mental Health Services at jchandler@ymcasf.org, or (650) 877-8642. A written client grievance policy is in place, vetted by the YMCA of San Francisco's risk management department, that details the clients' rights, the grievance procedure, and the timeline, and clients are informed at intake that they have the right to file a grievance or appeal an action.

Clients may file in person or in writing. YSB staff logs in the complaint and sends a letter of acknowledgement to the client within three working days. Decisions on grievances will be acted on as quickly as possible; a decision must be reached within 60 days unless more time is needed (up to 14 days) to obtain needed information or at the request of the YSB or client. Appropriate staff will be assigned to work on the complaint, with the Clinical Director overseeing the process and involved directly in specific instances. The client will be informed in writing of the summary of the complaint and its resolution. If the client has no permanent address, they may be reached by other means, such as telephone. *A copy of the Youth Service Bureaus' grievance policy is available on request.*

TAB 4: Claims Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization

We have no claims against us for any violations of our certification as a Medi-Cal service provider by San Mateo County or for any HIPAA violations, nor have any complaints been brought to the California Board of Behavioral Health against our agency or any of our clinicians.

TAB 5: Cost Analysis and Budget for Primary Services

1. **SVP program:** Our sexual violence program will be offered to the general population at San Mateo County Juvenile Hall. In fiscal year 2022-23 we successfully offered curriculum and support to secure-track youth and for this grant proposal we aim to bring this timely and comprehensive curriculum to all detained youth. As shown in the budget spreadsheet, we will be offering up to four groups per year for totaling 40 direct service hours: 10 in each round. Our staff hourly rate listed in the budget Exhibit is calculated from an average clinical staff hourly rate of \$35.00 per hour taking into consideration our agency policy of adding a three to four % merit increase annually to staff base hourly wages. Added to the base is 12.45% in taxes, unemployment insurance and life insurance, 12% YMCA-contributed retirement + \$4.04 per hour medical insurance coverage costs.
2. **Clinical Supervision and Program Management** to provide clinical guidance for staff providing direct services who are license eligible MFTs and Social Workers practicing under supervision required by the BBS; and for two hours a week of programmatic oversight. Supervision consists of a two-hour group supervision for the SSAs, and one hour of individual supervision for each SSA, plus quarterly chart reviews.
3. **Direct Operating Costs**
 - School year food, office supplies and program materials, and computer hardware/software:
 - Electronic Health Care Records licenses for six SSAs and the SSA-MS Clinical Supervisor on the YSB's CIRCE system @ \$480/license
 - Mileage: transportation reimbursement to and from San Mateo Juvenile Hall

Indirect Costs. Indirect personnel costs include payroll, HR, accounting, legal/risk management, and quality management in the allowable amount of 10% of total direct costs.

Name of Program:

FISCAL YEAR 2023-24 (July 1, 2023 - June

Budget Projections

A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
1 therapist providing sexual violence prevention services at SMC Juvenile Hall. 0.17 FTE	1	\$48.40	Number of Clients	8	8	8	8	32
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$484.00	\$484.00	\$484.00	\$484.00	\$1,936.00
Clinical Supervision: 2 hours of group and 1 hour of individual weekly supervision and documentation review	1	\$62.30	Number of Clients	N/A	N/A	N/A	N/A	
			Number of Hours	14	14	14	14	56
			Amount (Rate * Hours * Staff)	\$872.20	\$872.20	\$872.20	\$872.20	\$3,488.80
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$1,356.20	\$1,356.20	\$1,356.20	\$1,356.20	\$5,424.80

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Program and Office Supplies	Amount	\$250.00				\$250.00
Electronic Health Care Records database	Amount	\$900.00				\$900.00
Licenses	Amount	\$450.00				\$450.00
Mileage	Amount	\$75.00	\$75.00	\$75.00	\$75.00	\$300.00
B. Direct Operating Costs Total		\$1,675.00	\$75.00	\$75.00	\$75.00	\$1,900.00

	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$1,356.20	\$1,356.20	\$1,356.20	\$1,356.20	\$5,424.80
B. Direct Operating Costs Total	\$1,675.00	\$75.00	\$75.00	\$75.00	\$1,900.00
Total Direct Program Costs (A + B)	\$3,031.20	\$1,431.20	\$1,431.20	\$1,431.20	\$7,324.80
C. Indirect Costs (10%)	\$303.12	\$143.12	\$143.12	\$143.12	\$732.48
TOTAL FY 2023-24 BUDGET	\$3,334.32	\$1,574.32	\$1,574.32	\$1,574.32	\$8,057.28

Name of Program:

FISCAL YEAR 2024-25 (July 1, 2024 - June

Budget Projections

A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
1 therapist providing sexual violence prevention services at SMC Juvenile Hall. 0.17 FTE	1	\$48.40	Number of Clients	8	8	8	8	32
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$484.00	\$484.00	\$484.00	\$484.00	\$1,936.00
Clinical Supervision: 2 hours of group and 1 hour of individual weekly supervision and documentation review	1	\$62.30	Number of Clients	N/A	N/A	N/A	N/A	
			Number of Hours	14	14	14	14	56
			Amount (Rate * Hours * Staff)	\$872.20	\$872.20	\$872.20	\$872.20	\$3,488.80
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$1,356.20	\$1,356.20	\$1,356.20	\$1,356.20	\$5,424.80

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Program and Office Supplies	Amount	\$250.00				\$250.00
Electronic Health Care Records database	Amount	\$900.00				\$900.00
Licenses	Amount	\$450.00				\$450.00
Mileage	Amount	\$75.00	\$75.00	\$75.00	\$75.00	\$300.00
B. Direct Operating Costs Total		\$1,675.00	\$75.00	\$75.00	\$75.00	\$1,900.00

	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
A. Direct Personnel Costs Total	\$1,356.20	\$1,356.20	\$1,356.20	\$1,356.20	\$5,424.80
B. Direct Operating Costs Total	\$1,675.00	\$75.00	\$75.00	\$75.00	\$1,900.00
Total Direct Program Costs (A + B)	\$3,031.20	\$1,431.20	\$1,431.20	\$1,431.20	\$7,324.80
C. Indirect Costs (10%)	\$303.12	\$143.12	\$143.12	\$143.12	\$732.48
TOTAL FY 2024-25 BUDGET	\$3,334.32	\$1,574.32	\$1,574.32	\$1,574.32	\$8,057.28

Name of Program:

FISCAL YEAR 2025-26 (July 1, 2025 - June

Budget Projections

A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
1 therapist providing sexual violence prevention services at SMC Juvenile Hall. 0.17 FTE	1	\$48.40	Number of Clients	8	8	8	8	40
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$484.00	\$484.00	\$484.00	\$484.00	\$1,936.00
Clinical Supervision: 2 hours of group and 1 hour of individual weekly supervision and documentation review	1	\$62.30	Number of Clients	N/A	N/A	N/A	N/A	
			Number of Hours	14	14	14	14	56
			Amount (Rate * Hours * Staff)	\$872.20	\$872.20	\$872.20	\$872.20	\$3,488.80
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$1,356.20	\$1,356.20	\$1,356.20	\$1,356.20	\$5,424.80

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Program and Office Supplies	Amount	\$250.00				\$250.00
Electronic Health Care Records database	Amount	\$900.00				\$900.00
Licenses	Amount	\$450.00				\$450.00
Mileage	Amount	\$75.00	\$75.00	\$75.00	\$75.00	\$300.00
B. Direct Operating Costs Total		\$1,675.00	\$75.00	\$75.00	\$75.00	\$1,900.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$1,356.20	\$1,356.20	\$1,356.20	\$1,356.20	\$5,424.80
B. Direct Operating Costs Total	\$1,675.00	\$75.00	\$75.00	\$75.00	\$1,900.00
Total Direct Program Costs (A + B)	\$3,031.20	\$1,431.20	\$1,431.20	\$1,431.20	\$7,324.80
C. Indirect Costs (10%)	\$303.12	\$143.12	\$143.12	\$143.12	\$732.48
TOTAL FY 2025-26 BUDGET	\$3,334.32	\$1,574.32	\$1,574.32	\$1,574.32	\$8,057.28

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$5,424.80	\$5,424.80	\$5,424.80	\$16,274.40
B. Direct Operating Costs Total	\$1,900.00	\$1,900.00	\$1,900.00	\$5,700.00
Total Direct Program Costs (A + B)	\$7,324.80	\$7,324.80	\$7,324.80	\$21,974.40
C. Indirect Costs Total	\$732.48	\$732.48	\$732.48	\$2,197.44
TOTAL PROGRAM BUDGET	\$8,057.28	\$8,057.28	\$8,057.28	\$24,171.84

TAB 6: Data Collection/Program Evaluation

Evaluation of the Sexual Violence Prevention program will measure both 1) service outputs detailed in the Work Plan and 2) the short-term outcome of increased youth developmental assets before and after services. We will submit quarterly reports from our electronic health care records system (ECM), which safeguards all client charts and generates reports on demographics, units of services by service modality, and total numbers of youth and families served.

SMCPD's Local Action Plan delineates several areas of outcomes that are important to track and measure changes in functioning. CANS has been identified as the assessment measure to be used system wide. This works well because all areas identified in the LAP correlate with "domains" categorized in the CANS: client strengths (Developmental Assets), Family Functioning, School Functioning and Attendance (Greater connection to and Engagement with School and School Outcomes), Risk Factors and Delinquency (Gang Involvement), and Substance Use and Abuse (Use of Alcohol and Other Drugs). The pivotal marker of success for each program funded in this grant cycle will be to employ 100% compliance with mindful completion of the CANS and other assessments such as OYAS and the data will speak for itself in reporting back and informing agencies and their funders of client changes in functioning. We employed engineers to build the CANS into our electronic mental health database so that our information is secure, HIPAA compliant, and reliable with little to no chance for loss of data. Our output goal is to be 100% compliant with assessment completion for CANS and OYAS assessments for clients seen more than three times.

The missing link in the abovementioned information gathering process is clearly that the emphasis is on the point of view of the clinician conducting the CANS. At the Youth Services Bureau we come from the mindset that clients themselves are the best source of information upon which programmatic changes should occur and for that reason we include in our evaluation design an additional component of surveying our youth with the sole purpose of gathering their important feedback about services provided, whether or not they felt services were beneficial, whether or not services were provided in culturally sensitive ways, and whether they felt services and goals were planned and defined from their own input.

Currently, in addition to client satisfaction data gathered at the end of treatment, we also use a treatment outcome measurement tool called Partners for Change Outcome Management System (PCOMS). In peer-reviewed published studies conducted across a range of settings, including public behavioral health, this tool has demonstrated improvement in the quality and efficiency of services. It has been shown to be both consumer-friendly and highly feasible for clinicians to use regularly in sessions. It is designed to reinforce a continuous feedback model between provider and client that facilitates open communication and reinforces the notion that clients evaluate their progress in treatment rather than solely the clinician. The questions are self-rated on a non-numerical Likert-like scale (an example is shown below):

Individually
(Personal well-being)

|-----|

Staff are trained in understanding the clinical implications of using PCOMS tool as well as how to effectively implement the tool with clients. The frequency of usage with each client will be determined by the client and clinician and will be specific to each client's treatment plan. Frequency may shift accordingly but will be at least once a month and as frequent as every session.

Method(s) by which agency tracks Units of Service (Program Level Data): As a mental health agency in primary function, we have invested significant resources into building and maintaining an in-house HIPAA compliant electronic health record database (ECM) that allows our clinicians and case managers to login into the database remotely from community-based service sites. All our clinical supervisors and BHRS system of care clinicians are trained and certified in administering CANS assessments and working within both ECM and AVATAR (BHRS) databases. For more than seven years we have employed IT engineers to build customized reports into ECM in order to collect service and demographic data reports that efficiently provide consistent and accurate data to our funders. We regularly administer BHRS consumer satisfaction surveys and have in-house risk management and legal departments that ensure compliance with all federal, county, and local mandates. We are in full compliance with HIPAA standards and use those standards of protected information in non-clinical work to ensure best practices across all programming.

Our agency currently purchases software licenses each year for every clinician using ECM, a database built upon a Salesforce platform that is specialized for creating Electronic Mental Health records. It is HIPAA compliant, and we have built the capacity to enter all our service documentation into ECM. Furthermore, we have created service reports that collate service delivery data within a few quick "clicks" of the mouse. We require 100% compliance from each of our clinicians in entering real-time direct services and uphold this standard strictly, as data reporting is the foundation of all operational functioning and tracking.

Each HIPAA-compliant EMR (electronic medical record) holds the assessment data for access anywhere by the clinician or their clinical supervisor for review and reference.

All CANS and other data are entered manually by our Associate Clinical Director Alethea Garcia into the Applied Research Databank so that the data can be analyzed and interpreted to ensure best practices and planning. Our long-term goal is to build the capacity to analyze assessment data within our CIRCE database but will need to find and earmark resources for hiring an IT engineer to write the code for those reports.

We require 100% compliance with documentation standards and protocols from each of our clinicians as data collection is paramount to the ethical standard of our profession as well as pivotal for tracking, reporting, evaluation, and funding.

TAB 7: References**Please feel free to contact any of the references listed below:**

Ryan Sebers, Director of Student Services & Public Information Officer
South San Francisco Unified School District
650-877-8744
rsebers@ssfusd.edu

Mary McGrath, Executive Director, Safe and Supportive Schools
[San Mateo County Office of Education](#)
[\(650\) 802-5425](#)
mmcgrath@smcoe.org

Mason Henricks, Coordinator, School Safety and Risk Prevention
[San Mateo County Office of Education](#)
[\(650\) 802-5434](#)
mhenricks@smcoe.org

Note about Client /Patient references:

Two families are happy to provide references, but to protect privacy, their names will not be published in a public document. Please contact Margaret Hitchcock at mhitchcock@ymcasf.org or 415-424-2543 and we will release names and contact information through secure channels.

TAB 8: Statement of Compliance with County Contractual Requirements:

We are able to comply with each of the terms of San Mateo County's standard contract, including but not limited to the following:

- Hold Harmless provision
- Liability Insurance requirements
- Non-discrimination policy
- Equal Employment Opportunity requirements
- Equal Benefits Ordinance
- Living Wage Ordinance
- Jury Service Ordinance
- All other provisions of the County's standard template contract

We agree to have any disputes regarding any contract venued in San Mateo County or the Northern District of California.

We have No objections to the terms in the County's standard contract template.



San Mateo County
Tabulation Report RFP #PROB 2022_004 - Youth
Activities and Mental Health Services
Vendor: The Art of Yoga Project

General Comments:

General Attachments: AYP Exhibit C - RFP_2023-26_Budget Spreadsheet YOBG .xlsx
AYP Proposal SMC PROB 2022-004.pdf



The Art of Yoga Project

Proposal

County of San Mateo

Youth Activities and Mental Health Services

RFP no. PROB 2022-004

Probation Department

Due: January 9, 2023



The Art of Yoga Project – Proposal
Youth Activities and Mental Health Services

INTRODUCTION and EXECUTIVE SUMMARY

December 14, 2022

Organization: **The Art of Yoga Project**

Contact Person: Lisa Pedersen, Executive Director
Email: lisa@theartofyogaproject.org
Phone: (650) 996-1904

Mailing Address: 555 Bryant Street #232 Palo Alto CA 94301

Office Address: Sobrato Center for Nonprofits – Redwood Shores, 330 Twin Dolphin Drive,
Suite 131, Redwood City, CA 94065

The undersigned is authorized to commit the proposer, The Art of Yoga Project to the terms of this proposal, Solicitation Number PROB 2022-004.

Signed by:

A handwritten signature in blue ink that reads 'Lisa Pedersen' with a horizontal flourish at the end.

Lisa Pedersen
Executive Director
The Art of Yoga Project



The Art of Yoga Project – Proposal
Youth Activities and Mental Health Services

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The Art of Yoga Project – Proposal Youth Activities and Mental Health Services

TAB 1 Qualifications and Experience

Qualifications

The mission of The Art of Yoga Project (AYP) is to lead youth in the California juvenile justice system toward accountability to self, others, and community by providing practical tools to effect behavioral change. AYP specializes in gender-expansive rehabilitation using a holistic, evidence-based approach to promote self-awareness, self-respect, and self-control.

The Art of Yoga Project (AYP) has over 17 years of experience providing direct services to more than 10,000 marginalized youth. We bring a well-trained team of mindfulness-based teaching professionals to offer our proprietary *Yoga and Creative Arts Curricula*. Currently we serve youth in detention and rehabilitation centers, substance abuse recovery settings, agencies serving CSEC (commercially sexually exploited children), Level 14 facilities (for youth with high psychiatric needs), alternative high schools and schools in gang-impacted communities. Our expertise has developed in partnership with three county juvenile justice systems with proven and documented outcomes.

Recognizing that youth are in the juvenile justice system for serious offenses, AYP stresses accountability at all levels. This said, the vast majority of youth in the system are shown to have endured severe trauma that is related to their offending behavior. Current research shows a direct link between a history of trauma and incarceration. At AYP, we believe this trauma needs to be addressed in our programming. Using mindfulness-based practices as foundations for healthy decision-making, we work to heal the trauma and thus, reduce the behaviors that lead youth into the justice system initially, and contribute to recidivism.

Customized, Strengths-based Yoga and Creative Arts Curricula

The cornerstone of AYP's intervention and education services is our *Yoga and Creative Arts Curricula: Wise Inside*. This curriculum takes a unique multi-dimensional approach to help youth cultivate a discipline around making mature decisions and healthy lifestyle choices in spite of emotional dysregulation, impulsivity, and other behaviors that result from their traumatic backgrounds. Classes include instruction by yoga and art educators in character development and health education, yoga practice, meditation, breathing techniques for self-regulation, creative expression (arts and writing) and discussion. Program goals promote pro-social behavior, empathy, positive relationships and accountability to self, others and community.

The Art of Yoga Project tailors our curricula to meet both the needs of the youth and the partner facility priorities. We work closely with our partners in probation, behavioral health, and other community-based organizations to design our sessions for maximum engagement and effectiveness.

Wise Inside combines gender-responsive best practices with trauma-sensitive yoga, developmental assets for healthy adolescent maturation and contemporary neuroscience research on developmental trauma. *Wise Inside* affords us the opportunity to create lesson plans incorporating important psychoeducation, with elements such as health, brain science and trauma. It also supports the creation of more culturally connecting culturally responsive content to honor the diversity of our students.

Brief Program History - San Mateo County

AYP became an independent 501(c)(3) nonprofit corporation in 2005. That same year, responding to a critical need for rehabilitative intervention from the new state-of-the-art facility for incarcerated girls in San Mateo County (Margaret J. Kemp Camp), AYP created its comprehensive *Yoga and Creative Arts Curriculum* and immediately began teaching yoga at the Hillcrest facility until the camp opened in 2006.



The Art of Yoga Project – Proposal Youth Activities and Mental Health Services

AYP became part of the Camp Kemp rehabilitation team at its inception and has since been focused on working with girls in juvenile detention centers.

In May 2009, AYP launched a new After Care Program in San Mateo County to continue working with the girls after they leave the system. We also expanded our programming to girls in the Youth Service Center (Pine 4). In 2013, we transitioned our services physically back into the (re-opened) Camp Kemp and aligned programming with the introduction of the Girls Empowerment Program. We continue to maintain service delivery to the girls at the Youth Services Center. The AYP program received San Mateo County Probation Department’s 2007 Excellence Award and more recently a career probation expert called The Art of Yoga Project “the missing link” in a girl’s rehabilitation.

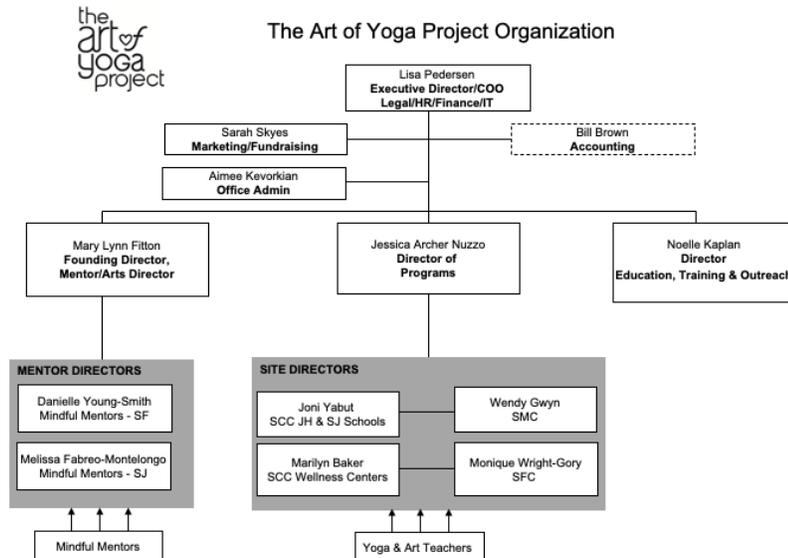
In 2012, we were invited by San Mateo County Behavioral Health and Recovery Services (BHRS) to be trained in a new therapeutic framework—the Neurosequential Model of Therapeutics (NMT) with the first phase completed in 2013. Mary Lynn Fitton, Founding Director of The Art of Yoga Project, was selected as the only representative from a CBO (Community Based Organization) to be part of the TTT (Train the Trainer) Phase 2 Training in 2014. Fitton remained an integral part of the team as she continued to mentor and train several San Mateo County clinicians to ensure the sustainability and fidelity of this evidence-based practice (EBP).

In 2017, at the request of Probation, AYP expanded our program to serve boys at the Youth Services Center on the Pine 5 unit. An essential best practice for AYP is collaboration at all levels of the juvenile justice system. We are included in multi-disciplinary team meetings for crucial information sharing regarding the youth’s history, current behavior, future placement, and community re-entry. We are also part of county juvenile justice steering committees, leadership groups and work groups.

Organization

We plan to assign the equivalent of one (1) FTE, that includes Program Director, Site Director, Yoga and Art Educators, Program Evaluation and Administration.

We have 60 people employed by our organization, most work on a part-time basis. Our Research Director and Program Evaluation staff are consultants. Occasionally, we will bring in a special artist and/or writer as a contractor.





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Exhibit A: Applicant’s Statement

1. List contracts completed in last three years for services with youth in detention and/or re-entry services. **

Year (FY)	Contracting Agency	Type of Service	Location	Amount (per year)
2020-2022	City of San Jose	Site specific gender-responsive mindfulness-based services	SCC Juvenile Hall 840 Guadalupe Pkwy, San Jose, CA 95110	\$68,000*
2020-2022	City and County of San Francisco	Site specific gender-responsive mindfulness-based services	SFC Juvenile Hall 375 Woodside Avenue San Francisco, CA 94127	\$75,000*
2020-2022	County of San Mateo, Health Services/Behavioral Health and Recovery Services	Site specific gender-responsive mindfulness-based services NMT(Trauma) Trainings	Therapeutic Day Schools Capuchino High School Gateway Canyon Oaks Youth Center Women’s Recovery Association Redwood High School North & South County Behavioral Health Plus other ad hoc sites	Varied up to \$98,400*

* Includes services for additional sites/services

2. List contracts, or other commitments (e.g. consulting arrangements), currently in force. **

Fiscal Year	Contracting Agency	Type of Service	Location	Amount
2022-2023	City of San Jose	Site specific gender-responsive mindfulness-based services Community of Learning NMT Trauma Trainings BEST-MGPTF Meetings	SCC Juvenile Hall 840 Guadalupe Pkwy, San Jose, CA 95110 Andrew P Hill High School 320 Senter Road, San Jose CA 95111 William C. Overfelt High School 1835 Cunningham Ave, San Jose CA 95122 Caroline Davis Intermediate School 5035 Edenvue Dr, San Jose, CA 95111	\$68,000
2022-2023	Santa Clara County Office of Education	Site specific gender-responsive mindfulness-based services	Wellness centers in Santa Clara County	\$60,000
2022-2023	City of San Jose	East Side Union High School District	High Schools in ESUHSD	\$50,000
2022-2023	City and County of San Francisco	Site specific gender-responsive mindfulness-based services	SFC Juvenile Hall 375 Woodside Avenue San Francisco, CA 94127	\$84,500
2022-2023	County of San Mateo, Health Services/Behavioral Health and Recovery Services	Site specific gender-responsive mindfulness-based services NMT(Trauma) Trainings	Therapeutic Day Schools High School Canyon Oaks Youth Center Gateway Women’s Recovery Association, North & South County Behavioral Health + ad hoc sites	Varied up to \$98,400

** Due to space limitations not all contracts are listed.

3. Provide details of any failure or refusal to complete a contract.: We have completed all contracts.



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4. Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.

Personnel Name	FTE/Salary	Applicable Degrees (Degree/Year/Institution)	Professional Licenses/ Certifications for EBP	CANS Certification
Jessica Nuzzo	Part Time: \$5000 per month	B Fine Arts, New York University 2001.	AYP NMT Training, Registered Experienced Yoga Teacher (E-RYT)	Not Trained
Wendy Gwyn	Part Time: ~ \$3000 per month plus actual teaching time \$70 per class	Master of Applied Science in Coaching Psychology, University of Sydney, 2015. Doctorate of Philosophy (PhD), Institute for Positive Psychology & Education, 2020. B Arts, Stanford University. LLB, University of New South Wales, 1993.	Doctor of Philosophy (PhD), AYP NMT Training, BHRS NMT 6 Core Strengths 8-week Training, Registered Yoga Teacher (RYT)	Not Trained
Noelle Kaplan	Part Time: ~ \$3000 per month plus actual teaching time \$75 per class	Master of Science in Education, University of Pennsylvania 2016. BS, Anthropology, University CA-Berkeley 2009.	MSEd, AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Mary Lynn Fitton	Part Time: \$5000 per month	Master of Science in Nursing, Family Health Care, University of California-San Francisco 1996. BS, Nursing, University of Wisconsin 1986.	Registered Nurse, Family Nurse Practitioner, NMT Train the Trainer, Registered Yoga Teacher (RYT)	Not Trained
Katrien Burlinson	\$70 per class	Doctor of Medicine (M.D.), UCSF, 1994. Pediatrics Residency Program, University of Pennsylvania, 1997. Bachelor's Degree, Harvard University, 1989.	Doctor of Medicine (M.D.), AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Ashley Dwarshuis	\$65 per class	Master of Social Work, Grand Valley State University, 2018. B of Science, Grand Valley State University, 2016	Licensed Clinical Social Worker (LCSW), AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Sharon Dawson	\$65 per class	Bachelors Degree, Earlham College, 1984.	AYP NMT Training, Registered Yoga Teacher (RYT), CPYT (Certified Prenatal Yoga Teacher)	Not Trained
Anita Heller	\$65 per class	Master of Social Work, New York University, 2013. Juris Doctor (J.D), Harvard Law School, 1982. B Arts, Wellesley College, 1977.	Licensed Clinical Social Worker (LCSW), AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Jaedra DiGiammarino	\$65 per class	BA Theater and Dance, Dickinson College 2008.	AYP NMT Training, BHRS NMT 6 Core Strengths 8-week Training, Registered Yoga Teacher (RYT)	Not Trained
Rocsana Enriquez	\$65 per class	Master of Public Administration, University of San Francisco, 2022. Bachelor's Degree, San Jose State University, 2018. Associate in Science, Administration of Justice, College of San Mateo 2015.	MPA, AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Roger Jones	\$65 per class	BS, MA U.C Davis/SF State K-12 Teaching Credential	Retired HS music teacher, AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained



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Phil Macpherson	\$65 per class		AYP NMT Training, BHRS NMT 6 Core Strengths 8-week Training, Registered Yoga Teacher (RYT)	Not Trained
Danielle YoungSmith	\$65 per class	Bachelor’s Degree, Barnard College, 2016.	AYP NMT Training, Registered Yoga Teacher (RYT), Transformational Life Coach	Not Trained
Sher Amos-Grosser	\$65 per class	Master of Arts (MA), The Chicago School of Professional Psychology. B of Science/Primary Education Teaching Credentials, University of Southern California, 1993.	AYP NMT Training, Registered Yoga Teacher (RYT), Elementary Education Teaching Credentials, Nutrition Coach	Not Trained
Lisa Melendy	\$65 per class	Master of Arts (MA) & Teaching Credentials, University of California, Santa Cruz, 2014. B Arts, California State University, 2008.	AYP NMT Training, Registered Yoga Teacher (RYT), Certified Massage Therapist, Former HS Teacher/ Environmental Science Educator.	Not Trained
Nisha Santhoshkumar	\$65 per class	MBA, Alliance Business Academy, 2006. Certificate in HR Management, Cornell University, 2007. B Tech, University of Calicut, 2002.	AYP NMT Training, Registered Yoga Teacher (RYT), Certified Ayurveda Wellness Counselor	Not Trained
Meredith Macauley	\$65 per class	B Arts, Michigan State University	AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Sarika Paralkar	\$65 per class	Master of Science in Computer Engineering, Utah State University, 2004. BE, Electronics, Savitribai Phule Pune University, 2001.	AYP NMT Training, Registered Yoga Teacher (RYT), CKYT (Certified Kids Yoga Teacher)	Not Trained
Kirsten Eliason	\$65 per class	B Science, Evergreen State College, 1998.	AYP NMT Training, Registered Yoga Teacher (RYT), Certified Flexologist (Stretch Lab)	Not Trained
Tiffany Tran	\$65 per class	Master of Science, University of Notre Dame, 2017. B Science, Tulane University, 2014.	AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Paige Benjamin	\$65 per class	B Arts, San Francisco State University, 1999.	AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Shikha Prasad Hutchins	\$75 per one hour class	B Arts, San Francisco State University, 2014.	AYP NMT Training, Registered Yoga Teacher (RYT), BHRS NMT 6 Core Strengths 8-week Training	Not Trained
Brandi Walters	\$65 per class	B Arts, University of Missouri, Columbia.	AYP NMT Training, Registered Yoga Teacher (RYT)	Not Trained
Shaina Patel	\$65 per class	Master of Arts in Education & Teaching Credentials, Mills College, 2021. B Arts, UC San Diego, 2011.	AYP NMT Training, Registered Yoga Teacher (RYT), High School and Middle School Teacher	Not Trained
Angelina Bruno	\$55 per one hour class	Bachelor of Arts in Social Welfare, University of California, Berkeley, 1985.	AYP NMT Training, iRest Level III Certification	Not Trained



**The Art of Yoga Project – Proposal
Youth Activities and Mental Health Services**

TAB 2 Project Philosophy and Service Model

a. Direct Services

Services described below will be offered at Camp Kemp and the Youth Services Center.

Time	Site/Location	Frequency	Sessions
1 hour	Camp Kemp	year-round	3 x week (M,W,F) 144
1 hour	Youth Services Center Units	year-round	3 x week (M,W,Sa) 96

b. Practices

The primary practice we will be implementing is our year-round, ongoing Yoga and Creative Arts Curriculum called *Wise Inside*. The Art of Yoga Project’s (AYP) *Wise Inside* curriculum is the result of over a decade of experience teaching mindfulness-based practices to youth in the juvenile justice system. It is significantly influenced by shared learnings from our partners in behavioral health, probation, the judiciary and education. It combines **gender-responsive** best practicesⁱ with **trauma-sensitive yoga**,ⁱⁱ **developmental assets for healthy adolescent maturation**ⁱⁱⁱ and contemporary **neuroscience research on developmental trauma** and the brain.^{iv}

AYP classes utilize the Child Trauma Academy’s **evidence-based Neurosequential Model of Therapeutics**^v to address the particular needs of youth in the juvenile justice system. This model guides AYP class sequencing by addressing emotional dysregulation, which is common in traumatized youth. The class structure mirrors “bottom-up” brain development by first regulating the brainstem (the “survival brain”) through sensory integration and self-regulation, then the limbic system (the “feeling brain”) through relational activities, and finally the prefrontal cortex (the “learning brain”) through cognitive activities. Another way to explain this sequencing is with the “three R’s” described in the Neurosequential Model of Therapeutics—first we **Regulate**, then **Relate** then **Reason**.

The **twelve monthly modules** that guide the *Wise Inside* curriculum are derived from AYP’s goal to promote self-awareness, self-respect and self-control. They are: Setting Intention, Living Peacefully, Celebrating Diversity, Respecting Ourselves, Building Resilience, Honoring Gender Expansiveness, Telling the Truth, Caring for Ourselves, Knowing Ourselves, Taking Responsibility, Managing our Emotions, and Growing Healthy Relationships. Each module was developed with attention to cultural humility, honoring the diversity of our students.

Within each module are **seven class types**. Each class includes a warm-up, theme and inspiration, check-in, yoga practice (*asana*), breathing techniques (*pranayama*), meditation, guided rest (*savasana*), creative expression, and check-out. Classes are sequenced in this way to promote the bottom-up brain development supported by NMT research. Programming is tailored to meet the specific needs of partner facilities, and to directly address the particular population of youth there. The class types are: (1) *asana*, (2) *pranayama*, (3) yogamusement, (4) yoga & reflective writing, (5) writer series (6) artist series (for girls’ units), and (7) review & reflect.

- On **asana** class days, a particular yoga posture or series of postures is introduced in a workshop-style class.
- Similarly, each month features a breathing exercise for emotional regulation that is introduced in our **pranayama** class day.
 - *Asana* and *pranayama* class days include the opportunity for youth to create a “yoga deck”. The youth then have a set of cards to keep that will remind them of the poses and breathing practices they learned. This “transitional object” serves as a way for the youth to stay connected to yoga and its benefits.

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- **Yogamusement** classes are designed to facilitate a sense of connection and play, and feature games with a yoga theme, such as “yoga jenga” and “yoga detective.” We find these to be effective at creating community and positively engaging even the most resistant youth.
- There are **six yoga & reflective writing classes** in each module that contain interactive journaling prompts (similar to a research-based process listed on the Substance Abuse and Mental Health Services Administration (SAMHSA)’s National Registry of Evidence-based Programs and Practices) and other expressive activities.
- In our **writer series** classes, we explore inspiring writers, and a variety of writing genres like blogging, memoirs, graphic novels and activist speeches, to affirm the power of voice.
- Similarly, the **artist series** investigates diverse artists and art forms.
- Finally, a **review & reflect** class comes at the end of the month to reinforce learning and empower the youth to share what they have been studying all month long.

The ChildTrauma Academy recommends yoga, meditation, and expressive arts as part of essential, therapeutic interventions to regulate traumatized individuals’ nervous systems and bring them back into balance.^{vi} AYP uses mindfulness-based tools as the foundation upon which we build our classes, adding **developmentally-appropriate, strengths-based** and **culturally responsive** elements for the most engaging experience for our youth. At AYP, integrating the Neurosequential Model of Therapeutics (NMT) into our framework allows our teachers to both **plan** class sequencing, and to **respond** effectively to the manifestations of trauma present in the room. The *Wise Inside* curriculum is the crux of our trauma-informed approach to teaching yoga and creative expression for youth involved in the juvenile justice system, guiding them out of cycles of violence and victimization into empowerment and well-being.

All AYP teachers are trained in the NMT Model. Teachers at AYP attend a 10-hour trauma-informed training and then receive additional onsite hands-on training with lead teachers and their supervising Site Director.

AYP classes are ongoing and year-round. Classes are scheduled with teachers in pairs or triads to avoid any class cancellations in the event a teacher is unexpectedly unable to attend. Additionally, the Site Director and Program Director provide back-up coverage. We maintain at least a team of ten (10) trained teachers to adequately staff classes at Camp Kemp and Youth Services Center. Many of our teachers are seasoned, having been with us for five (5) years or more. This retention contributes to our high-quality programming.

Before teaching onsite, every AYP teacher must be screened, and background checked per the county. They must additionally complete a mandated reporter per county requirements. Staff oversight happens at many levels. After each class, a recap is submitted to the entire team, including the Site Director and Program Director. This recap contains the date and number of youth (including unique), teachers’ names, youth present (by first name only), monthly theme, class subtopic, warm-up activity, check-in question, the focus of the yoga/meditation practice and writing/art activity, the check-out question, along with any highlights, challenges, or flags. These recaps promote excellent staff cohesion, communication, fidelity to our model, troubleshooting, supervision, and feedback. Additionally, each teacher is reviewed annually by her Site Director and the Site Director is reviewed annually by the Program Director.

c. *Physical space and/or equipment needs*



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AYP provides all materials for our classes (mats and sometimes foam blocks) and art supplies. We ask for permission before bringing anything new to the facility. We appreciate the use of the Camp Kemp gym closet to store materials and bins on the units. We hold classes on the units at Camp Kemp and the Youth Service Center. We are flexible if other space proves better for the facility on any given day. All AYP classes are conducted in an intentional format and structure with youth and teachers placed in a circle. Therefore, we require enough space for all the youth who are allowed to participate to set up yoga mats in a circle along with two AYP teachers. We have a practice of checking in with the facility staff prior to class for essential updates about the youth. This informs our placement of students in the circle and sometimes leads us to modify our content or theme for maximum efficacy.

d. Identify how you will meet all other aspects of the scope of work and related requirements.

The AYP curricula are deeply integrated into the Department’s programming, particularly at Camp Kemp, where most AYP classes are part of the regular school day. Every aspect of program delivery in San Mateo County has been highly customized since AYP began teaching at Hillcrest in Fall 2005. As a consistent service provider since that date, we have been fortunate enough to be present at the inception of both the new Youth Services Center and Camp Kemp. Consequently, our programs have evolved and matured in direct response to the needs and aligned with the goals of these facilities.

e. List any items you cannot provide. None

f. Provide information on any other pertinent services

There are several ways in which AYP programs complement Probation’s efforts to enhance the capacity of local communities to implement an effective continuum of response to juvenile crime and delinquency.

- 1) AYP provides services to youthful offenders that are complementary to and work in synchronicity with in-house services and personnel including Probation Officers, Group Supervisors, BHRS, etc.
- 2) AYP provides gender-responsive and gender-expansive services designed to address the needs of high-risk youth by teaching them to identify the root causes of their poor choices.
- 3) AYP programs address the County goal to reduce its rate of recidivism by intervening early and helping to prevent or reduce the incidence of delinquent acts by providing tools to manage anger and impulses.
- 4) AYP is sensitive to the disproportionate number of juvenile members from minority groups in the system and designs culturally-aware curricula with modifications as necessary.
- 5) AYP partners with aftercare providers such as BHRS and Women’s Recovery Association to ensure the ongoing availability of its programs after the youth have been released.
- 6) AYP’s mindfulness-based programs help to support school and education programs by increasing attention, concentration and focus while in the classroom
- 7) AYP Founding Director has trained San Mateo County service providers on the NMT model to promote trauma-informed programming throughout the county.

The primary method of AYP service augmentation occurs through defraying the cost of program services. By leveraging our own fundraising resources, AYP can provide San Mateo County Probation with a greater number of services at a significantly reduced rate. In addition, all of our program development is funded through private donations. We strive to get the majority of our program supplies donated, from yoga mats to writing/art materials.



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Exhibit B: Clients and Services Form

1. Please tell us about your program:

The Art of Yoga Project specializes in gender-responsive rehabilitation using a holistic, evidence-based approach to promote self-awareness, self-respect, and self-control. AYP's goal is to end cycles of violence and victimization for marginalized teen youth by creating a safe, therapeutic environment for healing and empowerment.

At AYP, we understand how girls' and boys' trauma differ and this informs our gender-responsive approach to working with girls, boys, non-binary, trans, and gender-expansive youth. Research indicates that girls and gender expansive youth primarily "act-in." We are trained to recognize the internalized dissociative responses that commonly present in the girls and gender expansive youth we serve and respond effectively with orienting, grounding, and centering techniques for self-regulation. For girls and gender expansive youth, trauma has often involved a primary caregiver which negatively affects their ability to form healthy attachments. Since forming positive relationships is at the core of healing and well-being, AYP's programs are based on interventions that are relational. We foster healthy connections between AYP staff and youth, between youth and significant others in their lives and between the community of girls and gender expansive youth present at the facility. In contrast, boys' trauma responses tend towards "acting-out." We understand that their trauma more commonly stems from physical violence at the hands of gangs or bullies. Boys are also more likely than girls to be overly disciplined in schools and fall victim to the school-to-prison pipeline. AYP responds to boys' needs by inviting them to engage their physical strength in healthy ways through challenging yoga sequences. We also offer them space to express their emotions in healthy ways through visual art, writing and music. We emphasize healthy relationship building as well, which has proved beneficial and rehabilitative for boys.

As mentioned earlier, the **Wise Inside** curriculum is the crux of our trauma-informed approach to teaching yoga and creative expression for justice-involved youth, guiding them out of cycles of abuse and poor decision-making into accountability and well-being. AYP uses mindfulness-based tools as the foundation upon which we build our classes, adding developmentally-appropriate, strengths-based and culturally responsive elements for the most engaging experience for our youth. At AYP, integrating the evidence-based Neurosequential Model of Therapeutics into our framework allows our teachers to both plan class elements and sequencing, and also to respond effectively to the manifestations of trauma present in the room. Our teachers approach each class with the goal of stewarding their students towards greater regulation so that by the end of class, each student can think more clearly and make healthy choices.

Our research shows that after participation in AYP programming, youth report that they regularly use the tools that we teach them for emotional regulation outside of class; have improved interpersonal skills and pro-social behavior; and, have more self-awareness and self-respect. Our qualitative results suggest that the youth benefit greatly from an opportunity to feel safe and calm, a chance to learn how to best deal with their anger or negative emotions, and to spend time 'being fully present in their bodies' each day versus the typical dissociation trauma can bring.

Incorporation of evidence-based principles

Our program incorporates the ChildTrauma Academy's Evidence-Based Neurosequential Model of Therapeutics (NMT). NMT uses the most current research in child development, chronic trauma, and neuroscience to help providers understand how to best work to improve a child's current functioning. NMT has the following Evidence-Based Program elements:



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- Multiple sites participating in NMT Training Certification gather data that is used to determine efficacy of the model.
- There are several reports from independent groups using NMT that have demonstrated positive outcomes.
- All NMT-certified sites have demonstrated improved outcomes.
- NMT metrics have been shown to be valid and reliable.
- The certification and training process are manualized with a robust fidelity model.

Services described below will be offered at Camp Kemp and the Youth Services Center.

Time	Site/Location	Frequency	Sessions
1 hour	Camp Kemp	year-round	3 x week (M,W, F), 144 sessions
1 hour	Youth Services Center Units	year-round	3 x week (M, W, Sa), 96 sessions

2. Target client population, including client characteristics and numbers you plan to serve.

We plan to work with all the girls at Camp Kemp (approximately 10 unique per year) and all youth at the Youth Service Center (approximately 50 unique per year).

Girls involved in the juvenile justice system are commonly referred to as “high-need, low-risk.” The typical girl we see has had multiple adverse childhood experiences (ACE’s) that negatively impact both her psychosocial and neurodevelopment. Most often, the girls have a history of physical, sexual and/or emotional abuse and neglect. (The National Council on Crime and Delinquency estimates that in California, 81% of incarcerated girls have been physically abused, and 56% have been sexually abused). By the time girls enter the juvenile justice system, they usually have significant mental health issues (co-occurring disorders such as anxiety, depression, eating disorders, substance abuse, impulsivity, and PTSD) and complex, developmental trauma disorder. In addition, girls at Camp have been noted to have one or more of the following characteristics: Recidivism and re-arrest, repeated probation violations, multiple runaways from home or placements, substance abuse, chronic truancy, negative peer relationship or gang affiliation, anti-social behavior, and dysfunctional family structures. A troubling number of girls have also been found to be involved in commercial sexual exploitation (CSEC). The system is therefore challenged to meet a girl’s complex needs and must avoid further victimization during her incarceration.

Utilizing the latest in neuroscience, we understand the effects of trauma on the girls’ current behaviors and can respond appropriately with our *Wise Inside* principles that utilize somatosensory integration and self-regulation to avoid the retriggering of trauma and lead to healing and empowerment.

Boys’ pathways into the system are also affected by their trauma although their pathways into the system often looks different than that of their female peers. We know that boys represent a significantly higher percentage of incarcerated youth within the system. Boys are more likely to be arrested for criminal and violent offences, and more frequently fall victim to the school-to-prison pipeline. Boys’ trauma responses are more commonly externalized, described as “acting-out” and can present as defiant, aggressive, or anti-social. Over the past three years, we have learned that our interventions (with some gender-specific adaptations to our *Wise Inside* curriculum) have been similarly effective for the boys who also have adverse childhood experiences. We see excellent participation in yoga classes and requests for more creative arts experiences which we have implemented. The boys



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benefit from opportunities to be leaders amongst their peers as yoga practitioners and as art and music creators. They participate in drumming circles and live music performances in many classes, with opportunities to share poetry and music they have written. One regular male teacher is an accomplished musician who gets the boys singing as a form of self-regulation before beginning their rigorous physical practice.

3. Please complete the following for each direct service provided:

Direct Service Type	Staff Member (s) Providing	# of Projected Hours	# of Projected Clients
AYP Class – Camp Kemp Wise Inside Curriculum	Wendy Gwyn, AYP Yoga and Art Educators	144	10
AYP Class – Youth Service Center Wise Inside Curriculum	Wendy Gwyn, AYP Yoga and Art Educators	96	50



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TAB 3 Protocols for Addressing Concerns

1) In the event of a routine problem, who is to be contacted within your organization?

For a routine problem, our San Mateo County Site Director, Wendy Gwyn, should be contacted by phone at (917) 446-0745 and/or email at wendy@theartofyogaproject.org.

2) In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them.

We are able to address problems in a swift and effective manner because of the many lines of communication within The Art of Yoga Project and between AYP and our partners. For example, we are part of the weekly Multi-disciplinary Team (MDT) Meetings at Camp Kemp and quarterly CBO meetings. If a problem is identified, it can be addressed with input from all of our partners in Probation, behavioral health and other partner CBO's.

Additionally, as stated above, after each of our classes at Camp Kemp and the Youth Services Center, our teachers write a detailed recap that includes sections titled "Challenges" and "Flags" so that our teachers are aware of any issues immediately. The AYP Site Director and Program Director read each of these class reports and can follow-up on a problem within hours. They would typically call the teacher immediately and then follow-up with Probation or any other relevant constituents so problems can be addressed within 24 hours. Of course, more serious issues involving potential harm to our clients or others are immediately brought to the attention of Probation staff on-site. AYP staff are trained to always defer to the GS staff for safety and security and follow all facility procedures without exception.



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TAB 4 Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization

List any current licensure, HIPAA, non-discrimination claims against you/your organization and those having occurred in the past five years, especially any resulting in claims or legal judgments against you.

We have no current or previous violations or claims against our organization.



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TAB 5 Cost Analysis and Budget for Primary Services

1) *Is travel time to the County expected to be billable?*

No

2) *Include start-up costs, if any.*

None

3) *Provide a detailed explanation for all costs associated with you providing the requested services if you are selected. Please complete the respective budget form for each fiscal year (Exhibit C).*

AYP is available to provide services on a year-round basis (except for holidays or in-service school days). Specific class times are as proposed but are determined by mutual consent.

Delivery of the program includes both a Program and Site Director who provide overall lesson planning, site specific curriculum development, scheduling, supervision and liaison with facility staff. They are also available as needed for facility meetings.

Classes are designed to be co-taught by certified Yoga Instructors. In addition, AYP will provide (as needed) Art Educators based on the planned creative expression activity. Follow-up and measurement of the program objectives is achieved through the work of our Program Evaluator. Administration of the contract is managed by our Executive Director/COO.

AYP will ensure that all AYP Teachers shall obtain the required background checks. All AYP Staff attend a 10-hour trauma-informed training and then receive additional onsite hands-on training with lead teachers and their supervising Site Director.

All Yoga Teachers and (most) Art Educators are employees of The Art of Yoga Project. Indirect costs cover taxes, employee benefits and overhead.

AYP advisors, Dr. Bruce Perry and Dr. Stephanie Covington (and others) provide pro-bono guidance.

Supplies & Teaching Materials

The proposed budget includes all art supplies, journals, yoga equipment, uniforms, and class handouts. It also includes staff training manuals, as well as office supplies and tools needed for program implementation.



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Exhibit C: Budget Allocation

EXHIBIT C

BUDGET SPREADSHEET
Annual Projections FY 2023-26

Request for Proposal: Youth Activities and Mental Health
RFP No. PROB 2022-xxx

Name of Program: The Art of Yoga Project

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

A. Direct Personnel Costs		Budget Projections						
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Camp Kemp, Wise Inside Class	2	\$65.00	Number of Clients	5	5	5	5	
			Number of Hours	36	36	36	36	144
			Amount (Rate * Hours * Staff)	\$4,680.00	\$4,680.00	\$4,680.00	\$4,680.00	\$18,720.00
Youth Service Center: Wise Inside Class	2	\$65.00	Number of Clients	17	17	17	17	
			Number of Hours	24	24	24	24	96
			Amount (Rate * Hours * Staff)	\$3,120.00	\$3,120.00	\$3,120.00	\$3,120.00	\$12,480.00
A. Direct Personnel Costs Total				\$7,800.00	\$7,800.00	\$7,800.00	\$7,800.00	\$31,200.00
B. Direct Operating Costs								
Item	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total		
Data Collection & Evaluation	Amount	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$6,000.00		
Site Management & Supervision	Amount	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$24,000.00		
		Amount						
B. Direct Operating Costs Total		\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$30,000.00		

	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$7,800.00	\$7,800.00	\$7,800.00	\$7,800.00	\$31,200.00
B. Direct Operating Costs Total	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$30,000.00
Total Direct Program Costs (A + B)	\$15,300.00	\$15,300.00	\$15,300.00	\$15,300.00	\$61,200.00
C. Indirect Costs (10%)	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$6,120.00
TOTAL FY 2023-24 BUDGET	\$16,830.00	\$16,830.00	\$16,830.00	\$16,830.00	\$67,320.00



The Art of Yoga Project – Proposal Youth Activities and Mental Health Services

EXHIBIT C

BUDGET SPREADSHEET
Annual Projections FY 2023-26

Request for Proposal: Youth Activities and Mental Health
RFP No. PROB 2022-xxx

Name of Program:

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

A. Direct Personnel Costs		Budget Projections							
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total	
Camp Kemp: Wise Inside Class	2	\$65.00	Number of Clients	5	5	5	5		
			Number of Hours	36	36	36	36		144
			Amount (Rate * Hours * Staff)	\$4,680.00	\$4,680.00	\$4,680.00	\$4,680.00		\$18,720.00
Youth Service Center: Wise Inside Class	2	\$65.00	Number of Clients	17	17	17	17		
			Number of Hours	24	24	24	24		96
			Amount (Rate * Hours * Staff)	\$3,120.00	\$3,120.00	\$3,120.00	\$3,120.00		\$12,480.00
A. Direct Personnel Costs Total				\$7,800.00	\$7,800.00	\$7,800.00	\$7,800.00		\$31,200.00
B. Direct Operating Costs									
Item	Indicator			Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total	
Data Collection & Evaluation	Amount			\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00		\$6,000.00
Site Management & Supervision	Amount			\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00		\$24,000.00
	Amount								\$0.00
	Amount								\$0.00
B. Direct Operating Costs Total				\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00		\$30,000.00
				Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total	
A. Direct Personnel Costs Total				\$7,800.00	\$7,800.00	\$7,800.00	\$7,800.00	\$31,200.00	
B. Direct Operating Costs Total				\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$30,000.00	
Total Direct Program Costs (A + B)				\$15,300.00	\$15,300.00	\$15,300.00	\$15,300.00	\$61,200.00	
C. Indirect Costs (10%)				\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$6,120.00	
TOTAL FY 2024-25 BUDGET				\$16,830.00	\$16,830.00	\$16,830.00	\$16,830.00	\$67,320.00	



The Art of Yoga Project – Proposal Youth Activities and Mental Health Services

EXHIBIT C

BUDGET SPREADSHEET
Annual Projections FY 2023-26

Request for Proposal: Youth Activities and Mental Health
RFP No. PROB 2022-xxx

Name of Program: The Art of Yoga Project

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

A. Direct Personnel Costs		Budget Projections						
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Camp Kemp: Wise Inside Class	2	\$65.00	Number of Clients	5	5	5	5	
			Number of Hours	36	36	36	36	144
			Amount (Rate * Hours * Staff)	\$4,680.00	\$4,680.00	\$4,680.00	\$4,680.00	\$18,720.00
Youth Service Center: Wise Inside Class	2	\$65.00	Number of Clients	17	17	17	17	
			Number of Hours	24	24	24	24	96
			Amount (Rate * Hours * Staff)	\$3,120.00	\$3,120.00	\$3,120.00	\$3,120.00	\$12,480.00
A. Direct Personnel Costs Total				\$7,800.00	\$7,800.00	\$7,800.00	\$7,800.00	\$31,200.00
B. Direct Operating Costs								
	Item		Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
	Data Collection & Evaluation		Amount	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$6,000.00
	Site Management & Supervision		Amount	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$24,000.00
			Amount					\$0.00
B. Direct Operating Costs Total				\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$30,000.00
				Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total				\$7,800.00	\$7,800.00	\$7,800.00	\$7,800.00	\$31,200.00
B. Direct Operating Costs Total				\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$30,000.00
Total Direct Program Costs (A + B)				\$15,300.00	\$15,300.00	\$15,300.00	\$15,300.00	\$61,200.00
C. Indirect Costs (10%)				\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$6,120.00
TOTAL FY 2025-26 BUDGET				\$16,830.00	\$16,830.00	\$16,830.00	\$16,830.00	\$67,320.00
				FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total	
A. Direct Personnel Costs Total				\$31,200.00	\$31,200.00	\$31,200.00	\$93,600.00	
B. Direct Operating Costs Total				\$30,000.00	\$30,000.00	\$30,000.00	\$90,000.00	
Total Direct Program Costs (A + B)				\$61,200.00	\$61,200.00	\$61,200.00	\$183,600.00	
C. Indirect Costs Total				\$6,120.00	\$6,120.00	\$6,120.00	\$18,360.00	
TOTAL PROGRAM BUDGET				\$67,320.00	\$67,320.00	\$67,320.00	\$201,960.00	



**The Art of Yoga Project – Proposal
Youth Activities and Mental Health Services**

TAB 6 Data Collection/Program Evaluation

a. Describe how your agency/organization currently uses data to inform your work with clients.

Data Collection and Analysis Process

The Art of Yoga Project engaged a university-based Research Director to design a self-assessment and program feedback survey which we use to assess the organization’s impact on the youth and facilities it serves.

The AYP Quarterly Program Feedback Form (QPFF). The first section contains a chart of likert scale questions (with response options from “very negative” to “very positive”) that ask how youth feel about various elements of the yoga and creative arts curricula. The second section uses open-ended, qualitative questions to ask what parts of yoga and art they specifically like or dislike, and why. The third section includes a number of non-identifying demographic items including age, self-described race, and how long they have been at the facility. The final section contains 16 items in a likert scale (with response options from “never” to “always”) that are arranged into several domains: self-esteem, self-respect, self-awareness, perspective taking, self-control, relationships, and participation outside of class.

The QPFFs are administered, collated and analyzed quarterly. Survey responses are collected confidentially. The students receive no compensation for their participation. AYP Leaders (Executive Director, Program Director and Site Directors) review the data quarterly, confer with our service partners and make necessary adjustments to our curricula and teaching approach.

In addition, we have recently implemented the use of an Intake Form given to each youth which elicits essential data regarding what the youth wish to be called, their gender pronouns, if they are new to yoga, have any health issues that would affect their yoga practice, and anything else they would like to share with us. This is especially helpful for service at the YSC for youth whose information isn’t part of Camp Kemp’s MDT sharing.

b. Describe your organizations capacity to meet data collection/reporting requirements under this RFP.

At AYP, data collection is a priority and we have demonstrated our capacity to collect it. For the last ten years, AYP has completed monthly Site Activity Logs and Quarterly Reports and submitted them to San Mateo County each quarter. Our staff is trained to work collaboratively to ensure we gather the most accurate data possible in order to report program activity to our constituents, learn more about the youth we serve and further our field of mindfulness-based practices as effective interventions.

c. List method(s) by which your agency currently tracks Units of Service (program level data). This may include databases and /or software.

AYP currently tracks units of service through our Site Activity Logs (SALs). Site Activity Logs track class date, staff, class type, service minutes, number of participants in the class, unique youth and class notes. At some locations, we collect youth demographics and program data as stipulated in the RFP through our class sign in sheets. All data collected is stored in our BOX management system.

TAB 7 References

- 1) *List at least two references for which you have recently provided similar services. Include contact names, titles, phone numbers and e-mail addresses for all references provided.*

The Honorable Susan Irene Etezadi

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650-312-5397
setezadi@sanmateocourt.org

Ziomara Ochoa Rodriguez

Deputy Director, Child and Youth Services
Behavioral Health and Recovery Services
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The Art of Yoga Project – Proposal
Youth Activities and Mental Health Services

TAB 8 Statement of Compliance with County Contractual Requirements

Each proposal must include a statement of the proposer’s commitment and ability to comply with each of the terms of the County’s standard contract, including but not limited to the following:

The Art of Yoga Project is committed and we have the ability to comply with each of the terms of the County’s standard contract, including but not limited to the following:

- 1) Hold Harmless provision
- 2) Liability Insurance requirements
- 3) Non-discrimination policy
- 4) Equal Employment Opportunity requirements
- 5) Equal Benefits Ordinance
- 6) Living Wage Ordinance
- 7) Jury Service Ordinance
- 8) All other provisions of the County’s standard template contract

In addition, we agree to have any disputes regarding any contract venued in San Mateo County or the Northern District of California.

The Art of Yoga Project has no objections to the terms in the County’s contract template and is prepared to sign the County contract as-is.

End Notes

ⁱ Harris, D. A., and Fitton, M. L. (2010). Yoga Therapy in Practice. The Art of Yoga Project: A Gender-Responsive Yoga and Creative Arts Curriculum for Girls in the California Juvenile Justice System. *International Journal of Yoga Therapy* 20, 110-118.

Bloom, B. Owen, B. & Covington, S. (2005) Gender-responsive strategies for women offenders: A summary of research, practice, and guiding principles for women offenders. Washington, DC: National Institute of Corrections. NIC accession n. 020418.

ⁱⁱ Emerson, D., Sharma, R., Chaudhry, S., and Turner, J. (2009) Trauma-Sensitive Yoga: Principles, Practice, and Research. *International Journal of Yoga Therapy* 19, 123-28. Trauma Center at Justice Resource Center: Brookline, MA.

ⁱⁱⁱ Benson, P. L. (2007). Developmental Assets: An Overview of Theory, Research, and Practice. *Approaches to Positive Youth Development*. Eds. Silbereisen, R. J. and Lerner, R. M. Los Angeles: Sage Publications, 33-58.

^{iv} Barfield, S., Dobson, C., Gaskill, R. and Perry, B. D. (2012). Neurosequential Model of Therapeutics in a Therapeutic Preschool: Implications for Work with Children with Complex Neuropsychiatric Problems. *International Journal of Play Therapy*, 21(1), 30-44.

^v Perry, B. D. (2009). Examining Child Maltreatment Through a Neurodevelopmental Lens: Clinical Applications of the Neurosequential Model of Therapeutics. *Journal of Loss and Trauma*, 14(4), 240-55.

Perry, B. D. (2006). The Neurosequential Model of Therapeutics: Applying Principles of Neuroscience to Clinical Work with Traumatized and Maltreated Children. *Working with Traumatized Youth in Child Welfare*. Ed. Webb N. B. New York: Guilford, 27-52.

^{vi} Ibid.



San Mateo County
Tabulation Report RFP #PROB 2022_004 - Youth
Activities and Mental Health Services
Vendor: Therapeutic Beat Making, LLC

General Comments: I have previously worked in JESD running Therapeutic Beat Making (TBM) groups for at-risk youth at four middle schools including Thomas R. Policita, Benjamin Franklin, Fernando Rivera, FDR schools where we also conducted research on the impact of the program and initial data-findings showed efficacy in terms of Socioemotional Literacy and Skills, attendance, engagement and attitude towards school, relationships with peers, school staff and family members, and increased self-awareness.

I am also applying for RFP #PROB 2022-003 - Youth and Family Programs to provide service at YSC-Jh and Camp Kemp.

General Attachments: EGann_Exhibit C_RFP_NoPROB_2022-004.xlsx
EGann_RFP_No_PROB2022-004_Submission.pdf
Hip Hop Beyond the Classroom.pdf
Hip Hop, empowerment, and therapeutic beat- making potential solutions for summer learning loss, depression, and anxiety in youth.pdf
TFS - Bringing Hip Hop to Youth Across the Globe.pdf
TRAVIS GANN CROOKE TBM AND LYRICS FOR EMPOWT PUBLISHED online first 2020.pdf
Using the Power of Hip Hop to Inspire Youth NP.pdf
We Are Today's Future Sound.pdf

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Introduction & Executive Summary

Elliott Gann, Psy.D.

Trainer & Teaching Artist ~ Therapeutic Beat Making
341 Alcatraz Ave, Apt 2, Oakland, CA 94618
530-395-2967

January 5, 2023

Tony Burchyns
Management Analyst
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

Mr. Burchyns:

Enclosed please find a proposal in response to RFP No. PROB 2022-004, Youth Activities and Mental Health Services. I have proposed to offer Therapeutic Beat Making (TBM) services with youth at the YSH-JH and at Camp Kemp, as an independent contractor, in collaboration with my teaching partner, Ken Davidson Laxamana. These services meet the department's request for the following types of programs services: prosocial skills building, arts-based interventions, and emotion regulation and coping skills.

I have led hundreds of beat making workshops with thousands of youth participants using the TBM model, and through my consulting services, taught hundreds of youth leaders, music teachers, beat makers and others how to implement the TBM model. I have seen this model make notable impact on youth at the juvenile hall in Alameda County and through funding from the California Arts Council, have offered on-going workshops there for more than 4 years. Additionally, I've taught and consulted using this model in juvenile halls in Kentucky, Hawaii, New Zealand and several cities/halls in Australia for several years. I also consult for nonprofits and mental health clinicians running groups in juvenile halls in Peru and Brazil.

My experience working with youth at the Alameda County Juvenile Hall has motivated me to focus my work more intensely on serving this population of youth. I am a licensed Clinical Psychologist, but the service offered in this proposal is not therapy – but it is therapeutic and healing, while also teaching practical knowledge and encouraging youth to find their authentic voice through music.

Sincerely,



Elliott Gann, Psy.D.

Tab 1: Qualifications & Experience

Elliot Gann, Psy.D (aka. Phillipdrummond)

I am a clinical psychotherapist, producer, beat maker, and DJ by the name “Phillipdrummond”. I am a consultant and trainer in trauma-informed multidisciplinary methods show to reduce symptoms of PTSD/Complex Trauma in adolescents and use techniques including mindfulness, meditation, dance movement, and culturally informed music therapy in my work. I am a member of Hip Hop Congress working to establish a statewide network of qualified Hip Hop and urban cultural educators and provide resources, mentorship, and support for teaching artists and industry professionals in partnering with public schools. The network would help establish a pipeline for aspiring teaching artists, advisory partners and hip hop professionals interested in becoming credentialed educators in Career/Technical Education programs in the Arts and Music Education sector. As part of this effort I develop and formalize student leadership opportunities through internships and mentoring.

I have worked as a school-based counselor and clinician providing clinic-based and school-based psychotherapy and Therapeutic Beat Making groups with youth, participated in family collateral work. In my role as a clinician I have presented at the Annual International Trauma Conference, served as a visiting lecturer at university and colleges, and am a licensed psychologist with the State of California.

In 2012 I joined Today’s Future Sound to apply my clinical expertise in psychology to take their basic beat making format and create the Therapeutic Beat Making (TBM) model being proposed here. I developed this educational and therapeutic model into a standardized curriculum and also developed a training program for musicians to expand the capacity of the organization to work with more youth. Mental health professionals, DJs, beat makers, musicians, and Hip Hop artists can learn the TBM model through trainings I offer supported by in-vivo workshops experience supervised by myself or other lead teaching artists. In both my own professional capacity and as Executive Director of Today’s Future Sound, I have taught and presented therapeutic beat making and music production to over 100,000 people, including students across the globe, including North, Central, and South America, Africa, Asia, and Australia. The focus of my work now is to increase access for youth to the TBM model through workshops offered by Today’s Future Sound and through contracts with agencies like San Mateo Probation Department.

Services will be provided to the San Mateo Probation Department in collaboration and partnership with Ken Davidson Laxamana (Lax). Lax and I have been teaching together for several years and we work together well to serve more students and share equipment. Lax and I will each work with small groups of students to keep the teacher/student ratios low. We can share one classroom space, or work separately. We each bring a variety of music production equipment to offer students a range of experience over the course of the 9 week sessions. We can also advise the department on purchases that will support these workshops and offer students music production opportunities outside our sessions.

Exhibit A: Proposer's Statements

1. **List contracts completed in last three years for services with youth in detention and/or re-entry services.**

Year	Contracting Agency	Type of Service	Location	Amount
2022-23	State of California/ California Arts Council	JUMP StArts Award for Therapeutic Beat Making	Alameda County Juvenile Hall	\$47,500
2022	King County Office of Education	Therapeutic Beat Making Training for Teaching Staff	J.C. Montgomery School, King County CA	\$9,531.20
2022	Stanislaus County Office of Education	Therapeutic Beat Making Training for Teaching Staff	Modesto, CA	\$3,500
2021-22	State of California/ California Arts Council	JUMP StArts Award for Therapeutic Beat Making	Alameda County Juvenile Hall	\$50,000
2020-2021	State of California/ California Arts Council	JUMP StArts Award for Therapeutic Beat Making	Alameda County Juvenile Hall	\$31,128
2019-2020	State of California/ California Arts Council	UMP StArts Award for Therapeutic Beat Making	Alameda County Juvenile Hall	\$45,000

2. **List contracts, or other commitments (e.g. consulting arrangements), currently in force.**

Year	Contracting Agency	Type of Service	Location	Amount
2022-23	State of California/ California Arts Council	Supervising & coordinating grant activities	Alameda County Juvenile Hall	3-5 hours/week
2022-23	BACR	Therapeutic Beat Making workshops	Oakland Unified School District sites	3-5 hours/week
2022-23	Girls Inc.	Therapeutic Beat Making workshops	Oakland, CA	3-5 hours/week

3. **Provide details of any failure or refusal to complete a contract.**

NA

4. Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.

Personnel Name	FTE/Salary	Applicable Degrees (Degree-Year-Institution)	Professional Licenses - Certifications for EBP	Child & Adolescent Needs and Strengths (CANS) Assessment Tool Certification
Elliot Gann, Psy.D.	\$250/hour	Doctorate of Psychology	Licensed Psychologist (PSY27672BOP) Certified: DMind TBM Model: Trainer and Lead Instructor	Check one: <input checked="" type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____

Tab 2: Project Philosophy and Service Model

In the Therapeutic Beat Making (TBM) model, students work one-on-one and in small groups with music industry professionals to compose their own music, make beats using digital software, learn the fundamentals of audio engineering, and produce an original album. Anchored by art, students forge connections with mentors/peers, developing positive self-images that onramp them into successful adulthood utilizing culturally relevant, trauma-informed arts education.

I propose to offer 3 hours of TBM classes per week, for 9 weeks, 4 times per year. Students ideally participate in all nine weeks of a session, which we will target toward youth in longer stays at the facility. I am also able to teach “Make a Beat in an Hour” classes that are well suited to youth in shorter stays. All sessions, whether the full nine-week course, or one one-hour session can be repeated by students as many times as they wish. Every student in every class receives considerable one-on-one instruction time. So whether students are with me for one hour or a whole session, I tailor their instruction to their abilities and interest, helping them to build skills, build confidence, and make more or more complex tracks as they learn. Lessons are paced according to the interest and abilities of the group. Some groups will spend more time in Lessons 1-9, some will move quickly, and I will cover all 15 lessons in 9 weeks. Students who repeat the course will spend less time practicing the introductory skills and will receive individual coaching on more complex techniques. Each session will focus on building beat making and music production skills which increase technological and musical aptitude and may foster career development opportunities. TBM provides also provides participants with Science Technology Engineering Arts & Math (STEAM) related outcomes. Youth participants develop algebraic reasoning and pattern-based thinking and problem solving, increase computer/technology and media literacy, and gain knowledge of career pathways in the music industry above and beyond being a music artist, such as sound design, live and studio (audio) engineering, and event production.

The TBM model teaches workshop leaders to create a container of safety, respect, and inclusion through a process of collaborative creation of community agreements and norms at the beginning of groups, starting with student input. Grounded in the healing power of Hip Hop, teaching the TBM model is to uphold and honor the values of Peace, Love, Unity and Having Fun, as established by the Universal Zulu Nation (a foundational cornerstone Hip Hop cultural organization). Recognizing that therapeutic alliance (relationship) is the number one predictor of positive outcomes across all modalities and interventions, I prioritize fostering a nurturing and creative learning environment where youth feel safe to express themselves authentically and to be seen and heard in fullness as their unique individual selves. Healthy relationships, bonding and communication contribute to lowering rates of youth violence, promoting an investment in self and others, and contributing to community cohesion. Additionally, the use of rhythmic regulation to calm the youths’ stress responses (whether listening to or making beats) is a central feature of the models.

In addition to teaching and developing artistic skills, the programs are designed to have a significant therapeutic impact, and provide avenues for youth to effectively and intentionally express their truths in a healthy and socially adaptive manner. As a result, youth who come through these programs have reported increased self-efficacy and self-esteem, increased emotional awareness and emotional regulation skills, increased frustration tolerance, and lowered feelings of anxiety and depression. Incorporated into the TBM curriculum is information about the sociopolitical roots and history of Hip Hop, which is not taught in American or World History curriculum in schools or the juvenile hall. This provides an important and empowering cultural framework around the development of artistic skills.

Curriculum Overview

All Lessons start with a review of the Community Agreements & Ground Rules

- Respect for others and the equipment
- Constructive feedback
- Safety & Inclusion

Make a Beat in an Hour

In one hour I cover the fundamentals of beat making including drum programming, sampling, melody and harmony, song composition and arrangement so that students leave with a finished track. This format is ideal for one time workshops or short run workshops.

TBM Standard Curriculum: Full Course

Lesson 1 & 2: Introduction to Beat Making

- Drums & Melody
- Use of the Beat Machine
- Basic music terms
- Tempo
- Scales

Lesson 3: Chords and Chord Progression

Lesson 4 -6: Sampling (may be covered in up to 3 separate sessions)

- Rhythm fundamentals
- Hip hop history and cultural geography
- Introduction to media literacy and ethics of sampling and sharing
- Small group beat making practice
- Analog vs digital sound

Lesson 7: Song Structure

- Hip hop vs Pop
- Practice following a chosen song structure

Lesson 8: Found Sound

- Making music from found items

Lesson 9: Beat Styles

- Exploration of style, genre and sub-genres

Lesson 10: Quantization and Swing

- Video and audio examples
- Experimentation with beat "recipes"

Lesson 11 & 12: Filters and Effects

Lesson 13: Mixing

Lesson 14: Side Chain Compression and Limiting

Lesson 15: Album Art and Performance

- Packaging and sharing a class album or individual tracks

Exhibit B – Clients and Services

Please complete the following questions about your proposed services and clients.

1. Please tell us about your program, identifying the following:
 - a. The specific types of services you will provide. Be sure to indicate any use of curriculums/interventions you will implement that are evidence-based.
 - b. Where will these services be provided? Indicate geographical location as well as site.
 - c. What is the expected timing of these services? (i.e., when will they begin and end, how frequently will they be provided, year-round vs. school year etc.)

The Therapeutic Beat Making Model (TBM) is endorsed by the world's leading trauma experts such as Bessel van der Kolk and Bruce D. Perry. The pedagogy allows disenfranchised students who often feel out of control of their own lives to reclaim some of their agency back and build the confidence to seek opportunities; youth can apply their skills of creativity and ingenuity into an art form that serves as both expressive outlet and career builder. At the Alameda County Juvenile Hall program been shown to reduce stress in system-engaged youth and an increase in classroom engagement.

Students in TBM workshops learn to write their own music make beats using digital software, learn the fundamentals of audio engineering, and produce their own original creative work. The curriculum also provides a context for discussing world geography, digital literacy, community service, multimedia job pathways, cultural diplomacy, cross-cultural collaboration, and entrepreneurship.

TBM Workshops will be offered for 3 hours per week, for 9 weeks, 4 times during the year, for the next three years, beginning in July 2023. The 3 hours per week will be divided between the YSC-JH and Kemp Camp to meet the need and schedule of the two sites. Each session will culminate by completing a class album compilation, including cover art designed by the students, and each participant is expected to contribute at least one track to the album. The album will be made available on-line, indefinitely, so that students can access their tracks in the future and share them with friends and family.

2. Please tell us about your target client population, including client characteristics and numbers you plan to serve.

The Therapeutic Beat Making (TBM) model is interdisciplinary, culturally-sustaining, trauma informed and trauma responsive and is ideally suited for youth and adolescents in need of a small group, strengths-based intervention that is healing, that builds self-confidence and self-advocacy, builds and inspires creativity, and helps individuals create positive change in their lives. TBM Workshops are most effective when implemented for 1 to 1.5 hours at a time on a weekly or biweekly basis, for 9 weeks. For this proposal, TBM Workshops and sessions will be scheduled in coordination with the site needs and student availability, 4 times per year.

Youth in the general population at YSC-JH and Kemp Camp will be served in small groups, 5-10 per lesson. Youth may repeat the sessions, but our goal will be to serve as many youth who are able to and wish to attend. Our goal will be to serve as many youth as possible, with the entire 9-week intervention, over the course of the contract, while maintaining a low student:instructor ratio.

3. Please complete the following for each direct service provided:

Direct Service Type	Number of Staff Providing Services	Number of Projected Hours	Number of Projected Clients
Therapeutic Beat Making Workshops	1/self	108hrs/year direct service 54hrs/year offsite prep	40-60

Tab 3: Protocols for Addressing Concerns

As part of the program evaluation I debrief regularly, at least weekly, with site staff and with any teaching partners at the site and I provide supervision and expert consultation to other teaching artists working in juvenile hall settings. If routine problems arise they are generally resolved in the regular debriefing sessions with site staff. I also lead weekly staff meetings for those teaching at other sites where we can discuss any challenges faced and seek solutions and support.

Tab 4: Claims, Licensure, Non-Discrimination, and HIPAA Violations

There are no current licensure, HIPAA, non-discrimination claims against me or Today's Future Sound.

There have been no such claims against me or Today's Future Sound in the past 5 years.

Tab 5: Cost Analysis and Budget for Primary Services

Direct Service Time

Direct service time for teaching the TBM model is charged at \$250/hour for the first year. I estimate providing 108 direct service hours per year. A 5% increase per year is incorporated into the budget for Year 2 and 3 of this proposal.

Preparation Time

For every hour of direct service time, I spend half an hour off-site, preparing for the next group, reviewing students’ progress, debriefing and planning with my teaching partner. I will serve as primary contact with the site and lead coordination and scheduling with my teaching partner. I offer consultation and supervision as necessary to my teaching partner, especially around challenging situations with students. My preparation time is billed at \$150/hour. I estimate 54 hours of preparation hours per year.

Equipment List – Class set (Year 1)

Ableton Push 2 & Software	\$1,500
iloud	\$350
Headphones	\$250
Piano Keyboard	\$150
Interface	\$200
Gear box	\$75
Audio cables	\$25
Bag	\$200
SSD	\$400
Total	\$3,150

In Year 2 and Year 3, \$1500 is budgeted to replace or repair any equipment damaged or lost during program sessions.

Graphic Design

Each year, I will complete four sessions of TBM workshops, and students will create four class compilation albums. Each session of students will collaborate to design an album cover, that will be polished and completed by a graphic designer. Each design costs \$150 in Year 1. A 10% increase per year is incorporated into the budget for Year 2 and 3 of this proposal.

Music Sharing

I maintain on-line storage and sharing services for all tracks generated in TBM workshops. Class albums created by students at YSC-JH and Kemp Camp will be posted to a site that is free for students, and the public, to access with a link. A portion of total costs for these services will be applied to this contract, in the amount of \$69 in Year 1. A 10% increase per year is incorporated into the budget for Year 2 and 3 of this proposal.

Student Recognition

Each session students design an image for their class compilation album. Depending on student interest, we can make stickers, t-shirts, or posters with that image to give to students in recognition for their participation in the workshops and completion of a track contributed to the album. I have included \$250 for each year of the contract to purchase student recognition items.

Name of Program:

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Therapeutic Beat Making	1	\$250.00	Number of Clients	15	15	15	15	
			Number of Hours	27	27	27	27	108
			Amount (Rate * Hours * Staff)	\$6,750.00	\$6,750.00	\$6,750.00	\$6,750.00	\$27,000.00
TBM Prep Time	1	\$150.00	Number of Clients	15	15	15	15	
			Number of Hours	13.5	13.5	13.5	13.5	54
			Amount (Rate * Hours * Staff)	\$2,025.00	\$2,025.00	\$2,025.00	\$2,025.00	\$8,100.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$8,775.00	\$8,775.00	\$8,775.00	\$8,775.00	\$35,100.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 <small>(7/1/23 - 9/30/23)</small>	Quarter 2 <small>(10/1/23 - 12/31/23)</small>	Quarter 3 <small>(1/1/24 - 3/31/24)</small>	Quarter 4 <small>(4/1/24 - 6/30/24)</small>	FY 2023-24 Total
Music production Equipment	Amount	\$3,150.00				\$3,150.00
Graphic Design	Amount	\$150.00	\$150.00	\$150.00	\$150.00	\$600.00
Music hosting	Amount	\$69.00				\$69.00
Student Recognition	Amount	\$62.50	\$62.50	\$62.50	\$62.50	\$250.00
B. Direct Operating Costs Total		\$3,431.50	\$212.50	\$212.50	\$212.50	\$4,069.00

	Quarter 1 <small>(7/1/23 - 9/30/23)</small>	Quarter 2 <small>(10/1/23 - 12/31/23)</small>	Quarter 3 <small>(1/1/24 - 3/31/24)</small>	Quarter 4 <small>(4/1/24 - 6/30/24)</small>	FY 2023-24 Total
A. Direct Personnel Costs Total	\$8,775.00	\$8,775.00	\$8,775.00	\$8,775.00	\$35,100.00
B. Direct Operating Costs Total	\$3,431.50	\$212.50	\$212.50	\$212.50	\$4,069.00
Total Direct Program Costs (A + B)	\$12,206.50	\$8,987.50	\$8,987.50	\$8,987.50	\$39,169.00
C. Indirect Costs (10%)	\$1,220.65	\$898.75	\$898.75	\$898.75	\$3,916.90
TOTAL FY 2023-24 BUDGET	\$13,427.15	\$9,886.25	\$9,886.25	\$9,886.25	\$43,085.90

Name of Program:

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Therapeutic Beat Making	\$1	263	Number of Clients	15	15	15	15	
			Number of Hours	27	27	27	27	108
			Amount (Rate * Hours * Staff)	\$7,087.50	\$7,087.50	\$7,087.50	\$7,087.50	\$28,350.00
TBM Prep Time	\$1	150	Number of Clients	15	15	15	15	
			Number of Hours	13.5	13.5	13.5	13.5	54
			Amount (Rate * Hours * Staff)	\$2,025.00	\$2,025.00	\$2,025.00	\$2,025.00	\$8,100.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$9,112.50	\$9,112.50	\$9,112.50	\$9,112.50	\$36,450.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 <small>(7/1/24 - 9/30/24)</small>	Quarter 2 <small>(10/1/24 - 12/31/24)</small>	Quarter 3 <small>(1/1/25 - 3/31/25)</small>	Quarter 4 <small>(4/1/25 - 6/30/25)</small>	FY 2024-25 Total
Music production Equipment	Amount	\$1,500.00				\$1,500.00
Graphic Design	Amount	\$165.00	\$165.00	\$165.00	\$165.00	\$660.00
Music hosting	Amount	\$75.90				\$75.90
Student Recognition	Amount	\$62.50	\$62.50	\$62.50	\$62.50	\$250.00
B. Direct Operating Costs Total		\$1,803.40	\$227.50	\$227.50	\$227.50	\$2,485.90

	Quarter 1 <small>(7/1/24 - 9/30/24)</small>	Quarter 2 <small>(10/1/24 - 12/31/24)</small>	Quarter 3 <small>(1/1/25 - 3/31/25)</small>	Quarter 4 <small>(4/1/25 - 6/30/25)</small>	FY 2024-25 Total
A. Direct Personnel Costs Total	\$9,112.50	\$9,112.50	\$9,112.50	\$9,112.50	\$36,450.00
B. Direct Operating Costs Total	\$1,803.40	\$227.50	\$227.50	\$227.50	\$2,485.90
Total Direct Program Costs (A + B)	\$10,915.90	\$9,340.00	\$9,340.00	\$9,340.00	\$38,935.90
C. Indirect Costs (10%)	\$1,091.59	\$934.00	\$934.00	\$934.00	\$3,893.59
TOTAL FY 2024-25 BUDGET	\$12,007.49	\$10,274.00	\$10,274.00	\$10,274.00	\$42,829.49

Name of Program: **Therapeutic Beat Making**

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Therapeutic Beat Making	\$1	276	Number of Clients	15	15	15	15	
			Number of Hours	27	27	27	27	108
			Amount (Rate * Hours * Staff)	\$7,442.01	\$7,442.01	\$7,442.01	\$7,442.01	\$29,768.04
TBM Prep Time	\$1	150	Number of Clients	15	15	15	15	
			Number of Hours	13.5	13.5	13.5	13.5	54
			Amount (Rate * Hours * Staff)	\$2,025.00	\$2,025.00	\$2,025.00	\$2,025.00	\$8,100.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$9,467.01	\$9,467.01	\$9,467.01	\$9,467.01	\$37,868.04

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Music production Equipment	Amount	\$1,500.00				\$1,500.00
Graphic Design	Amount	\$181.50	\$181.50	\$181.50	\$181.50	\$726.00
Music hosting	Amount	\$83.50				\$83.50
Student Recognition	Amount	\$62.50	\$62.50	\$62.50	\$62.50	\$250.00
B. Direct Operating Costs Total		\$1,827.50	\$244.00	\$244.00	\$244.00	\$2,559.50

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$9,467.01	\$9,467.01	\$9,467.01	\$9,467.01	\$37,868.04
B. Direct Operating Costs Total	\$1,827.50	\$244.00	\$244.00	\$244.00	\$2,559.50
Total Direct Program Costs (A + B)	\$11,294.51	\$9,711.01	\$9,711.01	\$9,711.01	\$40,427.54
C. Indirect Costs (10%)	\$1,129.45	\$971.10	\$971.10	\$971.10	\$4,042.75
TOTAL FY 2025-26 BUDGET	\$12,423.96	\$10,682.11	\$10,682.11	\$10,682.11	\$44,470.29

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$35,100.00	\$36,450.00	\$37,868.04	\$109,418.04
B. Direct Operating Costs Total	\$4,069.00	\$2,485.90	\$2,559.50	\$9,114.40
Total Direct Program Costs (A + B)	\$39,169.00	\$38,935.90	\$40,427.54	\$118,532.44
C. Indirect Costs Total	\$3,916.90	\$3,893.59	\$4,042.75	\$11,853.24
TOTAL PROGRAM BUDGET	\$43,085.90	\$42,829.49	\$44,470.29	\$130,385.68

Tab 6: Data Collection/Program Evaluation

I take attendance at each workshop, note class participation and engagement, and track student's progress toward completing at least one track. Many students will complete multiple tracks, but a program goal is to support every student to create and complete one full composition to contribute to the class album.

My teaching partner and I will keep class attendance and participation data in a shared, password-protected google sheet. We use a shared calendar to track class schedules, reporting requirements and deadlines, and to ensure timely submission of data.

I engage with program evaluation and continuous quality improvement activities on a week-by-week, session-by-session basis. I maintain close relationships with all partner organizations and other TBM instructors so feedback can happen in real-time to tailor our program to students' needs. I engage in regular debriefings with other teaching artists and site staff to gain insight about students, strategize and plan for upcoming groups, and identify any problems or concerns as early as possible. Students are asked to complete brief surveys assessing their experience in the program in regards to arts education, self-efficacy, and engagement which supports program improvement.

Table 7: References

James Rivers
Superintendent, Alameda County Juvenile Hall
Alameda County Probation Dept.
PO Box 2059
1111 Jackson Street
Oakland, CA 94607-2059
510-667-7819

Jamilah Pierson
Institutional Supervisor II
Alameda County Probation Dept.
PO Box 2059
1111 Jackson Street
Oakland, CA 94607-2059
510-821-2092

Dr. Itoco Garcia, EdD
Superintendent of Marin City/Larkspur School District
200 Phillips Drive
Marin City, CA 94965
415-342-6065

Dr. Raphael Travis, LCSW
Professor/MSW Program Director
Texas State University, School of Social Work
Encino Hall Building, Suite 150A
San Marcos, TX 78666
(310) 254-6514

J.C. Hall, LCSW
Social Worker, Trauma Therapist
Mott Haven Community High School
455 Southern Blvd
The Bronx, NY 10455
516-647-4303

Tab 8: Statement of Compliance with County Contractual Requirements

I agree to adhere and comply with San Mateo County's standard contract language including the following:

- Hold Harmless provision
- Liability Insurance requirements
- Non-discrimination policy
- Equal Employment Opportunity requirements
- Equal Benefits Ordinance
- Living Wage Ordinance
- Jury Service Ordinance
- All other provisions of the County's standard template contract.

I agree to have any disputes regarding the contract venued in San Mateo County or Northern District of California. I have no objections to any terms in the County's standard contract template.



San Mateo County
Tabulation Report RFP #PROB 2022_004 - Youth
Activities and Mental Health Services
Vendor: Mind Body Awareness Project, Inc.

General Comments: MBA's Clinical Director delivered 8 hard copies of proposal to Evelyn Guzman at San Mateo Probation office on January 4th, but were unable to get a receipt due to staff being out of office this week. We confirmed drop-off with Tony Burchyns and Darlene Hansen via email on January 4th. Thank you for the opportunity to apply and continue MBA's services at YSC. We look forward to working with both YOBG and JJRBG youth to support their mindfulness and life skills training.

General Attachments: MBA Project Exhibit C - RFP# 2022-004 - _2023-26_Budget Spreadsheet YOBG - JJRBG.xlsx
MBA PROJECT SAN MATEO COUNTY YOUTH ACTIVITIES AND MENTAL HEALTH SERVICES
RFP PROB 2022-004 PROPOSAL FINAL.pdf



SAN MATEO RFP PROB 2022-004 INTRODUCTION AND EXECUTIVE SUMMARY

January 5, 2023

Dear County of San Mateo Probation Department,

The Mind Body Awareness Project (MBA) respectfully submits this bid for the San Mateo County Youth Activities and Mental Health Services RFP Solicitation Number PROB 2022-004. We are committed to continuing our critical trauma-informed mindfulness based services to the YOBG youth and partner staff at the Youth Services Center (YSC), as well as to offer services to a new transition-age cohort through JIRBG programming.

MBA has been a trusted partner for over a decade offering our proprietary mindfulness and emotional intelligence curriculum in both the YSC and Camp Glenwood before its closure. MBA has leveraged prior successes in helping youth develop mindfulness practice, resiliency, and pro-social life skills. MBA has also built deep relationships with Probation staff and other service providers to ensure that our work is integrated with other youth programming. We intend to continuously enhance the array of services for youth most in need through our innovative partnership with the County of San Mateo Probation Department.

Despite the challenges of the pandemic, MBA is proud that we were able to provide continuous services to the youth over Zoom and offer much needed support to the youth who were isolated because of lockdowns due to the pandemic restrictions. As soon as the facility opened back up, MBA staff were ready to continue the in-person work to support youth to increase coping skills and to help reduce future system involvement.

The proposed services explicitly fulfill the criteria under the Scope of Work in the current RFP. Specifically, MBA's services will include an extensive mindfulness meditation and life skills program at the YSC for both YOBG and JIRBG youth, utilizing our 10-week intervention and ½- day long retreat model. Services at the YSC will include weekly 90 minute groups from MBA's evidence-based 10-module mindfulness curriculum as well as a 1/2-day long retreat per quarter. Additionally, one-on-one coaching will be offered for JIRBG participants to ensure their needs as transition-age youth are fully addressed. Our research has shown consistent decreases in stress and increases in self-regulation as a result of participation in our program. We also offer staff trainings to provide a more systemic approach to our interventions and dosage.

It is our hope to continue our strong partnership with San Mateo County serving some of the most at-risk young people in need of social and emotional-based services. As Clinical Director, and now a Licensed Marriage Family Therapist (LMFT) in the State of California, I am honored to oversee and supervise our staff, offering trauma-informed evidence-based services in the most culturally responsive manner. Please do not hesitate to contact me if you have any questions or concerns at micah@mbaproject.org or by telephone at 510-990-1920.

Sincerely,

Micah Anderson
Clinical Director

Contact Info
2203 San Antonio Avenue Alameda,
CA 94501

micah@mbaproject.org
www.mbaproject.org

Executive Staff
Micah Anderson,
LMFT
Clinical Director

Oscar Medina
Strategic
Director

Husna Mohammadi
Program Manager

Board of Directors
Micah Anderson
Kevin DeBastos
Mark DiPerna
Alex Scott
Eve Ekman

**Mind Body Awareness Project (MBA)
Narrative Submission and Attachments
San Mateo Probation Department
RFP No. PROB 2022-004**

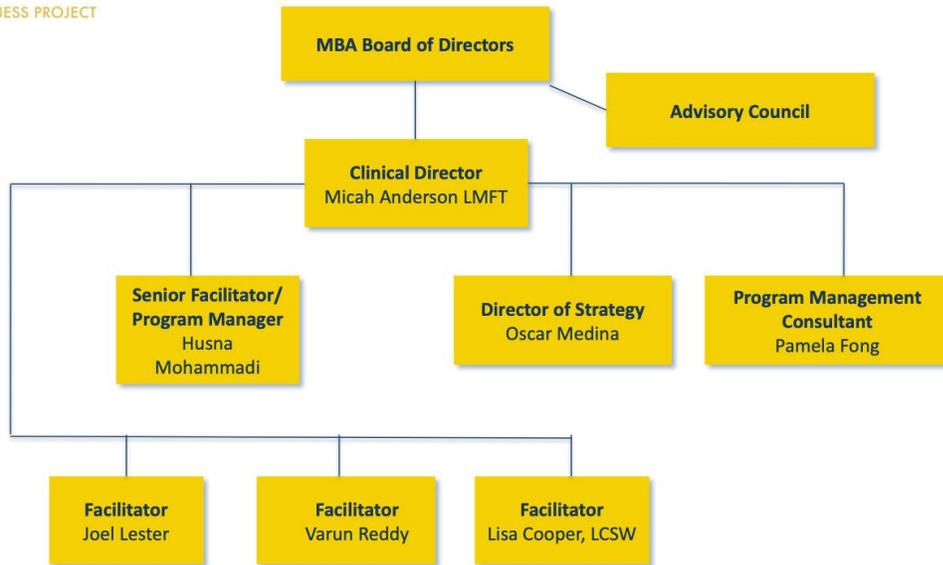
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***EXHIBITS C: YOBG (#A) AND JJRBG (#B) BUDGETS ATTACHED SEPARATELY IN EXCEL**

TAB 1: Firm Qualifications and Experience

MBA is one of the leading organizations nationally which designs and implements mindfulness-based programming for underserved young people. MBA’s work illustrates that mindfulness-based interventions, which have been successfully employed with incarcerated adults with histories of violence, substance abuse and other issues, can be successfully adapted to the needs of children and adolescents. More broadly, MBA’s work is part of a larger movement in youth development that seeks to establish the fundamental importance of social and emotional learning and contemplative practice programs for youth. MBA’s current organizational structure for this project includes four part-time staff and three instructor interns (see chart below).



MBA Organizational Chart as of 12/01/22

The Mind Body Awareness Project (MBA) is nationally recognized for its innovation and efforts in the field of mindfulness for underserved youth. Since its inception in 2000, MBA has provided mindfulness-based services to over 10,000 unique youth, and hundreds of adults in four Bay Area counties. MBA continues its work not only with incarcerated youth, but also with various youth cohorts across the state in partnership with the California Department of Education. Our systemic approach also has us training educators of at-risk youth across the state in multiple districts and regions. Our services are part of a holistic model that serves youth, youth workers, and youth-serving systems to support well-being and mindfulness life skills along the entire youth continuum. Our comprehensive approach addresses myriad

prevention and intervention needs for adolescent development, positive behavior, life skills, older youth/adult human development, self-regulation, anti-violence, and anti-recidivism. MBA is the only agency in collaboration with these public systems that focuses on evidence-based, mindfulness programming.

Program Manager Husna Mohammadi will continue to lead and provide administrative and logistical support to services offered at San Mateo. She will complete data entry from required client data collected on sites to ensure compliance for reporting purposes as well as evaluation documentation.

The MBA Project has two part-time employees as well as three facilitator interns who will be involved in this project. The full MBA roster includes 2 part-time key employees and 5 paid expert consultants, plus a host of committed volunteers. MBA's Board, Advisory Board, and key consultants are deeply involved in planning and development of programming and lend their invaluable expertise to our lean team of staff. The MBA Project has worked in partnership with Program Management Consultant Pamela Fong for almost a decade as well as outside contractors including Vinny Ferraro, a long-time MBA supporter reknown in the field of mindfulness. Ms. Fong has over twenty-five years of experience in executive and programmatic management of youth-serving nonprofits and supports MBA in compliance, budgeting, strategy, evaluation, and planning.

MBA program staff come from diverse backgrounds and share similar experiences to the youth we serve. MBA staff are uniquely skilled at reaching youth in detention through building trust via shared understanding and lived experiences. These backgrounds are essential to developing authentic relationships and safe spaces for 'real talk' which facilitates youth participants to explore their innermost feelings, understand their emotional reactions, and identify behaviors that can lead them into or away from involvement with the youth justice system.

MBA engages both paid contractors and volunteer facilitators who work under the close supervision of our core staff. MBA's model has been to train volunteer community members and mindfulness practitioners to extend our instructional capacity. This allows us to recruit and build a diverse team with varied life experiences to support our target population. Each facilitator receives training with our staff to develop an extensive array of instructional skills and knowledge including youth development, best practices, harm reduction, and mindfulness techniques. Our team of facilitators broaden MBA's work in the community and broaden MBA's reach to diverse populations, opening us up to new networks.

MBA strives to serve youth of all genders and identities referred to our services. MBA understands the importance of instructors of all genders available to best support and represent the needs of all youth. An often overlooked population is female youth in secure detention. Over the 2021-22 year at YSC, MBA's Project Manager, Husna Mohammadi, conducted over 33 mindfulness sessions in person and remote with the girls' population at YSC. One important practice that emerged from this work, was utilizing mindfulness techniques to facilitate conflict resolution in actual scenarios within the unit. The female youth participants shared new techniques learned with staff members in order to hold themselves accountable for more regulated behavior. One female youth participant continues to seek out our instructor to deepen her individual mindfulness education. MBA is committed to supporting this underserved population with gender-specific instruction and guidance.

MBA achieved a number of milestones in our effort to establish our program as an evidence-based "best practice" for at-risk youth. We produced four articles on research that included the first-ever published journal articles on the positive impact of mindfulness-based interventions for incarcerated youth. Sam

Himmelstein, our Executive Director from 2011-2014, was the author of the above-mentioned articles, and sits on our advisory council continuing to assist with research and supervisory support.

Past Projects MBA was one of the first organizations in the U.S. to offer trauma-informed mindfulness meditation and emotional awareness programming to incarcerated youth. For over 20 years, MBA has worked in jails, juvenile halls, detention camps, and other placement facilities throughout Northern California. In San Mateo specifically, MBA currently delivers its curriculum at the Youth Services Center (YSC). MBA has demonstrated a commitment to our relationship with San Mateo Probation by consistently modifying and developing our services to better meet the needs of San Mateo youth.

Though we were not under contract in San Mateo YSC for the 2017-2020 period, MBA continued to provide services to our clients at no charge to the County, graduating 19 youth and providing services for 47 unique youth in F3 and Elm 6 & 7. This voluntary continuation of services shows MBA's singular, long-term dedication working with this population and understanding the critical needs for our services to high risk youth populations.

MBA is a leader in providing trauma-informed services in a culturally responsive climate to youth most in need. MBA also has a history of partnering with local public school districts, working mostly with probation youth to promote resiliency, prosocial behavior, and emotional regulation skills. The demographics of the youth we served in alternative or continuation high schools mirrored those of youth in detention. In our partnership with Alameda County Sheriff's Office, we served adult clients who lacked successful interventions and/or access to mindfulness and other mental health therapies in their teens. Our adult participants have stated that if they had participated in MBA mindfulness training during young adulthood, it may have changed their life trajectories: *"My brother got killed last night. Before this class, I would be plotting revenge. Now, I am thinking about how I can help out my family to deal with this"*.

MBA's work continues to deepen and evolve as we broaden our research and evaluation findings with youth, older youth, and adult participants. Ongoing evaluation, with an emphasis on participatory practices and feedback loops are a critical learning tool. We apply feedback to inform continuous program improvement for all populations we serve.

MBA evaluation methodologies were applied to our recent adult work and results were similar to previous youth assessments. Qualitative findings from the adult population (Incarcerated and re-entry Services) included participants reporting: a) Higher levels of self-awareness and self-compassion; b) Deepened their mindfulness skills, specifically the ability to take a mindfulness orientation around clinical work and their own self-care and stress management; and c) Deepened understanding of trauma and stress and how to mitigate its effects through mindfulness-based interventions and trauma-informed approaches. Quantitative findings included participants reporting: a) Increased empathy not only for their fellow cohort mates, but for the correctional officers; b) Mindful communication skills were increased with participants self-reporting more of an ability to speak with clarity and kindness to not only group participants, but family members; and c) Participants wanting to help other participants and return as peer mentors supporting next cohort.

MBA has also developed Organizational Trainings for adult service providers and educators to help prevent burnout and to address symptoms of vicarious trauma. These trainings have been attended by youth professionals throughout the state of California and is a critical addition to MBA's investment along the childhood to adult continuum. 100% of professionals trained in the adult system reported they agreed or strongly agreed that skills learned helped support their work life.

EXHIBIT A

Item 1: List contracts completed in the last three years for services with youth in detention and/or re-entry services.

Year	Contracting Agency	Type of Service	Location	Amount
2020-2023	San Mateo County Probation Department	Mindfulness-based rehabilitation classes	Youth Services Center	\$90,000
2022-2023	Lynwood Unified School District	Mindfulness-based resilience training and coaching	Lynwood, CA	\$110,750
2021-2023	Stanislaus County Office of Education	Mindfulness-based resilience training and coaching	Stanislaus County	\$26,400
2020-2023	Santa Clara County Office of Education	Mindfulness-based resilience training and coaching	Santa Clara County	\$10,000
2017-2020	Alameda County Sheriff's Office	Mindfulness-based rehabilitation classes for incarcerated adults and mindfulness training for ACSO staff	Santa Rita Jail, Glenn Dyer Jail	\$270,000 Funded by Federal Office of Homeland Security
2021-2023	High Tech High	Mindfulness-based resilience training and coaching	Country-wide Justice Center	\$66,000

Item 2: List contracts, or other commitments (e.g. consulting arrangements), currently in force.

MBA Response: N/A

Item 3: Provide details of any failure or refusal to complete a contract.

MBA Response: N/A

EXHIBIT A, CONTINUED

Item 4: Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.

Personnel Name	FTE/Salary	Applicable Degrees (Degree/ Year /Institution)	Professional Licenses/ Certifications for EBP	CANS Certification
Micah Anderson, Program Director, AMFT	\$150 per hour	M.A. Psychology Counseling / 2016 / Sofia University	LMFT	X Not trained Trained Super Trained Cert date:
Husna Mohammadi, Instructor	\$100 per hour	n/a	CCC-SLP	X Not trained Trained Super Trained Cert date:
Varun Reddy, Facilitator	Volunteer	n/a	n/a	X Not trained Trained Super Trained Cert date:
Joel Lester, Facilitator	Volunteer	n/a	n/a	X Not trained Trained Super Trained Cert date:
Lisa Cooper, Facilitator	Volunteer	n/a	LCSW	X Not trained Trained Super Trained Cert date:

TAB 2: Philosophy and Service Model

MBA shall provide services at the YSC as part of our larger goal to provide mindfulness-based mental health programming to the *most* at-risk youth populations in the *most* challenging circumstances. Our curriculum teaches youth concrete tools to reduce stress and anxiety, regulate emotional states, and

decrease impulsivity. Youth learn practices to manage strong emotions as they arise, allowing them to constructively address their own trauma and minimize compulsive, reactive behavior in all aspects of their lives. Classes are physically and emotionally safe, experiential learning environments designed to train youth to understand their internal states driving their behavior, empower them to make different choices and support them in making these new choices. The curriculum provides ethical orientation within a non-judgmental framework. From this process, youth come away with concrete, culturally relevant tools for self-administered stress reduction, distress tolerance and transformation of negative emotions.

Many young people show positive behavior change while participating in programs and mental health therapy, bolstered by a network of present, caring adults. MBA recognizes that one of the risks associated with this particular youth population is how they are able to comport themselves once back in their home communities, in neighborhoods delimited by gang territory, alone, at night, and/or in adverse situations when a caring mentor or counselor is unavailable. MBA trains youth to protect their lifelong wellbeing with an internal toolkit that develops skills for conflict resolution and de-escalation, so that youth are more likely to assess their options to make positive choices and less likely to recidivate.

MBA's curriculum was developed by a working group of experts on applying mindfulness-based rehabilitation strategies to at-risk communities – particularly incarcerated youth. Working group members included George Mumford, the former meditation coach for the L.A. Lakers and Chicago Bulls. He was one of the first people to teach mindfulness meditation to gang-involved youth while on staff at the University of Massachusetts' Stress Reduction Clinic with Dr. Jon Kabat-Zinn. Another working group member was Fleet Maull, founder of the Prison Dharma Network and an early pioneer in teaching mindfulness to incarcerated communities with histories of violence.

In 2019, MBA revised the curriculum once again, adding more evidence-based meditations and also handouts for each week for the participants to journal around related topics.

All of MBA's facilitators have passed fingerprinting and background checks, completed mindfulness training, and have experience utilizing best practices in youth development. MBA staff understand the importance of consistency and attendance and will make every effort to be present for the full 10-week session as this develops critical trust and respect with our participants. However, in the case of illness or emergency, staff protocol is to notify the Clinical Director in advance so that he may find a substitute instructor and avoid any disruption in class scheduling. In turn, should a crisis occur and class needs to be cancelled, the Clinical Director or Senior Staff will contact Probation Staff providing as much advance notice as possible.

Research

The goal of MBA's research is to investigate and disseminate the impact of mindfulness-based interventions with high-risk and incarcerated populations. Through both process-based and translational research, MBA's intention is to continually contribute to the growing research of evidence-based interventions involving mindfulness and other contemplative approaches with the people we serve.

Research from a team at Harvard Medical School has shown that “meditation enhances areas of the brain associated with well-being, self-regulation, and learning—and decreases the volume of the amygdala, which is responsible for fear, anxiety, and stress.”¹ The importance of mindfulness application for our

¹ <https://www.psychologytoday.com/us/blog/the-guest-room/201508/the-adolescent-brain-meditation#>

target youth population is that adolescent brains are still developing well into young adulthood, and this neuroplasticity can help positively build new connections and pathways even for transition-age youth. In terms of adolescents, increasing awareness actually increases maturation—particularly if the practice is done in an environment leading to increased connection with others who understand your challenges.”² In other words, introducing mindfulness to high risk youth while their brains are still developing can affect lifelong positive change in behaviors and wellbeing. Mindfulness can help rewire adolescent brains and build capacity for resilience, compassion, and self-awareness and lessen the stressors that can lead to substance abuse, depression, and anxiety.

EXHIBIT B- CLIENTS AND PROPOSED SERVICES FOR 2023-2025

MBA’s proprietary curriculum covers ten topic areas or modules: 1) Mindfulness; 2) Basic Goodness; 3) Impulse Regulation; 4) Emotional Intelligence; 5) Self Compassion; 6) Trauma and Core Beliefs; 7) Forgiveness; 8) Empathy; 9) Belonging; and 10) Rites of Passage. The program is delivered in ten-week cycles and the topics covered are driven by the particular needs of the group and drawn from the curriculum. Classes are 90 minutes long, and are taught by one or two highly-skilled instructors and interns, with clinical supervision provided on a weekly basis by Clinical Director and LMFT, Micah Anderson. Approximately 30 minutes per week is assigned for youth to complete individual work outside of class to bolster their mindfulness education through listening to tracks, meditation, and practicing mindfulness exercises. MBA monitors and supports each youth’s individual progress throughout the program. Classes utilize a consistent, universal structure. Creating trust and building a physically and emotionally safe space is MBA’s first responsibility. The group is arranged in a circle, outside interruptions are minimized, and norms, including confidentiality, are agreed on by the entire group. The container for the class is modeled on the council format – a practice adapted from Native American ceremonial traditions that encourages mindful speech and listening. The ideal class size is 8-12 youth.

MBA PROPOSES TO WORK WITH TWO COHORTS THROUGH BOTH YOBG AND JJRBG FUNDING:

YOBG/Youth Services Center: MBA will offer once a week, 90 minute classes in Pine 4*. The topics covered will be from the 10-module curriculum with an emphasis on mindfulness, stress and anxiety reduction, and emotion regulation. There will be a 10-week co-ed cohort for this program. MBA plans to enhance services at the YSC by adding an intensive half-day meditation retreat every quarter. To increase dosage and support the work done in face-to-face classes, MBA will provide homework including readings, journal prompts, meditations, and practices based on that week’s module content. This additional dosage will reinforce to exercises and concepts covered in the weekly groups. We will also provide posters and cards which have simple reminders about the important lessons conveyed in the classes.

*MBA is willing to work with the YSC on delivering programming to the most in-need and relevant units. If the YSC determines that another unit (e.g., Pine 5, F3) is in greater need, MBA will be flexible in the unit of delivery in the YSC. In the past, we have also served 3 separate units, by shortening groups to one hour each.

² Michael Mennesson, M.D. <https://www.psychologytoday.com/us/blog/the-guest-room/201508/the-adolescent-brain-meditation#>

DIRECT SERVICE TYPE YOBG YOUTH	# of Staff Providing Services	# of Projected Hours Per Quarter/Year	#of Projected Clients*
Weekly Group Classes	2	2 hours per week for 36 weeks	12 per quarter/48 annually
Half-Day Quarterly Retreats	2	4 hours x 4 sessions over 36 weeks	12 per quarter/48 annually
Annual Staff Mindfulness Training	2	2 hours annually	8 professional staff depending on interest

*Note our numbers of clients served weekly is dependent on Probation staff referrals. MBA cannot control the gender, ages, and numbers of youth we serve but we make a concerted effort to serve all eligible youth who are referred to us. Nor can we make general assumptions about the background of the youth who are referred, but we do have significant expertise in working with highest need youth and understand that most come from diverse ethnic and racial backgrounds, many have learning challenges/disabilities, most are underserved, lack socio-economic supports, education, and many are from single or no-parent economically-challenged home environments. We further discuss specific characteristics and needs for high-risk youth below. Some numbers may be duplicative based on length of stay for clients at YSC. However, increased dosage is shown to be particularly effective and valuable for participants who stay engaged in programming over time.

JJRBG Youth: MBA proposes to also serve a second cohort of co-ed transitional youth through the JJRBG program in a similar format as the YSC youth. MBA will offer once a week, 90 minute classes in a Unit to be determined by Probation staff. The topics covered will be from the 10-module curriculum with an emphasis on mindfulness, stress and anxiety reduction, and emotion regulation. MBA will tailor the curriculum to adjust to the specific needs of transition-age youth, focusing on areas where participants request deeper exploration as well as utilizing our own clinical and life experience to modulate effectively for this population. There will be a 10-week cohort for this program.

MBA plans to enhance services by adding an intensive half-day meditation retreat every quarter and one-on-one coaching (see below) for the transition-age participants. To increase dosage and support the work done in face-to-face classes, MBA will provide homework including readings, journal prompts, meditations, and practices based on that week’s module content. As youth mature, the pressures of employment, family, and adult responsibilities carry more weight. The consequences of longer-term sentences have serious impacts and trauma-informed services are critical for this population. This additional dosage will reinforce to exercises and concepts covered in the weekly groups. We will also provide posters and cards which have simple reminders about the important lessons conveyed in the classes.

One-on-One Coaching for JJRBG Youth: MBA understands that JJRBG transition-age youth also have different needs than YSC youth. To address this, we will provide one-on-one coaching for each JJRBG youth in 30-minute increments. The frequency is estimated at 2 hours per week for up to four participants, depending on the number of JJRBG youth in custody. MBA’s highly relevant and recent experience working with adults at Santa Rita Jail with the Alameda County Sheriff’s Office for the past several years has broadened our knowledge on how customizing our curriculum for older age groups and populations serving longer sentences in secure detention. Coaching will be delivered virtually or in-

person depending on scheduling and availability.

Staff Training: MBA proposes a yearly Staff Training for the JIRBG staff. This will serve a twofold purpose. 1) Staff will learn more about what trainings and concepts the MBA instructors are providing for the staff and they'll have more familiarity with the vocabulary used in our training and the concepts presented in the digital and print materials. 2) This will be an opportunity for any staff who are interested to learn mindfulness tools for their own use.

All services proposed for JIRBG Transition-Age Youth are offered for youth while in custody at YSC. At this time, MBA cannot offer off-site services for re-entry youth once they return to their home communities.

DIRECT SERVICE TYPE JIRBG YOUTH	# of Staff Providing Services	# of Projected Hours Per Quarter/Year	#of Projected Clients*
Weekly Group Classes	2	2 hours per week for 36 weeks	3 per quarter/12 annually
One-on-One Coaching	2	30 minutes per client/ 2 hours per week for 36 weeks	Up to 3 youth per quarter/12 annually
Half-Day Quarterly Retreats	2	4 hours x 4 sessions over 36 weeks	3 per quarter/12 annually
Annual Staff Mindfulness Training	2	2 hours annually	4 professional staff depending on interest

*See note above to YOBG grid for client population and referrals. Some numbers above may be duplicative based on length of stay for clients at JIRBG. We understand this is a new program and client numbers are only estimates. However, increased dosage is shown to be particularly effective and valuable for participants who stay engaged in programming over time. Additional dosage for JIRBG youth can be particularly beneficial to meet this population's specific needs.

MBA will provide services on site at YSC and for JIRBG youth, in an on-site space/unit to be determined by the County. MBA space requirements include a private, quiet classroom for 8-12 youth and up to 3 instructors. No equipment or A/V needs are requested for in-person groups. If coaching sessions for JIRBG youth need to be delivered virtually, then videoconferencing in private rooms will be needed.

MBA's mission is to help youth transform harmful behavior and live meaningful lives through the practices of mindfulness meditation and emotional awareness. In turn, our community goals and objectives are to decrease violence and reduce recidivism among the most at-risk youth who perpetuate violence to others, and are themselves victims of violence and trauma. The services that MBA will provide at the YSC will aid in the meeting of the aforementioned goals.

Existing studies demonstrate that incarcerated youth are a particularly vulnerable group with a disproportionately higher medical and psychiatric morbidity and mortality compared to the general population. It has been shown that there is an unmet need for mental health care and for rehabilitation among this population as incarcerated youth have higher rates of homicide, suicide, and future incarceration compared to the general adolescent population; for example, incarcerated youth have a completed suicide rate four times that of non-incarcerated adolescents, and a PTSD rate that of twice of their non-incarcerated counterparts. Thus, by targeting two of the most extreme populations in terms of

violence in the community through YOBG and JIRBG programming, MBA will represent to the public/community the San Mateo County Probation department's commitment for reducing violence, managing juvenile offenders, and creating safer communities.

MBA staff members are trained in protocols for alerting their supervisors if they are sick or otherwise unable to lead classes. MBA management will deploy substitute staff and/or alert San Mateo Probation staff of any changes or emergency cancellations with as much advance lead time as possible. MBA Staff training will be led by the Clinical Director, Micah Anderson. This team will be responsible for ensuring that all MBA staff obtain required background checks, CANS trainings and meet other compliance standards for working in the YSC. At the end of all classes, MBA staff will be responsible for returning any borrowed equipment and furniture to their previous arrangement. MBA Staff receive ongoing training throughout the year in topics relevant to the curriculum such as Hakomi Mindfulness Training. The curriculum is evaluated regularly to insure the most up-to-date research and concepts in trauma-informed wellness training is included.

In terms of record keeping, MBA maintains a secure, encrypted service delivery database on our server. After each class, MBA instructors log-in and enter details about the youth served, notes about the content taught, and whether there were any mandated reporting issues that arose. Instructors submit bi-monthly invoices for payment based on this information. Invoices are reviewed by the Clinical Director and Board Treasurer. Invoices are processed through MBA's bookkeeping system (Quickbooks Pro). Expenses allocated to SM Probation are solely for the activities set forth in the contract and described in our budget. All financial and service delivery records are available at any time electronically upon request.

MBA staff share similar life experiences and have gone through positive transformation as adults, making them particularly effective and relevant mentors who understand the needs, assets and challenges our youth face on a daily basis. MBA quarterly staff trainings will include appropriate YSC staff who are available to join. We encourage all interested staff to participate as it helps build shared understanding with youth.

MBA personnel has and will comply with all applicable masking, testing, and/or vaccination policies to provide in-person services at the YSC-JH and Camp Kemp. MBA has and will continue to demonstrate the ability to provide programming/services remotely as opposed to in-person if deemed necessary by COVID-19 including teleconferencing, pre-recorded videos, or any other virtual delivery methods that may be applicable. All MBA personnel will complete required background checks and fingerprinting.

Husna Mohammadi will serve as Project Manager and point person regarding all proposed services and contract-related matters. Project Manager or delegated personnel will attend any required meetings including multi-disciplinary hearings, trainings, family night events, court reviews, and/or other meetings with County staff as requested or needed. Project Manager will work with Probation Department staff to ensure personnel undergo CANS, OYAS trainings, if required.

TAB 3: Protocols for Addressing Concerns

Having worked within Camp Glenwood and YSC for several years, MBA staff is expressly aware of internal protocols and reporting requirements, as well as best practices for clinical care and youth development.

MBA staff is trained to ensure the safety of our youth first and foremost. Staff members are experienced in protocols for notifying Probation staff of any situations or concerns about youth safety. In the event that there is a concern about our services, the Key Contact Information is listed below for our Senior Program Management Staff who will respond promptly and appropriately in addressing any concerns.

MBA believes in transparent, authentic, professional relationships between youth and adults and strives to create honest lines of communication to prevent issues from escalating into problems. If necessary, MBA will conduct an internal investigation of any grievance and share findings and actions, if any, with Probation staff in as timely a manner as possible.

Key Contact Personnel

In the event of a routine problem, or in the event of a problem identified by the probation department and/or clients of MBA, the department should contact:

Micah Anderson, LMFT Clinical Director, Mind Body Awareness Project
(510.990.1920)
micah@mbaproject.org

Husna Mohammadi, Program Manager, Mind Body Awareness Project
(209.331.3896)
husna@mbaproject.org

TAB 4: Claims, Licensure, Non-Discrimination, and HIPAA Violations Against Your Organization

No legal claims have been made against MBA since its inception in 2000. MBA incurred a non-HIPAA related violation with the San Mateo County Probation department in 2012 and services were suspended for approximately one year. A single staff member had acted in an unprofessional manner and as a result MBA services were suspended and he was fired. MBA took swift action to resolve this matter. There have been no claims or violations since that time.

TAB 5: Cost Analysis and Budget for Primary Services

MBA is applying to serve two cohorts including YOYG and JJRBG youth. The direct program cost (excluding indirect costs) to the San Mateo County Probation Department for both YOYG and JJRBG services will be \$84,370 for approximately 216 hours of programming over each fiscal year for the 2023-2025 period. One hundred percent of these funds will be used to cover programming costs for the above deliverables. Please see the two separate attached budgets, Exhibits C, # A for YOYG and #B for JJRBG for breakdown of costs for both sources of funding. Travel time is not billable nor do we reimburse staff for travel expenses to and from the County.

A. EXHIBIT C: YOBG BUDGET COST BASIS (BUDGET ATTACHED AS EXCEL SPREADSHEET #A)

Weekly Classes for YOBG Youth are based on 36 weeks of programming for youth at YSC. Each class is 90 minutes long with .5 hour for prep, sign-in, greeting, debrief, and follow-up during which youth will be assigned individual study via worksheets, daily meditation practice, listening to meditation tracks and journaling every week. Each class is run by 1 Clinical Director at \$150/hour x 2 hours plus Program Manager at \$100/hour x 2 hours. The cost basis is 2 hours x 2 instructors (blended average rate of \$125) x 36 weeks x 1 facility = \$18,000 per year x 3 years= \$54,000.

One ½ Day Retreat per quarter at YSC Each 1/2 day retreat is run by the Clinical Director at \$150/hour x 4 hours plus Program Manager at \$100/hour x 4 hours. Half daylong retreats will focus on in-depth practice and mindfulness group exercises. The cost basis is 4 hours x 2 instructors (blended average rate of \$125) x 4 quarterly daylong retreats = \$4,000 per year x 3 years= \$12,000.

Yearly Trainings for Probation Staff are based on 1 mindfulness training event for adult staff from YSC. 2-hour yearly training will be led by the Clinical Director at \$150/hour and Program Manager at \$100/hour. MBA will provide training for all interested staff and encourages full participation as it helps build connections between staff and youth when communities practice together. The cost basis is 2 hours x 2 instructors (blended rate of \$125) x 1 event = \$500 per year x 3 years= \$1,500.

Evaluation and Reporting will cover 5 hours a quarter of Program Manager at \$100/hour to complete all reporting requirements, analyzing data results for efficacy and youth progress, alignment with County objectives for successful rehabilitation, and continuous program improvement. The cost basis is 5 hours per quarter x \$100/hour x 4 quarters= \$2,000 per year x 3 years= \$6,000.

Instructor Supervision and Training will cover costs to prepare, train, and orient staff and provide ongoing weekly supervision by the Clinical Director to ensure all compliance, professional development, program deliverables, and other personnel needs are addressed in a timely and effective manner. The cost basis is 20 hours per quarter x \$150 per hour for Clinical Director x 4 quarters= \$12,000 per year x 3 years= \$36,000.

Quarterly CBO Meeting will cover required meetings for Community-Based Organizations as directed by the County. The Program Manager will be responsible for attending all meetings and reporting back to staff and the Clinical Director on important issues regarding this contract, service delivery, and our relationship with County staff. The cost basis is 3 hours x \$100 per hour for Program Manager x 4 quarterly meetings.- \$1,200 x 3 years= \$3,600.

Indirect Costs are based on allowable 10% of direct program costs will support overhead and basic administrative needs and supplies. Cost basis is 10% of \$37,700 direct program costs = \$3,770 per year x 3 years= \$11,310.

YOBG TOTAL COSTS PER YEAR= \$41,470 x 3 YEARS= \$124,410.

B. EXHIBIT C: JIRBG COST BASIS (BUDGET ATTACHED AS EXCEL SPREADSHEET #B)

JIRBG Transition-Age Youth Weekly Classes are based on 36 weeks of programming for JIRBG youth in custody. Each class is 90 minutes long with .5 hour for prep, sign-in, greeting, debrief, and follow-up during which youth will be assigned individual study via worksheets, daily meditation practice, listening to meditation tracks and journaling every week. Each class is run by 1 instructor at \$150/hour x 2 hours plus Program Manager at \$100/hour x 2 hours. The cost basis is 2 hours x 2 instructors (blended average rate of \$125) x 36 weeks x 1 facility = \$18,000 per year x 3 years= \$54,000 for group classes.

JIRBG Transition-Age Youth One-on-One Coaching costs are based on 30 minute sessions per participant for an estimated 1 hours per week for 2 instructors. One-on-one sessions will be held every weeks x 2 instructor for the 36 week program schedule. If coaching time cannot be scheduled to align with in-person group classes, coaching will be offered virtually by videoconferencing to allow for flexibility. The cost basis is 1 hour x 2 instructors (blended average rate of \$125) x 36 weeks= \$9,000 x 3 years= \$27,000.

One ½ Day Retreat per quarter for JIRBG Each 1/2 day retreat is run by the Clinical Director at \$150/hour x 4 hours plus Program Manager at \$100/hour x 4 hours. Half daylong retreats will focus on in-depth practice and mindfulness group exercises. The cost basis is 4 hours x 2 instructors (blended average rate of \$125) x 4 quarterly daylong retreats = \$4,000 per year x 3 years= \$12,000.

Yearly Trainings for Probation Staff are based on 1 mindfulness training event for adult staff from JIRBG. 2-hour yearly training will be led by the Clinical Director at \$150/hour and Program Manager at \$100/hour. MBA will provide training for all interested staff and encourages full participation as it helps build connections between staff and youth when communities practice together. The cost basis is 2 hours x 2 instructors (blended rate of \$125) x 1 event = \$500 per year x 3 years= \$1,500.

Evaluation and Reporting will cover 5 hours a quarter of Program Manager at \$100/hour to complete all reporting requirements, analyzing data results for efficacy and youth progress, alignment with County objectives for successful rehabilitation, and continuous program improvement. The cost basis is 5 hours per quarter x @\$100/hour x 4 quarters= \$2,000 per year x 3 years= \$6,000.

Instructor Supervision and Training will cover costs to prepare, train, and orient staff and provide ongoing weekly supervision by the Clinical Director to ensure all compliance, professional development, program deliverables, and other personnel needs are addressed in a timely and effective manner. The cost basis is 20 hours per quarter x \$150 per hour for Clinical Director x 4 quarters= \$12,000 per year x 3 years= \$36,000.

Quarterly CBO Meeting will cover required meetings for Community-Based Organizations as directed by the County. The Program Manager will be responsible for attending all meetings and reporting back to staff and the Clinical Director on important issues regarding this contract, service delivery, and our relationship with County staff. The cost basis is 3 hours x \$100 per hour for Program Manager x 4 quarterly meetings.- \$1,200 x 3 years= \$3,600.

Indirect Costs are based on allowable 10% of direct program costs will support overhead and basic administrative needs and supplies. Cost basis is 10% of \$46,700 annual direct program costs = \$4,677 per year x 3 years= \$14,010.

JIRBG TOTAL COSTS PER YEAR= \$51,370 x 3 YEARS= \$154,110.

TAB 6: Data Collection/ Program Evaluation

The MBA Project conducts both formal and informal evaluations of the outcomes of mindfulness based social emotional learning based on our curriculum. Results from self-report questionnaires and qualitative surveys of participants coupled with feedback from staff suggest that the mindfulness program was effective in: 1) lessening stress; 2) increasing emotional and behavioral self-control; 3) reducing young people’s tendency to respond with anger to provocative situations; and, 4) improving general behavior in the hall. Past examples of positive behavior changes noted by YSC staff included being less confrontational, being less inclined to fight when provoked, showing more respect for authority, demonstrating more leadership qualities, making more serious attempts to solve their own problems, seeking help with personal problems, being more sincere, being more realistic about their situations, and being better able to handle setbacks.

Further, formal research indicated a significant reduction in impulsiveness.³ As well as a consistent and significant increase in self regulation across several studies⁴ reinforcing the evidence outcomes for providing mindfulness based education and learning for incarcerated youth. According to a published federal report the importance of self regulation has been shown as significant for youth⁵. As quoted by the lead author, Desiree Murray, self regulation has implications for youth “wellbeing across the lifespan, from mental health and emotional wellbeing to academic achievement, physical health, and socioeconomic success.”⁶

Program Evaluation and Research MBA is committed to high quality record keeping, program evaluation, and formal empirical research in partnership with San Mateo County. The specific objectives of MBA’s programming at PREP and the YSC include measurable decreases in: 1) Stress; 2) External Locus of Control; and 2) Impulsivity. The program outcomes will include measurable increases in: 1) Emotional Awareness; 2) Self-Esteem; 3) Compassion; 4) Forgiveness; 5) Internal Locus of Control; 6) Decision-Making; and 7) Mindfulness.

In gathering evaluation data, MBA performs a number of pre- and post-intervention tests, using a wide variety of standard psychological instruments. The following quantitative scales/measures will be used in the coming contract period: Perceived Stress Scale (PSS-10); Healthy Self-Regulation Scale (HSR); Mindful Attention Awareness Scale (MAAS); Rosenberg Self-Esteem Scale (RSE); Teen Conflict Survey - Impulsivity; Prison Locus of Control Scale—Locus of control, and the Self-Compassion Scale—Self-compassion, empathy (all of the aforementioned scales have been validated in peer-review, scholarly journals).

We also code and analyze qualitative data on a regular basis from in-depth focus group interviews conducted with youth participants and staff. Where possible, we also integrate external behavioral measures (e.g., incident reports from detention units) into our research and evaluation efforts.

Statement of Capacity to Collect Data

1. List method(s) by which your agency currently tracks Units of Service (Program Level Data). This may include databases and/or software.

³ Sam Himelstein “Mindfulness Based Substance Abuse Treatment for Incarcerated Youth: A Mixed Method Pilot Study.” Published in the International Journal of Transpersonal Studies; 2011.

⁴ Sam Himelstein., A. Hastings, S. Shapiro, & M. Heery, “A Qualitative Investigation of the Experience of a Mindfulness-Based Intervention with Incarcerated Adolescents.” Published in Child and Adolescent Mental Health; 2012.

⁵ D Murray, K Rosanbalm, C Christopoulos Center for Child and Family Policy, Duke University. “Self Regulation and Toxic Stress: Implications for Programs and Practice; 2016.

⁶ Ibid.

MBA instructors log information in our database from each group at YSC. These logs include number of youth, number of new youth, notes from the group, names of individuals in attendance, which module from the curriculum was covered, length of group, whether or not the group was facilitated by one or two instructors, and reason for cancellation. MBA will ensure all data collection meets HIPAA confidentiality compliance and aligns with YSC's reporting requirements.

Additionally, as requested by the County, MBA staff will collect Youth Demographics and Program Data including gender, date of birth, zip code of residence, race, ethnicity, program entry and exit date, dates and length of service and type of service.

The Program Manager will ensure all County data requirements are met, kept confidential, and that quarterly reports are completed accurately and in a timely manner through supervision of staff and data collection processes. The Program Manager will work with County staff to address any additional evaluation needs not mentioned herein.

TAB 7: References

Business References

- Marty Neideffer: Captain, Alameda County Sheriff's Office. Phone 510-667-7595.
- Stephanie Scott: Executive Management and Development Consultant. Phone: (917) 756-9258. Email: scott.stephanie@gmail.com
- Bill Johnson: ISM/Supervisor Elm 6 and 7 (past supervisor at Camp Glenwood where he directly supervised our services). Phone: 650-312-8850. Email: BJjohnson@smcgov.org

Client References

Due to the nature of MBA's work with incarcerated youth and adults we cannot share and do not have access to emails and cell phone references. We do, however, have many powerful testimonials from former youth and adult participants and adult staff members as seen below:

Youth Testimonials from YSC Participants 2021-22

'MBA has a way of unwrapping our hard shells and allow us to trust one another enough to discuss deep subjects we would never date to discuss elsewhere. We reveal an unseen honesty that allows a strong tension to release. We feel comfortable to be vulnerable here and think deeply in a unique, comforting way.'

'For me, MBA is a great program that needs to continue. We get to express our feelings without feeling pressure, instead we feel confident. We also get to meditate which helps us a lot because a lot of times we feel stuck, angry, and anxious because we are here at juvenile hall. When MBA comes I feel like it's real life- like I let everything go so I can focus on me and control my body...'

(Youth Testimonials, continued...)

'Why I love MBA:

- *It helps me know more about myself and other people*
- *It shows me how to control my emotions with our breath*
- *They show us respect and love*
- *They know what we have been through and how we feel*
- *They make us feel welcome and safe*

Thank you for MBA, I know they come from far away cities and even when it rains they still come.'

Professional Staff Testimonials from Alameda County Sheriff's Office:

'The curriculum that MBA brings is highly significant -- it not only allowed us to test drive a promising practice of mindfulness courses with our inmate population, which we had remarkable individual outcomes, but [it] helped us understand better what adaptations to make at the jail and actually help us move the system that much farther towards creating an evidence-based re-entry facility.'

'The reason you should partner with this team of amazing humans is that they live their work. They're living examples of mindfulness in motion. They're real, they show up with authenticity of who they are. They don't sugar coat things, they talk about the real stresses and scenarios where people have to navigate real life.'

TAB 8: Statement of Compliance with County Contractual Requirements

MBA is committed to and agrees to comply with each of the terms of the County's standard contract, including but not limited to:

1. Hold Harmless provision
2. Liability Insurance Requirements
3. Non-discrimination policy
4. Equal Employment Opportunity requirements
5. Equal Benefits Ordinance
6. Living Wage Ordinance
7. Jury Service Ordinance
8. All other provisions of the County's standard contract

MBA agrees to have any disputes regarding the contract venued in San Mateo County or the Northern District of California. MBA has no objections to the standard County contract template.

Name of Program: **Mind Body Awareness Project (MBA)**

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Weekly Group Classes YSC	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$18,000.00
Half-Day Quarterly Retreats	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
Yearly Probation Staff Training	2	\$125.00	Number of Clients	0	8	0	0	
			Number of Hours	0	2	0	0	2
			Amount (Rate * Hours * Staff)	\$0.00	\$500.00	\$0.00	\$0.00	\$500.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 <small>(7/1/23 - 9/30/23)</small>	Quarter 2 <small>(10/1/23 - 12/31/23)</small>	Quarter 3 <small>(1/1/24 - 3/31/24)</small>	Quarter 4 <small>(4/1/24 - 6/30/24)</small>	FY 2023-24 Total
Reporting and Evaluation	Amount	\$500.00	\$500.00	\$500.00	\$500.00	\$2,000.00
Instructor Supervision and Training	Amount	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Quarterly CBO Meeting	Amount	\$300.00	\$300.00	\$300.00	\$300.00	\$1,200.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00

	Quarter 1 <small>(7/1/23 - 9/30/23)</small>	Quarter 2 <small>(10/1/23 - 12/31/23)</small>	Quarter 3 <small>(1/1/24 - 3/31/24)</small>	Quarter 4 <small>(4/1/24 - 6/30/24)</small>	FY 2023-24 Total
A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00
B. Direct Operating Costs Total	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00
Total Direct Program Costs (A + B)	\$9,300.00	\$9,800.00	\$9,300.00	\$9,300.00	\$37,700.00
C. Indirect Costs (10%)	\$930.00	\$980.00	\$930.00	\$930.00	\$3,770.00
TOTAL FY 2023-24 BUDGET	\$10,230.00	\$10,780.00	\$10,230.00	\$10,230.00	\$41,470.00

Name of Program: **Mind Body Awareness Project (MBA)**

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Weekly Group Classes YSC	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$18,000.00
Half-Day Quarterly Retreats	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
Yearly Probation Staff Training	2	\$125.00	Number of Clients	0	8	0	0	
			Number of Hours	0	2	0	0	2
			Amount (Rate * Hours * Staff)	\$0.00	\$500.00	\$0.00	\$0.00	\$500.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Reporting and Evaluation	Amount	\$500.00	\$500.00	\$500.00	\$500.00	\$2,000.00
Instructor Supervision and Training	Amount	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Quarterly CBO Meeting	Amount	\$300.00	\$300.00	\$300.00	\$300.00	\$1,200.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00

	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00
B. Direct Operating Costs Total	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00
Total Direct Program Costs (A + B)	\$9,300.00	\$9,800.00	\$9,300.00	\$9,300.00	\$37,700.00
C. Indirect Costs (10%)	\$930.00	\$980.00	\$930.00	\$930.00	\$3,770.00
TOTAL FY 2024-25 BUDGET	\$10,230.00	\$10,780.00	\$10,230.00	\$10,230.00	\$41,470.00

Name of Program: **Mind Body Awareness Project (MBA)**

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Weekly Group Classes YSC	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$18,000.00
Half-Day Quarterly Retreats	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
Yearly Probation Staff Training	2	\$125.00	Number of Clients	0	8	0	0	
			Number of Hours	0	2	0	0	2
			Amount (Rate * Hours * Staff)	\$0.00	\$500.00	\$0.00	\$0.00	\$500.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Reporting and Evaluation	Amount	\$500.00	\$500.00	\$500.00	\$500.00	\$2,000.00
Instructor Supervision and Training	Amount	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Quarterly CBO Meeting	Amount	\$300.00	\$300.00	\$300.00	\$300.00	\$1,200.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00
B. Direct Operating Costs Total	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00
Total Direct Program Costs (A + B)	\$9,300.00	\$9,800.00	\$9,300.00	\$9,300.00	\$37,700.00
C. Indirect Costs (10%)	\$930.00	\$980.00	\$930.00	\$930.00	\$3,770.00
TOTAL FY 2025-26 BUDGET	\$10,230.00	\$10,780.00	\$10,230.00	\$10,230.00	\$41,470.00

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$22,500.00	\$22,500.00	\$22,500.00	\$67,500.00
B. Direct Operating Costs Total	\$15,200.00	\$15,200.00	\$15,200.00	\$45,600.00
Total Direct Program Costs (A + B)	\$37,700.00	\$37,700.00	\$37,700.00	\$113,100.00
C. Indirect Costs Total	\$3,770.00	\$3,770.00	\$3,770.00	\$11,310.00
TOTAL PROGRAM BUDGET	\$41,470.00	\$41,470.00	\$41,470.00	\$124,410.00

Name of Program: **Mind Body Awareness Project (MBA)**

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Weekly Group Classes YSC	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$18,000.00
Half-Day Quarterly Retreats	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
Yearly Probation Staff Training	2	\$125.00	Number of Clients	0	8	0	0	
			Number of Hours	0	2	0	0	2
			Amount (Rate * Hours * Staff)	\$0.00	\$500.00	\$0.00	\$0.00	\$500.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 <small>(7/1/23 - 9/30/23)</small>	Quarter 2 <small>(10/1/23 - 12/31/23)</small>	Quarter 3 <small>(1/1/24 - 3/31/24)</small>	Quarter 4 <small>(4/1/24 - 6/30/24)</small>	FY 2023-24 Total
Reporting and Evaluation	Amount	\$500.00	\$500.00	\$500.00	\$500.00	\$2,000.00
Instructor Supervision and Training	Amount	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Quarterly CBO Meeting	Amount	\$300.00	\$300.00	\$300.00	\$300.00	\$1,200.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00

	Quarter 1 <small>(7/1/23 - 9/30/23)</small>	Quarter 2 <small>(10/1/23 - 12/31/23)</small>	Quarter 3 <small>(1/1/24 - 3/31/24)</small>	Quarter 4 <small>(4/1/24 - 6/30/24)</small>	FY 2023-24 Total
A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00
B. Direct Operating Costs Total	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00
Total Direct Program Costs (A + B)	\$9,300.00	\$9,800.00	\$9,300.00	\$9,300.00	\$37,700.00
C. Indirect Costs (10%)	\$930.00	\$980.00	\$930.00	\$930.00	\$3,770.00
TOTAL FY 2023-24 BUDGET	\$10,230.00	\$10,780.00	\$10,230.00	\$10,230.00	\$41,470.00

Name of Program: **Mind Body Awareness Project (MBA)**

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Weekly Group Classes YSC	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$18,000.00
Half-Day Quarterly Retreats	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
Yearly Probation Staff Training	2	\$125.00	Number of Clients	0	8	0	0	
			Number of Hours	0	2	0	0	2
			Amount (Rate * Hours * Staff)	\$0.00	\$500.00	\$0.00	\$0.00	\$500.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Reporting and Evaluation	Amount	\$500.00	\$500.00	\$500.00	\$500.00	\$2,000.00
Instructor Supervision and Training	Amount	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Quarterly CBO Meeting	Amount	\$300.00	\$300.00	\$300.00	\$300.00	\$1,200.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00

	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00
B. Direct Operating Costs Total	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00
Total Direct Program Costs (A + B)	\$9,300.00	\$9,800.00	\$9,300.00	\$9,300.00	\$37,700.00
C. Indirect Costs (10%)	\$930.00	\$980.00	\$930.00	\$930.00	\$3,770.00
TOTAL FY 2024-25 BUDGET	\$10,230.00	\$10,780.00	\$10,230.00	\$10,230.00	\$41,470.00

Name of Program: **Mind Body Awareness Project (MBA)**

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Weekly Group Classes YSC	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	\$4,500.00	\$4,500.00	\$4,500.00	\$4,500.00	\$18,000.00
Half-Day Quarterly Retreats	2	\$125.00	Number of Clients	12	12	12	12	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
Yearly Probation Staff Training	2	\$125.00	Number of Clients	0	8	0	0	
			Number of Hours	0	2	0	0	2
			Amount (Rate * Hours * Staff)	\$0.00	\$500.00	\$0.00	\$0.00	\$500.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Reporting and Evaluation	Amount	\$500.00	\$500.00	\$500.00	\$500.00	\$2,000.00
Instructor Supervision and Training	Amount	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Quarterly CBO Meeting	Amount	\$300.00	\$300.00	\$300.00	\$300.00	\$1,200.00
	Amount					\$0.00
B. Direct Operating Costs Total		\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$5,500.00	\$6,000.00	\$5,500.00	\$5,500.00	\$22,500.00
B. Direct Operating Costs Total	\$3,800.00	\$3,800.00	\$3,800.00	\$3,800.00	\$15,200.00
Total Direct Program Costs (A + B)	\$9,300.00	\$9,800.00	\$9,300.00	\$9,300.00	\$37,700.00
C. Indirect Costs (10%)	\$930.00	\$980.00	\$930.00	\$930.00	\$3,770.00
TOTAL FY 2025-26 BUDGET	\$10,230.00	\$10,780.00	\$10,230.00	\$10,230.00	\$41,470.00

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$22,500.00	\$22,500.00	\$22,500.00	\$67,500.00
B. Direct Operating Costs Total	\$15,200.00	\$15,200.00	\$15,200.00	\$45,600.00
Total Direct Program Costs (A + B)	\$37,700.00	\$37,700.00	\$37,700.00	\$113,100.00
C. Indirect Costs Total	\$3,770.00	\$3,770.00	\$3,770.00	\$11,310.00
TOTAL PROGRAM BUDGET	\$41,470.00	\$41,470.00	\$41,470.00	\$124,410.00



San Mateo County
Tabulation Report RFP #PROB 2022_004 - Youth
Activities and Mental Health Services
Vendor: Centers for Equity and Success, Inc.

General Comments:

General Attachments: Centers for Equity and Success dba Success CentersJJR Budget Final.xlsx
Centers for Equity and Success dba Success Centers YOBG Budget Final.xlsx
Centers for Equity and Success dba Success Centers YOBG JJRBG Final.pdf

County of San Mateo
Request for Proposals
(RFP) for Youth and
Family Programs
Probation Department
RFP No. PROB 2022-004
YOBG JJRBG

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Darlene Hansen, Management Analyst
Juvenile Services Division
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

Dear Ms. Hansen,

On behalf of Centers for Equity and Success, Inc. dba Success Centers, it is my pleasure to submit this proposal to the County of San Mateo County Probation Department for RFP No. PROB 2022-004 Youth Activities and Mental Health Services under both the YOBG and JJRBG funding streams for youth in detention.

Since 2020, Success Centers has been providing contractual services through the County of San Mateo Probation Department as both detention-based as well in community-based settings. This proposal is intended to continue existing services and include additional services. Through this funding, Success Centers will continue to provide job readiness training, case management services, job placement services, lifeskills, and support groups/workshops designed to help youth participants become workforce ready using a holistic approach in line with the most recent Local Action Plan (LAP). In addition, we propose offering new programming that includes construction training and digital literacy that will help provide pathways into 21st century careers. These services will continue to be offered to youth detained at San Mateo County detention and Camp Kemp.

In signing this document, I hereby affirm that I am the person authorized to obligate Success Centers to perform the commitment contained in this proposal and that Success Centers is willing and able to perform the commitments contained in the proposal and have not violated the terms of this RFP.

I can be contacted at 415-688-7966 and at ljackson-simpson@successcenters.org if you have any questions or require any additional information.

Sincerely,

Liz Jackson Simpson
Chief Executive Officer

Tab 1: Qualifications and Experience

A) Success Centers' **mission** is to empower marginalized community members through education, employment and the arts. We focus on developing career pathways to lucrative job opportunities in high-demand industries. Success Centers is adept at removing barriers that prevent our clients from accessing the myriad opportunities in the Bay Area. We create an alternative pathway to success and access to economic justice. We foster resiliency, creativity, belief in self, and self-advocacy skills to increase equity and build safe, thriving communities. Success Centers has successfully placed thousands of community residents in workforce training, employment, and/or higher education throughout its history. Staff are accustomed to working with some of the Bay Area's most vulnerable citizens – including those who are currently or formerly detained or incarcerated, unemployed/underemployed, single parents, and/or living in poverty. The overwhelming majority of our clients are people of color (87%) from low-income communities (95%). Success Centers envisions a vibrant and just society that inspires individual transformation and understands the key role that education, workforce development and art play in creating meaningful and productive lives.

Success Centers has an extensive history of working with youth involved with the juvenile justice system including detention-based services and community-based services for those who have completed their sentence and/or those on probation. Formerly the Youth Guidance Center Improvement Committee, Success Centers was founded in 1983 by San Francisco Superior Court judges to ensure that youth in the San Francisco juvenile justice system developed marketable job skills. Since then, Success Centers has grown to include education and workforce development services for marginalized community members. In 2012 the agency merged with Youth for Service and was re-branded as Success Centers, a name chosen by our clients. In 2018, Success Centers undertook mergers with 3 agencies: Each One Reach One (the predecessor for the proposed services), The Imagine Bus Project and Project Reconnect, expanding our reach and deepening our impact. We changed our legal name to Centers for Equity and Success, Inc., continuing to do business as Success Centers. In addition, we assumed management of Asian Neighborhood Design, increasing our range of programming to include construction training and certifications.

Each year, Success Centers provides an array of services to 1,300 individuals including youth in detention centers in San Francisco, Alameda, and San Mateo Counties and at services centers strategically located throughout the Bay Area. In San Mateo County, services include education, arts, life skills building, linkage to services, and barrier removal, with access to GED/credit recovery, coding and construction bootcamps located online and at our San Francisco center and available with transportation. Our San Mateo services are based at 400 Concar Drive, San Mateo, CA 94402 and embedded in detention and at continuation schools.

Success Centers has recently been awarded funding from the San Francisco District Attorney's Office and the Juvenile Probation Department to implement Credible Messenger services for youth in detention and in the community. Planning is in progress and services will launch in early 2023.

Success Centers delivers services in San Francisco, Alameda and San Mateo counties. Specific programs include:

Breaking Barriers provides outreach and service connection at 14 public housing sites in San Francisco. The program does residential outreach to develop relationships and engage the residents in services onsite, at Success Centers, or with other community providers while supporting their retention in these services.

Success Centers manages **Career Centers** in the heart of the Western Addition, San Mateo and two sites in Oakland. The Centers specialize in serving low-income, marginalized job candidates from the

community to provide them with a comprehensive career assessment, job readiness training, job search support, job placement, access to job training programs, on-the-job training opportunities, subsidized employment, barrier removal, job coaching and more. Through the Career Centers youth and re-entry clients can be placed in transitional employment to gain job skills and experience in the fields of their choice.

The **Early Morning Study Academy (EMSA)**, delivered in partnership with John Muir Charter School, provides High School completion or GED preparation to students not on track to graduate from High School, transitional aged youth who have dropped out of school, and other adults enrolled in one of our job training programs. EMSA serves 100 people annually, many of whom are co-enrolled in other workforce services. All graduates are placed in post-secondary education and/or employment/job training.

Code on Point, is a Tech Training Program that offers a full 8 months of training as follows: 12 weeks of coding classes held Monday-Thursday virtually, followed by 12 weeks of project-based learning in which participants develop a website, game or an app. These trainings are followed by placement in subsidized employment with industry partners. Graduates transition into paid employment in the tech sector, more advanced community-based tech training programs, private tech schools, or into college/universities.

Green Construction/YouthBuild Training is a 24-week pre-apprenticeship training program designed to prepare participants for union apprenticeship positions. In Phase 1, Success Centers provides education, construction skills training, project-based learning, case management, job development, follow-up supports, and program management activities. Instruction during this phase is based on the National Center for Construction Education and Research (NCCER) curriculum. Upon completion of the didactic training, participants are placed at job sites where they receive on-the-job training to prepare for union apprentices. Our newest initiative, Equity Matters Enterprises, provides transitional employment to program graduates to close the synapse between training and construction employment.

Success Centers' **Equity Project** is focused on helping job applicants learn the steps necessary to qualify as equity job seekers and on supporting equity applicants for business licenses in the emerging cannabis industry. This year our goal is to expand our geographic area to include our sites in Oakland, provide access to job training in cannabis, and develop a model for public/private partnerships focused on ensuring equity at all levels of the cannabis industries.

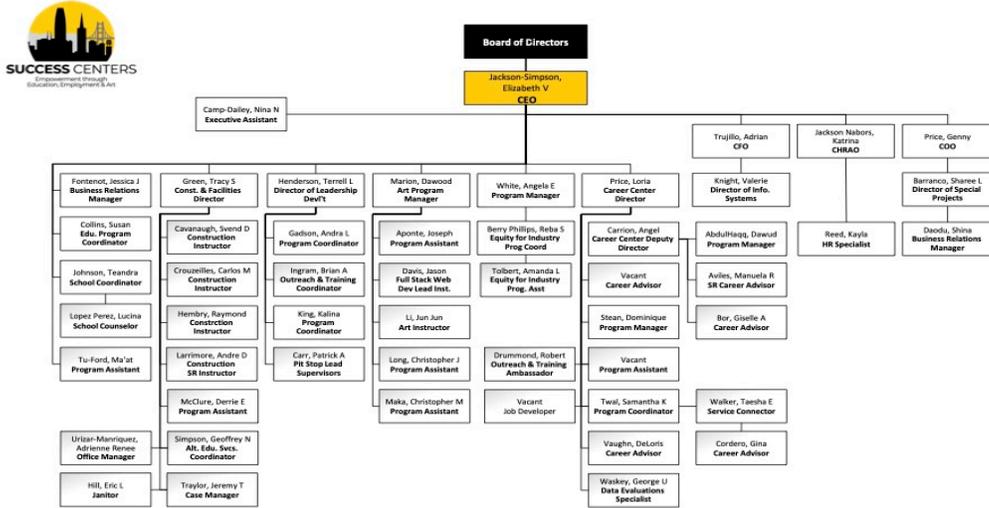
The **Leadership and Community Development** provides day-long, monthly, cohorted workshops on non-profit management to train the leaders of emerging African American community agencies on the mechanics of non-profit management and the keys to successful leadership. The year-long training is provided to 12-15 leaders annually. In addition, we convene the South of Market (SOMA) Community Collaborative and administer three mini-grant programs for both the Western Addition and SOMA.

Technology Access: Lack of access to technology and broadband is the next-level structural and racial divide. Success Centers' response includes Basic Computer Literacy training, distribution of laptop computers and connection to Wi-Fi hotspots, funded by Microsoft Philanthropies and the San Francisco Mayor's Office of Housing and Community Development.

San Mateo Services are focused on supporting justice-involved youth to develop career plans, job readiness skills, and job placement in subsidized employment. The program reaches out to youth at risk of justice involvement in three continuation schools in the county, providing youth with access to health education and job readiness training.

The **ARTS Program** provides visual arts in detention in San Francisco and uses Success Centers' events to provide tech and media arts instruction, including virtual reality and social media. New initiatives include the production of murals in the Bayview neighborhood and the launch of a sound studio built by our construction crew during COVID.

- a) Success Centers will employ 1.575 FTEs on the proposed services.
- b) Success Centers employs 61 individuals and 5 consultants.



Success Centers			
Youth Contracts: Item 1			
Funder	Name of the Program	Contract Amount	Contract Term
DCYF	ADAPT	\$ 116,921.00	7/1/2021 to 6/30/2022
DCYF	Code on Point	\$ 241,080.00	7/1/2021 to 6/30/2022
DCYF	EMSA	\$ 329,988.00	7/1/2021 to 6/30/2022
DCYF	Pathways	\$ 325,210.00	7/1/2021 to 6/30/2022
MOHCD	Plaza - Scattered Sites	\$ 150,000.00	7/1/2021 to 6/30/2022
MOHCD	SOMA	\$ 250,000.00	1/1/2022 to 12/31/2022
OEWD	WANAP	\$ 1,380,000.00	7/1/2021 to 6/30/2023
OEWD	YASE	\$ 500,000.00	7/1/2021 to 6/30/2023
Alameda County Probation Dept.	Project Reconnect	\$ 100,000.00	7/1/2021 to 6/30/2022
CA Office of Business and Economic Development	CAL CRG	\$ 450,000.00	6/1/2021 to 5/31/2024
County of San Mateo	SMC - JPCF	\$ 41,910.85	7/1/2020 to 6/30/2023

County of San Mateo	SMC - YOBG	\$ 95,142.56	7/1/2021 to 6/30/2022
DOL/ETA	YouthBuild	\$ 1,100,000.00	2/1/2019 to 5/31/2022
DOL/ETA	YouthBuild'22	\$ 996,600.00	7/1/2021 to 10/31/2024
SF Juvenile Probation Department	JJC	\$ 70,935.00	1/1/2021 to 12/31/2021

Success Centers Item 2			
Grant Contracts 2022-23			
Funder	Name of the Program	Contract Amount	Contract Term
SF DCYF	ADAPT	\$ 120,429.00	7/1/2022 to 6/30/2023
SF DCYF	Credible Messenger	\$ 450,000.00	7/1/2022 to 6/30/2024
SF DCYF	Code on Point	\$ 248,292.00	7/1/2022 to 6/30/2023
SF DCYF	EMSA	\$ 339,823.00	7/1/2022 to 6/30/2023
SF DCYF	Pathways	\$ 501,279.00	7/1/2022 to 6/30/2023
SF MOHCD	Access to Opportunities	\$ 200,000.00	7/1/2021 to 6/30/2023
SF MOHCD	Black Leadership Academy	\$ 150,000.00	7/1/2021 to 6/30/2023
SF MOHCD	Capacity Building	\$ 75,000.00	6/1/2022 to 6/30/2023
SF MOHCD	Community Action	\$ 124,800.00	7/1/2021 to 6/30/2023
SF MOHCD	Digital Literacy	\$ 187,500.00	6/1/2022 to 6/30/2023
SF MOHCD	Equity Pathways	\$ 309,000.00	7/1/2022 to 6/30/2023
SF MOHCD	Plaza - Scattered Sites	\$ 150,000.00	7/1/2022 to 6/30/2023
SF MOHCD	SOMA	\$ 250,000.00	1/1/2022 to 12/31/2022
SF OEWD	Dream Keepers		7/1/2022 to 6/30/2023
SF OEWD	SF-Shines	\$ 490,137.00	7/1/2021 to 6/30/2023
SF OEWD	WANAP	\$ 1,380,000.00	7/1/2021 to 6/30/2023
SF OEWD	YASE	\$ 500,000.00	7/1/2021 to 6/30/2023
Alameda County Probation Dept.	Oakland Career Center		7/1/2022 to 6/30/2023
CA Office of Business and Economic Development	CAL CDR	\$ 450,000.00	6/1/2021 to 5/31/2024
County of San Mateo	SMC - JPCF	\$ 199,463.66	7/1/2022 to 6/30/2023
County of San Mateo	SMC - YOBG	\$ 95,142.56	7/1/2022 to 6/30/2023
US DOL/ETA	YouthBuild'22	\$ 996,600.00	7/1/2021 to 10/31/2024
SF Juvenile Probation Department	JJC		1/1/2021 to 12/31/2021
State of California EDD	Accelerator	\$ 250,000.00	6/1/2021 to 12/31/2023

Item 3: Success Centers has successfully completed all contracts in the last three years.

Personnel Name	FTE/Salary	Applicable Degrees (Degree-Year- Institution)	Licenses - Certifications
Liz Jackson-Simpson, Chief Executive Officer	.05 FTE @ \$95/ hour	BA in Industrial Design, (SFSU) Organizational Leadership (UCBA)	N/A
Virginia Price, Evaluation	.05 FTE @ \$75/hour	BA Wellesley College 1974 MEd Cambridge College 1987 MPA Harvard University 1998	N/A
Angel Carrion, Youth Workforce Director	.20 FTE @ \$48/hour	Youth Development Specialist, Former Youth Commissioner	Credible Messenger
Betty Ricks, Healthy Choices Facilitator	.05 FTE @\$43/hour	Social Worker – SF General Hospital, Community Health Worker	Addiction Specialist (CADC- CAS)
Giselle Bor, Career Advisor/JRT Instructor	.05 FTE @\$43/hour	AS in Science, Los Medanos College	Wellness/Doula and Community Health
DeLoris Vaughn, Job Developer/JRT Instructor	.05 FTE @\$43/hour	Three Years in Workforce Development	Credible Messenger/Former Client
Jessica Fontenot, Construction Program Director	.1 FTE @ \$50/hour	Tradeswomen (20 years)	NCCER, OSHA, Other Construct
Andre Larrimore, Construction Instructor	.5 FTE @ \$40/ hour	Journey Level Carpenter (30 years) – Local 22	Journeyman Carpenter
Dawood Marion, Study Hall Manager	.1 FTE @ \$50/hour	BA, Visual Communications, Westwood College & Gnomon School of Visual Effects	N/A
Joseph Aponte, Artist	.05 FTE @ \$43/hour	Community Arts Instructor, 5 years Detention Based	N/A
Jason Davis, Coding Instructor	.5 FTE @ \$43/hour	Sr. Engineer with Amazon, 7 years in Web Development	N/A
Ivonne Twal, Program Assistant	.25FTE @ \$25/hour	Transitional Aged Youth, former Participant	N/A

Tab 2: Philosophy and Service Model

Describe your approach, service model; how programs and services will be implemented, staffed, supported administratively, and delivered to clients on a consistent basis. Include:

(a) Amount/frequency of proposed direct services.

Success Centers currently provides evidence-based year-round life skills and job readiness training; one-on-one academic mentoring and tutoring services; and visual arts creative expression/communications development through its programming and services provided to the San Mateo County Probation Department. These services are provided in both detention and community-based settings.

With this proposal, Success Centers seeks to provide (1) career advisory services with assessments and development of an individualized education program (IEP) and access to Employer Spotlights; (2) job readiness skills training based on its established youth services model; and (3) vocational training for youth in detention (both short-term YOBG and long-term JJR youth) in the San Mateo Youth Service Center (YSC). Job readiness training includes life skills and career-related soft skills (possible education needs; social and communication skills; collaboration; respect for peers and trainers; etc.).

Vocational training includes two separate industry-specific programs.

*Green Construction Training integrates hard skills training with life skills, academics, case management, career coaching, and wrap-around services to engage and retain participants. Based on the NABTU (North America Building Trades Union) "Multi Craft Core Curriculum," the program's real-life achievements include the construction of a building or facility, enabling participants who complete the program to earn union-recognized certification allowing them to secure employment above entry-level pay grades.

*Code on Point, is a digital literacy program offering two levels of computer skills training – a basic course in software and hardware skills (based on Microsoft's Basic Computer Literacy Curriculum), followed by hands-on opportunities for participants to learn programming and authoring.

Success Centers' career advisory and job readiness training services are based on its established youth services model. Career advisory services include intake and assessment to establish needs and interests for each youth in the program, and to develop a self-managed IEP that is agreed to by both youth and program staff. Job readiness training includes life skills and career-related soft skills (possible education needs; social and communication skills; collaboration; respect for peers and trainers; etc.). The time involved in each of these two phases varies by client. Employer Spotlights include both virtual and in-person presentations by Bay Area employers, introducing Success Centers clients to the opportunities for jobs at their companies, describing the work they might perform, compensation and benefits, growth and leadership plans for the company in its industry and market, and related pathways for employee advancement

Each vocational program is based on trainings currently provided at Success Centers' San Francisco location and, through this funding, will be adapted to a detention setting. Success Centers proposes a series of 18-week courses, each operating on a 4 hours per day/4 days per week schedule at YSC – leading to 2.5 cohorts per year or 5 complete cohorts over a two-year period.

(b) Promising practices/evidence-based practices to meet the requirements of this RFP. Include the name of each curriculum/intervention to be implemented.

The goals of Success Centers' proposed program are to engage youth in detention in services and positive experiences guided by staff trained in Credible Messenger Mentoring Movement (CM3) practices. These trainers share similar life experiences with current justice-involved young people and are poised to have transformative impact on an individual, family, community, and systemic level.

Additional promising and evidence-based practices include:

- Success Centers' experience working with the San Mateo County Probation Department (see above). The Department's 2021 – 2022 evaluation report cites achievement of two JPCF performance goals (youths improving their soft/hard skills and the number of Employer Spotlights) and two YOBG goals (percentage of youth who reported enhanced knowledge about job readiness and life skills and percent of youth who reported they learned a new skill).
- Programs lead to Department of Labor and industry-recognized certification (Green Construction) and preparation for an industry association certification test (Code on Point).
- Success Centers' history of serving youth in detention and their families for over 40 years. Our service philosophy is based on such evidence-based practices as growth mindset (improving skills with effort, practice, and resilience), restorative justice (re-entry through mutual respect and collaboration), trauma-informed principles (safety, choice, collaboration, trustworthiness and empowerment), and youth development (promoting positive outcomes by providing opportunity; supportive relationships; and engagement with families and communities).
- Elements of the Green Construction Program MC-3 Multi-Craft Core Curriculum include:
 - General orientation to apprenticeship
 - Cardiopulmonary Resuscitation (CPR) and first aid
 - OSHA 10-hour certification course
 - Blueprint reading
 - Applied mathematics for construction applications
 - History of the construction industry and the heritage of the American worker
- Elements of the Digital Literacy / Code on Point Curriculum include:
 - Microsoft Basic Computer Literacy Curriculum
 - Upon completion, participants develop their own game, website, or app.
 - Preparation for the CompTIA (Computing Technology Industry Association) fundamentals certification test.

(c) Needs for physical space and/or equipment, besides what the County will provide.

Success Centers representatives have visited the San Mateo County YSC and propose use of the cafeteria space for the Green Construction Program classroom study and hands-on skills development program. We also propose use of the YSC computer lab and its computers/media and equipment for the Digital Literacy/Code on Point program. We also request secure storage areas for equipment for both programs that may be provided by Success Centers when such equipment is not in use.

(d) How we will meet all other aspects of the scope of work and related requirements stated above.

Success Centers' proposed programming includes regular contact and relationship-building opportunities for participants and the agency's education and employment/life skills staff. These connections will be valuable resources for youth in the program when they are discharged. They will not only continue industry-specific training, job readiness, placement in career-oriented employment, and ongoing support, but they can also connect with other Success Centers re-entry services and referrals to other programs.

(e) Items we cannot provide.

Success Center believes these include permission from San Mateo County Probation Department/YSC staff for operation of specific aspects of our proposed programs and/or use of tools and equipment:

- Access to Wi-Fi and permission to access the web for Digital Literacy/Code on Point
- Types of tools we can use (e.g. hammers, nails, saws, power tools, etc.) for Construction
- Allocation of space for construction of tiny houses or other structures in the cafeteria
- Arrangements for demolition of these structures upon completion of each cohort's program and a budget allocation for this work and subsequent clean-up
- Compliance with existing standards (safety and others) for participants and staff
- Possible adjustments to our proposed program based on negotiation of these issues (i.e. additional tech instructors and/or adjustment to virtual or hybrid presentation of curriculum)

(f) Information on other pertinent services, if any, that we will offer to reduce costs or enhance revenue for the County.

Over the past three years (during the COVID pandemic), Success Centers has adapted its methods for delivery of job readiness, life skills, and other services to include virtual and hybrid (in-person and virtual) interactions between program staff and participants. These options are available for operation of our proposed program if required – not necessarily to reduce costs, but to adapt to unforeseen needs to return to hybrid or virtual modalities.

Note that, while we anticipate approximately 8 – 10 youth in long-term detention (supported with JJR funds) and 16 – 20 youth in short-term detention (supported with YOBG funds), we believe the number of hours per youth will be greater in the JJR-funded population. This is primarily due to two factors: (1) JJR-funded youth are older, with a history of more serious offenses, and will likely remain in the program for a longer period of time; and (2) they have likely completed high school and, without a need to attend education programs in the YSC, will have more time for participation in our proposed program during each day.

Exhibit B: Clients and Services

1. *Tell us about your program, identifying the following:*

(a) *Specific services you will provide. Indicate which curriculums/interventions will be evidence-based.*

Specific aspects of the curricula Success Centers proposes for both the Green Construction and Digital Literacy/Code on Point programs are described in Tab 2, Questions (a) and (b) above, including our incorporation of evidence-based practices, practices validated by empirical evidence and experience, and other promising practices.

The program we propose for delivery to youth in detention at San Mateo County YSC is based on programs Success Centers already delivers to at-risk youth and young adults in its San Francisco. Success Centers' commitment to providing pioneering services that empower clients on their way to careers in lucrative industries began in 1983 and continues to this day – both in partnership with government agencies and without such support.

Our approach involves reaching and engaging young people in need of education and employment training services: **career advisory services** (to connect with them and gain their trust); **job readiness training** (to develop an individual education/employment plan with specific program participation and measures of success); **"Employer Spotlights"** (to introduce them to the business marketplace where they will one day be employed); and **vocational training** (support from Success Centers staff, professionals in private business, unions, and academic institutions to support participation through completion of the program. Success Centers also works with government and policy-oriented organizations to evaluate and improve programs and disseminate lessons learned to other youth-serving professionals.

Perhaps the most significant aspect of Success Centers' approach to providing employment training is our commitment to classroom and hands-on learning that leads to industry-recognized certification. This empowers participants to obtain employment in advanced positions beyond entry-level jobs. Participants who complete our Green Construction Program demonstrate skills included in the NABTU (North America Building Trades Union) "Multi Craft Core Curriculum." Completion of this program is recognized by unions, offering clients additional support beyond those they find with their employer.

Success Centers' programs are designed to be delivered at San Mateo YSC and include plans for continued engagement with re-entry/transition staff at our facilities in San Francisco upon release.

(b) *Where will these services be provided? Geographic location as well as site.*

Proposed services will be delivered in San Mateo Juvenile Hall – Youth Services Center, 222 Paul Scannell Drive, San Mateo, CA 94402. Success Centers proposes use of the YSC Cafeteria for the Green Construction Program and the Computer Lab for the Digital Literacy/Code on Point Program.

(c) *What is the expected timing of these services? (i.e. when will they begin and end, how frequently will they be provided, year-round vs. school year, etc.).*

As described in Tab 2, Question Success Centers proposes a series of 18-week courses, each operating on a 4 hours per day / 4 days per week schedule at YSC – leading to 2.5 cohorts per year or 5 complete cohorts over a two-year period.

One question related to the schedule is how we might adapt an “open entry and exit” program schedule to meet the needs of youth in the San Mateo YSC. Youth enter the YSC and will likely be discharged based on criteria that are independent of their progress in any Success Centers job readiness/life skills programming. Making arrangements for them to get up to speed with participants in an existing cohort upon their entry to the YSC might include recording every scheduled training session and providing youth with access to these recordings to prepare for entry into a cohort or providing other training content for youth who enter the YSC with a short time frame before the start of a new cohort.

For youth who are about to be released, Success Centers can arrange for continued participation in Green Construction and/or Digital Literacy Programs (with needed additional support) at its San Francisco locations. NOTE: Programs based in San Francisco are funded by other sources.

2. Tell us about your target population, including client characteristics and numbers you plan to serve.

Success Centers believes our experience working with youth involved with the San Mateo County Probation Department is a key indicator of youth we can expect to engage in our proposed program.

Youths in detention served Success Centers’ programming totaled 29 in FY 2020 – 2021 and 18 in FY 2021 – 2022. Of all youth for both years (47), just over one-half (56%) of youths identified as Hispanic/Latino, followed by 17% identified as Black/African American, 17% identified as another ethnicity (Other), and 11% identified as Asian/Pacific Islander. All youths identified as male (100%), with an average age of 16.9 years. Their participation in programming averaged 2.9 months, with an average of 53.5 hours of service per youth.

Based on the 62 youth assessed with the Juvenile Assessment and Intervention System (JAIS) in FY 2021 – 2022, 52% scored as high risk for criminogenic list, 29% scored as moderate risk, and 19% as low risk.

A larger look at Success Centers’ target population shows that we work with youth on probation, youth at risk, and their families in all the communities we serve. For over 40 years, we have provided services to any marginalized individual to support their movement to a more productive life. Our clients are overwhelmingly low and very low-income people of color; many are members of the re-entry population, homeless, or recently homeless. They include family violence survivors, disconnected transitional-aged youth, and residents of public housing. Approximately 48% are African American, 34% are Latinx, 13% are two or more races, and the remainder are white, Asian, or other.

They face multiple barriers in accessing support they need to attain career goals. They have been affected by generations of systemic racism, including the War on Drugs, disproportional incarceration rates, red-lining, poor education, and uneven distribution of wealth. Personal barriers include dropping out of school, lack of job skills training, limited or no access to information about programs available to help them, and behavioral health disorders. Success Centers welcomes all, insists on their capacity to contribute meaningfully through employment, and instills confidence in their ability to succeed.

Based on experience working with youth in detention in both San Mateo and San Francisco Counties, we estimate that our program will serve between 8 and 10 youth in long-term detention and between 16 to 20 youth in short-term detention – for a total of 24 to 30 youth at any time during each program year.

3. Please complete the following for each direct service provided (chart).

The following chart shows the hours of services to be provided by our proposed program per program year. Each program will operate with its own program manager/trainer who will provide our curriculum on the proposed schedule of 4 hours per day, 4 days per week, year-round. Training programs are designed to be completed over an 18-week schedule for each cohort – equaling 2.5 cohorts per year (5 complete cohorts over two years).

As noted in Tab 2, Question (a), Success Centers proposes a program including four distinct services:

1. Career advisory services (Intake, assessment, development of an IEP).
2. Job readiness training (life skills and soft skills to enhance success in vocational training).
3. Employer spotlights (presentations by Bay Area employers)
4. Vocational training (delivery of Green Construction and Digital Literacy/Code on Point curricula).

Number of staff and number of projected hours are based on the detailed list of staff proposed for this program included in Tab 1, Exhibit A, Chart below “3. Success Centers has completed all contracts in good standing” (Begins with “Personnel Name”). The number of staff equals the sum of all FTE allocations for staff assigned to that service; hours equal that total percentage times 2,080 hours (40 hours per week times 52 weeks).

Client numbers are based on the number of youth in the program at any given time.

Direct Service Type	Number of Staff Providing Services	Number of Projected Hours	Number of Projected Clients
1. Career Advisory Services Delivered to all youth (JJR and YOBG funded)	0.10	100	24 - 30
2. Job Readiness Training Delivered to all youth (JJR and YOBG funded)	0.60	1,248	24 – 30
3. “Employer Spotlights” Presentations Delivered to all youth (JJR and YOBG funded)	0.15	100	24– 30
4. Vocational Training (Construction & Digital) delivered to all JJR and some YOBG youth)	1.20	2,496	16 – 20

Tab 3: Protocols for Addressing Concerns

a) In the event of a routine problem, who is to be contacted within your organization?

Any problem or concern should be addressed to the Chief Executive Officer.

b) In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them.

Any problem identified by the County, its clients/patients, and/or other applicable constituents would be brought to the attention of the Chief Executive Officer. The Chief Executive Officer would then assess the problem and determine how to best address the specific situation. The Chief Executive Officer would respond to the County, its client/patient, and/or other applicable constituent within one week.

TAB 4: Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization

1. List any current licensure, HIPAA, non-discrimination claims against you/your organization and those having occurred in the past five years, especially any resulting claims or legal judgements against you.

There have been no licensure, HIPAA, non-discrimination claims against Success Center in the past five years.

Direct Personnel costs:

Career Advising

Intake, Assessment, and Individualized Service Plan (IEP) Strategy for Program Candidates

Job Readiness Training (JRT)/Life Skills Workshops

Services to prepare program participants for career, work, and life opportunities

Employer Spotlights

Opportunities for program participants to learn about careers and active job listings from various employers and for different occupations

Vocational Training

Construction training providing hard skills, hands-on, and theoretical training for the industry. Programs are based on curricula developed by industry associations and lead to recognized certifications

Digital training provides basic computer skills, IT networking, marketing, and web development training. Program completers create a culminating project for a basic app or internet splash page. Program completers are introduced to the industry's CompTIA certification test.

Direct Operating Costs

Program Materials

Purchase/procurement to support instructional needs for the construction and digital training components of the program, i.e. lumber, hand tools, curriculum, etc.

Program Travel

Cost of staff transportation to the YSC facility from Success Centers program sites

Telecommunications

Cost of doing business (training programs, intake/assessment meetings with department leadership, etc. in a hybrid operating environment)

Mentor Training/Professional Development

Enrollment in courses that ensure trainers and program staff have youth development and other professional qualifications to maintain the agency's cutting edge program delivery skills

Indirect Costs @ 10%

Cost of doing business to support the program, including insurance, bank fees, accounting, rent, evaluations, administrative management and oversight, etc.

Name of Program: Success Centers - Youthful Offender Block Grant (YOGB)

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23- 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Career Advising - YOGB	2	\$44.05	Number of Clients	10	12	12	10	20
			Number of Hours	59.3	90	90	90	329.33
			Amount (Rate * Hours * Staff)	\$5,227.58	\$7,929.47	\$7,929.47	\$7,929.47	\$29,016.00
JRT/life Skill Workshops - YOGB	4	\$35.09	Number of Clients	10	12	12	10	20
			Number of Hours	28.7	40	40	40	148.67
			Amount (Rate * Hours * Staff)	\$4,023.10	\$5,613.63	\$5,613.63	\$5,613.63	\$20,864.00
Employer Spotlights - YOGB	3	\$33.41	Number of Clients	10	12	12	10	20
			Number of Hours	38.6	40	40	45	163.56
			Amount (Rate * Hours * Staff)	\$3,864.15	\$4,008.91	\$4,008.91	\$4,510.03	\$16,392.00
A. Direct Personnel Costs Total				\$13,114.83	\$17,552.02	\$17,552.02	\$18,053.13	\$66,272.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/23- 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Program Materials	Amount	\$200.00	\$200.00	\$100.00	\$50.00	\$550.00
Program Travel	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Telecommunications	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Mentor Training/Professional Development	Amount	\$100.00	\$100.00	\$100.00	\$100.00	\$400.00
B. Direct Operating Costs Total		\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00

	Quarter 1 (7/1/23- 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$13,114.83	\$17,552.02	\$17,552.02	\$18,053.13	\$66,272.00
B. Direct Operating Costs Total	\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00
Total Direct Program Costs (A + B)	\$13,814.83	\$18,252.02	\$18,152.02	\$18,603.13	\$68,822.00
C. Indirect Costs (10%)	\$1,381.48	\$1,825.20	\$1,815.20	\$1,860.31	\$6,882.20
TOTAL FY 2023-24 BUDGET	\$15,196.31	\$20,077.22	\$19,967.22	\$20,463.45	\$75,704.20

Name of Program: Success Centers - Youthful Offender Block Grant (YOGB)

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

Budget Projections

A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 <small>(7/1/24 - 9/30/24)</small>	Quarter 2 <small>(10/1/24 - 12/31/24)</small>	Quarter 3 <small>(1/1/25 - 3/31/25)</small>	Quarter 4 <small>(4/1/25 - 6/30/25)</small>	FY 2024-25 Total
Career Advising - YOGB	2	\$44.05	Number of Clients	10	12	12	10	20
			Number of Hours	59.33	90.0	90.0	90.0	329.33
			Amount (Rate * Hours * Staff)	\$5,227.58	\$7,929.47	\$7,929.47	\$7,929.47	\$29,016.00
JRT/life Skill Workshops - YOGB	4	\$35.09	Number of Clients	10	12	12	10	
			Number of Hours	28.67	40	40	40	148.67
			Amount (Rate * Hours * Staff)	\$4,023.10	\$5,613.63	\$5,613.63	\$5,613.63	\$20,864.00
Employer Spotlights - YOGB	3	\$33.41	Number of Clients	10	12	12	10	20
			Number of Hours	38.6	40.0	40.0	45.0	163.56
			Amount (Rate * Hours * Staff)	\$3,864.15	\$4,008.91	\$4,008.91	\$4,510.03	\$16,392.00
A. Direct Personnel Costs Total				\$13,114.83	\$17,552.02	\$17,552.02	\$18,053.13	\$66,272.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 <small>(7/1/24 - 9/30/24)</small>	Quarter 2 <small>(10/1/24 - 12/31/24)</small>	Quarter 3 <small>(1/1/25 - 3/31/25)</small>	Quarter 4 <small>(4/1/25 - 6/30/25)</small>	FY 2024-25 Total
Program Materials	Amount	\$200.00	\$200.00	\$100.00	\$50.00	\$550.00
Program Travel	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Telecommunications	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Mentor Training/Professional Development	Amount	\$100.00	\$100.00	\$100.00	\$100.00	\$400.00
B. Direct Operating Costs Total		\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00

	Quarter 1 <small>(7/1/24 - 9/30/24)</small>	Quarter 2 <small>(10/1/24 - 12/31/24)</small>	Quarter 3 <small>(1/1/25 - 3/31/25)</small>	Quarter 4 <small>(4/1/25 - 6/30/25)</small>	FY 2024-25 Total
A. Direct Personnel Costs Total	\$13,114.83	\$17,552.02	\$17,552.02	\$18,053.13	\$66,272.00
B. Direct Operating Costs Total	\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00
Total Direct Program Costs (A + B)	\$13,814.83	\$18,252.02	\$18,152.02	\$18,603.13	\$68,822.00
C. Indirect Costs (10%)	\$1,381.48	\$1,825.20	\$1,815.20	\$1,860.31	\$6,882.20
TOTAL FY 2024-25 BUDGET	\$15,196.31	\$20,077.22	\$19,967.22	\$20,463.45	\$75,704.20

Name of Program:

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

Budget Projections

A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Career Advising - YOGB	2	\$44.05	Number of Clients	10	12	12	10	20
			Number of Hours	59.33	90.00	90.00	90.00	329.33
			Amount (Rate * Hours * Staff)	\$5,227.58	\$7,929.47	\$7,929.47	\$7,929.47	\$29,016.00
JRT/life Skill Workshops - YOGB	4	\$35.09	Number of Clients	10	12	12	10	20
			Number of Hours	28.67	40.00	40.00	40.00	148.67
			Amount (Rate * Hours * Staff)	\$4,023.10	\$5,613.63	\$5,613.63	\$5,613.63	\$20,864.00
Employer Spotlights - YOGB	3	\$33.41	Number of Clients	10	12	12	10	20
			Number of Hours	38.56	40.00	40.00	45.00	163.56
			Amount (Rate * Hours * Staff)	\$3,864.15	\$4,008.91	\$4,008.91	\$4,510.03	\$16,392.00
A. Direct Personnel Costs Total				\$13,114.83	\$17,552.02	\$17,552.02	\$18,053.13	\$66,272.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Program Materials	Amount	\$200.00	\$200.00	\$100.00	\$50.00	\$550.00
Program Travel	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Telecommunications	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Mentor Training/Professional Development	Amount	\$100.00	\$100.00	\$100.00	\$100.00	\$400.00
B. Direct Operating Costs Total		\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$13,114.83	\$17,552.02	\$17,552.02	\$18,053.13	\$66,272.00
B. Direct Operating Costs Total	\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00
Total Direct Program Costs (A + B)	\$13,814.83	\$18,252.02	\$18,152.02	\$18,603.13	\$68,822.00
C. Indirect Costs (10%)	\$1,381.48	\$1,825.20	\$1,815.20	\$1,860.31	\$6,882.20
TOTAL FY 2025-26 BUDGET	\$15,196.31	\$20,077.22	\$19,967.22	\$20,463.45	\$75,704.20

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$66,272.00	\$66,272.00	\$66,272.00	\$198,816.00
B. Direct Operating Costs Total	\$2,550.00	\$2,550.00	\$2,550.00	\$7,650.00
Total Direct Program Costs (A + B)	\$68,822.00	\$68,822.00	\$68,822.00	\$206,466.00
C. Indirect Costs Total	\$6,882.20	\$6,882.20	\$6,882.20	\$20,646.60
TOTAL PROGRAM BUDGET	\$75,704.20	\$75,704.20	\$75,704.20	\$227,112.60

Name of Program: Success Centers - JRR

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23- 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Career Advising - JRR	2	\$44.05	Number of Clients	8	10	10	8	10
			Number of Hours	74.3	85	85	85	329.33
			Amount (Rate * Hours * Staff)	\$6,549.16	\$7,488.95	\$7,488.95	\$7,488.95	\$29,016.00
JRT/Life Skill Workshops - JRR	4	\$35.09	Number of Clients	8	10	10	8	10
			Number of Hours	33.7	35	40	40	148.67
			Amount (Rate * Hours * Staff)	\$4,724.81	\$4,911.93	\$5,613.63	\$5,613.63	\$20,864.00
Vocational Training - JRR	7	\$42.00	Number of Clients	8	10	10	8	10
			Number of Hours	75.4	75	75	75	300.38
			Amount (Rate * Hours * Staff)	\$22,161.00	\$22,049.00	\$22,049.00	\$22,049.00	\$88,308.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$33,434.96	\$34,449.88	\$35,151.58	\$35,151.58	\$138,188.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/23- 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Program Materials	Amount	\$200.00	\$200.00	\$100.00	\$50.00	\$550.00
Program Travel	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Telecommunications	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Mentor Training/Professional Development	Amount	\$100.00	\$100.00	\$100.00	\$100.00	\$400.00
B. Direct Operating Costs Total		\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00

	Quarter 1 (7/1/23- 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$33,434.96	\$34,449.88	\$35,151.58	\$35,151.58	\$138,188.00
B. Direct Operating Costs Total	\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00
Total Direct Program Costs (A + B)	\$34,134.96	\$35,149.88	\$35,751.58	\$35,701.58	\$140,738.00
C. Indirect Costs (10%)	\$3,413.50	\$3,514.99	\$3,575.16	\$3,570.16	\$14,073.80
TOTAL FY 2023-24 BUDGET	\$37,548.46	\$38,664.86	\$39,326.74	\$39,271.74	\$154,811.80

Name of Program:

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Career Advising - JRR	2	\$44.05	Number of Clients	8	10	10	8	10
			Number of Hours	59.33	90.00	90.00	90.00	329.33
			Amount (Rate * Hours * Staff)	\$5,227.58	\$7,929.47	\$7,929.47	\$7,929.47	\$29,016.00
JRT/Life Skill Workshops - JRR	4	\$35.09	Number of Clients	8	10	10	8	10
			Number of Hours	33.67	35.00	40.00	40.00	148.67
			Amount (Rate * Hours * Staff)	\$4,724.81	\$4,911.93	\$5,613.63	\$5,613.63	\$20,864.00
Vocational Training - JRR	7	\$42.00	Number of Clients	8	10	10	8	10
			Number of Hours	75.38	75.00	75.00	75.00	300.38
			Amount (Rate * Hours * Staff)	\$22,161.00	\$22,049.00	\$22,049.00	\$22,049.00	\$88,308.00
			Number of Clients					0
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					0
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$32,113.38	\$34,890.40	\$35,592.11	\$35,592.11	\$138,188.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Program Materials	Amount	\$200.00	\$200.00	\$100.00	\$50.00	\$550.00
Program Travel	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Telecommunications	Amount	\$200.00	\$200.00	\$200.00	\$200.00	\$800.00
Mentor Training/Professional Development	Amount	\$100.00	\$100.00	\$100.00	\$100.00	\$400.00
B. Direct Operating Costs Total		\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$32,113.38	\$34,890.40	\$35,592.11	\$35,592.11	\$138,188.00
B. Direct Operating Costs Total	\$700.00	\$700.00	\$600.00	\$550.00	\$2,550.00
Total Direct Program Costs (A + B)	\$32,813.38	\$35,590.40	\$36,192.11	\$36,142.11	\$140,738.00
C. Indirect Costs (10%)	\$3,281.34	\$3,559.04	\$3,619.21	\$3,614.21	\$14,073.80
TOTAL FY 2025-26 BUDGET	\$36,094.72	\$39,149.44	\$39,811.32	\$39,756.32	\$154,811.80

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$138,188.00	\$138,188.00	\$138,188.00	\$414,564.00
B. Direct Operating Costs Total	\$2,550.00	\$2,550.00	\$2,550.00	\$7,650.00
Total Direct Program Costs (A + B)	\$140,738.00	\$140,738.00	\$140,738.00	\$422,214.00
C. Indirect Costs Total	\$14,073.80	\$14,073.80	\$14,073.80	\$42,221.40
TOTAL PROGRAM BUDGET	\$154,811.80	\$154,811.80	\$154,811.80	\$464,435.40

TAB 6: Quality/Program Evaluation

1) Describe how your agency/organization currently uses data to inform your work with clients.

Success Centers is committed to maintaining thorough and accurate documentation via hard copy and electronic data systems. Each participant has a paper file that contains intake information, demographic data, records (if any) from referral and other agencies, permissions and consents, and related information. Outcomes are tracked electronically in the Casebook database for all participants in the program and are used for program evaluation and to guide program development.

Quarterly, the Success Center Data Management Team consisting of the CEO, COO, and the Data Management Team Leader will meet with program management to review program performance to date, identify trends, review goals, ensure compliance with funder expectations, and identify any needed modifications.

Success Centers has contracted with Bookr for data management services. They will review all funder requirements, ensure Casebook, our data management program, is compliant with those requirements, and produce bi-weekly reports to management on intakes, discharges and missing data.

2) Describe your organizations current capacity to successfully collect the required data specified in Section II - SCOPE OF WORK AND SPECIAL PROVISIONS, II.3, B. 1. Data reports will be required on a quarterly basis; describe how your organization will ensure the timely submission of data.

Success Centers has the capacity to successfully implement data collection for all required reporting. As detailed in Tab 1, the agency manages multiple government contracts for workforce services including contracts with the US Dept. of Labor, the SF Office of Economic and Workforce Development, the Oakland Workforce Investment Board, and the SF Dept. of Children, Youth and their Families, among others. Systems are in place to monitor and ensure timely transmission of data and all programs are in full compliance with funder's data expectations.

For this program, Success Centers' Data Management Team will be responsible for ensuring that all required data fields are incorporated into our Casebook database prior to the implementation of services. This will include the demographics, level of service delivery, and outcomes achieved. The Program Manager will be responsible for training all staff in the data system and for oversight of data collection. Staff are required to enter data on a daily basis to ensure the program management has access to real time data on the program functioning.

The Program Manager will be supported by Success Centers' data management team who will do weekly audits of paper and electronic files, transitioning to monthly reviews as the team becomes fluent in the systems. The Program Manager is responsible for timely submission of data with oversight from the Chief Operating Officer.

3) List method(s) by which your agency currently tracks Units of Service (Program Level Data). This may include databases and/or software.

As described above, staff enter data into Casebook on a daily basis as services are delivered. In addition, the program maintains logs of workshops and JRT sessions offered. At month's end, the Program Manager is responsible for compiling data from the platform and submitting it to the CFO for development of the quarterly invoices.

TAB 7: References

Chief Katherine Miller
SF Juvenile Probation Department
375 Woodside Ave.
San Francisco, CA 94127
415/753-7556
katherine.miller@sfgov.org

Jazmine Dawson, Director of Violence Prevention Services
Department of Children Youth and Families
1390 Market Street, 9th Floor
San Francisco, CA 94102
415/554-8990
jazmine.dawson@dcyf.org

Shelly Johnson, Principal, SMCOE
Court & County School 101 Twin Dolphin Dr.
Redwood City, CA 94065
415/298-2355
sjohnson@smcoe.org

Tab 8: Statement of Compliance with County Contractual Requirements

Success Centers confirms that it has received the standard contract template. Success Centers confirms its commitment and ability to comply with each of the terms of the County's standard template contract, including but not limited to the following:

- Hold Harmless provision
- Liability Insurance requirements
- Non-discrimination policy
- Equal Employment Opportunity requirements
- Equal Benefits Ordinance
- Living Wage Ordinance
- Jury Service Ordinance
- All other provisions of the County's standard template contract

In addition, Success Centers agrees to have any disputes regarding the contract venued in San Mateo County or Northern District of California. Success Centers has no objections to any terms in the County's standard contract template and is prepared to sign the County standard contract template as is.



San Mateo County
Tabulation Report RFP #PROB 2022_004 - Youth
Activities and Mental Health Services
Vendor: The Beat Within

General Comments:

General Attachments: The Beat Within_ Exhibit C - RFP_2023-26_Budget Spreadsheet YOBG - JJRBG.xlsx
TheBeatWithin_RFP No. PROB 2022-004 .pdf

The Beat Within
A Weekly Publication of Writing and Art from the Inside



The Beat Within
P.O. Box 34310
San Francisco, CA 94134

phone: (415) 890-5641 web: www.thebeatwithin.org

The Beat Within a program of Intersection for the Arts

**County of San Mateo Request for Proposals (RFP) for
Youth Activities and Mental Health Services**

Probation Department

RFP No. PROB 2022-004



The Beat Within
P.O. Box 34310
San Francisco, CA 94134

phone: (415) 890-5641 web: www.thebeatwithin.org

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Tony Burchyns
Management Analyst
Institutions Services Division
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

January 4, 2023

Dear Mr. Burchyns:

On behalf of the incarcerated youth supported by The Beat Within (TBW) at the Youth Service Center in San Mateo County, we respectfully submit this response to the Youth Activities and Mental Health RFP for funding from both the Youth Offender Block Grant (YOBG) and the Juvenile Justice Realignment Block Grant Program (JJRBG). TBW is requesting \$85,000 in funding through these two streams, and we are willing and able to perform the commitments contained in the proposal and have not violated the terms of this RFP.

TBW's weekly workshops empower incarcerated youth to use the artistry of the written word through poetry, prose, and storytelling to connect to their inner voice. This process enables the most at/in/high-risk youth to process and reflect upon the actions or situations that lead to their incarceration and wider community impact - it acts as a catalyst for youth to make different and more positive decisions in their future. Further, the workshops fulfill the needs of the department to provide prosocial, emotional regulation/coping skills, and family engagement for detained youth in San Mateo County.

We are so excited to build on our current experience and continue to build on the weekly consistent programming that we started in San Mateo County over 6 years ago and have continued through COVID to this day! I would love the opportunity to show you our programs in person and would be more than happy to arrange a visit around your schedule. In the meantime, if you have any questions about our programs, please don't hesitate to call me at 415-890-5641 or via fax at 415-626-1636 or via email at dinocencio@thebeatwithin.org. I extend my sincerest appreciation to you in advance for your careful consideration of our work.

Sincerely,

David Inocencio
Founder and Director

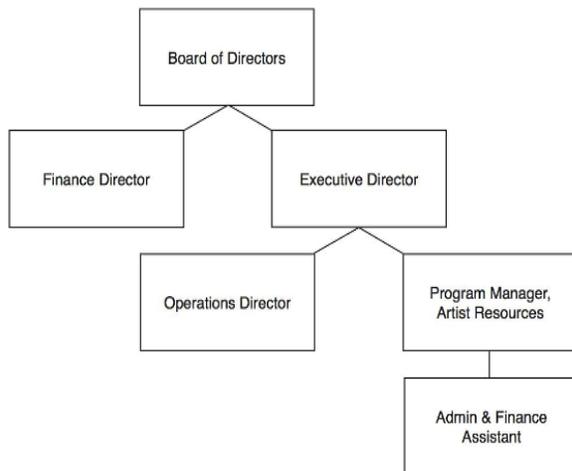
Tab 1: Qualifications and Experience

Since 1996, The Beat Within (TBW) has been committed to its mission to provide incarcerated youth with a forum where they can write about the things that matter to them, explore how they have lost connection with those things they value, and consider how they might re-connect to positive situations in their lives through the power of written word and visual art. TBW's primary commitment is to provide detained youth with weekly writing, art, and conversation workshops that provide them with a safe space to share their ideas and personal experiences while promoting literacy, expression, critical thinking skills, and supportive relationships with the community. TBW was founded in San Francisco, when David Inocencio, former assistant director of the Detention Diversion Advocacy Program, decided to offer writing workshops to youth detained in San Francisco's Juvenile Hall. The Beat Within printed its first publication in 1996, following the murder of rapper Tupac Shakur, when young people sought ways to express their intense feelings of loss. Originally, the work was printed in a 6-page magazine, which was brought back to the youth in detention the following week. Today, the magazine is 70 pages and printed twice monthly. For many, it continues to be their first positive recognition that they have a voice worthy of an audience.

Through over 25 years of unique one-of-a-kind programming, TBW has emerged as a pillar in the juvenile justice community. In March 2022, David was honored at the 17th Annual Harry Frank Guggenheim Symposium on Crime in America with the Justice Trailblazer Award, from the John Jay College of Criminal Justice. The symposium honors a media or media-related organization for its cutting-edge work in promoting understanding about the challenges of criminal justice. Over the years, TBW has received other significant awards and honors including, but not limited to: Pass Award, National Council on Crime and Delinquency, 2004; Jefferson Award, Nobel Prize for Public Service, 2005; and Bill Graham Award, 2008. In 2011, TBW received the Silver Heart award, from the Society of Professional Journalism, to honor those whose careers reflect an extraordinary dedication to "Giving Voice to the Voiceless." In 2016, David was one of thirty people honored in the United States by Equal Voice News with the 2016 Cesar Chavez Day Hero Award. In honor of Cesar Chavez's civil rights contribution, David was recognized for bettering his community through the work of The Beat Within.

A dedicated staff of 3 FTE and 12 PTE along with many, many of volunteers run TBW programs. All employees and volunteers are fully trained and screened by TBW and comply with all organization policies and procedure protocols. Our facilitators—diverse in age, ethnicity, and background—support TBW's mission and desire to help incarcerated and at-risk youth. All facilitators are live scanned, fingerprinted, background checked, screened, and trained by TBW staff. TBW is a Member of Intersection for the Arts (IFTA). IFTA provides resources, community, and cultural space in order to contribute to the sustainable practices of artists and arts organizations in the San Francisco Bay Area. IFTA is San Francisco's oldest alternative arts space, providing fiscal sponsorship, networking, consulting, and presenting opportunities to artists.

TBW designates a team of 2 FTE employees and 2 PTE employees for workshops at San Mateo County operating two workshops per week, this number can go up to three or four workshops per week should the Probation Department separate out the transitional age youth during the funding period in response to the DOJ closures bringing young offenders aged 18-25 back to their counties in the coming months of 2023. Additional employees and volunteers are responsible for typing, editing, and publishing the twice monthly magazine and reporting on the terms of the proposal. The Beat Within management line of authority follows the organizational chart below:



Today, TBW staff and volunteers serve over 7,500 youth annually through workshops operated across California county juvenile halls including San Francisco, Alameda, Marin, San Bernardino, Santa Clara, San Mateo, Santa Cruz, Solano, Sacramento, San Diego, Riverside, and Los Angeles counties. Outside of California, TBW workshops operate in New Mexico, Oregon, Michigan, Montana, and Louisiana. The Beat Within has partnered with education and criminal justice programs at the University of California at Berkeley, Stanford University, San Francisco State, California College of the Arts, the University of Hawaii, the University of Redlands, and Portland State University.

Every week (50 weeks annually), TBW facilitators lead one-hour workshops on juvenile hall units in San Mateo County. Workshops average 10-15 participants. Workshop facilitators provide a set of topics (in English and Spanish) to invite and encourage incarcerated youth to offer their perspectives on personal, civic, and ethical issues. During the hour, participants write, and the adult facilitators provide feedback and help with the writing process as well as with the stories youth tell. By sharing their pains, memories, mistakes, and hopes, we know they can help to inform the system and teach the community outside about the root causes of juvenile delinquency. The magazine embodies the spirit of community and family that youth are deprived of while in confinement. It is the first time many young participants realize an identity for themselves that is beyond criminal, or gang related. Youth discover that they can be writers and have a safe place to express their feelings and thoughts.

TBW's most significant accomplishment is our consistency that we show up for youth who are not used to someone being there for them every week, even during a pandemic. As an essential provider, our presence and dedication are a powerful tool in the struggle to bolster self-worth in a place that is extremely isolating and lonely. TBW is the only program of its kind, there is NO other program that we know of that provides weekly creative writing workshops to youth and then, also publishes the writing and art from the weekly workshops into two monthly magazines (70 pages) that are printed and delivered back to program participants every 2 weeks. Through the creative arts, TBW works towards improving literacy, giving incarcerated youth a voice, and connecting youth with positive adult role models. Without understanding the individuals behind the statistics, the system, society, families, and communities cannot properly support the individual. By sharing the stories of the voiceless, of those under the radar, and those who need their stories told the most.

The Beat Within's unique workshop to publication process gives youth a safe place to express their emotions so that critical self-knowledge can take place. However, it is the consistent presence of both the workshop encounter and the personalized editorial response to each submission that encourages youth to develop a literate practice. A habit of reflection that increases the likelihood of sustained, positive engagement with their families and communities once they return.

Through the power of creative writing, TBW will promote positive changes in the youth, their families, and communities by empowering youth to reflect on the situations that landed them in juvenile detention. Helping youth to access positive development skills to empower them to brighter futures. TBW detention-based workshops address Pro-social Skills, Emotional Regulation and Coping Skills, and Family Engagement of the positive youth development model as recommended for incarcerated youth populations. Providing youth with creative and literary arts programming, TBW enables youth to develop pro-social skills including positive self-esteem building, positive social interactions and positive relationship building.

TBW mentoring empowers youth to use the creative and literary arts to develop positive coping skills and emotional regulation through the art and act of writing. Through participation youth can expect to: Build self-esteem so that their voices matter; Facilitate meaningful connections between incarcerated youth and adults to smooth the transition back to the community; and develop a literacy practice. Our presence and dedication are a powerful tool in the struggle to bolster self-worth.

TBW amplifies these stories to empower healing, reflecting, better choices, literacy, and the creative arts. Our unique group of dedicated staff, volunteers and system partners allow us to be proximate to these youth in a way few other programs targeting incarcerated youth can. We retain the trust of both the youth and their families as well as of probation departments across California. Our distribution network ensures that the public, elected officials, activists, and organizers can hear the experiences of incarcerated youth directly. By sharing the stories of the voiceless, of those under the radar, and those who need their story told the most, incarcerated young people can continue a constructive dialogue with their community.

TBW's unique approach combines writing, literacy, mentoring, creative arts, conversation, and positive youth development to create a safe physical/virtual space for youth to share their ideas, reflect, and look forward to a brighter future. TBW measures program impact over a year through 50 weeks of consistent programming, improving youth's ability to connect to the written word, developing self-esteem, and engaging in positive relationships with the program. TBW gives a voice to the voiceless, a story to the stereotype, and a face to the faceless.

Exhibit A: Proposer’s Statements

1. List contracts completed in last three years for services with youth in detention and/or re-entry services.

Year	Contracting Agency	Type of Service	Location	Amount
June 2022- Will be renewed	Los Angeles County of Education	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$250,000
June 2022- Renewed below	San Diego County OED and Probation Services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility: 1 Location	\$126,000
June 2022- Renewed below	San Francisco City and County DCYF	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$310,000
June 2022- Renewed below	Sonoma County Probation Services	Bi-Monthly Workshops and Magazine Publication	Juvenile Justice Facility	\$100,000
June 2022- Renewed below	Santa Clara County Probation Services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$50,000
June 2022- Renewed below	Alameda County Probation Services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$50,000
June 2022- Renewed below	Santa Cruz County Probation Services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$50,000

2. List contracts, or other commitments (e.g. consulting arrangements), currently in force.

Year	Contracting Agency	Type of Service	Location	Amount
July 2022	San Diego County OED and Probation services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility: 2 Locations	\$400,000
July 2022	Sacramento County Probation Services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$78,000
July 2022	San Francisco City and County DCYF	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$408,025
July 2022	Sonoma County Probation Services	Bi-Monthly Workshops and Magazine Publication	Juvenile Justice Facility	\$100,000
July 2022	Santa Clara County Probation Services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$100,000
July 2022	Alameda County Probation Services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$50,000
July 2022	Santa Cruz County Probation Services	Weekly Workshops and Magazine Publication	Juvenile Justice Facility	\$50,000

3. Provide details of any failure or refusal to complete a contract.

Not Applicable to The Beat Within

4. Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.

Personnel Name	FTE/Salary	Applicable Degrees (Degree-Year-Institution)	Professional Licenses - Certifications for EBP	Child & Adolescent Needs and Strengths (CANS) Assessment Tool Certification
David Inocencio	\$95,000	Director and Founder of The Beat Within	TBW is a Service Provider NOT a Case Manger	Check one: <input checked="" type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
Lisa Lavaysse	\$85,000	Program Director of The Beat Within	TBW is a Service Provider NOT a Case Manger	Check one: <input checked="" type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
Michael Kroll	\$39/Hour	Beat Within Master Facilitor for 20+ years	TBW is a Service Provider NOT a Case Manger	Check one: <input checked="" type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
Sarah Cummings	\$24/Hour	Beat Within Alum	TBW is a Service Provider NOT a Case Manger	Check one: <input checked="" type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____
Alyssa Maano	\$29/Hour	Beat Within Training Facilitor	TBW is a Service Provider NOT a Case Manger	Check one: <input checked="" type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: _____

Tab 2: Project Philosophy and Service Model

The Beat Within (TBW) has 26 years of experience delivering programs to incarcerated youth in California and nationwide. The Beat Within was founded, grounded, and formed in the San Francisco Juvenile Justice Center in 1996 and carries this experience to every juvenile lockdown facility it has worked in since. TBW believes strongly in the power of collaboration and working together to improve the lives of our city's high/at/in-risk youth. Through over 26 years of doing the good work, TBW has formed positive relationships with the staff, probation officers, and directors at all juvenile detention facilities in which it has worked. Through this unique one-of-a-kind programming, TBW has emerged as a pillar in the juvenile justice community.

Each week (50 weeks a year) paid, and volunteer facilitators hold one-hour workshops on juvenile hall units and in the community across the San Francisco Bay Area and beyond. Since April 2020, these workshops have pivoted to a synchronous virtual platform in response to COVID-19. We returned to an in-person format in Feb 2022. Despite logistical challenges, each week, TBW continues to staff delivers snack incentives and issues of the twice monthly magazine to youth and continues to provide consistent weekly writing workshops (for the last 6 years). TBW was one of the only programs serving the Youth Service Center to provide weekly programming in the first months of the pandemic, working seamlessly with facility staff to provide youth with the ongoing support, commitment, and programming during a time of unprecedented isolation and uncertainty.

In San Mateo County, workshops are facilitated at the county juvenile hall facilities. Each workshop averages 10-15 participants to serve 20-30 youth weekly. Currently all transitional age youth (TAY) aged 18-25 are in the same units as the general population youth at the Youth Services Center. As the DJJ closes, TAY youth will be returning to their respective counties and become wards of Probation Services. TBW is prepared to offer additional workshops to support these youth as this transition occurs during the funding period. At workshops, all youth are provided with pencils, paper, the latest issue of the magazine, and a set of topics (in English and Spanish) to invite and encourage youth to offer their perspectives on personal, civic, and ethical issues. Youth engage with the facilitator, topics, and peers to write from the heart. After the workshop the writing is typed and responded to and submitted for publishing (along with any art) in the bi-monthly magazine. The 70+ page magazine embodies the spirit of community and family that youth are deprived of while in confinement. It is the first time many young participants realize an identity for themselves that is beyond criminal, or gang related. Youth discover that they can be writers and have a safe place to express their feelings and thoughts. Youth in juvenile detention facilities receive one-hour workshops every week for 50 weeks annually.

The Beat Within proposes to continue facilitating 100 weekly workshops through the YOBG for the Youth Service Center's general population and 50 weekly workshops annually through the JJRBG Program for transitional age youth at the Youth Service Center. For each workshop, TBW requests a quiet space for youth to work. Staff, counselors and institutional support and encouragement of youth participation in The Beat Within is crucial for program success. Beyond this, TBW operates programs on the units requiring only pencils, tables, and chairs for the participating youth to sit and write. The Beat Within meets the scope of work priorities of Arts-Based interventions providing hands-on opportunities for judicially involved youth to express their ideas and thoughts through the arts in the form of creative writing and drawing. Additionally, through this process youth will develop emotional regulation and coping skills, develop pro-social skills, and develop positive youth development skills.

Workshops provide youth with writing and conversation during which they engage in the literary arts and form positive mentor relationships with community members. TBW workshops engage youth in current events, political events, emotional events, and complex engaging topics to consider one's position not only within one's own life, but in one's responsibility to the community and the world at large. This is a critical step towards positive youth development and connection. From here youth self-reflect and grow to develop complex reasoning and processes to empower them to make wiser choices, become resilient, self-sufficient members of the community upon re-entry. A habit of reflection that increases the likelihood of sustained, positive engagement with their families and communities once they return.

Through work with incarcerated youth, TBW can guarantee that the wisdom that incarcerated youth have gained and the lessons they have learned resonate throughout the community. We know of no better tool toward achieving this end than the arts. Through partnerships with organizations and individuals, TBW constructs bridges between incarcerated youth and the community that aims to support their progress towards a healthy, non-violent, and productive life. TBW encourages San Mateo County's highest-risk youth to engage with the arts, to have a voice, to participate in local and global discourse, and positively express oneself through the arts through self-reflection, community reflection, family reflection, and global reflection. In order to continue to implement these critical community workshops, TBW requires funds to meet a dire need to give a voice to the voiceless so that they can grow, evolve, and become the positive person they are capable of becoming.

Given the nature of working within Juvenile Detention Facilities, TBW "curriculum" developed to be non-standard, innovative, inclusive, and self-contained to address the needs and fluctuation of the population. This means that each one-hour TBW workshop is conclusive and the work from one workshop does not continue to another session, but ongoing participation leads to the key objectives discussed in this RFP response making it possible for any new youth to easily join the workshop. TBW explains the guidelines and rules of publication at every workshop as a review for old participants and instructions for new participants. TBW brings the weekly topics, which are read aloud and discussed as a group. Every two weeks TBW also brings the newest edition of the published magazine with art and writing for all workshop participants to keep. TBW relies on this format to recruit youth into the program and engage/re-engage participants.

TBW gives a voice to the voiceless, a story to the stereotype, a face to the faceless, and compels empathy for a population that is misunderstood. The most powerful way to change perceptions of youth leaving the system is hearing young people's voices. Families, pastors, teachers, bosses, and entire communities are more likely to support a youth when they understand all the obstacles and challenges a young person faces, as well as their dreams for their futures. Likewise, we must give youth opportunities to understand the human impact of their behavior, accept responsibility, express remorse, take action to repair the damage, and develop their own capacities. TBW hopes to change the way we view our most troubled youth and to provide at risk youth with positive opportunities, outlets, and role models. Youth's stories are particularly important in California as more juveniles are being tried as adults, and funding is taken from schools. Youth provides insight to a system that is not well known or understood. TBW works to make a lasting positive impact on the community by changing perspectives and harnessing the creativity of youth.

Through the literary arts and promoting literacy, TBW ultimately empowers youth to have a greater capacity and increased self-understanding of the choices made. At least 90% of program participants are

male youth of color, with the vast majority of these youth being African American and Latino. Most youth we serve reside in low-income, single-parent households—at least 78% of the youth are current or former foster youth. It is estimated that 37% of the youth are performing below their expected grade level with 13% not attending school. Through increased self-understanding, TBW ultimately empowers youth to have a greater capacity to make better decisions.

TBW is the only program of its kind, there is NO other program that we know of that provides weekly creative writing workshops to youth. Then also publishes the writing and art from the weekly workshops into twice monthly magazines (70 pages) that are printed and delivered back to program participants every 2 weeks.

During participation in TBW programming, youth can expect to:

GOAL: Provide 50 weeks of consistent hands-on creative writing arts programming.

OBJECTIVE: Provide 100 workshops through the YOBG funding to general population youth at the Youth Service Center in San Mateo County and 50 workshops through the JIRBG funding to TAY youth at the Youth Service Center in San Mateo County.

ACTIVITIES: Provide one-hour workshops for 10-15 youth. Workshops will provide youth with writing prompts to engage youth with civic, political, environmental, and personal topics. Youth will engage with workshop facilitators one-on-one to reflect on writing topics through the written word.

OUTCOMES: Youth will receive consistent weekly programming in the literary arts that will ultimately build self-esteem, develop the belief that one's voice matters, facilitate a literary and writing practice, and develop relationships with positive adult role models.

GOAL: Provide each youth with a new copy of The Beat Within Magazine twice monthly.

OBJECTIVE: Provide over 4,000 copies of the double-issue 70+page magazine annually.

ACTIVITIES: TBW staff will take the youth writings and review them for content to make sure they are appropriate, do not jeopardize the safety of any youth and are not masked forms of communication with criminal behavior. TBW then transcribes the screened writings and responds to each piece and publishes them in a bi-monthly magazine that is distributed in San Mateo County, the greater San Francisco Bay area, and beyond.

OUTCOMES: Provide 100% of youth participants with a copy of TBW bi-monthly magazine at every workshop. TBW will publish and distribute 340 copies of the double issue The Beat Within every month.

GOAL: Build self-esteem and develop the belief that one's voice matters

OBJECTIVE: Provide youth who are at risk and lacking in self-worth with a voice through the act of creative writing, reflection, mentoring, and publishing their work.

ACTIVITIES: Facilitate weekly writing and conversation workshops with the same positive adult role models, transcribe youths work and publish writing in bi-monthly magazine that is distributed to youth during subsequent workshops.

OUTCOMES: To increase 87% of youth participants self-esteem during ongoing involvement with The Beat Within weekly workshops.

GOAL: Facilitate meaningful connections between incarcerated youth and adults from the community.

OBJECTIVE: Connect youth with consistent programming and positive adult role models for youth to learn to trust adults and ultimately working towards self-reflection and positive change.

ACTIVITIES: Facilitate weekly writing workshops that provide youth with writing and conversation during which they engage in the literary arts and form positive mentor relationships with community members through conversation and writing.

OUTCOMES: 87% of youth will report a positive relationship with TBW staff.

GOAL: Develop a literary practice

OBJECTIVE: For youth to become engaged with the world around them through the act of writing, discussing, reading their youths writing, and through developing these habits, develop an ongoing and daily literary practice.

ACTIVITIES: Through writing and engaging with TBW weekly topics, youth will become engaged with the world around them and increase their literary practice through reading the bi-monthly magazine.

OUTCOMES: To increase the literary practice of 48% of TBW workshop participants during their participation with TBW.

GOAL: Connect youth to their inner voice using artistry of the written word in creative writing.

OBJECTIVE: Through the process of writing and reflecting on chosen topics, the most at/in/high-risk youth are empowered to process and reflect upon the actions or situations that lead to their incarceration and wider community impact - writing acts as a catalyst for youth to make different and more positive decisions in their future by connecting inwardly and transcribing those thoughts on paper.

ACTIVITIES: Facilitate weekly writing and conversation workshops with the same positive adult role models, review writings with the youth and publish writing in bi-monthly magazine that is distributed to youth during subsequent workshops.

OUTCOMES: 100% of youth participants will write about personal situations and connect with the external world around them through their writing.

Providing youth with creative and literary arts programming, TBW enables youth to develop pro-social skills including positive self-esteem building, positive social interactions and positive relationship building with TBW volunteers. TBW mentoring empowers youth to use the creative and literary arts to develop positive coping skills and emotional regulation through the art and act of writing. Through the arts, TBW constructs bridges between at-risk, disconnected transitional age youth and the community that aims to support their progress towards a healthy, non-violent, and productive life. TBW encourages San Mateo County's highest-risk youth to engage with the arts, to have a voice, to participate in local and global discourse, and positively express oneself through the arts through self-reflection, community reflection, family reflection, and global reflection.

TBW's most significant accomplishment is our consistency that we show up for youth who are not used to someone being there for them every week. Our presence and dedication are a powerful tool in the struggle to bolster self-worth in a place that is extremely isolating and lonely. TBW has demonstrated our belief in the potential of California's most at risk youth to make a lasting contribution to the community!

Exhibit B – Clients and Services

Please complete the following questions about your proposed services and clients.

1. Please tell us about your program, identifying the following:
 - a. The specific types of services you will provide. Be sure to indicate any use of curriculums/interventions you will implement that are evidence-based.
 - b. Where will these services be provided? Indicate geographical location as well as site.
 - c. What is the expected timing of these services? (i.e., when will they begin and end, how frequently will they be provided, year-round vs. school year etc.)

The Beat Within will build and continue to the current consistent weekly visits to provide arts-intervention detention-based workshops and programming that address pro-social skills, emotional regulation and coping skills, and family engagement of the positive youth development model as recommended for disconnected youth populations. Providing youth with creative and literary arts programming, TBW enables youth to develop pro-social skills including positive self-esteem building, positive social interactions and positive relationship building with TBW volunteers. TBW mentoring empowers youth to use the creative and literary arts to develop positive coping skills and emotional regulation through the art and act of writing.

The Beat Within will provide 100 weekly workshops (2x/50 weeks) annually through the YOBG funding stream and 50 weekly workshops annually (1x/50 weeks) through the JJRBG Program funding stream. All (100%) of programming will be provided at the Youth Service Center on the detention units under the supervision of Probation Services Staff. If there is a shut down or physically programming is not possible, TBW will provide virtual programming as we have during COVID-19 to comply with protocol. All programming can be facilitated in person or virtually as needed. TBW requires a quiet space with tables and chairs for youth to be able to focus and write/draw during the one-hour workshops. Programming will take place ongoing throughout the year convening 50 weeks annually. In addition to weekly workshops, TBW will publish the youth's writing in the San Mateo County section of the magazine publication which is printed twice monthly to produce 24 issues annually. Youth will receive a new copy of TBW Magazine at every workshop.

Additionally, The Beat Within has over a 25-year history of working with disconnected youth. TBW has learned how to engage and sustain interest of youth who are considered in/at/high-risk. Using these skills and partnerships, TBW engages disconnected transitional youth through thought provoking topics, consistent bi-monthly programming, publication distribution, and developing positive adult/youth relationships. TBW mission to give the voiceless a voice and publish the written word and visual artistry of these youth engages youth in unique and positive ways to come to the program and write. TBW looks forward to working with more TAY youth as they return to their home counties in the face of the DJJ closures statewide. Already, TBW is providing workshops to TAY youth who are currently housed in the general population with the other youth who participate in TBW workshops. With funding through the JJRBG Program, TBW will start hosting workshops designed especially for and targeting TAY youth at the Youth Service Center.

TBW has demonstrated our believe in the potential of the San Francisco Bay Area's most at risk youth to make a lasting contribution to the community! TBW "curriculum" developed to be non-standard, inclusive, and self-contained to address the needs and fluctuation of the population. This means that TBW each one-hour session is conclusive and the work from one workshop does not continue to another session, but ongoing participation leads to the key outcomes discussed in this proposal. For 26 years, youth have volunteered their free time in juvenile detention to participate in the program and for the last five years, youth have been showing up to workshops in the community.

2. Please tell us about your target client population, including client characteristics and numbers you plan to serve.

The Beat Within program currently serves the entire population of incarcerated youth in the San Mateo Youth Service Center. Program wide, TBW serves over 7,500 youth annually through creative writing programming and distributes almost 15,000 physical copies of our magazine to our program participants and the community at large in the Bay Area and beyond. At least 20 of the last 34 months, due to COVID-19, for many youths, TBW was their only engagement or programming available, making the program time and funding even more precious. There is no program like The Beat Within and the one-of-a-kind publication of writing and art, operating in the eight bay area counties plus five counties statewide. TBW publishes 24 issues of The Beat Within magazine every year.

TBW has an amazing reach interconnecting incarcerated individuals and the community to build rapport and foster relationships. TBW's unique approach combines writing, literacy, mentoring, creative arts, conversation, and positive youth development to create a safe physical/virtual space for youth to share their ideas, reflect, and look forward to a brighter future. TBW's most significant accomplishment is our consistency-- we show up for youth who are not used to someone being there for them every week. TBW gives a voice to the voiceless, a story to the stereotype, a face to the faceless, and compels empathy for a population that is misunderstood. The most powerful way to change perceptions of system youth is hearing their voices. Adults are more likely to support them when they understand the challenges faced, as well as their dreams for their futures. Likewise, we must give youth opportunities to understand the human impact of their behavior, accept responsibility, express remorse, and work towards restoration.

TBW is the only program of its kind, there is NO other program that we know of that provides weekly creative writing workshops to youth. Then also publishes the writing and art from the weekly workshops into bi-monthly magazines (70 pages) that are printed and delivered to program participants every 2 weeks. Without understanding the individuals behind the statistics, the system, society, families, and communities cannot properly support the individual. TBW's unique workshop to publication process gives youth a safe place to express their emotions so that critical self-knowledge can take place. However, it is the consistent presence of both the workshop encounter and the personalized editorial response to each submission that encourages youth to develop a literate practice. A habit of reflection that increases the likelihood of sustained, positive engagement with their families and communities once they return.

3. Please complete the following for each direct service provided:

Direct Service Type	Number of Staff Providing Services	Number of Projected Hours	Number of Projected Clients
Creative Writing Workshops: All phases including preparations, Workshops, Processing Workshops	6	300	1,200
Bi-Weekly Magazine: Layout, Publication, Distribution	5	750	1,200
Program Assessment and Reporting	1	24.	1,200

Tab 3: Protocols for Addressing Concerns

The Beat Within meets regularly and keeps in close contact with juvenile hall staff regarding all weekly programming. TBW has been providing weekly consistent programming in San Mateo County for the last 6 years and has built strong trusting relationships with on-site probation staff. Working in partnership with institution staff to set group expectations of respect, speaking, listening, writing, and sharing their work. This partnership ultimately sets the tone for successful workshops. Staff set expectations of respect for visitors and focus during the hour and facilitators back up these basic boundaries while working with youth one-on-one.

TBW facilitators and staff are trained and equipped to handle the variable nature that is inherent to the environment. Institutional staff and counselors are also fully engaged in The Beat Within workshops and closely supervise the youth participants. TBW workshops are conducted in a group setting so that TBW staff are never alone with the youth. It is the role of the probation and institution staff to discipline youth participants as needed. TBW accepts all youth who wish to participate in the weekly workshops contingent on behavior and facility staff recommendations.

In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, it is the policy of The Beat Within to respond to any program complaints or problems immediately. TBW's policy is to meet with the staff in an immediate and timely fashion to address all concerns and provide reports, documentation, and information in total cooperation. In the event of a problem or concern, The Beat Within requests that our Director of Programs is contacted immediately. The Director of Programs is Lisa Lavaysee who can be reached at 510-909-8564 or via email at llava@thebeatwithin.org.

The Beat Within is a program of Intersection of the Arts, a nonprofit, independent organization. TBW provides programming in the creative, literary arts to incarcerated youth in counties across the Bay Area and nationally. We embrace inclusiveness, diversity, and equal opportunity as core values. We understand that the community is stronger when the gifts of all people are respected, embraced, and maximized to build a healthier community. In support of our core values, The Beat Within has adopted the Intersection for the Arts non-discrimination policy that affirms the organization's commitment to include at every level of its work all segments of the community without regard to (including, but not limited to) gender, race, sex, color, national origin, religion, age, creed, sexual orientation, or mental or physical disability, marital status, and all other protected human/social classifications. For more information concerning all the above and greater detail, please contact our offices.

Tab 4: Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization

The Beat Within does not have any claims, licensure, non-discrimination, or Health Insurance Portability and Accountability Act Violations against the organization. This tab is not applicable to The Beat Within.

Tab 5: Cost Analysis and Budget for Primary Services

The cost to operate programs in San Mateo County is projected at \$88,150 in 2023 with incremental increases in subsequent years that reflect the rate of inflation and increase in the cost of living. Funds from the YOBG and JJRBG will be used for direct services and programming for at-risk youth who are incarcerated in San Mateo County at the Youth Services Center. Funding will be used for **50 weeks** of consistent weekly workshops, weekly snack incentives for youth, program materials and PPE supplies for staff, and bi-weekly magazine publication. All costs associated with programs are delineated Exhibit C attached with this proposal for each funding stream found on pages 21 (YOBG) and 27 (JJRBG). All hours reflect the total direct programming, programming preparation time, programming reporting time, evaluation time, magazine publication time, and program oversight. All programming fees are based on rates paid to contractors, pro-rated salary hourly rates, and direct costs of materials.

Line Item: Programming Preparations

Costs include materials and supplies, staff time preparing workshops, workshop facilitation time, travel time to workshops, and all direct program costs.

Line Item: Creative Writing Workshops

Costs include staff time for workshop facilitation time, and all direct program staff costs.

Line Item: Processing Workshops: editing and responding to youth's work

Costs include the time to review youth works for content appropriateness, transcribing youth works for publication, and responding to youth's work individually.

Line Item: Magazine Layout and Publication

Costs include the time to design and layout each issue of The Beat Within 70+ page magazine.

Line Item: Magazine Distribution

Costs include the time to separate, count, and distribute magazines to all participants.

Line Item: Program Assessment and Reporting

Costs include the generation of surveys, collecting data from youth participants, interpreting data, and entering data into our electronic tracking systems.

Line Item: Magazine Printing

Costs include costs associated with the actual printing and publishing of the 70+ page magazine.

Line Item: Snack Incentives

Costs include the weekly snacks provide to the youth participants.

Line Item: Workshop Supplies: Program Materials and PPE

Costs include program materials, supply fees, and PPE for TBW staff and volunteers. Additionally, costs include security and background clearance for all volunteer and paid staff and facilitators to have access to the facilities to work with incarcerated youth.

Line Item: Fiscal Sponsor Fee

A flat 10% fee from each contract that is paid to our Fiscal Sponsor, Intersection for the Arts.

Youth Activities and Mental Health Services

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Tab 6: Data Collection/Program Evaluation

The Beat Within is the only program of its kind serving incarcerated youth, transitional age youth, and their communities. For 26 years, TBW has shared these stories to empower healing, reflecting, better choices, literacy, and the creative arts. The workshop format enables writers to reflect on actions or situations that led to their contact with the CBO site and gives them the freedom to explore language and communication in a way that gives ownership and promotes dialogue with adult facilitators. TBW captures outcome evidence in the following areas: attendance, relationships, trust, and literacy. Tracking numbers of unduplicated youth, program sites, zip codes, ethnic background and general background information collects quantitative data. Qualitative data is produced through surveys, interviews, and written feedback from the youth. In addition, TBW collects stories and feedback from youth who come to our offices to intern post-release. Staff coordinates all evaluation, employs data to assess ongoing effectiveness, and integrates the results and findings into the program's operations. TBW will collect outcomes data through quarterly surveys, interviews, and written feedback from youth. Results show: 87% of participants come to the workshop on a regular basis; 57% of these youth do not think of themselves as writers; 89% of youth state that they have positive relationships with TBW workshop facilitators.

TBW works with probation staff to collect data at the San Mateo Youth Services Center to respect the identity and rights of the clients and participants. TBW is not a case manager and does not have legal access or authority to collect any identifying information from the youth participants. TBW is able to collect general identification information including racial/ethnic demographics, zip codes, gender identification, dates and times of programs including number of youth participants at each session, and participants dates of birth. This data will be presented to probation services through this RFP quarterly as specified. TBW anticipates no problems in adhering to this reporting requirement. Should any issues arise in the data collection process, our staff will contact Probation Services immediately to find a solution and submit all reports timely. All data is tracked using paper and pencil surveys and computerized systems to store collected data and information. Since TBW programming is not a case management, mentoring, counselling services or individualized program, TBW can only report on the group programming which is ongoing without a start or end date. TBW is not able to track individual youth's entry and exit from the program, individuals' number of encounters with the program, collect their full names, post-release follow-up, or employ any CANS or OYA evaluation methodologies. TBW complies with all applicable federal and State laws pertaining to the privacy and security of Protected Information including, but not limited to, the Health Insurance Portability and Accountability Act at 45 CFR Part 160, Part 162, and Part 164, California Civil Code Section 1798, California Civil Code Sections 56.10 et seq, California Penal Code Section 1203, and California Welfare and Institutions Code Sections 827 (juvenile case file information).

TBW's key to success is our consistency, showing up for youth who are not used to be shown up for, believing in youth who are disconnected and empowering these you with a voice and a positive media to share their stories, pain, ideas, and ultimately empower them to reconnect with their country, their city, their community, and their families. TBW is an ongoing program for youth to drop into anytime. Through surveys, observations, and conversations, TBW monitors youth engagement with staff and peers to provide a supportive engaging environment. These relationships are developed and often go beyond the scope of the program with youth reaching out to TBW for years after participating in the workshops. TBW will continue to publish youth's works beyond the scope of the program should they choose to send in their writing or artwork.

Tab 7: References

Reference 1:

San Francisco County Probation
875 Woodside Ave, San Francisco, CA
T: (415) 753-7500 (no fax)

Dates of service provided: Over 26 years of weekly workshop programming and magazines, since 1996 through to the present (including during COVID).

Contact Person: Maceo Johnson, Counselor II Head of Programs,
T: 415-753-7616 (no fax) maceo.johnson@sfgov.org
Maceo Johnson coordinates with The Beat Within to provide logistics for weekly programming for San Francisco youth in custody. Mr. Johnson has been working with The Beat Within since 2019.

Reference 2:

Sacramento County Probation
8745 Folsom Blvd., Sacramento, CA
T: (916) 875-0212 (no fax)

Dates of service: Weekly workshop programming and magazines since 2018 to present (including during COVID).

Contact Person: Jamie Davis, Deputy Probation Officer,
T: (916) 876-9966 (no fax) DavisJA@SacCounty.net
Jamie Davis coordinates with The Beat Within to provide logistics for weekly programming for Sacramento youth in custody. Ms. Davis has been working with The Beat Within since 2018 to the present.

Reference 3:

San Diego County Office of Education
Juvenile Court and Community Schools
East Mesa Juvenile Detention Facility
446 Alta Rd # 6100
San Diego, CA 92158

Dates of Service: Weekly workshop programming and magazines since 2018, now at two locations.

Contact Person: Nathan Head M.Ed., Principal East Mesa SOAR Academy
San Diego County Office of Education
T: 858-290-5648 (no fax)

Tab 8: Statement of Compliance with County Contractual Requirements

The Beat Within is a nonprofit, independent organization that provides programming in the creative, literary arts to incarcerated Youth in counties across the Bay Area and nationally. We embrace inclusiveness, diversity, and equal opportunity as core values. We understand that the community is stronger when the gifts of all people are respected, embraced, and maximized to build a healthier community. In support of our core values, The Beat Within has adopted the Intersection for the Arts non-discrimination policy that affirms the organization's commitment to include at every level of its work all segments of the community without regard to (including, but not limited to) gender, race, sex, color, national origin, religion, age, creed, sexual orientation, or mental or physical disability, marital status, and all other protected human/social classifications. As such, TBW can comply with all counties contractual requirements and meet the needs of the Probation Department.

TBW is committed and able to comply with the terms of the County's standard contract as represented in the Youth Activities and Mental Health Services RFP announcement including but not limited:

- Hold Harmless provision
- Liability Insurance requirements
- Non-discrimination policy
- Equal Employment Opportunity requirements
- Equal Benefits Ordinance
- Living Wage Ordinance
- Jury Service Ordinance
- All other provisions of the County's standard template contract

The Beat Within agrees that all disputes shall be governed by the laws of the State of California without regard to its choice of law or conflict of law rules. Any dispute arising out of this Agreement shall be venued either in the San Mateo County Superior Court or in the United States District Court for the Northern District of California.

The Beat Within holds no objections to any terms in the County's standard contract template and is prepared to sign the County standard contract template as is with the expressed understanding of the limits of the scope of data that TBW can collect from youth participants under the jurisdiction of the law and local authority.

Name of Program: **The Beat Within a Program of Intersection for the Arts**

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
1. Programming Preparations	2	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	\$1,125.00	\$1,125.00	\$1,125.00	\$1,125.00	\$4,500.00
2. Creative Writing Workshops	2	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$9,000.00
3. Processing Workshops: editing and responding to youth's work	2	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	\$3,375.00	\$3,375.00	\$3,375.00	\$3,375.00	\$13,500.00
4. Magazine Layout and Publication	1	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	\$2,700.00	\$2,700.00	\$2,700.00	\$2,700.00	\$10,800.00
5. Magazine Distribution	2	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$540.00	\$540.00	\$540.00	\$540.00	\$2,160.00
6. Program Assessment and Reporting	1	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$270.00	\$270.00	\$270.00	\$270.00	\$1,080.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$10,260.00	\$10,260.00	\$10,260.00	\$10,260.00	\$41,040.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Magazine Printing	Amount	\$1,085.00	\$1,085.00	\$1,085.00	\$1,085.00	\$4,340.00
Snack Incentives	Amount	\$875.50	\$875.50	\$875.50	\$875.00	\$3,501.50
Workshop Supplies: Program Materials and PPE	Amount	\$600.00	\$600.00	\$600.00	\$600.00	\$2,400.00
Fiscal Sponsorship Fee (10%)	Amount	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$6,000.00
B. Direct Operating Costs Total		\$4,060.50	\$4,060.50	\$4,060.50	\$4,060.00	\$16,241.50

	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$10,260.00	\$10,260.00	\$10,260.00	\$10,260.00	\$41,040.00
B. Direct Operating Costs Total	\$4,060.50	\$4,060.50	\$4,060.50	\$4,060.00	\$16,241.50
Total Direct Program Costs (A + B)	\$14,320.50	\$14,320.50	\$14,320.50	\$14,320.00	\$57,281.50
C. Indirect Costs (10%)	\$1,432.05	\$1,432.05	\$1,432.05	\$1,432.00	\$5,728.15
TOTAL FY 2023-24 BUDGET	\$15,752.55	\$15,752.55	\$15,752.55	\$15,752.00	\$63,009.65

Name of Program: **The Beat Within a program of Intersection for the Arts**

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
1. Programming Preparations	2	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	\$1,150.00	\$1,150.00	\$1,150.00	\$1,150.00	\$4,600.00
2. Creative Writing Workshops	2	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	\$2,300.00	\$2,300.00	\$2,300.00	\$2,300.00	\$9,200.00
3. Processing Workshops: editing and responding to youth's work	2	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	\$3,450.00	\$3,450.00	\$3,450.00	\$3,450.00	\$13,800.00
4. Magazine Layout and Publication	1	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	\$2,760.00	\$2,760.00	\$2,760.00	\$2,760.00	\$11,040.00
5. Magazine Distribution	2	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$552.00	\$552.00	\$552.00	\$552.00	\$2,208.00
6. Program Assessment and Reporting	1	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$276.00	\$276.00	\$276.00	\$276.00	\$1,104.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$10,488.00	\$10,488.00	\$10,488.00	\$10,488.00	\$41,952.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 <small>(7/1/24 - 9/30/24)</small>	Quarter 2 <small>(10/1/24 - 12/31/24)</small>	Quarter 3 <small>(1/1/25 - 3/31/25)</small>	Quarter 4 <small>(4/1/25 - 6/30/25)</small>	FY 2024-25 Total
Magazine Printing	Amount	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00	\$4,400.00
Snack Incentives	Amount	\$900.00	\$900.00	\$900.00	\$900.00	\$3,600.00
Workshop Supplies: Program Materials and PPE	Amount	\$610.00	\$610.00	\$610.00	\$610.00	\$2,440.00
Fiscal Sponsorship Fee (10%)	Amount	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$6,120.00
B. Direct Operating Costs Total		\$4,140.00	\$4,140.00	\$4,140.00	\$4,140.00	\$16,560.00

	Quarter 1 <small>(7/1/24 - 9/30/24)</small>	Quarter 2 <small>(10/1/24 - 12/31/24)</small>	Quarter 3 <small>(1/1/25 - 3/31/25)</small>	Quarter 4 <small>(4/1/25 - 6/30/25)</small>	FY 2024-25 Total
A. Direct Personnel Costs Total	\$10,488.00	\$10,488.00	\$10,488.00	\$10,488.00	\$41,952.00
B. Direct Operating Costs Total	\$4,140.00	\$4,140.00	\$4,140.00	\$4,140.00	\$16,560.00
Total Direct Program Costs (A + B)	\$14,628.00	\$14,628.00	\$14,628.00	\$14,628.00	\$58,512.00
C. Indirect Costs (10%)	\$1,462.80	\$1,462.80	\$1,462.80	\$1,462.80	\$5,851.20
TOTAL FY 2024-25 BUDGET	\$16,090.80	\$16,090.80	\$16,090.80	\$16,090.80	\$64,363.20

Name of Program: **The Beat Within a Program of Intersection for the Arts**

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
1. Programming Preparations	2	47	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	\$1,175.00	\$1,175.00	\$1,175.00	\$1,175.00	\$4,700.00
2. Creative Writing Workshops	2	47	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	\$2,350.00	\$2,350.00	\$2,350.00	\$2,350.00	\$9,400.00
3. Processing Workshops: editing and responding to youth's work	2	47	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	\$3,525.00	\$3,525.00	\$3,525.00	\$3,525.00	\$14,100.00
4. Magazine Layout and Publication	1	47	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	\$2,820.00	\$2,820.00	\$2,820.00	\$2,820.00	\$11,280.00
5. Magazine Distribution	2	47	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$564.00	\$564.00	\$564.00	\$564.00	\$2,256.00
6. Program Assessment and Reporting	1	47	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$282.00	\$282.00	\$282.00	\$282.00	\$1,128.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$10,716.00	\$10,716.00	\$10,716.00	\$10,716.00	\$42,864.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Magazine Printing	Amount	\$1,122.00	\$1,122.00	\$1,122.00	\$1,122.00	\$4,488.00
Snack Incentives	Amount	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
Workshop Supplies: Program Materials and PPE	Amount	\$622.00	\$622.00	\$622.00	\$622.00	\$2,488.00
Fiscal Sponsorship Fee (10%)	Amount	\$1,560.00	\$1,560.00	\$1,560.00	\$1,560.00	\$6,240.00
B. Direct Operating Costs Total		\$4,304.00	\$4,304.00	\$4,304.00	\$4,304.00	\$17,216.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$10,716.00	\$10,716.00	\$10,716.00	\$10,716.00	\$42,864.00
B. Direct Operating Costs Total	\$4,304.00	\$4,304.00	\$4,304.00	\$4,304.00	\$17,216.00
Total Direct Program Costs (A + B)	\$15,020.00	\$15,020.00	\$15,020.00	\$15,020.00	\$60,080.00
C. Indirect Costs (10%)	\$1,502.00	\$1,502.00	\$1,502.00	\$1,502.00	\$6,008.00
TOTAL FY 2025-26 BUDGET	\$16,522.00	\$16,522.00	\$16,522.00	\$16,522.00	\$66,088.00

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$41,040.00	\$41,952.00	\$42,864.00	\$125,856.00
B. Direct Operating Costs Total	\$16,241.50	\$16,560.00	\$17,216.00	\$50,017.50
Total Direct Program Costs (A + B)	\$57,281.50	\$58,512.00	\$60,080.00	\$175,873.50
C. Indirect Costs Total	\$5,728.15	\$5,851.20	\$6,008.00	\$17,587.35
TOTAL PROGRAM BUDGET	\$63,009.65	\$64,363.20	\$66,088.00	\$193,460.85

Name of Program: **The Beat Within a Program of Intersection for the Arts**

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
1. Programming Preparations	2	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	\$1,125.00	\$1,125.00	\$1,125.00	\$1,125.00	\$4,500.00
2. Creative Writing Workshops	2	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$9,000.00
3. Processing Workshops: editing and responding to youth's work	2	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	\$3,375.00	\$3,375.00	\$3,375.00	\$3,375.00	\$13,500.00
4. Magazine Layout and Publication	1	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	\$2,700.00	\$2,700.00	\$2,700.00	\$2,700.00	\$10,800.00
5. Magazine Distribution	2	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$540.00	\$540.00	\$540.00	\$540.00	\$2,160.00
6. Program Assessment and Reporting	1	\$45.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$270.00	\$270.00	\$270.00	\$270.00	\$1,080.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$10,260.00	\$10,260.00	\$10,260.00	\$10,260.00	\$41,040.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Magazine Printing	Amount	\$1,085.00	\$1,085.00	\$1,085.00	\$1,085.00	\$4,340.00
Snack Incentives	Amount	\$875.50	\$875.50	\$875.50	\$875.00	\$3,501.50
Workshop Supplies: Program Materials and PPE	Amount	\$600.00	\$600.00	\$600.00	\$600.00	\$2,400.00
Fiscal Sponsorship Fee (10%)	Amount	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$6,000.00
B. Direct Operating Costs Total		\$4,060.50	\$4,060.50	\$4,060.50	\$4,060.00	\$16,241.50

	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$10,260.00	\$10,260.00	\$10,260.00	\$10,260.00	\$41,040.00
B. Direct Operating Costs Total	\$4,060.50	\$4,060.50	\$4,060.50	\$4,060.00	\$16,241.50
Total Direct Program Costs (A + B)	\$14,320.50	\$14,320.50	\$14,320.50	\$14,320.00	\$57,281.50
C. Indirect Costs (10%)	\$1,432.05	\$1,432.05	\$1,432.05	\$1,432.00	\$5,728.15
TOTAL FY 2023-24 BUDGET	\$15,752.55	\$15,752.55	\$15,752.55	\$15,752.00	\$63,009.65

Name of Program: **The Beat Within a program of Intersection for the Arts**

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
1. Programming Preparations	2	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	\$1,150.00	\$1,150.00	\$1,150.00	\$1,150.00	\$4,600.00
2. Creative Writing Workshops	2	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	\$2,300.00	\$2,300.00	\$2,300.00	\$2,300.00	\$9,200.00
3. Processing Workshops: editing and responding to youth's work	2	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	\$3,450.00	\$3,450.00	\$3,450.00	\$3,450.00	\$13,800.00
4. Magazine Layout and Publication	1	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	\$2,760.00	\$2,760.00	\$2,760.00	\$2,760.00	\$11,040.00
5. Magazine Distribution	2	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$552.00	\$552.00	\$552.00	\$552.00	\$2,208.00
6. Program Assessment and Reporting	1	\$ 46.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$276.00	\$276.00	\$276.00	\$276.00	\$1,104.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$10,488.00	\$10,488.00	\$10,488.00	\$10,488.00	\$41,952.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Magazine Printing	Amount	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00	\$4,400.00
Snack Incentives	Amount	\$900.00	\$900.00	\$900.00	\$900.00	\$3,600.00
Workshop Supplies: Program Materials and PPE	Amount	\$610.00	\$610.00	\$610.00	\$610.00	\$2,440.00
Fiscal Sponsorship Fee (10%)	Amount	\$1,530.00	\$1,530.00	\$1,530.00	\$1,530.00	\$6,120.00
B. Direct Operating Costs Total		\$4,140.00	\$4,140.00	\$4,140.00	\$4,140.00	\$16,560.00

	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
A. Direct Personnel Costs Total	\$10,488.00	\$10,488.00	\$10,488.00	\$10,488.00	\$41,952.00
B. Direct Operating Costs Total	\$4,140.00	\$4,140.00	\$4,140.00	\$4,140.00	\$16,560.00
Total Direct Program Costs (A + B)	\$14,628.00	\$14,628.00	\$14,628.00	\$14,628.00	\$58,512.00
C. Indirect Costs (10%)	\$1,462.80	\$1,462.80	\$1,462.80	\$1,462.80	\$5,851.20
TOTAL FY 2024-25 BUDGET	\$16,090.80	\$16,090.80	\$16,090.80	\$16,090.80	\$64,363.20

Name of Program: **The Beat Within a Program of Intersection for the Arts**

FISCAL YEAR 2025-26 (July 1, 2025 - June 30, 2026)

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
1. Programming Preparations	2	47	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	\$1,175.00	\$1,175.00	\$1,175.00	\$1,175.00	\$4,700.00
2. Creative Writing Workshops	2	47	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	\$2,350.00	\$2,350.00	\$2,350.00	\$2,350.00	\$9,400.00
3. Processing Workshops: editing and responding to youth's work	2	47	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	\$3,525.00	\$3,525.00	\$3,525.00	\$3,525.00	\$14,100.00
4. Magazine Layout and Publication	1	47	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	\$2,820.00	\$2,820.00	\$2,820.00	\$2,820.00	\$11,280.00
5. Magazine Distribution	2	47	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$564.00	\$564.00	\$564.00	\$564.00	\$2,256.00
6. Program Assessment and Reporting	1	47	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	\$282.00	\$282.00	\$282.00	\$282.00	\$1,128.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			Number of Clients					
			Number of Hours					0
			Amount (Rate * Hours * Staff)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
A. Direct Personnel Costs Total				\$10,716.00	\$10,716.00	\$10,716.00	\$10,716.00	\$42,864.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Magazine Printing	Amount	\$1,122.00	\$1,122.00	\$1,122.00	\$1,122.00	\$4,488.00
Snack Incentives	Amount	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$4,000.00
Workshop Supplies: Program Materials and PPE	Amount	\$622.00	\$622.00	\$622.00	\$622.00	\$2,488.00
Fiscal Sponsorship Fee (10%)	Amount	\$1,560.00	\$1,560.00	\$1,560.00	\$1,560.00	\$6,240.00
B. Direct Operating Costs Total		\$4,304.00	\$4,304.00	\$4,304.00	\$4,304.00	\$17,216.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$10,716.00	\$10,716.00	\$10,716.00	\$10,716.00	\$42,864.00
B. Direct Operating Costs Total	\$4,304.00	\$4,304.00	\$4,304.00	\$4,304.00	\$17,216.00
Total Direct Program Costs (A + B)	\$15,020.00	\$15,020.00	\$15,020.00	\$15,020.00	\$60,080.00
C. Indirect Costs (10%)	\$1,502.00	\$1,502.00	\$1,502.00	\$1,502.00	\$6,008.00
TOTAL FY 2025-26 BUDGET	\$16,522.00	\$16,522.00	\$16,522.00	\$16,522.00	\$66,088.00

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$41,040.00	\$41,952.00	\$42,864.00	\$125,856.00
B. Direct Operating Costs Total	\$16,241.50	\$16,560.00	\$17,216.00	\$50,017.50
Total Direct Program Costs (A + B)	\$57,281.50	\$58,512.00	\$60,080.00	\$175,873.50
C. Indirect Costs Total	\$5,728.15	\$5,851.20	\$6,008.00	\$17,587.35
TOTAL PROGRAM BUDGET	\$63,009.65	\$64,363.20	\$66,088.00	\$193,460.85



San Mateo County
Tabulation Report RFP #PROB 2022_004 - Youth
Activities and Mental Health Services
Vendor: Fresh Lifelines for Youth, Inc

General Comments:

General Attachments: FLY_ExhibitC_Budget_PROB_2022-004_JJRBG.xlsx
FLY_ExhibitC_Budget_PROB_2022-004_YOBG.xlsx
FLY_Response_to_RFP_No.PROB_2022-004-Youth_Activities_-_Mental_Health_Services-JJRBG.pdf
FLY_Response_to_RFP_PROB_2022-004-Youth_Activities-Mental_Health_Services-YOBG.pdf

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January 6, 2022

To the San Mateo County Probation Department:

Please accept this proposal from Fresh Lifelines for Youth, Inc. (FLY) in response to RFP Solicitation Number RFP No. PROB 2022-004 Youth Activities and Mental Health Services from the County of San Mateo Probation Department. FLY respectfully proposes that the department fund FLY's San Mateo County Reentry Program and Phoenix Reentry Program Services at \$224,101.04 per year (\$672,303.11 total over the three-year contract) to support efforts targeted at decreasing recidivism in high-risk juvenile offenders. Funds will support FLY's innovative Reentry Program, a combination of law-related education (LRE) while youth are in custody and reentry case management and mentoring for the youth who face the most needs and risk factors. Additionally, FLY will provide education and career navigation workshops and one-on-one coaching to youth in the Youth Services Center and in the Phoenix Reentry Program.

I am authorized to commit FLY to the terms of the proposal submitted and to represent FLY in negotiations, and I look forward to working with the Probation Department to negotiate an agreement. The people authorized to represent FLY in negotiations with the Probation Department include: Ali Knight, President & CEO and Kate Hiester, San Francisco and San Mateo County Director.

Thank you for your consideration of this proposal.

Sincerely,

Alexandria Cooley

Alexandria Maria Cooley, Chief Program Officer
Fresh Lifelines for Youth, Inc.
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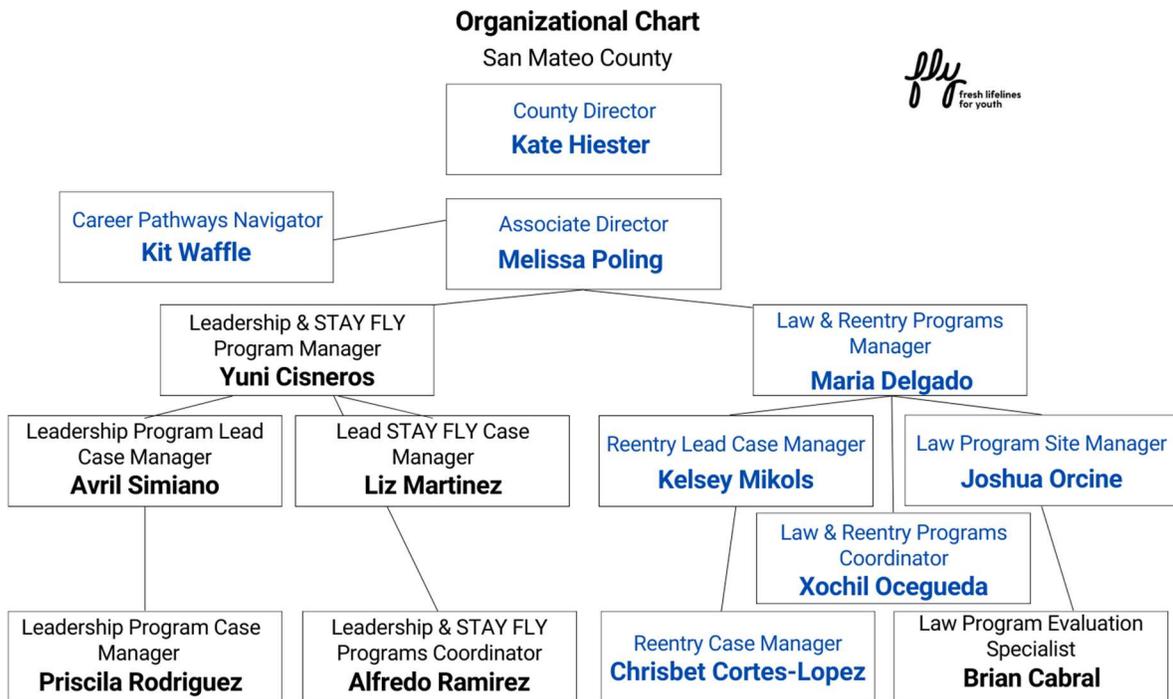
FLY Response to RFP No. PROB 2022-004

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Tab 1: Qualifications and Experience (up to 5 pages, including Exhibit A) ¹

a) Provide a statement of qualifications for your organization, including an organization chart, organization size, a description of services provided by your organization, and a statement of the extent of experience/history providing the services requested by this RFP. Fresh Lifelines for Youth (FLY) is a juvenile justice nonprofit dedicated to disrupting the pipeline to prison for youth. For more than 22 years, FLY has served young people who struggle with the effects of substance abuse, trauma, violence, gang involvement, poverty, and racism and are involved with or at risk of entering the juvenile justice system. FLY has built trust and recognition as a premier juvenile justice nonprofit. Today, FLY has a budget of \$10.2 million, a team of more than 100 staff positions, and approximately 200 volunteers who reach more than 2,000 probation and at-risk youth annually across five Bay Area counties. FLY is led by Ali Knight, President & CEO, since 2020. He has over 20 years of experience as a public servant. He is a 2022-2024 Annie E. Casey Foundation’s Children and Family Fellow, a recipient of the New York University Alumni 2021 Change Maker Award, and has held leadership roles at the Institute for Opportunity and Justice at John Jay College of Criminal Justice and the Vera Institute of Justice. With more than 40 current government contracts from state, county, and city agencies, FLY has earned a reputation as a valued and trusted collaborative partner.



Note: This is a FY 22-23 Organization Chart for FLY’s San Mateo County Programs teams. A full organizational chart is available upon request. FLY will leverage the expertise and experience of multiple existing SMC staff to deliver the proposed services.

¹ Justification for exceeded maximum page count specified in the RFP: FLY must exceed the five-page limit in order to provide complete responses to all items in Exhibit A due to the number of government contracts FLY has completed or has active currently across the agency.

Organization Size: FLY currently employs 120 staff members, including 110 full-time and 10 part-time employees.

Description of services provided: Across five Bay Area counties, FLY provides innovative outcomes-based and evidence-informed services that inspire and empower youth to alter the trajectory of their lives through six distinct and specialized programs: 1) The Law Program offers a fun, interactive 12-week course using FLY's nationally recognized law-related education curriculum in high schools, community centers, juvenile halls, and juvenile camps and ranches, and covers legal topics, such as police encounters, property crimes, accomplice liability, and drug and gang laws. Youth receive mentoring and build life skills through interactive lessons. 2) The Leadership Training Program is for high school-age youth who have the most needs to avoid future or continued system-involvement. FLY Case Managers work one-on-one with youth to create and execute an individualized plan to address barriers and build skills to sustain healthy behaviors. Youth participate in leadership training with their peers through community service and service-learning activities, building identities as change agents in their communities. 3) The CAFA (Court Appointed Friend and Advocate) Mentor Program is a year-long program that trains and matches adult volunteer mentors with youth on probation. With the support of a FLY Case Manager, CAFA Mentors meet with their mentees regularly, developing a bond and supportive relationship that helps youth develop new perspectives and behaviors. In addition to being positive role models, CAFA Mentors are court-appointed to advocate for their mentees throughout the probation process. 4) The Reentry Program supports youth in long-term incarceration in Santa Clara and San Mateo Counties through FLY's law-related education curriculum and staff-based coaching/case management. Youth participate in the curriculum and build life skills and knowledge of their rights and responsibilities. Youth who have been assessed as high-need and high-risk receive intensive one-on-one support for nine months as they transition back into the community. 5) The Middle School Program offers an age-appropriate version of FLY's law-related education curriculum to 7th and 8th graders. Youth at greatest risk of dropping out of school or experiencing school pushout receive case management to prevent them from entering the juvenile justice system and help them successfully engage in school. 6) FLY's newest program, STAY FLY, is specifically designed to meet the needs of transition-age youth (TAY), aged 18-25 years. TAY who have been incarcerated or are system-involved gain access to developmentally appropriate programming that builds social-emotional learning skills and equips them with the support and guidance to avoid future system-involvement and achieve employment and educational goals. Within these six programs, FLY employs five interventions: 1) law-related education; 2) youth advocacy, mentoring, and case management; 3) civic engagement; 4) education and career pathway support; and 5) mentoring.

The extent of experience/history providing the services requested in RFP: FLY has more than 20 years of experience successfully providing services that produce measurable outcomes and impacts for juvenile justice teens across the Bay Area. Reaching youth in San Mateo County (SMC), Santa Clara County, Alameda County, and most recently San Francisco County and Contra Costa County, FLY staff are uniquely qualified and dedicated to providing services to probation and at-risk youth. FLY staff's linguistic and cultural backgrounds reflect those of FLY's clients. Many staff have common life experiences with the youth they serve: some have grown up in neighborhoods where youth reside, others are the children of immigrants, and others have interfaced with the justice system. In addition to ongoing professional development and training, staff receive over 30 hours of training as well as annual training on Motivational Interviewing, Strengths-Based Approaches, and other evidence-based methodologies as a part of the formal onboarding process.

FLY has provided reentry services to youth in SMC since 2017. The results of FLY’s SMC Reentry Program in FY 21-22 serve as evidence of FLY’s success in achieving positive outcomes for its SMC programs:

- 87% reported that after the program they are more likely to make healthier decisions
- 87% of participants reported that the program gave them access to positive adult role models
- 100% reported that they want to make positive changes after being in FLY
- 82% of participants reported that the program gave them more confidence to deal with negative peer pressure
- 91% reported that they now have hope for their futures

Additionally, in SMC, youth who participated in case management/mentoring in the Reentry Program achieved significant success:

- 94% of participants did not sustain a new offense during the program
- 100% of participants increased their educational attainment or engagement

b) How many full-time employees (FTEs) do you plan to assign to this project if you are selected? FLY’s Eight full-time staff (approximately 3.8 FTE) will contribute to SMC Reentry Program and PREP Services. All staff are already hired, trained, and currently delivering law-related education and reentry services outlined in this proposal.

c) How many people in total are employed by your organization? Delineate between employees and consultants. FLY currently employs 120 staff members, including ten part-time and 110 full-time employees.

d) In Exhibit A, please list all contracts serving at-risk or justice involved youth over the past three years (Item 1) and all current contracts and commitments (Item 2). If you failed or refused to complete a contract, please provide details (Item 3) Please see Exhibit A.

e) In Exhibit A (Item 4), please list the professional qualifications for each individual that would be assigned to provide services requested by this RFP, including date and educational institutions of any applicable degrees, additional applicable training (certifications for evidence-based programs), and any professional certifications and/or licensing. Please see Exhibit A.

Exhibit A: Proposer’s Statements

1. List contracts completed in last three years for services with youth in detention and/or re-entry services.

Year	Contracting Agency ²	Type of Service ²	Location	Amount ³
2017-2020	SMC Probation (YOBG)	Law-Related Education (LRE) Course; Reentry Case Management/ Mentoring (HS)	Facilities and Community Sites	\$215,791 per year

² The following acronyms are used: SMC = San Mateo County; SCC = Santa Clara County; AC = Alameda County; CCC = Contra Costa County; HS = High School-Age; MS = Middle School-Age; TAY = Transition-Age Youth

³ Several contracts have been active for more than the past three years. FLY has included the amounts for the past three fiscal years only.

2017-2020	SMC Probation Department (JPCF)	LRE Course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$91,212 (FY20)
2017-2020	SMC Probation Department (JJCPA)	LRE Course; Case Management/Mentoring (HS)	Various Community Sites and High Schools	\$48,765 (FY20)
2018-2020	SMC Probation Department (YOBG-Gang Prevention and Intervention)	LRE Course; Reentry Case Management/Mentoring for gang-impacted youth	Camp Kemp, YSC, Various Community Sites	\$13,456 (FY19); \$82,811 (FY20)
2022	SMC Sheriffs Department	LRE Course (TAY)	SMC Jails	\$14,218
2021-2022	SMC Office of Education	LRE Course (HS)	High Schools	\$32,000
2018-2020	Board of State and Community Corrections (CalVIP)	LRE Course; Volunteer-Based Mentoring; Case Management	Juvenile Hall; Community Sites in Oakland	\$181,191 per year
2019-2022	Board of State and Community Corrections (Title II)	Case Management/Mentoring (Community); Education/Career Navigation Support	Community-based across SCC, SMC, and AC	\$350,000 per year
2022	Board of State and Community Corrections	Public Comment Services related to Minimum Standards for Juvenile Facilities	Community-based	\$10,000
2019-2021	Governor's Office of Business and Economic Development (CalCRG)	LRE Course; Case Management/Mentoring (TAY)	Facilities and Community Sites across SCC, SMC, and AC	\$283,153 over two years
2017-2022	SCC Probation (Mentoring Services Contract)	Volunteer-Based Mentoring; Case Management	Community-based in SCC	\$358,925(FY20); \$358,925(FY21); \$358,925 (FY22)
2019-2021	SCC Probation (Young Adult Deferred Entry to Judgment)	LRE Course; Case Management/Mentoring (TAY)	SCC Facilities and Community Sites	\$250,000 over two years
2015-2020	SCC Probation (Prevention and Early Intervention)	LRE Course; Case Management/Mentoring (HS)	Community Sites and Schools	\$100,000 (FY20)
2020-2022	SCC Probation (PIVOT)	Credible Messenger Mentoring Services	Community sites	\$277,322(FY21), \$287,971(FY22); \$100,813 (FY23)

2017-2020	SCC Probation (Juvenile Services Youth Advisory Council (YAC) Contract)	YAC Design and Implementation	Community Sites	\$179,423 (FY20)
2017-2022	SCC Social Services Agency (School-Linked Services)	LRE Course; Case Management/Mentoring	Community Sites and Middle Schools	\$79,567 (FY20); \$81,954 (FY21); \$81,954 (FY22)
2021-2022	SCC Office of LGBTQ Affairs	Recruit and Engage LGBTQ-focused YAC Subcommittee	Community Sites	\$80,000
2016-2020	SCC Probation (Gang Redirect)	LRE Course focused on Gang Redirection	William F. James Ranch	\$43,575 (FY20)
2019-2020; 2020-2021; 2021-2022; 2022-2023	City of San Jose (Safe Summer Initiative)	Prosocial Activities	Community-based events in SCC	\$17,500 (FY20); \$9,500 (FY21); \$9,500 (FY22); \$10,00 (FY23)
2019-2022	City of Oakland (Oakland Fund for Children and Youth)	Case Management/ Mentoring; Volunteer- Based Mentoring (HS)	Community Sites	\$95,500 per year
2021-2022	CCC Probation Department (TA Contract)	Technical Assistance (design and test services for TAY)	Facilities and Community Sites	\$100,000
2021-2022	CCC Probation Contract (Law and Leadership Training)	LRE course; Case Management/Mentoring (HS)	Facilities and Community Sites	\$50,000
2019-2020	Monterey County Probation	Technical Assistance (related to LRE course)	Juvenile Hall	\$17,000
2021-2022	Monterey County Probation	Technical Assistance (related to LRE course)	Juvenile Hall	\$25,000

2. List contracts, or other commitments (e.g. consulting arrangements), currently in force.

Year	Contracting Agency ⁴	Type of Service ⁴	Location	Amount
2020-2023	SMC Probation (YOBG)	LRE Course; Reentry Case Management/Mentoring (HS)	Facilities and Community Sites	\$215,791 per year
2020-2023	SMC Probation (JPCF)	LRE Course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$88,424 per year

⁴ The following acronyms are used: SMC = San Mateo County; SCC = Santa Clara County; AC = Alameda County; CCC = Contra Costa County; HS = High School-Age; MS = Middle School-Age; TAY = Transition-Age Youth

2020-2023	SMC Probation (JJCPA)	LRE Course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$38,554 per year
2022-2023	SMC Probation (Secure Track Funding)	LRE Course; Case Management/Mentoring (TAY)	Community sites and Juvenile Facilities	\$19,177 (FY22); \$38,353 (FY23)
2022-2023	Get Healthy San Mateo County	Diversion Program Design; Youth Voice Work to Impact Systems	Community Sites and High Schools	\$34,968 over the grant term
2020-2021; 2021-2022; 2022-2023	Redwood City HSFA	LRE Course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$10,000 per year
2022-2025	Board of State and Community Corrections (CalVIP)	LRE Course; Case Management/Mentoring (HS; TAY; MS)	Facilities and Community Sites across five cities	\$388,721 (FY23)
2020-2023	Board of State and Community Corrections (CalVIP)	LRE Course; Volunteer-Based Mentoring; Case Management (HS)	Facilities and Schools in Oakland and San Jose	\$210,000 (FY21); \$401,086 (FY22); \$388,721 (FY23)
2021-2024	Governor's Office of Business and Economic Development (CalCRG)	LRE course; Case Management/Mentoring (TAY)	Facilities and Community Sites across SCC, SMC, and AC	\$449,998 over two years
2023-2025	Board of State and Community Corrections (Title II)	Case Management/Mentoring (Community); Education/Career Navigation Support (HS)	Community sites across SCC, SMC, and AC	\$350,000 per year
2022-2023	SCC Probation (Mentoring Contract)	Volunteer-Based Mentoring; Case Management	Community-based in SCC	\$358,925
2019-2023	SCC Probation Department (Pro-CSR)	LRE Course (Facilities); Reentry Case Management/Mentoring	William F. James Ranch; Community Sites	\$379,313 (FY20); \$378,315 (FY21); \$328,864 (FY22); \$328,864 (FY23)
2020-2023	SCC Probation (Juvenile Services Youth Advisory Council Contract)	YAC Design and Implementation (HS; TAY)	Community Sites	\$175,000 (FY21); \$175,000 (FY22); \$182,000 (FY23)
2021-2024	SCC Probation (STAY FLY)	LRE course; Case Management/Mentoring (TAY)	Facilities and Community Sites	\$67,500 (FY22); \$135,000 (FY23)

2022-2023	SCC Probation (Neighborhood Services Unit)	Workshops; Case Management/Mentoring (MS; HS)	Community Sites	\$125,000
2022-2023	SSA Social Services Agency (School-Linked Services)	LRE course; Case Management/Mentoring (MS)	Middle Schools and Community Sites	\$116,046
2019-2023	City of San Jose (BEST)	LRE course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$108,204 (FY20) \$83,213 (FY21); \$92,460 (FY22); \$89,125 (FY23)
2020-2023	SCC Probation (Institutional YAC Services Contract)	YAC Design and Implementation	Juvenile Facilities (William F. James Ranch)	\$83,330 (FY21); \$85,330 (FY22); \$88,743 (FY23)
2019-2020; 2020-2021; 2021-2022; 2022-2023	SCC Office of Education	LRE Course (MS; HS)	Alternative Education Schools	\$60,000 (FY20); \$30,000 (FY21); \$60,000 (FY22); \$60,000 (FY23)
2021-2022; 2022-2023	County of Santa Clara (JJSC Contract)	Youth Presence/Voice in Juvenile Justice Systems Collaborative	Community Sites	\$75,000 (FY21; FY22); \$50,000 (FY23)
2018-2023	SCC Probation (MAAC Contract)	LRE Course (HS)	Juvenile Hall	\$41,616 (FY20); 437,500 (FY21; FY22); \$30,468 (FY23)
2021-2022; 2022-2023	Milpitas Unified School District (LRE Contract)	LRE Course (HS)	CalHills HS	\$30,000 per year
2022-2023	SCC Board of Supervisors (URJENT Grant)	LRE course; Case Management/ Mentoring (HS)		\$15,000
2019-2020; 2020-2021; 2021-2022; 2022-2023	City of San Jose (YRGP)	LRE course; Case Management/Mentoring (MS)	Middle Schools and Community Sites	\$44,703 (FY20; FY21; FY22); \$21,901 (FY23)
2022-2023	District 4 Grant Tech for Law Program	LRE course (HS)	Schools and Community Sites	\$10,000
2021-2023	AC Probation (YAC Contract)	YAC Design and Implementation (HS; TAY)	Facilities and Community Sites	\$250,000 over two years

2019-2023	AC Probation Department (JJCPA)	LRE Course (HS)	AC Schools and Community Sites	\$262,047 over the grant term
2019-2024	AC Probation (DPN)	LRE Course; Case Management/Mentoring; Volunteer-Based Mentoring (HS-age)	Community Sites and High Schools	\$554,285 over the grant term
2019-2020; 2020-2022; 2021-2022; 2022-2023	AC Office of Education	Career Pathways Navigator services	High Schools	\$100,000 (FY20, FY21, FY22); \$191,539 (FY23)
2022-2023	Oakland Fund for Children and Youth	Case Management/Mentoring (HS); Youth Leadership Council Facilitation	Community Sites	\$99,897
2022-2023	Oakland Fund for Children and Youth	LRE course; Case Management/Mentoring (MS)	Community Sites and Middle Schools	\$60,000
2019-2020; 2020-2021; 2021-2022; 2022-2023	Union City (DPN Subcontract)	LRE Course (HS)	High Schools and Community Sites	\$29,125 (FY20; FY21; FY22); \$32,624 (FY23)
2022-2025	CCC Probation (STAY FLY Contract)	LRE course; Case Management/Mentoring (TAY); TAY Provider Network Facilitation	Facilities and Community Sites	\$400,000 (FY23)
2022-2023	CCC Probation Contract (Law and Leadership Training)	LRE course; Case Management/Mentoring (HS)	Facilities and Community Sites	\$75,000
2022-2023	City of Richmond (Richmond Fund for Children and Youth)	LRE course (HS; TAY)	Facilities and Community Sites	\$64,745

3. Provide details of any failure or refusal to complete a contract. N/A, FLY has completed all contracts satisfactorily.

4. Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.

Personnel Name	FTE/Salary	Applicable Degrees (Degree-Year- Institution)	Professional Licenses - Certifications for EBP	CANS Assessment Tool Certification
Chrisbet Cortes-Lopez	1 FTE/ \$52,270 per	B.A. Peace and Conflicts Studies and Educational		Not trained

	year	Studies - 2022- Swarthmore College		
Joshua Orcine	1 FTE/ \$64,937 per year	MA Ethnic Studies - expected 2023 - SFSU; African American Studies – 2010 – San Jose State University (SJSU)	CPR/First Aid	Trained Certification Date: 2019
Kate Hiester	1 FTE/ \$103,584 per year	BS in Anthropology - 2002 - Kenyon College; MA in Anthropology - 2007 - University of Wisconsin	Restorative Justice Certificate - SEEDS; Alive & Free Prescription; CPR/First Aid	Not trained
Kelsey Mikols	1 FTE/ \$56,180 per year	BA in Communication - 2022 - California State University (CSU) Monterey Bay	Alive & Free Prescription, CPR/First Aid Certified	Not trained
Kit Waffle	1 FTE/ \$58,177 per year	M.Ed. - 2022 - Southern New Hampshire University; MA - 2005 Stanford University; BA - 2002 - University of Chicago	Youth Mental Health First Aid, CPR/First Aid/AED	Not trained
Maria Delgado	1 FTE/ \$72,958 per year	BA in Criminal Justice - 2018 - SJSU	Alive & Free Prescription; CPR/First Aid	Trained Certification Date: 2021
Melissa Poling	1 FTE/ \$82,084 per year	BA in International Studies, minor in Public Service – 2010 – University of California San Diego	Supporting the Well-Being of LGBTQ Youth 2020, Restorative Justice Certificate - SEEDS, Alive & Free Prescription, Mental Health First Aid; Wilderness First Responder (incl. CPR)	Trained Certification Date: 2019
Xochil Ocegueda	1 FTE/ \$48,921 per year	BA in Criminal Justice, Minor in Sociology - 2022 - CSU East Bay		Not trained

FLY staff are given comprehensive training based on best practices in youth development and youth services. Training includes Motivational Interviewing, Strengths-Based Case Management; Trauma-Informed Care; and Harm Reduction.

Tab 2: Project Philosophy and Service Model (up to 6 pages, including Exhibit B)

Describe your organization's project approach and service model, including how proposed programs and services would be implemented, staffed, supported administratively, and delivered to clients on a consistent basis. FLY's philosophy and service model are grounded in its Theory of Change: FLY's program interventions, combined with extensive community and systems collaboration, disrupt the pipeline to prison and put kids on the path to a healthy, free, and productive life. In the Reentry Program, youth ages 15-18 in the juvenile justice system will build essential social-emotional learning skills, avoid future or continued system involvement, and increase their educational attainment.

a) Describe the amount/frequency of your proposed direct services. The first component of the Reentry Program is FLY's 12-week law-related education weekly law-related education (LRE) course facilitated in 1-2 hour sessions, as YSC and Camp Kemp schedules allow

After participating in the LRE component, 30 youth in custody at YSC and Camp Kemp will be eligible for the reentry case management and coaching component after release. Youth in reentry case management receive intensive case management support from a FLY Case Manager (CM) who works with them one-on-one for two to four hours per month, phased over nine months as follows: four hours per month for the first three months; three hours for the next three months, and two hours for the final three months. For one to two months pre-release, youth receive two hours per month of case management. In addition, case managers attend MDT meetings, support youth in court and in school meetings, and help both the youth and family navigate reintegration. CMs also identify opportunities for youth to engage with the Career Pathways Navigator (CPN), both in and out of custody. The CPN may meet with youth individually, such as to review their IEP supports and help them understand their educational rights, and also provides specialized workshops on topics like navigating resources for college, vocational exploration, and resume writing. Broadly, the CPN aims to provide 2 workshops per month, focused on the most salient needs of youth and staff in educational and career topics. Individual meetings are on an as-needed basis as determined by the youth, CM, and CPN.

b) Describe any promising practices/evidence-based practices (EBP) your organization plans to implement to meet the requirements for this RFP. Please include the name of each curriculum/intervention that will be implemented. FLY proposes to offer its law-related education (LRE) course to youth in custody at SMC Department of Probation's Camp Kemp and Youth Services Center (YSC) as well as a reentry case management and mentoring component for youth as they re-enter the community from Camp Kemp and the YSC and on probation. FLY's proposal consists of three promising practices: (1) the law-related education (LRE) component for approximately 90-150 in-custody youth in Camp Kemp and the YSC depending on occupancy; (2) the one-on-one case-management and coaching component for 30 youth on probation/reentering the community; (3) education and vocational/career navigation support through one-on-one coaching and group workshops to youth both in-custody and in the community, including youth in Phoenix Reentry Program (PREP) at the YSC.

FLY employs methodologies adapted from evidence-based and evidence-informed youth development models and promising practices from the social services sector and the National Institute of Corrections:

- Motivational Interviewing (MI): An evidence-based intervention to assess client readiness for change and to guide which specific high-empathy, low-control intervention the practitioner should apply during the client's goal-setting process to foster lasting motivation for change.
- Trauma-Informed Care: As outlined by the Substance Abuse and Mental Health Services Administration (SAMHSA), FLY works to prevent re-traumatization, understanding the impact

that trauma has on an individual's path to recovery. Staff use client strengths to inform service delivery, clearly define program expectations and provide a safe environment, and rapport.

- Cognitive-Behavioral Therapy (CBT) approaches: CBT is an evidence-based approach used in the development of all FLY programmatic curricula and program activity debriefs. For example, FLY purposefully provides role plays to simulate experiences of conflict and problem-solving. During the debriefing sessions youth form new neural pathways that can be recalled later.
- Social-Emotional Learning (SEL): This framework relies on research showing that having pro-social skills helps young people make positive life choices, affecting their growth as they move into adulthood. Case Managers use evidence-informed toolkits during one-on-one interactions with youth to reflect on, reinforce, and apply pro-social skills.
- Strengths-Based Case Management: Strength-Based Case Management strives to focus on the individual's strengths and utilizes informal support networks and strengths that clients already possess. Application of Strengths-Based Case Management has been utilized in a diversity of fields, like substance abuse, mental health, school counseling, and elder care.
- Harm Reduction: Harm Reduction are behaviors and strategies that reduce the risk of harm associated with certain activities. Harm reduction centers the needs and strengths of the person engaged in a risky behavior and gives them agency in determining how to mitigate the harm they may cause themselves and others. While harm reduction has most often been associated with substance misuse, the approach is effective in addressing many risky behaviors and situations, including gang involvement, interpersonal conflict, and commercial sexual exploitation.

c) List your needs for physical space and/or equipment at the County during this engagement, if any, aside from space or equipment that would be provided by the County as an obvious aspect of the requested services (for example, space to treat patients, computers to document services, etc.). FLY respectfully requests space for Case Managers and the Career Pathways Navigator to meet with youth at the YSC and/or Camp Kemp, including storage space for workshop supplies.

d) Identify how you will meet all other aspects of the scope of work and related requirements stated above. FLY's Reentry Program addresses most of the items in the Scope of Work, providing trauma-informed and culturally-responsive support that helps youth develop assets that enhance:

- Pro-social skills through law-related education (LRE) and case management that benefit responsible and informed decision making;
- Educational attainment via case management that helps youth to re-enroll and engage in school; case managers attend school meetings with youth; workshops and individual system navigation consultation to youth that increase access to academic services upon reentry, knowledge about available resources and educational laws, and build engagement and motivation through career and educational planning;
- Vocational skills through case management and systems navigation support that helps youth with job searches and college admissions, connecting them to resources, and helping them with time management skills;
- Emotion regulation/coping skills via structured LRE and case management activities, such as role-plays on problem solving and leadership;
- Gang prevention and intervention through activities and a focus on non-violent conflict resolution, mitigating gang impact, resisting negative peer pressures; and
- Successful community and school reentry through one-on-one case management and mentorship to youth after release from Camp Kemp and YSC.

FLY's interventions are not designed specifically to address Human Trafficking, yet Case Managers are trained to use harm reduction strategies to help youth engage in less risky behaviors and support youth in accessing resources to exit harmful relationships.

e) List any items that you cannot provide. Items in the scope of work that FLY does not specifically provide through the proposed programming include: Behavioral Health, Health, Arts-Based Interventions, and Family Therapy. For services that require a licensed therapist or social worker, FLY has informal cross-referral agreements with agencies offering individual and family counseling and substance abuse intervention. FLY's Career Pathways Navigator and Case Managers develops and maintains partnerships with other community-based organizations to ensure access and handoff to services.

f) Provide information on any other pertinent services, if any, that you will offer that will reduce costs or enhance revenue for the County. FLY's commitment to serving youth who are incarcerated or on probation includes attending court, meeting with schools, and being in contact with the youth's family and support systems. This can result in the Probation Department gaining valuable insights on the engagement and progress of youth, ultimately saving them field time. FLY programs reduce costs to the County and taxpayers by giving youth the tools and motivation they need to stay free of further incarceration and successfully complete the terms of their probation once they return to the community. This freedom from the cycle of system-involvement translates to cost reduction across multiple county sectors and has the potential to support overall economic health of the County.

g) Please complete Exhibit B, being sure to identify all direct services provided through your program, including projected hours and clients for each. These must be consistent with your Project Budget (Exhibit C). Please see Exhibit B.

Exhibit B – Clients and Services

Please complete the following questions about your proposed services and clients.

1. Please tell us about your program, identifying the following: a. The specific types of services you will provide. Be sure to indicate any use of curriculums/interventions you will implement that are evidence-based. FLY's Reentry Program works with incarcerated youth to develop the skills, confidence, and ability to successfully reintegrate into their communities. FLY will provide the following services:

- The law-related education (LRE) component offers intervention and prevention strategies for in-custody youth grounded in evidence-based principles and promotes pro-social skills.
- The reentry case management and mentoring component intervenes more intensively with high-risk juvenile probation reentry youth to help them through their transition from institutions, decrease recidivism and gang impacts, and increase constructive use of time through school/employment. Case management and mentoring includes juvenile justice systems navigation and advocacy.
- Education and career navigation support, provided to both youth enrolled in Phoenix Reentry Program (PREP) and to all youth following release from custody, bolsters youth's capacity to plan for and succeed in their education and pursue post-secondary education or employment.
- Pro-social events, including positive social events for youth who have been released, are important pathways for building and reinforcing SEL skills.
- The above services include strategies grounded in the following evidence-based practices: Motivational Interviewing; Cognitive Behavioral Therapy; Trauma-Informed Care; Social-Emotional Learning; Critical Time Intervention; Strengths-Based Case Management; and Harm Reduction.

The LRE component is a 12-week evidence-informed law-related education course, which educates at-risk youth about their rights and responsibilities under the law and develops personal agency through pro-social skill building so youth understand the systems and laws that impact their daily lives, can make healthy, positive choices, and avoid gang involvement and risky behavior. Research from the OJJDP shows that youth exposed to LRE are more likely to be engaged in school and less likely to break the law. Taught to youth in custody at Camp Kemp and the YSC by trained FLY staff and volunteers, the course covers topics such as police encounters and arrests; property crimes; drugs and alcohol; gang impacts; unlawful sex; and hate crimes. Each week, youth participate in interactive workshops that include multi-media, role plays and critical dialogue, or youth-led discussions, to build pro-social skills in social- and self-awareness, critical problem-solving, and self-advocacy. Youth build agency through analyzing the systems that impact their daily lives by discussing current events and examining how their choices can contribute to positive change for themselves and their communities.

FLY will work collaboratively with facilities staff to identify the youth most in need of case management while they complete probation, including youth in the Phoenix Reentry Program. Youth begin to build rapport and plan for their transition into the community through pre-release case management and participation in LRE. Once released from custody, youth receive nine months of intensive case management support from a FLY Case Manager (CM) who works with them one-on-one in their community. Case management dosage is phased over nine months: four hours per month for the first three months; three hours for the next three months, and two hours for the final three months. Together, they design an individualized service plan around reentry goals such as reconnecting to school, establishing healthy relationships, obtaining employment, and discovering healthy hobbies in the community. Focusing on these goals prevents recidivism and promotes pro-social skills and new, positive identities. The CM provides strengths-based support which help youth identify barriers to success and the strengths youth possess to overcome barriers. Support includes attending court and school meetings and connecting with youth's family and support systems. Critical Time Intervention, the methodology for Reentry Case Management, is an evidence-based practice that focuses on establishing a positive and sustainable system of support that remains after case management services have ended. FLY aims to help the youth who have the most needs successfully transition back into their communities and lead productive lives, free of system-involvement and gang entrenchment.

In-custody youth enrolled in PREP as well as those in reentry case management will receive support from a Career Pathways Navigator (CPN) and will have access to one-on-one coaching (office hours). The CPN will be responsible for maintaining expert knowledge of local educational systems and rights as well as building a network focused primarily on education and career readiness, with a secondary emphasis on self-sufficiency. Youth will be able to participate in education and career navigation workshops (both in-custody and in the community) covering topics including, but not limited to, educational laws and rights of youth, financial literacy, or college search and application. The CPN will employ a human-centered design approach so that topics are tailored to youth's needs. Youth receiving reentry case management will also be eligible to participate in community-based education and career navigation workshops led by the CPN and will have access to additional information and resources as a part of CPN stakeholder advocacy work. In FLY's experience, connecting youth with meaningful educational and career advancement opportunities has a significant, positive impact on their long-term prospects for things like reducing gang impacts, decreasing risky behaviors, and successfully pursuing positive goals.

b. Where will these services be provided? Indicate geographical location as well as site. The LRE course will be provided at Camp Kemp and in the San Mateo County Youth Services Center (YSC). The case

management component will begin in the Camp and YSC facilities before youth are released and will continue in the community for nine months after release. Case Managers (CMs) meet youth where they live, work, and go to school, which removes barriers to service delivery by creating full access between the client and the CM. Additionally, youth will be able to participate in education and career navigation workshops while in custody at the YSC. Youth receiving reentry case management will also be eligible to participate in community-based education and career navigation workshops led by the CPN and will have access to additional information and resources as a part of CPN stakeholder advocacy work. These services will be provided at FLY's office at Sobrato Center for Nonprofits or at other community-based organizations and educational institutions, depending on the educational and vocational needs of youth in program.

c. What is the expected timing of these services? (i.e., when will they begin and end, how frequently will they be provided, year-round vs. school year etc.) FLY will provide the weekly law-related education (LRE) course in the two currently-open residential units of the Youth Services Center and at Camp Kemp to make sure that as many youth as possible who are admitted to detention are exposed to LRE. Should more residential units be opened, FLY will work with Probation to provide LRE in those units as well.

Thirty (30) Reentry Program youth will receive nine months of community-based intensive case management and coaching support from a FLY Case Manager (CM). Youth will be added to the CM's caseload on a rolling basis as they are connected to the program and opt in to services. In custody, the CM will meet with the youth one-on-one to build rapport and to do a comprehensive Case Management Assessment of risk and need. The CM will interview youth and work with Probation staff to understand youth needs as they they reenter the community, and continue meeting with each youth one-on-one for regularly for nine months.

As many as 10 youth at a time youth will receive one-on-one coaching from a Career Pathways Navigator (CPN) while in custody, including as part of PREP. Additionally, youth will be able to participate in education and career navigation workshops both in-custody and in the community once they are released.

2. Please tell us about your target client population, including client characteristics and numbers you plan to serve. The Reentry Program will serve youth in custody in San Mateo County's locked facilities: Camp Kemp and the Youth Services Center (YSC), who struggle with issues of substance abuse, trauma, violence, gang involvement, and poverty. Year after year, nearly 100% of FLY's clients are low-income and at least 95% identify as youth of color—youth who are more likely to be caught in the pipeline to prison.

Numbers served: The LRE component will serve 90-150 youth in YSC and Camp Kemp in Fiscal Year 2023-2024 depending on the number of youth in the facilities. The reentry case management component will serve 30 youth in Fiscal Year 2023-2024. The education and career navigation support component will serve up to 10 youth in-custody, including those assigned to the Phoenix Reentry Program. FLY anticipates providing the same level of service delivery in Fiscal Years 2024-2025 and 2025-2026, but is open to negotiations to provide a higher level of service delivery should need and funding allow.

3. Please complete the following for each direct service provided:

Direct Service Type	Number of Staff Providing Services	Number of Projected Hours	Number of Projected Clients
Workshops at YSC, Camp Kemp, and PREP (Law-Related Education or Education & Career Navigation Workshops)	3	500	150
Case Management Intake Assessment and Pre-Release Case Management	1	60	30
Reentry Case Management: 1:1 Case Management Meetings, Parent Meetings, and Advocacy	1	500	30
Reentry Prosocial Activities	4	56	20
1:1 Coaching and CPN Office Hours at YSC and Camp Kemp	1	120	100
Volunteer Trainings	4	70	150
Required Meetings at Outlined in RFP	2	80	30
Education & Career Stakeholder Advocacy	1	460	100
Team Case Conferences	3	45	30
Data Collection and Entry	1	330	180
Billing & Finance	1	40	180
Program Evaluation & Reporting	1	18	180

Tab 3: Protocols for Addressing Concerns (1 page)

a) In the event of a routine problem, who is to be contacted within your organization? All questions and routine problems can be directed to San Francisco and San Mateo County Director, Kate Hiester at katehiester@flyprogram.org, (650) 213-6794 or Chief Program Officer Alexandria Cooley at acooley@flyprogram.org, 408-263-2630 (extension 2729).

b) In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them. FLY maintains, reviews and revises our agency Client Crisis Protocol regularly to ensure that staff are always providing the most ethical and caring services to our clients. This document contains a multi-step process that clearly lays out how FLY staff should proceed in the face of a client problem or crisis. Staff are instructed to respond immediately. Our Client Crisis Protocol and Incident Report documents are available on request.

FLY considers itself an ever-evolving and learning organization that takes feedback and criticism seriously. While FLY does not often receive negative reports from its partners, FLY is responsive and thoughtful in regards to communication, both positive and negative. The San Francisco and San Mateo County Director, will communicate any identified problems with the Chief Program Officer upon receipt of the information. Depending on the nature of the problem, solutions to the issue will either be developed immediately or the issue will be added to the agenda of one of FLY's Strategic Operations meetings.

Tab 4: Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization (1 page)

List any current licensure, HIPAA, non-discrimination claims against you/your organization and those having occurred in the past five years, especially any resulting in claims or legal judgments against you.

There have been no prior violations or claims nor are there any current violations or claims against Fresh Lifelines for Youth (FLY).

Tab 5: Cost Analysis and Budget for Primary Services (up to 7 pages, including Exhibit C)

Provide a detailed explanation for all costs associated with your proposal. Please complete the respective budget form for each of the fiscal years (Exhibit C – Download in Public Purchase, www.publicpurchase.com). *Note on Reimbursable Travel: All mileage reimbursements for a Contractor’s use of a personal car for reimbursable travel shall be reimbursed based on the Federal mileage reimbursement rate. That said, the County does not generally reimburse “local travel” within 50 miles. For more information, please see the “Reimbursable Travel Expenses” section of the County’s standard contract template in Exhibit D.*

Service	Explanation
A. DIRECT PERSONNEL COSTS ALLOCATED TO JJRBG	
Workshops at YSC, Camp Kemp, and PREP (Law-Related Education or Education & Career Navigation Workshops)	2 FTE will provide on average 14 workshops per month, including law-related education and career and education-focused workshops, to youth at YSC and Camp Kemp, including those assigned to PREP. FLY will bill for 3 hours of preparation and facilitation per workshop. TOTAL: 500 hours
Case Management Assessment and Pre-Release Case Management	1 FTE will administer FLY’s Case Management Assessment (assessment + interview lasts approximately 1 hour each at intake and closure) and provide reentry case management to youth (1:1 with youth) as needed. Provided for 30 youth on a rolling basis as youth are referred into the program. TOTAL: 60 hours
Reentry Case Management: 1:1 Case Management Meetings, Parent Meetings, and Advocacy	1 FTE at a time will provide 1:1 intensive case management, court advocacy, meetings with parents, school 360 meetings, or other systems advocacy meetings for 2-4 hours per month (dosage is phased over 9 months: 4 hours per month for months 1-3; 3 hours per month for months 4-6; 2 hours per month for months 7-9). Provided for 30 youth per year on a rolling basis. TOTAL: 500 hours
Reentry Prosocial Activities	4 FTE will facilitate each pro-social activity 1) fun, pro-social events for youth in the program to further enforce pro-social attitudes, behaviors, and peers. Each activity is approximately 6-8 hours long (including preparation) and FLY will facilitate up to 2 activities per quarter. TOTAL: 56 hours
1:1 Mentoring and CPN Coaching at YSC and Camp Kemp	1 FTE at a time meets with youth in custody to address specific topics and needs related to pro-social skills and conflict resolution, anticipated 2 or 3 sessions per week. Each session lasts approximately 1 hour. TOTAL: 120 hours
Volunteer Trainings	4 FTE facilitate 2 volunteer trainings per semester for 32 hours of training per semester (4 sessions of 8-hour trainings twice a year). Plus 3 hours of preparation per semester). TOTAL: 70 hours
Required Meetings at Outlined in RFP	2 FTE will attend the required meetings listed on page 8 of the RFP (MDT and Family Nights - Court attendance is included in case management). TOTAL: 80 hours
Education & Career Stakeholder Advocacy	1 FTE will spend approximately 10 hours per week for 46 weeks researching relevant education laws/policies, academic supports, etc., and conducting meetings with stakeholders to advance workshops and 1:1 work with youth. Services for PREP youth will be prioritized, but additional work may be done to support the success of other youth in custody. TOTAL 460 hours

Team Case Conferences	3 FTE meet weekly as a team for 1 hour to discuss youth needs and develop solutions to challenges. TOTAL: 45 hours
Data Collection & Entry	1 FTE will administer assessments to youth in the LRE sessions in addition to ongoing data collection for all youth in program (0.25 hour of data collection/entry for 50 LRE youth per month and 0.5 hours for an estimated 20 case management youth). TOTAL: 330 hours
Billing & Finance	1 FTE from FLY's Finance & Operations Department will oversee billing for this contract, including tracking expenses and supporting documentation, verifying data, and processing invoices. Estimated at 10 hours per quarter. TOTAL: 40 hours
Program Evaluation & Reporting	1 FTE from FLY's Evaluation & Learning Department will oversee all program evaluation and reporting to the Probation Department, including pulling reports, monitoring data entry, training staff in data entry, and conducting data quality audits. FLY estimates 4.5 hours per quarter. TOTAL: 18 hours

B. DIRECT OPERATING COSTS ALLOCATED TO JJRBG	
Transportation	\$3,288 requested: Total transportation costs related to providing services under this contract, including local transportation to/from YSC, to/from stakeholder meetings, or youth rides during community-based case management activities. Reimbursed at the federal mileage rate (current: .655 cents per mile).
Program Supplies	\$2,763.00 requested: Costs for program activities including activity materials, outreach flyers, handouts, etc.
Program Activities	\$1,833.00 requested: Costs for fun, pro-social activities such as going go-kart racing or visiting a museum or college campus. Costs include admission to activities, supplies, and meals.
Client Costs	\$5,013.00 requested: FLY calculates client costs at about \$20 per Reentry youth per month, plus small additional costs for in-custody and PREP youth. Client costs cover things like driver's license fees, graduation gifts, food during case management and the Law Recognition Ceremony
Staff Training and Professional Development	\$1,000 requested in costs to train staff in new methodologies or interventions and to implement ongoing professional development activities.

Name of Program: **FLY Reentry and PREP Services**

FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Workshops at YSC & Camp Kemp, including PREP (Law-Related Education or Education & Career Navigation Workshops)	3	\$48.51	Number of Clients	50	50	50	50	150
			Number of Hours	125	125	125	125	500
			Amount (Rate * Hours * Staff)	\$18,191.25	\$18,191.25	\$18,191.25	\$18,191.25	\$72,765.00
Case Management Intake Assessment and Pre-Release Case Management	1	\$51.98	Number of Clients	7	8	7	8	30
			Number of Hours	15	15	15	15	60
			Amount (Rate * Hours * Staff)	\$779.70	\$779.70	\$779.70	\$779.70	\$3,118.80
Reentry Case Management: 1:1 Case Management Meetings, Parent Meetings, and Advocacy	1	\$51.98	Number of Clients	20	20	20	20	30
			Number of Hours	125	125	125	125	500
			Amount (Rate * Hours * Staff)	\$6,497.50	\$6,497.50	\$6,497.50	\$6,497.50	\$25,990.00
Reentry Prosocial Activities	4	\$48.51	Number of Clients	10	10	10	10	20
			Number of Hours	14	14	14	14	56
			Amount (Rate * Hours * Staff)	\$2,716.56	\$2,716.56	\$2,716.56	\$2,716.56	\$10,866.24
1:1 Mentoring and CPN Coaching at YSC and Camp Kemp	1	\$51.98	Number of Clients	30	30	30	30	100
			Number of Hours	30	30	30	30	120
			Amount (Rate * Hours * Staff)	\$1,559.25	\$1,559.25	\$1,559.25	\$1,559.25	\$6,237.00
Volunteer Trainings	4	\$46.21	Number of Clients	50	50	50	50	150
			Number of Hours	35	0	35	0	70
			Amount (Rate * Hours * Staff)	\$6,469.40	\$0.00	\$6,469.40	\$0.00	\$12,938.80
Required Meetings at Outlined in RFP	2	\$48.51	Number of Clients	20	20	20	20	30
			Number of Hours	20	20	20	20	80
			Amount (Rate * Hours * Staff)	\$1,940.40	\$1,940.40	\$1,940.40	\$1,940.40	\$7,761.60
Education & Career Stakeholder Advocacy	1	\$51.98	Number of Clients	30	30	30	30	100
			Number of Hours	115	115	115	115	460
			Amount (Rate * Hours * Staff)	\$5,977.13	\$5,977.13	\$5,977.13	\$5,977.13	\$23,908.50
Team Case Conferences	3	\$49.67	Number of Clients	20	20	20	20	30
			Number of Hours	11.25	11.25	11.25	11.25	45
			Amount (Rate * Hours * Staff)	\$1,676.19	\$1,676.19	\$1,676.19	\$1,676.19	\$6,704.78
Data Collection & Entry	1	\$49.67	Number of Clients	70	70	70	70	180
			Number of Hours	82.5	82.5	82.5	82.5	330
			Amount (Rate * Hours * Staff)	\$4,097.78	\$4,097.78	\$4,097.78	\$4,097.78	\$16,391.10
Billing & Finance	1	\$54.30	Number of Clients	70	70	70	70	180
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$543.00	\$543.00	\$543.00	\$543.00	\$2,172.00

Program Evaluation & Reporting	1	\$54.30	Number of Clients	70	70	70	70	180
			Number of Hours	4.5	4.5	4.5	4.5	18
			Amount (Rate * Hours * Staff)	\$244.35	\$244.35	\$244.35	\$244.35	\$977.40
			A. Direct Personnel Costs Total	\$50,692.50	\$44,223.10	\$50,692.50	\$44,223.10	\$189,831.22

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Transportation	Amount	\$822.00	\$822.00	\$822.00	\$822.00	\$3,288.00
Program Supplies	Amount	\$458.25	\$458.25	\$458.25	\$458.25	\$2,763.00
Program Activities	Amount	\$690.75	\$690.75	\$690.75	\$690.75	\$1,833.00
Client Costs	Amount	\$1,253.25	\$1,253.25	\$1,253.25	\$1,253.25	\$5,013.00
Staff Training and Professional Development	Amount	\$250.00	\$250.00	\$250.00	\$250.00	\$1,000.00
B. Direct Operating Costs Total		\$3,474.25	\$3,474.25	\$3,474.25	\$3,474.25	\$13,897.00

	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$50,692.50	\$44,223.10	\$50,692.50	\$44,223.10	\$189,831.22
B. Direct Operating Costs Total	\$3,474.25	\$3,474.25	\$3,474.25	\$3,474.25	\$13,897.00
Total Direct Program Costs (A + B)	\$54,166.75	\$47,697.35	\$54,166.75	\$47,697.35	\$203,728.22
C. Indirect Costs (10%)	\$5,416.68	\$4,769.74	\$5,416.68	\$4,769.74	\$20,372.82
TOTAL FY 2023-24 BUDGET	\$59,583.43	\$52,467.09	\$59,583.43	\$52,467.09	\$224,101.04

Name of Program:

A. Direct Personnel Costs			Budget Projections					
Services (by Type)	# of Staff	Rate	Indicator	Quarter 1	Quarter 2	Quarter 3	Quarter 4	FY 2024-25 Total
Workshops at YSC, Camp Kemp, and PREP (Law-Related Education or Education & Career Navigation Workshops)	3	\$48.51	Number of Clients	50	50	50	50	150
			Number of Hours	125	125	125	125	500
			Amount (Rate * Hours * Staff)	\$18,191.25	\$18,191.25	\$18,191.25	\$18,191.25	\$72,765.00
Case Management Intake Assessment and Pre-Release Case Management	1	\$51.98	Number of Clients	7	8	7	8	30
			Number of Hours	15	15	15	15	60
			Amount (Rate * Hours * Staff)	\$779.70	\$779.70	\$779.70	\$779.70	\$3,118.80
Reentry Case Management: 1:1 Case Management Meetings, Parent Meetings, and Advocacy	1	\$51.98	Number of Clients	20	20	20	20	30
			Number of Hours	125	125	125	125	500
			Amount (Rate * Hours * Staff)	\$6,497.50	\$6,497.50	\$6,497.50	\$6,497.50	\$25,990.00
Reentry Prosocial Activities	4	\$48.51	Number of Clients	10	10	10	10	20
			Number of Hours	14	14	14	14	56
			Amount (Rate * Hours * Staff)	\$2,716.56	\$2,716.56	\$2,716.56	\$2,716.56	\$10,866.24

1:1 Coaching and CPN Office Hours at YSC and Camp Kemp	1	\$51.98	Number of Clients	30	30	30	30	100
			Number of Hours	30	30	30	30	120
			Amount (Rate * Hours * Staff)	\$1,559.25	\$1,559.25	\$1,559.25	\$1,559.25	\$6,237.00
Volunteer Trainings	4	\$46.21	Number of Clients	50	50	50	50	150
			Number of Hours	35	0	35	0	70
			Amount (Rate * Hours * Staff)	\$6,469.40	\$0.00	\$6,469.40	\$0.00	\$12,938.80
Required Meetings at Outlined in RFP	2	\$48.51	Number of Clients	20	20	20	20	30
			Number of Hours	20	20	20	20	80
			Amount (Rate * Hours * Staff)	\$1,940.40	\$1,940.40	\$1,940.40	\$1,940.40	\$7,761.60
Education & Career Stakeholder Advocacy	1	\$51.98	Number of Clients	30	30	30	30	100
			Number of Hours	115	115	115	115	460
			Amount (Rate * Hours * Staff)	\$5,977.13	\$5,977.13	\$5,977.13	\$5,977.13	\$23,908.50
Team Case Conferences	3	\$49.67	Number of Clients	20	20	20	20	30
			Number of Hours	11.25	11.25	11.25	11.25	45
			Amount (Rate * Hours * Staff)	\$1,676.19	\$1,676.19	\$1,676.19	\$1,676.19	\$6,704.78
Data Collection & Entry	1	\$49.67	Number of Clients	70	70	70	70	180
			Number of Hours	82.5	82.5	82.5	82.5	330
			Amount (Rate * Hours * Staff)	\$4,097.78	\$4,097.78	\$4,097.78	\$4,097.78	\$16,391.10
Billing & Finance	1	\$54.30	Number of Clients	70	70	70	70	180
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$543.00	\$543.00	\$543.00	\$543.00	\$2,172.00
Program Evaluation & Reporting	1	\$54.30	Number of Clients	70	70	70	70	180
			Number of Hours	4.5	4.5	4.5	4.5	18
			Amount (Rate * Hours * Staff)	\$244.35	\$244.35	\$244.35	\$244.35	\$977.40
			A. Direct Personnel Costs Total	\$50,692.50	\$44,223.10	\$50,692.50	\$44,223.10	\$189,831.22

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Transportation	Amount	\$822.00	\$822.00	\$822.00	\$822.00	\$3,288.00
Program Supplies	Amount	\$458.25	\$458.25	\$458.25	\$458.25	\$1,833.00
Program Activities	Amount	\$690.75	\$690.75	\$690.75	\$690.75	\$2,763.00
Client Costs	Amount	\$1,253.25	\$1,253.25	\$1,253.25	\$1,253.25	\$5,013.00
Staff Training and Professional Development	Amount	\$250.00	\$250.00	\$250.00	\$250.00	\$1,000.00
B. Direct Operating Costs Total		\$3,474.25	\$3,474.25	\$3,474.25	\$3,474.25	\$13,897.00

	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
A. Direct Personnel Costs Total	\$50,692.50	\$44,223.10	\$50,692.50	\$44,223.10	\$189,831.22
B. Direct Operating Costs Total	\$3,474.25	\$3,474.25	\$3,474.25	\$3,474.25	\$13,897.00
Total Direct Program Costs (A + B)	\$54,166.75	\$47,697.35	\$54,166.75	\$47,697.35	\$203,728.22
C. Indirect Costs (10%)	\$5,416.68	\$4,769.74	\$5,416.68	\$4,769.74	\$20,372.82
TOTAL FY 2024-25 BUDGET	\$59,583.43	\$52,467.09	\$59,583.43	\$52,467.09	\$224,101.04

Name of Program:

Budget Projections								
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate	Indicator	Quarter 1	Quarter 2	Quarter 3	Quarter 4	FY 2025-26 Total
Workshops at YSC, Camp Kemp, and PREP (Law-Related Education or Education & Career Navigation Workshops)	3	\$48.51	Number of Clients	50	50	50	50	150
			Number of Hours	125	125	125	125	500
			Amount (Rate * Hours * Staff)	\$18,191.25	\$18,191.25	\$18,191.25	\$18,191.25	\$72,765.00
Case Management Intake Assessment and Pre-Release Case Management	1	\$51.98	Number of Clients	7	8	7	8	30
			Number of Hours	15	15	15	15	60
			Amount (Rate * Hours * Staff)	\$779.70	\$779.70	\$779.70	\$779.70	\$3,118.80
Reentry Case Management: 1:1 Case Management Meetings, Parent Meetings, and Advocacy	1	\$51.98	Number of Clients	20	20	20	20	30
			Number of Hours	125	125	125	125	500
			Amount (Rate * Hours * Staff)	\$6,497.50	\$6,497.50	\$6,497.50	\$6,497.50	\$25,990.00
Reentry Prosocial Activities	4	\$48.51	Number of Clients	10	10	10	10	20
			Number of Hours	14	14	14	14	56
			Amount (Rate * Hours * Staff)	\$2,716.56	\$2,716.56	\$2,716.56	\$2,716.56	\$10,866.24
1:1 Coaching and CPN Office Hours at YSC and Camp Kemp	1	\$51.98	Number of Clients	30	30	30	30	100
			Number of Hours	30	30	30	30	120
			Amount (Rate * Hours * Staff)	\$1,559.25	\$1,559.25	\$1,559.25	\$1,559.25	\$6,237.00
Volunteer Trainings	4	\$46.21	Number of Clients	50	50	50	50	150
			Number of Hours	35	0	35	0	70
			Amount (Rate * Hours * Staff)	\$6,469.40	\$0.00	\$6,469.40	\$0.00	\$12,938.80
Required Meetings at Outlined in RFP	2	\$48.51	Number of Clients	20	20	20	20	30
			Number of Hours	20	20	20	20	80
			Amount (Rate * Hours * Staff)	\$1,940.40	\$1,940.40	\$1,940.40	\$1,940.40	\$7,761.60
Education & Career Stakeholder Advocacy	1	\$51.98	Number of Clients	30	30	30	30	100
			Number of Hours	115	115	115	115	460
			Amount (Rate * Hours * Staff)	\$5,977.13	\$5,977.13	\$5,977.13	\$5,977.13	\$23,908.50
Team Case Conferences	3	\$49.67	Number of Clients	20	20	20	20	30
			Number of Hours	11.25	11.25	11.25	11.25	45
			Amount (Rate * Hours * Staff)	\$1,676.19	\$1,676.19	\$1,676.19	\$1,676.19	\$6,704.78

Data Collection & Entry	1	\$49.67	Number of Clients	70	70	70	70	180
			Number of Hours	82.5	82.5	82.5	82.5	330
			Amount (Rate * Hours * Staff)	\$4,097.78	\$4,097.78	\$4,097.78	\$4,097.78	\$16,391.10
Billing & Finance	1	\$54.30	Number of Clients	70	70	70	70	180
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$543.00	\$543.00	\$543.00	\$543.00	\$2,172.00
Program Evaluation & Reporting	1	\$54.30	Number of Clients	70	70	70	70	180
			Number of Hours	4.5	4.5	4.5	4.5	18
			Amount (Rate * Hours * Staff)	\$244.35	\$244.35	\$244.35	\$244.35	\$977.40
			A. Direct Personnel Costs Total	\$50,692.50	\$44,223.10	\$50,692.50	\$44,223.10	\$189,831.22

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Transportation	Amount	\$822.00	\$822.00	\$822.00	\$822.00	\$3,288.00
Program Supplies	Amount	\$458.25	\$458.25	\$458.25	\$458.25	\$1,833.00
Program Activities	Amount	\$690.75	\$690.75	\$690.75	\$690.75	\$2,763.00
Client Costs	Amount	\$1,253.25	\$1,253.25	\$1,253.25	\$1,253.25	\$5,013.00
Staff Training and Professional Development	Amount	\$250.00	\$250.00	\$250.00	\$250.00	\$1,000.00
B. Direct Operating Costs Total		\$3,474.25	\$3,474.25	\$3,474.25	\$3,474.25	\$13,897.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$50,692.50	\$44,223.10	\$50,692.50	\$44,223.10	\$189,831.22
B. Direct Operating Costs Total	\$3,474.25	\$3,474.25	\$3,474.25	\$3,474.25	\$13,897.00
Total Direct Program Costs (A + B)	\$54,166.75	\$47,697.35	\$54,166.75	\$47,697.35	\$203,728.22
C. Indirect Costs (10%)	\$5,416.68	\$4,769.74	\$5,416.68	\$4,769.74	\$20,372.82
TOTAL FY 2025-26 BUDGET	\$59,583.43	\$52,467.09	\$59,583.43	\$52,467.09	\$224,101.04

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$189,831.22	\$189,831.22	\$189,831.22	\$569,493.65
B. Direct Operating Costs Total	\$13,897.00	\$13,897.00	\$13,897.00	\$41,691.00
Total Direct Program Costs (A + B)	\$203,728.22	\$203,728.22	\$203,728.22	\$611,184.65
C. Indirect Costs Total	\$20,372.82	\$20,372.82	\$20,372.82	\$61,118.46
TOTAL PROGRAM BUDGET	\$224,101.04	\$224,101.04	\$224,101.04	\$672,303.11

Tab 6: Data Collection/Program Evaluation (up to 2 pages)

a) Describe how your agency/organization currently uses data to inform your work with clients. FLY's reputation as a valued and trusted partner results from its commitment to being data-driven and outcome-accountable. FLY's data collection process is driven, supported, and maintained by its Evaluation & Learning (E&L) Department. This four-person department trains and supports staff in customized data collection protocols for each program and conducts robust quality assurance processes to ensure data collection practices are implemented with fidelity. This extensive agency-wide and program-specific training enables FLY to collect and report on accurate, reliable data that supports our ability to learn and improve.

In addition, FLY has invested in a comprehensive web-based database, Efforts to Outcomes ("ETO"), and worked with professional evaluators to track its impact on youth. FLY staff enter all youth engagements into ETO, including law-related education course attendance, one-on-one meetings with youth, attendance at prosocial events, youth assessment data, and youth advocacy efforts. Through these rigorous data collection efforts, FLY measures increases in social-emotional learning (SEL) or pro-social skills, academic progress, and decreases in justice system involvement. Efforts are aggregated into reports showing youth progress and areas of opportunity, enabling us to proactively manage performance and impact. In addition, data helps to inform outcomes with program participants, enabling FLY staff members to see the impact of their work as well as identify and proactively manage program performance. Over time, FLY also uses this data to improve our programs, making adjustments to be responsive to youth and community needs.

b) Describe your organization's capacity to meet data collection/reporting requirements under this RFP. (Data reports will be required on a quarterly basis. Describe how your organization will ensure the timely submission of data.) To collect the required data as specified in the RFP, FLY utilizes several tracking and evaluation tools overseen by its E&L Department. In the Reentry Program, staff collect demographic information as part of program intake and maintain records of all program participation (including program start and end date and dosage while in the program). Staff enter all data into ETO, and the E&L Department conducts monthly data audits to ensure data quality and proactively address data collection concerns.

In addition to the above data collection efforts, FLY also utilizes assessments to evaluate youth's needs and guide decision-making and service planning. Case Managers work with youth to complete an intake and closure assessment at the start and end of the Reentry Program that is used in service planning and goal setting. FLY's evidence-informed assessments utilizes the Self-Sufficiency Matrix, as well as measures from validated SEL tools, to create a specialized assessment that is responsive to the program's target population and model. The tool utilizes measures from the Developmental Assets Profile (DAP), Behavioral and Emotional Rating Scale: Second Edition (BERS-2), and Positive Youth Development Inventory (PYDI). All youth also complete a customized program exit evaluation survey consisting of Likert scales that gauge the programs' impact on skill-building. FLY works closely with probation and other juvenile justice system partners to monitor recidivism measures and with school systems to monitor educational progress.

FLY has a strong record of meeting requirements for its SMC contracts. The E&L Department collaborates with the County Director and Associate Director to ensure FLY meets its reporting requirements for all government contracts. To ensure timely submission of reports, FLY establishes specific reporting processes for each of its contracts and, as mentioned above, maintains data collection

and monitoring efforts across all programs throughout the year. This includes a calendar of reporting dates with internal and external submission deadlines and established priorities and responsibilities for all staff involved.

c) List method(s) by which your agency currently tracks Units of Service (program level data). This may include databases and/or software. FLY uses ETO to track program-level data, including youth attendance at classes, staff time spent on intake and assessment, case management meetings with youth, and staff efforts on behalf of youth.

Tab 7: References (1 page)

Provide up to three references from successfully completed projects of similar nature to that described in this RFP, including the name of the organization for which the work was performed, and the name, phone number, and email address of an individual at the organization who was responsible for managing and accepting the work.

1. CONTACT NAME: Jill M. Ugalde
TITLE: Deputy Chief Probation Officer, Santa Clara County Probation Department, Juvenile Services Division
PHONE NUMBER: 408-278-5900
EMAIL ADDRESS: Jill.Ugalde@pro.sccgov.org
FLY currently provides its Reentry Program in Santa Clara County, including law-related education in Santa Clara County juvenile facilities and long-term detention (William F. James Ranch) and reentry case management services in the community.

2. CONTACT NAME: April Spikener
TITLE: Unit Supervisor, Camp Wilmont Sweeney/ Secure Track
PHONE NUMBER: 510-667-3175
EMAIL ADDRESS: aspikene@acgov.org
FLY currently provides law-related education services to youth in Alameda County facilities.

3. CLIENT NAME: Alizeth Picos
FORMER FLY CLIENT
PHONE NUMBER: (650) 669-5591,
ADDRESS: 609 4th Ave, San Bruno CA 94066
Alizeth is a former client from FLY's San Mateo County Reentry Program.

Tab 8: Statement of Compliance with County Contractual Requirements (1 Page)

Based on the sample of San Mateo County's standard contract template attached to this RFP, Fresh Lifelines for Youth, Inc. affirms its commitment and ability to comply with each of the terms of the County's standard template contract, including but not limited to the following:

- Hold Harmless provision
- Liability Insurance requirements
- Non-discrimination policy
- Equal Employment Opportunity requirements
- Equal Benefits Ordinance
- Living Wage Ordinance
- Jury Service Ordinance
- All other provisions of the County's standard template contract

Fresh Lifelines for Youth, Inc., further agrees to have any disputes regarding the contract venued in San Mateo County or Northern District of California.

Fresh Lifelines for Youth, Inc. has no objections to the County's contract template.

**CORPORATE**

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January 6, 2022

To the San Mateo County Probation Department:

Please accept this proposal from Fresh Lifelines for Youth, Inc. (FLY) in response to RFP Solicitation Number RFP No. PROB 2022-004 Youth Activities and Mental Health Services from the County of San Mateo Probation Department. FLY respectfully proposes that the department fund services designed specifically for youth assigned to the Success and Opportunities Aspiring Readiness for Reentry (SOARR) Program. FLY requests \$229,369.07 total over the three-year contract (\$62,077.34 in year one and \$83,645.87 in year two). Funds will support FLY interventions—a combination of law-related education (LRE), vocational and education workshops, and case management and coaching—in addition to a FLY-led design process that will build out new, innovative services for SOARR youth who face longer commitments and unique needs. FLY's goal is to target these specific needs to prepare youth for reentry, achieve goals while in custody, and support them as the transition back to the community.

I am authorized to commit FLY to the terms of the proposal submitted and to represent FLY in negotiations, and I look forward to working with the Probation Department to negotiate an agreement. The people authorized to represent FLY in negotiations with the Probation Department include: Ali Knight, President & CEO and Kate Hiester, San Francisco and San Mateo County Director.

Thank you for your consideration of this proposal.

Sincerely,

Alexandria Cooley

Alexandria Maria Cooley, Chief Program Officer
Fresh Lifelines for Youth, Inc.
Sobrato Center for Nonprofits
330 Twin Dolphin Drive, Suite 105
Redwood City, CA 94065
Phone: 408-601-7420
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FLY Response to RFP No. PROB 2022-004

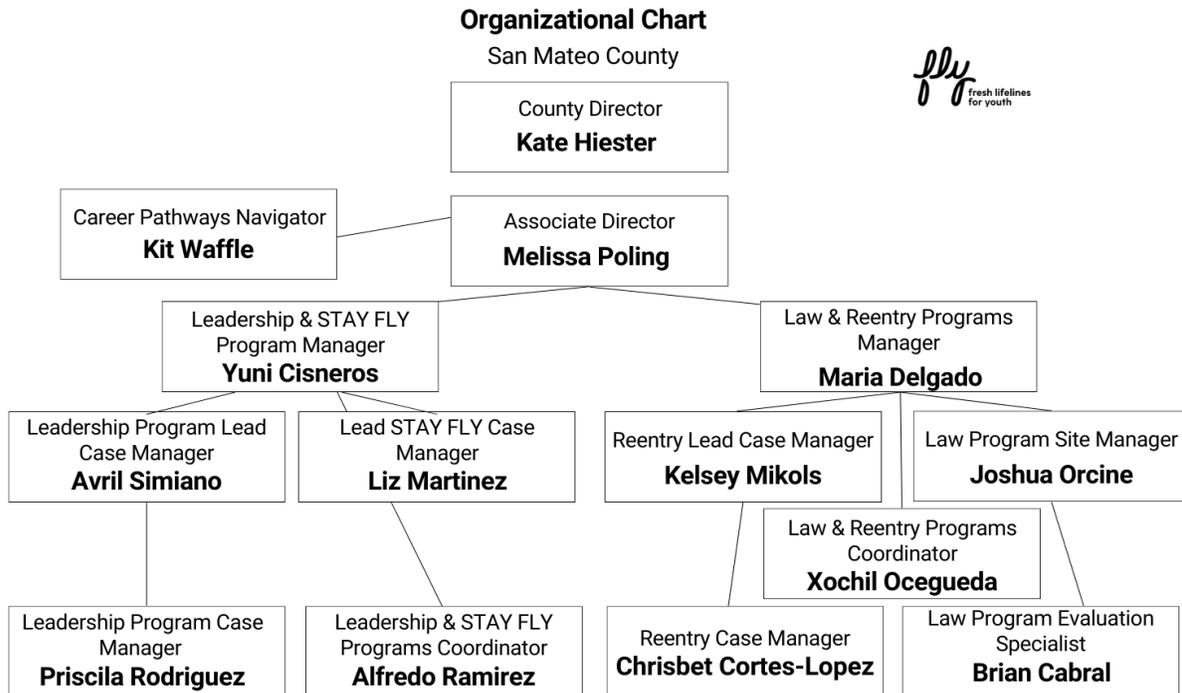
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Tab 1: Qualifications and Experience (up to 5 pages, including Exhibit A) ¹

a) Provide a statement of qualifications for your organization, including an organization chart, organization size, a description of services provided by your organization, and a statement of the extent of experience/history providing the services requested by this RFP. Fresh Lifelines for Youth (FLY) is a juvenile justice nonprofit dedicated to disrupting the pipeline to prison for youth. For more than 22 years, FLY has served young people who struggle with the effects of substance abuse, trauma, violence, gang involvement, poverty, and racism and are involved with or at risk of entering the juvenile justice system. FLY has built trust and recognition as a premier juvenile justice nonprofit. Today, FLY has a budget of \$10.2 million, a team of more than 100 staff positions, and approximately 200 volunteers who reach more than 2,000 probation and at-risk youth annually across five Bay Area counties. FLY is led by Ali Knight, President & CEO, since 2020. He has over 20 years of experience as a public servant. He is a 2022-2024 Annie E. Casey Foundation’s Children and Family Fellow, a recipient of the New York University Alumni 2021 Change Maker Award, and has held leadership roles at the Institute for Opportunity and Justice at John Jay College of Criminal Justice and the Vera Institute of Justice. With more than 40 current government contracts from state, county, and city agencies, FLY has earned a reputation as a valued and trusted collaborative partner.

This is a FY 2022-2023 Organization Chart for FLY’s San Mateo County Programs teams. A full organizational chart is available upon request.



Note: FLY will leverage the expertise and experience of multiple existing SMC staff to deliver the proposed services.

¹ Justification for exceeded maximum page count specified in the RFP: FLY must exceed the five-page limit in order to provide complete responses to all items in Exhibit A due to the number of government contracts FLY has completed or has active currently across the agency.

Organization Size: FLY currently employs 120 staff members, including 110 full-time and 10 part-time employees.

Description of services provided: Across five Bay Area counties, FLY provides innovative outcomes-based and evidence-informed services that inspire and empower youth to alter the trajectory of their lives through six distinct and specialized programs: 1) The Law Program offers a fun, interactive 12-week course using FLY's nationally recognized law-related education curriculum in high schools, community centers, juvenile halls, and juvenile camps and ranches, and covers legal topics, such as police encounters, property crimes, accomplice liability, and drug and gang laws. Youth receive mentoring and build life skills through interactive lessons. 2) The Leadership Training Program is for high school-age youth who have the most needs to avoid future or continued system involvement. FLY Case Managers work one-on-one with youth to create and execute an individualized plan to address barriers and build skills to sustain healthy behaviors. Youth participate in leadership training with their peers through community service and service-learning activities, building identities as change agents in their communities. 3) The CAFA (Court Appointed Friend and Advocate) Mentor Program is a year-long program that trains and matches adult volunteer mentors with youth on probation. With the support of a FLY Case Manager, CAFA Mentors meet with their mentees regularly, developing a bond and supportive relationship that helps youth develop new perspectives and behaviors. In addition to being positive role models, CAFA Mentors are court-appointed to advocate for their mentees throughout the probation process. 4) The Reentry Program supports youth in long-term incarceration in Santa Clara and San Mateo Counties through FLY's law-related education curriculum and staff-based coaching/case management. Youth participate in the curriculum and build life skills and knowledge of their rights and responsibilities. Youth who have been assessed as high-need and high-risk receive intensive one-on-one support for nine months as they transition back into the community. 5) The Middle School Program offers an age-appropriate version of FLY's law-related education curriculum to 7th and 8th graders. Youth at greatest risk of dropping out of school or experiencing school pushout receive case management to prevent them from entering the juvenile justice system and help them successfully engage in school. 6) FLY's newest program, STAY FLY, is specifically designed to meet the needs of transition-age youth (TAY), aged 18-25 years. TAY who have been incarcerated or are system-involved gain access to developmentally appropriate programming that builds social-emotional learning skills and equips them with the support and guidance to avoid future system involvement and achieve employment and educational goals. Within these six programs, FLY employs five interventions: 1) law-related education; 2) youth advocacy, mentoring, and case management; 3) civic engagement; 4) education and career pathway support; and 5) mentoring.

The extent of experience/history providing the services requested in RFP: The proposed project related to the Juvenile Justice Realignment Block Grant will result in innovative services responsive to the unique needs of SOARR youth and young adults. FLY will leverage experience delivering youth development programs along with experience developing responsive, innovative services for youth. FLY's experience as it relates to the proposed services includes:

- FLY has more than 5 years of experience providing law-related education and case management/mentoring services to transition-age youth (TAY), as well as more than 15 years of experience working with justice-involved youth in custody or in the community in San Mateo County. FLY first developed STAY FLY, its program for TAY, in 2018 with Tipping Point Community's T-Lab with the goal of designing a law-related education program that builds

agency and self-advocacy skills for young adults and addresses their unique developmental needs. Based on the success of this pilot, FLY was able to gain county- and state-level funding to launch a full-scale pilot first in Santa Clara County and later bring the program to all five of its Bay Area counties.

- FLY has successfully led stakeholder-informed processes to meet needs of youth and communities. For instance, in 2021-2022, FLY led a discovery and proposal process in collaboration with the Contra Costa County Probation Department to identify the needs of local TAY and make recommendations for programming. As part of this process, FLY piloted STAY FLY, its program for TAY, and was asked to expand it over three years. Additionally, over the past six years, FLY has successfully partnered with youth and the Probation Departments in Santa Clara County and Alameda County to design and facilitate three Youth Advisory Councils across two counties.

Additionally, FLY has more than 20 years of experience successfully providing services that produce measurable outcomes and impacts for juvenile justice youth across the Bay Area. Reaching youth in San Mateo County (SMC), Santa Clara County, Alameda County, and most recently San Francisco County and Contra Costa County, FLY staff are uniquely qualified and dedicated to providing services to probation and at-risk youth. FLY staff's linguistic and cultural backgrounds reflect those of FLY's clients. Many staff have common life experiences with the youth they serve. In addition to ongoing professional development and training, staff receive over 30 hours of training as well as annual training on Motivational Interviewing, Strengths-Based Approaches, and other evidence-based methodologies as a part of the formal onboarding process. The results of FLY's SMC Program in FY 2021-2022 serve as evidence of FLY's success in achieving positive outcomes for its SMC programs. Youth and young adults who participated in FLY's case management/mentoring programs achieved significant success: 93% of participants did not sustain a new offense during the program, and 90% of participants increased their educational attainment or engagement.

b) How many full-time employees (FTEs) do you plan to assign to this project if you are selected?

Should FLY be selected to provide the proposed services, six staff would contribute a portion of their time to the project in FY2023-2024 (a total of approximately 0.5 FTE in the first year). FLY may hire and train one additional staff based on the results of the proposed program design activities in year two. Additionally, FLY will hire an additional staff should the number of youth committed to Secure Track exceed three in year one.

c) How many people in total are employed by your organization? Delineate between employees and consultants. FLY currently employs 120 staff members, including ten part-time and 110 full-time employees.

d) In Exhibit A, please list all contracts serving at-risk or justice involved youth over the past three years (Item 1) and all current contracts and commitments (Item 2). If you failed or refused to complete a contract, please provide details (Item 3) Please see Exhibit A.

e) In Exhibit A (Item 4), please list the professional qualifications for each individual that would be assigned to provide services requested by this RFP, including date and educational institutions of any applicable degrees, additional applicable training (certifications for evidence-based programs), and any professional certifications and/or licensing. Please see Exhibit A.

Exhibit A: Proposer's Statements

1. List contracts completed in last three years for services with youth in detention and/or re-entry services.

Year	Contracting Agency²	Type of Service²	Location	Amount³
2017-2020	SMC Probation (YOBG)	Law-Related Education (LRE) Course; Reentry Case Management/ Mentoring	Facilities and Community Sites	\$215,791 per year
2017-2020	SMC Probation Department (JPCF)	Case Management/ Mentoring; LRE Course (HS)	Community Sites and High Schools	\$91,212 (FY20)
2017-2020	SMC Probation Department (JJCPA)	LRE Course; Case Management/Mentoring (HS)	Various Community Sites and High Schools	\$48,765 (FY20)
2018-2020	SMC Probation Department (YOBG-Gang Prevention and Intervention)	LRE Course; Reentry Case Management/Mentoring for gang-impacted youth	Camp Kemp, YSC, Various Community Sites	\$13,456 (FY19); \$82,811 (FY20)
2022	SMC Sheriffs Department	LRE Course (TAY)	SMC Jails	\$14,218
2021-2022	SMC Office of Education	LRE Course (HS)	High Schools	\$32,000
2018-2020	Board of State and Community Corrections (CalVIP)	LRE Course; Volunteer-Based Mentoring; Case Management	Juvenile Hall; Community Sites in Oakland	\$181,191 per year
2019-2022	Board of State and Community Corrections (Title II)	Case Management/ Mentoring (Community); Education/Career Navigation Support	Community-based across SCC, SMC, and AC	\$350,000 per year
2022	Board of State and Community Corrections	Public Comment Services related to Minimum Standards for Juvenile Facilities	Community-based	\$10,000
2019-2021	Governor's Office of Business and Economic Development (CalCRG)	LRE Course; Case Management/Mentoring (TAY)	Facilities and Community Sites across SCC, SMC, and AC	\$283,153 over two years

² The following acronyms are used: SMC = San Mateo County; SCC = Santa Clara County; AC = Alameda County; CCC = Contra Costa County; HS = High School-Age; MS = Middle School-Age; TAY = Transition-Age Youth

³ Several contracts have been active for more than the past three years. FLY has included the amounts for the past three fiscal years only.

2017-2022	SCC Probation (Mentoring Services Contract)	Volunteer-Based Mentoring; Case Management	Community-based in SCC	\$358,925(FY20); \$358,925(FY21); \$358,925 (FY22)
2019-2021	SCC Probation (Young Adult Deferred Entry to Judgment)	LRE Course; Case Management/Mentoring (TAY)	SCC Facilities and Community Sites	\$250,000 over two years
2015-2020	SCC Probation (Prevention and Early Intervention)	LRE Course; Case Management/Mentoring (HS)	Community Sites and Schools	\$100,000 (FY20)
2020-2022	SCC Probation (PIVOT)	Credible Messenger Mentoring Services	Community sites	\$277,322(FY21), \$287,971(FY22); \$100,813 (FY23)
2017-2020	SCC Probation (Juvenile Services Youth Advisory Council (YAC) Contract)	YAC Design and Implementation	Community Sites	\$179,423 (FY20)
2017-2022	SCC Social Services Agency (School-Linked Services)	LRE Course; Case Management/Mentoring	Community Sites and Middle Schools	\$79,567 (FY20); \$81,954 (FY21); \$81,954 (FY22)
2021-2022	SCC Office of LGBTQ Affairs	Recruit and Engage LGBTQ-focused YAC Subcommittee	Community Sites	\$80,000
2016-2020	SCC Probation (Gang Redirect)	LRE Course focused on Gang Redirection	William F. James Ranch	\$43,575 (FY20)
2019-2020; 2020-2021; 2021-2022; 2022-2023	City of San Jose (Safe Summer Initiative)	Pro-social Activities	Community-based events in SCC	\$17,500 (FY20) \$9,500 (FY21) \$9,500 (FY22); \$10,00 (FY23)
2019-2022	City of Oakland (Oakland Fund for Children and Youth)	Case Management/ Mentoring; Volunteer- Based Mentoring (HS)	Community Sites	\$95,500 per year
2021-2022	CCC Probation Department (TA Contract)	Technical Assistance (design and test services for TAY)	Facilities and Community Sites	\$100,000
2021-2022	CCC Probation Contract (Law and Leadership Training)	LRE course; Case Management/Mentoring (HS)	Facilities and Community Sites	\$50,000
2019-2020	Monterey County Probation	Technical Assistance (related to LRE course)	Juvenile Hall	\$17,000
2021-2022	Monterey County Probation	Technical Assistance (related to LRE course)	Juvenile Hall	\$25,000

2. List contracts, or other commitments (e.g. consulting arrangements), currently in force.

Year	Contracting Agency ⁴	Type of Service ⁴	Location	Amount
2020-2023	SMC Probation (YOBG)	LRE Course; Reentry Case Management/Mentoring (HS)	Facilities and Community Sites	\$215,791 per year
2020-2023	SMC Probation (JPCF)	LRE Course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$88,424 per year
2020-2023	SMC Probation (JJCPA)	LRE Course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$38,554 per year
2022-2023	SMC Probation (Secure Track Funding)	LRE Course; Case Management/Mentoring (TAY)	Community sites and Juvenile Facilities	\$19,177 (FY22); \$38,353 (FY23)
2022-2023	Get Healthy San Mateo County	Diversion Program Design; Youth Voice Work to Impact Systems	Community Sites and High Schools	\$34,968 over the grant term
2020-2021; 2021-2022; 2022-2023	Redwood City HSFA	LRE Course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$10,000 per year
2022-2025	Board of State and Community Corrections (CalVIP)	LRE Course; Case Management/Mentoring (HS; TAY; MS)	Facilities and Community Sites across five cities	\$388,721 (FY23)
2020-2023	Board of State and Community Corrections (CalVIP)	LRE Course; Volunteer-Based Mentoring; Case Management (HS)	Facilities and Schools in Oakland and San Jose	\$210,000 (FY21); \$401,086 (FY22); \$388,721 (FY23)
2021-2024	Governor's Office of Business and Economic Development (CalCRG)	LRE course; Case Management/Mentoring (TAY)	Facilities and Community Sites across SCC, SMC, and AC	\$449,998 over two years
2023-2025	Board of State and Community Corrections (Title II)	Case Management/ Mentoring (Community); Education/Career Navigation Support (HS)	Community sites across SCC, SMC, and AC	\$350,000 per year
2022-2023	SCC Probation (Mentoring Contract)	Volunteer-Based Mentoring; Case Management	Community-based in SCC	\$358,925

⁴ The following acronyms are used: SMC = San Mateo County; SCC = Santa Clara County; AC = Alameda County; CCC = Contra Costa County; HS = High School-Age; MS = Middle School-Age; TAY = Transition-Age Youth

2019-2023	SCC Probation Department (Pro-CSR)	LRE Course (Facilities); Reentry Case Management/Mentoring	William F. James Ranch; Community Sites	\$379,313 (FY20); \$378,315 (FY21; FY22); \$328,864 (FY23)
2020-2023	SCC Probation (Juvenile Services Youth Advisory Council Contract)	YAC Design and Implementation (HS; TAY)	Community Sites	\$175,000 (FY21); \$175,000 (FY22); \$182,000 (FY23)
2021-2024	SCC Probation (STAY FLY)	LRE course; Case Management/Mentoring (TAY)	Facilities and Community Sites	\$67,500 (FY22); \$135,000 (FY23)
2022-2023	SCC Probation (Neighborhood Services Unit)	Workshops; Case Management/Mentoring (MS; HS)	Community Sites	\$125,000
2022-2023	SSA Social Services Agency (School-Linked Services)	LRE course; Case Management/Mentoring (MS)	Middle Schools and Community Sites	\$116,046
2019-2023	City of San Jose (BEST)	LRE course; Case Management/Mentoring (HS)	Community Sites and High Schools	\$108,204 (FY20); \$83,213 (FY21); \$92,460 (FY22); \$89,125 (FY23)
2020-2023	SCC Probation (Institutional YAC Services Contract)	YAC Design and Implementation	Juvenile Facilities (William F. James Ranch)	\$83,330 (FY21); \$85,330 (FY22); \$88,743 (FY23)
2019-2020; 2020-2021; 2021-2022; 2022-2023	SCC Office of Education	LRE Course (MS; HS)	Alternative Education Schools	\$60,000 (FY20); \$30,000 (FY21); \$60,000 (FY22); \$60,000 (FY23)
2021-2022; 2022-2023	County of Santa Clara (JJSC Contract)	Youth Presence/Voice in Juvenile Justice Systems Collaborative	Community Sites	\$75,000 (FY21; FY22); \$50,000 (FY23)
2018-2023	SCC Probation (MAAC Contract)	LRE Course (HS)	Juvenile Hall	\$41,616 (FY20); 437,500 (FY21; FY22); \$30,468 (FY23)
2021-2022; 2022-2023	Milpitas Unified School District (LRE Contract)	LRE Course (HS)	CalHills HS	\$30,000 per year
2022-2023	SCC Board of Supervisors (URJENT Grant)	LRE course; Case Management/ Mentoring (HS)		\$15,000

2019-2020; 2020-2021; 2021- 2022;2022- 2023	City of San Jose (YRGP)	LRE course; Case Management/Mentoring (MS)	Middle Schools and Community Sites	\$44,703 (FY20; FY21; FY22); \$21,901 (FY23)
2022-2023	District 4 Grant Tech for Law Program	LRE course (HS)	Schools and Community Sites	\$10,000
2021-2023	AC Probation (YAC Contract)	YAC Design and Implementation (HS; TAY)	Facilities and Community Sites	\$250,000 over two years
2019-2023	AC Probation Department (JJCPA)	LRE Course (HS)	AC Schools and Community Sites	\$262,047 over the grant term
2019-2024	AC Probation (DPN)	LRE Course; Case Management/Mentoring; Volunteer-Based Mentoring (HS)	Community Sites and High Schools	\$554,285 over the grant term
2019-2020; 2020-2022; 2021-2022; 2022-2023	AC Office of Education	Career Pathways Navigator services	High Schools	\$100,000 (FY20, FY21, FY22); \$191,539 (FY23)
2022-2023	Oakland Fund for Children and Youth	Case Management/ Mentoring (HS); Youth Leadership Council Facilitation	Community Sites	\$99,897
2022-2023	Oakland Fund for Children and Youth	LRE course; Case Management/Mentoring (MS)	Community Sites and Middle Schools	\$60,000
2019-2020; 2020-2021; 2021-2022; 2022-2023	Union City (DPN Subcontract)	LRE Course (HS)	High Schools and Community Sites	\$29,125 (FY20; FY21; FY22); \$32,624 (FY23)
2022-2025	CCC Probation (STAY FLY Contract)	LRE course; Case Management/Mentoring (TAY); TAY Provider Network Facilitation	Facilities and Community Sites	\$400,000 (FY23)
2022-2023	CCC Probation Contract (Law and Leadership Training)	LRE course; Case Management/Mentoring (HS)	Facilities and Community Sites	\$75,000
2022-2023	City of Richmond (Richmond Fund for Children and Youth)	LRE course (HS; TAY)	Facilities and Community Sites	\$64,745

3. Provide details of any failure or refusal to complete a contract. N/A, FLY has completed all contracts satisfactorily.

4. Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.

Personnel Name	FTE/Salary	Applicable Degrees (Degree-Year- Institution)	Professional Licenses - Certifications for EBP	CANS Assessment Tool Certification
Kate Hiester	1 FTE/ \$103,584 per year	BS in Anthropology - 2002 - Kenyon College; MA in Anthropology - 2007 - University of Wisconsin	Restorative Justice Certificate - SEEDS; Alive & Free Prescription; CPR Certified	Not trained
Kit Waffle	1 FTE/ \$58,177 per year	M.Ed. - 2022 - Southern New Hampshire University; MA - 2005 Stanford University; BA - 2002 - University of Chicago	Youth Mental Health First Aid, CPR/First Aid/AED	Not trained
Lizabeth Martinez	1 FTE/ \$58,676 per year	BA in Criminal Justice - 2018 - SFSU	Alive & Free Prescription; CPR Certified	Trained Certification Date: 2020
Maria Delgado	1 FTE/ \$72,958 per year	BA in Criminal Justice - 2018 - SJSU	Alive & Free Prescription; CPR Certified	Trained Certification Date: 2021
Melissa Poling	1 FTE/ \$82,084 per year	BA in International Studies, minor in Public Service – 2010 – University of California San Diego	Supporting the Well-Being of LGBTQ Youth, Restorative Justice Certificate, Alive & Free Prescription, Mental Health First Aid; Wilderness First Responder (incl. CPR)	Trained Certification Date: 2019
Alfredo Ramirez Jr.	1 FTE/ \$48,921	BA in Justice Studies, Minor in Human Rights - 2021- SJSU		Not Trained

Tab 2: Project Philosophy and Service Model (up to 6 pages, including Exhibit B)

FLY's philosophy and service model are grounded in our Theory of Change: FLY's program interventions, combined with extensive community and systems collaboration, disrupt the pipeline to prison and put kids on the path to a healthy, free, and productive life. Youth and young adults in FLY programs build essential social-emotional learning skills, avoid future or continued system involvement, and increase their educational attainment.

a) Describe the amount/frequency of your proposed direct services. FLY's plan for the proposed services includes structured workshops delivered on average two times per month and one-on-one case management and mentoring on a weekly basis. In addition to these services, FLY proposes to build out other appropriate supports for Success and Opportunities Aspiring Readiness for Reentry (SOARR) SOARR youth. The amount and frequency of these services will be determined in partnership with SOARR youth, the San Mateo County (SMC) Probation Department, the SMC Private Defenders Program, the Juvenile Court Judges, and other critical stakeholders.

b) Describe any promising practices/evidence-based practices (EBP) your organization plans to implement to meet the requirements for this RFP. Please include the name of each curriculum/intervention that will be implemented. FLY proposes to offer age-appropriate support to young people ages 16 to 25 who are assigned to SOARR program. FLY's proposal aims to deliver both structured workshops and reentry-focused case management and mentoring to meet the immediate needs of youth assigned to SOARR. FLY proposal consists of three promising practices: (1) law-related education (LRE); (2) one-on-one case management and mentoring, both in-custody and upon reentry; (3) education and vocational/career navigation support through one-on-one coaching and group workshops. In addition, in order to design services tailored to youth who are serving longer sentences, FLY proposes to lead a discovery and design process that develops services focused on assessing and developing key reentry skills.

FLY trains staff members on evidence-based and evidence-informed youth development models and promising practices from the social services sector and the National Institute of Corrections, including:

- Motivational Interviewing (MI): An evidence-based intervention to assess client readiness for change and to guide which specific high-empathy, low-control intervention the practitioner should apply during the client's goal-setting process to foster lasting motivation for change.
- Trauma-Informed Care: As outlined by the Substance Abuse and Mental Health Services Administration (SAMHSA), FLY works to prevent re-traumatization, understanding the impact that trauma has on an individual's path to recovery. Staff use client strengths to inform service delivery, clearly define program expectations, and provide a safe environment, and rapport.
- Cognitive-Behavioral Therapy (CBT) approaches: CBT is an evidence-based approach used in the development of all FLY programmatic curricula and program activity debriefs. For example, FLY purposefully provides role plays to simulate experiences of conflict, decision-making, and problem-solving. Key to these role plays is the debriefing session, where youth form new neural pathways that can be recalled later when a similar experience occurs outside of the classroom.
- Social-Emotional Learning (SEL): This framework relies on research showing that having pro-social skills helps young people make positive life choices, affecting their growth as they move into adulthood. Case Managers use evidence-informed toolkits during one-on-one interactions with youth to reflect on, reinforce, and apply pro-social skills.

- Strengths-Based Case Management: Strength-Based Case Management strives to focus on the individual's strengths and utilizes informal support networks and strengths that clients already possess. Application of Strengths-Based Case Management has been utilized in a diversity of fields, like substance abuse, mental health, school counseling, and elderly care.
- Critical-Time Intervention (CTI): CTI is an evidence-based intervention designed to support vulnerable populations through transitions, recognizing needs through significant transitions. Over the course of case management, youth build long-term connections with primary supports within their community and school as they develop self-advocacy skills.

FLY's interventions are not designed specifically to address Human Trafficking, yet Case Managers are trained to use harm reduction strategies to help youth engage in less risky behaviors and support youth in accessing resources to exit harmful relationships.

FLY staff engage in comprehensive training including, but is not limited to, Motivational Interviewing, Strengths-Based Case Management; Trauma-Informed Care; and Harm Reduction.

c) List your needs for physical space and/or equipment at the County during this engagement, if any, aside from space or equipment that would be provided by the County as an obvious aspect of the requested services (for example, space to treat patients, computers to document services, etc.). FLY respectfully requests space for the Career Pathways Navigator, Case Manager, and other FLY staff to conduct one-on-one case management, mentoring, and career/education coaching services for SOARR youth, including storage space for workshop supplies. Ideally, space would allow for more private individual conversations when necessary, while of course allowing access and supervision from Probation staff, and could accommodate all SOARR youth for workshops and other group activities.

d) Identify how you will meet all other aspects of the scope of work and related requirements stated above. FLY's proposed services for SOARR youth address most of the items in the Scope of Work, providing trauma-informed and culturally-responsive support that helps youth develop assets that enhance:

- Pro-social skills through law-related education (LRE) and mentoring and case management that support critical thinking, self- and social awareness, and self-advocacy which are foundational to educational success, employment readiness, and successful reentry;
- Educational attainment via mentoring and case management that helps youth to re-enroll and engage in school and workshops and individual system navigation consultation to increase access to academic services, knowledge about available resources and educational laws, and build engagement and motivation through career and educational planning;
- Vocational skills through case management and systems navigation support that helps youth with job searches and college admissions, connecting them to resources, and helping them with time management skills;
- Emotional regulation/coping skills via structured LRE and case management activities, such as role-plays on problem solving and leadership;
- Gang prevention and intervention through activities and a focus on non-violent conflict resolution, restorative justice, support for gang avoidance or disengagement, resisting negative peer pressure; and
- Successful community and school reentry through one-on-one case management and mentorship to youth after release from Camp Kemp and YSC.

e) List any items that you cannot provide. Items in the scope of work that FLY does not specifically provide through the proposed programming include: Behavioral Health, Health, Arts-Based Interventions, and Family Therapy. However, for those services that require a licensed therapist or social worker, FLY has informal cross-referral agreements with agencies offering individual and family counseling and substance abuse intervention. FLY's Career Pathways Navigator and FLY Case Managers establish and maintain relationships with other community-based organizations to improve access and handoff to complementary services.

f) Provide information on any other pertinent services, if any, that you will offer that will reduce costs or enhance revenue for the County. FLY's commitment to serving youth who are incarcerated or on probation includes attending court, meeting with schools, and being in contact with the youth's family and support systems. This can result in the Probation Department gaining valuable insights on the engagement and progress of youth, ultimately saving them field time. FLY programs reduce costs to the County and taxpayers by giving youth the tools and motivation they need to remain positively engaged in custody, stay free of further incarceration, and successfully complete the terms of their probation once they return to the community. This freedom from the cycle of system involvement translates to cost reduction across multiple county sectors and has the potential to support the overall economic health of the County.

g) Please complete Exhibit B, being sure to identify all direct services provided through your program, including projected hours and clients for each. These must be consistent with your Project Budget (Exhibit C). Please see Exhibit B.

Exhibit B – Clients and Services

Please complete the following questions about your proposed services and clients.

1. Please tell us about your program, identifying the following: a. The specific types of services you will provide. Be sure to indicate any use of curriculums/interventions you will implement that are evidence-based. FLY's plan to serve Success and Opportunities Aspiring Readiness for Reentry (SOARR) youth includes 1) utilizing interventions from FLY's established programs for youth in custody and in the community and 2) leading a process to further enhance its programs in order to build essential reentry skills for SOARR youth. To meet immediate service needs for youth already in custody and assigned to SOARR, FLY will deliver established services, including law-related education (LRE) and career and education-focused workshops tailored to teenage youth and/or to transition-age youth, tailoring content so that it is age-appropriate. Simultaneously, FLY will use a human-centered design approach to conduct research and develop services tailored to SOARR youth, young people who are facing longer terms of incarceration. Recognizing that FLY's current programs are designed for shorter periods of incarceration, FLY proposes to work with youth and stakeholders to build additional services in support of the social-emotional learning and life skills development necessary for youth to demonstrate their readiness for reentry.

FLY proposes to provide the following two established interventions:

1) *Workshops*: FLY will deliver workshops on a variety of topics including: LRE focusing on pro-social skills and legal topics, career and education, and skills and systems navigation critical to reentry.

FLY's LRE workshops include two separate curricula, one meets the developmental needs of high-school age youth and the other is designed for transition-age youth.

FLY's LRE course for high school-age youth has been successfully delivered in both FLY's Law Program in the community and Reentry Program in the Youth Services Center and Camp Kemp. The recently redesigned course educates youth about their rights and responsibilities under the law and helps them develop personal agency through pro-social life skill building so youth can make better choices and avoid risky behavior. The course covers topics such as why people get involved in gangs, the legal and interpersonal considerations around sex and consent, and how to think critically about risky behaviors like substance use. Each week, youth participate in interactive workshops that include multimedia, role plays, and youth-led discussions, to build pro-social life skills in social- and self-awareness, critical problem-solving, and self-advocacy. Youth build agency through analyzing the systems that impact their daily lives, discuss current events, and examine how their choices can contribute to positive change for themselves and their communities.

FLY will also utilize its STAY FLY curriculum, designed specifically for transition-age youth (TAY) ages 18-25 when serving older youth assigned to SOARR. FLY's curriculum for TAY was developed in 2018 as a collaboration between FLY, the Santa Clara County Probation Department, and Tipping Point Community's T-Lab. The course provides TAY with the opportunity to build SEL skills that are specifically aligned to reentry challenges and apply to older youth who are system-involved, such as conflict management and asking for help. FLY staff guide conversations so that TAY engage critically in the content that covers the following topics: The Justice System; Substance & Well-Being; Property Crimes; Navigating Housing & Employment; Knowing My Rights; Gangs & Community; Sex & Consent; and Hate Crimes & Diversity.

FLY will also provide education and career navigation workshops addressing topics including, but not limited to, educational laws and rights of youth, financial literacy, and/or college search and application. FLY will employ a human-centered design approach to identify additional topics for career and education navigation workshops so that they are tailored to youth's needs.

2) Mentoring and case management: FLY Case Managers and a FLY Career Pathway Navigator (CPN) will work one-on-one with youth in-custody and as they reenter the community for approximately one hour per week per youth. While in custody, case managers and the CPN will work with youth to identify goals, reflect on opportunities and challenges, and debrief recent struggles and successes to help youth build critical social-emotional learning skills along with establishing strong educational, career, and vocational skills. Upon reentry, the case management and mentoring component provides intensive coaching to youth and TAY as they develop and pursue goals while incarcerated, prepare for a seamless transition from institutions, decrease recidivism and gang involvement, and increase constructive use of time through school/employment. This includes juvenile justice systems navigation and advocacy. Education and career navigation support provided by FLY's CPN bolsters youth's capacity to plan for and succeed in their education and pursue post-secondary education or employment.

Since FLY expects that most SOARR youth will be transition-age youth (TAY) by the time of their reentry, FLY will engage its STAY FLY case management and coaching model with these youth, which uses Critical Time Intervention and near-peer support. Recognizing that TAY are both more capable and have fewer supports and resources compared to high school-age youth, STAY FLY case management and coaching

are designed to have TAY take greater lead and ownership of their systems of support, while benefiting from a partner to support their accountability and problem-solving.

The above services include strategies grounded in the following evidence-based principles: Motivational Interviewing; Cognitive Behavioral Therapy; Trauma-Informed Care; Social-Emotional Learning; Harm Reduction, and Strengths-Based Case Management approaches.

In addition to FLY's established programs and activities above, FLY proposes to conduct a comprehensive design process to build services specifically for youth with longer-term commitments. By collaborating with youth and system stakeholders - including Probation, the Courts, the DA's Office, the Private Defender's Office, and BHRS -FLY will aim to identify the most critical skills necessary for reentry from long-term detention, and then create a means for youth to learn about, practice, demonstrate, and reflect on those skills. By building a portfolio of skill development, FLY will support youth in recognizing their own growth, agency, and self-efficacy while they demonstrate to system stakeholders their readiness for increased opportunities, possibly including passes, jobs/classes outside of the institution, and/or release to community supervision. In addition, FLY would provide learnings from this process to other service providers as they consider how to create longer-term, cumulative supports for SOARR youth.

b. Where will these services be provided? Indicate geographical location as well as site. All in-custody services will be provided at San Mateo County Youth Services Center (YSC), including the LRE and case management and mentoring. As youth are released, services will continue in the community.

c. What is the expected timing of these services? (i.e., when will they begin and end, how frequently will they be provided, year-round vs. school year etc.) FLY will provide up to 24 workshops per year, each lasting up to two hours.

Up to three SOARR youth will receive weekly mentoring and case management from a FLY Case Manager (CM) and/or CPN, depending on youth's needs. Youth will be added to the CM's caseload on a rolling basis as they are assigned to the SOARR program. In custody, the CM and/or CPN will meet with the youth one-on-one to build rapport and to do a comprehensive Case Management Assessment of risk and need.

2. Please tell us about your target client population, including client characteristics and numbers you plan to serve. FLY will serve youth in custody and assigned to the SOARR program in San Mateo County's Youth Services Center (YSC), who struggle with issues of substance abuse, trauma, violence, gang involvement, and poverty. Year after year, nearly 100% of FLY's clients are low-income and at least 95% identify as youth of color—youth who are more likely to be caught in the pipeline to prison. The youth in the SOARR program, specifically, will be more serious offenders with more complex needs and challenges to overcome. As youth with multi-year commitments, they will face greater hurdles to developing strong community networks, social-emotional learning skills, and decision-making strategies as they return to their communities, necessitating more intensive and cumulative programming to ensure their long-term success.

Numbers served: In FY2023-2024, FLY is able serve up to three youth with the proposed services based on its current staffing structure. Should the number of youth assigned to SOARR and referred to FLY exceed three, FLY will need to hire and train additional staff to meet this increased service level.

In FY2024-2025 and FY2025-2026, FLY’s proposed project budget increases to by 35% in order to hire and train additional staff. For these years, FLY will serve up to six youth, and FLY is prepared to work with the SMC Probation Department to increase the contracted amount in order to serve additional youth.

3. Please complete the following for each direct service provided:

Direct Service Type	Number of Staff Providing Services	Number of Projected Hours	Number of Projected Clients
SOARR Workshops	2	96 - FY24 160 - FY25, FY26	3 - FY24 6 - FY25, FY26
In-Custody Case Management and Coaching	1	132 - FY24 264 - FY25, FY26	3 - FY24 6 - FY25, FY26
Required Meetings as Outlined in RFP	1	40 - FY24 80 - FY25, FY26	3 - FY24 6 - FY25, FY26
Data Collection and Entry	1	14.4 - FY24 28.8 - FY25, FY26	3 - FY24 6 - FY25, FY26
Program Evaluation & Reporting	1	18	3 - FY24 6 - FY25, FY26
Billing & Finance	1	40	3 - FY24 6 - FY25, FY26
Services Buildout - FY24	3	160 - FY24	3 - FY24
Program Implementation and Additional Services (Resulting from Services Buildout) - FY25, FY26	3	160 - FY25, FY26	6 - FY25, FY26

Tab 3: Protocols for Addressing Concerns (1 page)

a) In the event of a routine problem, who is to be contacted within your organization? All questions and routine problems can be directed to San Francisco and San Mateo County Director, Kate Hiester at katehiester@flyprogram.org, (650) 213-6794 or Chief Program Officer, Alexandria Cooley at acooley@flyprogram.org, 408-263-2630 (extension 2729).

b) In the event of the identification of a problem by the County, its clients/patients, and/or other applicable constituents, describe how you will address such problems and the timeframe for addressing them. FLY maintains, reviews and revises our agency Client Crisis Protocol regularly to ensure that staff are always providing the most ethical and caring services to our clients. This document contains a multi-step process that clearly lays out how FLY staff should proceed in the face of a client problem or crisis. Staff are instructed to respond immediately. Our Client Crisis Protocol and Incident Report documents are available on request.

FLY considers itself an ever-evolving and learning organization that takes feedback and criticism seriously. While FLY does not often receive negative reports from its partners, FLY is responsive and thoughtful in regards to communication, both positive and negative. The San Francisco and San Mateo County Director, will communicate any identified problems with the Chief Program Officer upon receipt of the information. Depending on the nature of the problem, solutions to the issue will either be developed immediately or the issue will be added to the agenda of one of FLY's Strategic Operations meetings.

Tab 4: Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Your Organization (1 page)

List any current licensure, HIPAA, non-discrimination claims against you/your organization and those having occurred in the past five years, especially any resulting in claims or legal judgments against you.

There have been no prior violations or claims nor are there any current violations or claims against Fresh Lifelines for Youth (FLY).

Tab 5: Cost Analysis and Budget for Primary Services (up to 7 pages, including Exhibit C)

Provide a detailed explanation for all costs associated with your proposal. Please complete the respective budget form for each of the fiscal years (Exhibit C – Download in Public Purchase, www.publicpurchase.com). *Note on Reimbursable Travel: All mileage reimbursements for a Contractor’s use of a personal car for reimbursable travel shall be reimbursed based on the Federal mileage reimbursement rate. That said, the County does not generally reimburse “local travel” within 50 miles. For more information, please see the “Reimbursable Travel Expenses” section of the County’s standard contract template in Exhibit D.*

Service	Explanation
A. DIRECT PERSONNEL COSTS ALLOCATED TO JJRBG	
SOARR Workshops	2 FTE will provide on average two workshops per month, including law-related education and career and education-focused workshops FLY will bill for six hours of preparation and facilitation per workshop. TOTAL: 96 hours
In-Custody Case Management and Coaching	1 FTE at a time will provide 1:1 intensive case management, advocacy, meetings with school counselors, or other partnership advocacy. Each youth receives approximately one hour per week (reduced to 11 hours per quarter to allow for time off). TOTAL: 132 hours in FY24 (3 clients); 264 in FY25 & FY26 (6 clients)
Required Meetings as Outlined in RFP	1 FTE will attend the required meetings listed on page 8 of the RFP (MDT, Family Nights, Court). In FY24, FLY estimated 9 hours per quarter for MDTs and on average 1.3 hours per client per year to attend court. In FY25 and FY26, FLY estimated 18 hours per quarter of MDTs and on average 1.3 hours per client to attend court. TOTAL: 40 hours in FY24; 80 in FY25 & FY26
Data Collection & Assessment Administration	1 FTE will administer assessments to youth in addition to completing ongoing data collection for youth in program (attendance, exit evaluations). FLY estimates 0.4 hours of data collection/entry per youth served per month. TOTAL: 14.4 hours in FY24, 28.8 in FY25 & FY26
Program Evaluation & Reporting	1 FTE from FLY’s Evaluation & Learning Department will oversee all program evaluation and reporting to the Probation Department, including pulling reports, monitoring data entry, training staff in data entry, and conducting data quality audits. FLY estimates 4.5 hours per quarter. TOTAL: 20 hours
Billing & Finance	1 FTE from FLY’s Finance & Operations Department will oversee billing for this contract, including tracking expenses and supporting documentation, verifying data, and processing invoices. Estimated at 10 hours per quarter. TOTAL: 40 hours
Services Buildout - FY24	3 FTE will lead a design process to build services for SOARR youth, youth facing longer commitments than those in other FLY programs. Design activities could include, but are not limited to, research, external stakeholder engagement, and youth focus groups. FLY estimates 40 hours per staff per quarter. TOTAL: 160 hours

Program Implementation and Additional Services (Resulting from Services Buildout) - FY25 & FY26	3 FTE will be responsible for implementing services designed during FY24 Services Buildout. Activities included will be a direct result of the design process. FLY has estimated that 40 hours per staff per quarter. TOTAL 160 hours
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B. DIRECT OPERATING COSTS ALLOCATED TO JJRBG	
Staff Training	\$1,000.00 requested: Costs to train staff in new methodologies or interventions and to implement ongoing professional development activities.
Transportation	\$1,500.00 requested: Total transportation costs related to providing services under this contract, including local transportation to/from YSC, to/from stakeholder meetings, or youth rides during community-based case management activities. Reimbursed at the federal milage rate (current: .655 cents per mile).
Program Supplies	\$500.00 requested: Costs for program activities including food, notebooks, activity materials, handouts, pens, etc.
Client Costs	\$5,700.00 requested: Includes 1) at \$300 per SOARR youth per year to cover the costs of clothing, educational supplies, fees for applications, etc. (\$300x3 in FY24, \$300 x 6 in FY24 & FY25) and 2) weekly food provided during workshops and group activities (\$100 per week x 48 weeks in FY24 and \$150 per week x 48 weeks in FY 25 & FY26)

Name of Program: **FLY SOARR Services****FISCAL YEAR 2023-24 (July 1, 2023 - June 30, 2024)****Budget Projections****A. Direct Personnel Costs**

Services (by Type)	# of Staff	Rate (\$/hr/staff)	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
SOARR Workshops	2	\$51.98	Number of Clients	3	3	3	3	3
			Number of Hours	24	24	24	24	96
			Amount (Rate * Hours * Staff)	\$2,494.80	\$2,494.80	\$2,494.80	\$2,494.80	\$9,979.20
In-Custody Case Management and Coaching	1	\$51.98	Number of Clients	3	3	3	3	3
			Number of Hours	33	33	33	33	132
			Amount (Rate * Hours * Staff)	\$1,715.18	\$1,715.18	\$1,715.18	\$1,715.18	\$6,860.70
Required Meetings as Outlined in RFP	1	\$51.98	Number of Clients	3	3	3	3	3
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$519.75	\$519.75	\$519.75	\$519.75	\$2,079.00
Data Collection & Entry (including CANS and OYAS)	1	\$49.67	Number of Clients	3	3	3	3	3
			Number of Hours	3.6	3.6	3.6	3.6	14.4
			Amount (Rate * Hours * Staff)	\$178.81	\$178.81	\$178.81	\$178.81	\$715.25
Program Evaluation & Reporting	1	\$54.30	Number of Clients	3	3	3	3	3
			Number of Hours	4.5	4.5	4.5	4.5	18
			Amount (Rate * Hours * Staff)	\$244.35	\$244.35	\$244.35	\$244.35	\$977.40
Billing & Finance	1	\$54.30	Number of Clients	3	3	3	3	3
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$543.00	\$543.00	\$543.00	\$543.00	\$2,172.00
Services Buildout	3	\$51.98	Number of Clients	3	3	3	3	3
			Number of Hours	40	40	40	40	160
			Amount (Rate * Hours * Staff)	\$6,237.60	\$6,237.60	\$6,237.60	\$6,237.60	\$24,950.40
A. Direct Personnel Costs Total				\$11,933.49	\$11,933.49	\$11,933.49	\$11,933.49	\$47,733.95

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
Staff Training	Amount	\$250.00	\$250.00	\$250.00	\$250.00	\$1,000.00
Transportation	Amount	\$375.00	\$375.00	\$375.00	\$375.00	\$1,500.00
Program Supplies	Amount	\$125.00	\$125.00	\$125.00	\$125.00	\$500.00
Client Costs	Amount	\$1,425.00	\$1,425.00	\$1,425.00	\$1,425.00	\$5,700.00
B. Direct Operating Costs Total		\$2,175.00	\$2,175.00	\$2,175.00	\$2,175.00	\$8,700.00

	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$11,933.49	\$11,933.49	\$11,933.49	\$11,933.49	\$47,733.95
B. Direct Operating Costs Total	\$2,175.00	\$2,175.00	\$2,175.00	\$2,175.00	\$8,700.00
Total Direct Program Costs (A + B)	\$14,108.49	\$14,108.49	\$14,108.49	\$14,108.49	\$56,433.95
C. Indirect Costs (10%)	\$1,410.85	\$1,410.85	\$1,410.85	\$1,410.85	\$5,643.39
TOTAL FY 2023-24 BUDGET	\$15,519.34	\$15,519.34	\$15,519.34	\$15,519.34	\$62,077.34

Name of Program:

FISCAL YEAR 2024-25 (July 1, 2024 - June 30, 2025)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate	Indicator	Quarter 1	Quarter 2	Quarter 3	Quarter 4	FY 2024-25 Total
SOARR Workshops	2	\$51.98	Number of Clients	6	6	6	6	6
			Number of Hours	40	40	40	40	160
			Amount (Rate * Hours * Staff)	\$4,158.00	\$4,158.00	\$4,158.00	\$4,158.00	\$16,632.00
In-Custody Case Management and Coaching	1	\$51.98	Number of Clients	6	6	6	6	6
			Number of Hours	66	66	66	66	264
			Amount (Rate * Hours * Staff)	\$3,430.35	\$3,430.35	\$3,430.35	\$3,430.35	\$13,721.40
Required Meetings as Outlined in RFP	1	\$51.98	Number of Clients	6	6	6	6	6
			Number of Hours	20	20	20	20	80
			Amount (Rate * Hours * Staff)	\$1,039.50	\$1,039.50	\$1,039.50	\$1,039.50	\$4,158.00
Data Collection & Entry (including CANS and OYAS)	1	\$49.67	Number of Clients	6	6	6	6	6
			Number of Hours	7.2	7.2	7.2	7.2	28.8
			Amount (Rate * Hours * Staff)	\$357.62	\$357.62	\$357.62	\$357.62	\$1,430.50
Program Evaluation & Reporting	1	\$54.30	Number of Clients	6	6	6	6	6
			Number of Hours	4.5	4.5	4.5	4.5	18
			Amount (Rate * Hours * Staff)	\$244.35	\$244.35	\$244.35	\$244.35	\$977.40
Billing & Finance	1	\$54.30	Number of Clients	6	6	6	6	6
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$543.00	\$543.00	\$543.00	\$543.00	\$2,172.00
Program Implementation and Additional Services (Resulting from Services Buildout)	3	\$51.98	Number of Clients	6	6	6	6	6
			Number of Hours	40	40	40	40	160
			Amount (Rate * Hours * Staff)	\$6,237.60	\$6,237.60	\$6,237.60	\$6,237.60	\$24,950.40
A. Direct Personnel Costs Total				\$16,010.42	\$16,010.42	\$16,010.42	\$16,010.42	\$64,041.70

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
Staff Training	Amount	\$250.00	\$250.00	\$250.00	\$250.00	\$1,000.00
Transportation	Amount	\$375.00	\$375.00	\$375.00	\$375.00	\$1,500.00
Program Supplies	Amount	\$125.00	\$125.00	\$125.00	\$125.00	\$500.00
Client Costs	Amount	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$9,000.00
B. Direct Operating Costs Total		\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00

	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
A. Direct Personnel Costs Total	\$16,010.42	\$16,010.42	\$16,010.42	\$16,010.42	\$64,041.70
B. Direct Operating Costs Total	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Total Direct Program Costs (A + B)	\$19,010.42	\$19,010.42	\$19,010.42	\$19,010.42	\$76,041.70
C. Indirect Costs (10%)	\$1,901.04	\$1,901.04	\$1,901.04	\$1,901.04	\$7,604.17
TOTAL FY 2024-25 BUDGET	\$20,911.47	\$20,911.47	\$20,911.47	\$20,911.47	\$83,645.87

Name of Program:

			Budget Projections					
A. Direct Personnel Costs				Quarter 1	Quarter 2	Quarter 3	Quarter 4	FY 2025-26 Total
Services (by Type)	# of Staff	Rate	Indicator					
SOARR Workshops	2	\$51.98	Number of Clients	6	6	6	6	6
			Number of Hours	40	40	40	40	160
			Amount (Rate * Hours * Staff)	\$4,158.00	\$4,158.00	\$4,158.00	\$4,158.00	\$16,632.00
In-Custody Case Management and Coaching	1	\$51.98	Number of Clients	6	6	6	6	6
			Number of Hours	66	66	66	66	264
			Amount (Rate * Hours * Staff)	\$3,430.35	\$3,430.35	\$3,430.35	\$3,430.35	\$13,721.40
Required Meetings as Outlined in RFP	1	\$51.98	Number of Clients	6	6	6	6	6
			Number of Hours	20	20	20	20	80
			Amount (Rate * Hours * Staff)	\$1,039.50	\$1,039.50	\$1,039.50	\$1,039.50	\$4,158.00
Data Collection & Entry	1	\$49.67	Number of Clients	6	6	6	6	6
			Number of Hours	7.2	7.2	7.2	7.2	28.8
			Amount (Rate * Hours * Staff)	\$357.62	\$357.62	\$357.62	\$357.62	\$1,430.50
Program Evaluation & Reporting	1	\$54.30	Number of Clients	6	6	6	6	6
			Number of Hours	4.5	4.5	4.5	4.5	18
			Amount (Rate * Hours * Staff)	\$244.35	\$244.35	\$244.35	\$244.35	\$977.40

Billing & Finance	1	\$54.30	Number of Clients	6	6	6	6	6
			Number of Hours	10	10	10	10	40
			Amount (Rate * Hours * Staff)	\$543.00	\$543.00	\$543.00	\$543.00	\$2,172.00
Program Implementation and Additional Services (Resulting from Services Buildout)	3	\$51.98	Number of Clients	6	6	6	6	6
			Number of Hours	40	40	40	40	160
			Amount (Rate * Hours * Staff)	\$6,237.60	\$6,237.60	\$6,237.60	\$6,237.60	\$24,950.40
A. Direct Personnel Costs Total			\$16,010.42	\$16,010.42	\$16,010.42	\$16,010.42	\$16,010.42	\$64,041.70

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Staff Training	Amount	\$250.00	\$250.00	\$250.00	\$250.00	\$1,000.00
Transportation	Amount	\$375.00	\$375.00	\$375.00	\$375.00	\$1,500.00
Program Supplies	Amount	\$125.00	\$125.00	\$125.00	\$125.00	\$500.00
Client Costs	Amount	\$2,250.00	\$2,250.00	\$2,250.00	\$2,250.00	\$9,000.00
B. Direct Operating Costs Total		\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$16,010.42	\$16,010.42	\$16,010.42	\$16,010.42	\$64,041.70
B. Direct Operating Costs Total	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Total Direct Program Costs (A + B)	\$19,010.42	\$19,010.42	\$19,010.42	\$19,010.42	\$76,041.70
C. Indirect Costs (10%)	\$1,901.04	\$1,901.04	\$1,901.04	\$1,901.04	\$7,604.17
TOTAL FY 2025-26 BUDGET	\$20,911.47	\$20,911.47	\$20,911.47	\$20,911.47	\$83,645.87

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$47,733.95	\$64,041.70	\$64,041.70	\$175,817.34
B. Direct Operating Costs Total	\$8,700.00	\$12,000.00	\$12,000.00	\$32,700.00
Total Direct Program Costs (A + B)	\$56,433.95	\$76,041.70	\$76,041.70	\$208,517.34
C. Indirect Costs Total	\$5,643.39	\$7,604.17	\$7,604.17	\$20,851.73
TOTAL PROGRAM BUDGET	\$62,077.34	\$83,645.87	\$83,645.87	\$229,369.07

Tab 6: Data Collection/Program Evaluation (up to 2 pages)

a) Describe how your agency/organization currently uses data to inform your work with clients. FLY's reputation as a valued and trusted partner results from its commitment to being data-driven and outcome-accountable. FLY's data collection process is driven, supported, and maintained by its Evaluation & Learning (E&L) Department. This four-person department trains and supports staff in customized data collection protocols for each program and conducts robust quality assurance processes to ensure data collection practices are implemented with fidelity. This extensive agency-wide and program-specific training enables FLY to collect and report on accurate, reliable data that supports our ability to learn and improve.

In addition, FLY has invested in a comprehensive web-based database, Efforts to Outcomes ("ETO"), and worked with professional evaluators to track its impact on youth. FLY staff enter all youth touchpoints into ETO, including law-related education course attendance, one-on-one meetings with youth, attendance at pro-social events, and youth advocacy efforts. Through these rigorous data collection efforts, FLY measures increases in social-emotional learning (SEL) or pro-social skills, academic progress, and decreases in justice system involvement. Efforts are aggregated into reports showing youth progress and areas of opportunity, enabling us to proactively manage performance and impact. In addition, data helps to inform outcomes with program participants, enabling FLY staff members to see the impact of their work as well as identify and proactively manage program performance. Over time, FLY also uses this data to improve our programs, making adjustments to be responsive to youth and community needs.

b) Describe your organization's capacity to meet data collection/reporting requirements under this RFP. (Data reports will be required on a quarterly basis. Describe how your organization will ensure the timely submission of data.) To collect the required data as specified in the RFP, FLY utilizes several tracking and evaluation tools overseen by its E&L Department. In both all FLY programs, staff collect demographic information as part of program intake and maintain records of all program participation (including program start and end date and dosage while in the program). Staff enter all data into ETO, and the E&L Department conducts monthly data audits to ensure data quality and proactively address data collection concerns.

In addition to the above data collection efforts, FLY also utilizes assessments to evaluate youth's needs and guide decision-making and service planning. Youth in the SOARR program will complete an intake and closure assessment at the start and end of the program that is used in service planning and goal setting. FLY's evidence-informed assessments utilizes the Self-Sufficiency Matrix, as well as measures from validated SEL tools, to create a specialized assessment that is responsive to the program's target population and model. The tool utilizes measures from the Developmental Assets Profile (DAP), Behavioral and Emotional Rating Scale: Second Edition (BERS-2), and Positive Youth Development Inventory (PYDI). All youth also complete a customized program exit evaluation survey consisting of Likert scales that gauge the programs' impact on skill-building. FLY works closely with probation and other juvenile justice system partners to monitor recidivism measures and with school systems to monitor educational progress.

FLY has a strong record of meeting requirements for its SMC contracts. The E&L Department collaborates with the County Director and Associate Director to ensure FLY meets its reporting requirements for all government contracts. To ensure timely submission of reports, FLY establishes specific reporting processes for each of its contracts and, as mentioned above, maintains data collection

and monitoring efforts across all programs throughout the year. This includes a calendar of reporting dates with internal and external submission deadlines and established priorities and responsibilities for all staff involved.

c) List method(s) by which your agency currently tracks Units of Service (program level data). This may include databases and/or software. FLY uses ETO to track program-level data, including youth attendance at classes, staff time spent on intake and assessment, case management meetings with youth, and staff efforts on behalf of youth.

Tab 7: References (1 page)

Provide up to three references from successfully completed projects of similar nature to that described in this RFP, including the name of the organization for which the work was performed, and the name, phone number, and email address of an individual at the organization who was responsible for managing and accepting the work.

1. CONTACT NAME: Jill M. Ugalde
TITLE: Deputy Chief Probation Officer, Santa Clara County Probation Department, Juvenile Services Division
PHONE NUMBER: 408-278-5900
EMAIL ADDRESS: Jill.Ugalde@pro.sccgov.org
FLY currently provides its six programs in Santa Clara County, including law-related education and case management and mentoring services for at-risk and probation youth ages 11-25 in the community and in facilities. FLY has worked to develop innovative services to meet specific needs in Santa Clara County.

2. CONTACT NAME: Esa Ehmen-Krause
TITLE: Chief Probation Officer, Contra Costa County Probation Department
PHONE NUMBER: 925-313-4188
EMAIL ADDRESS: Esa.Ehmen@prob.cccounty.us
FLY recently completed a technical assistance contract with the Contra Costa County Probation Department; FLY completed an assessment and design process to uncover the needs of CCC transition-age youth (TAY) and make service recommendations. FLY currently has two active contracts with the Department to provide law-related education and case management services for TAY and high school-age youth.

3. CLIENT NAME: Alizeth Picos
FORMER FLY CLIENT
PHONE NUMBER: (650) 669-5591,
EMAIL ADDRESS: Alipicos12@gmail.com
Alizeth is a former client from FLY's San Mateo County Reentry Program.

Tab 8: Statement of Compliance with County Contractual Requirements (1 Page)

Based on the sample of San Mateo County's standard contract template attached to this RFP, Fresh Lifelines for Youth, Inc. affirms its commitment and ability to comply with each of the terms of the County's standard template contract, including but not limited to the following:

- Hold Harmless provision
- Liability Insurance requirements
- Non-discrimination policy
- Equal Employment Opportunity requirements
- Equal Benefits Ordinance
- Living Wage Ordinance
- Jury Service Ordinance
- All other provisions of the County's standard template contract

Fresh Lifelines for Youth, Inc., further agrees to have any disputes regarding the contract venued in San Mateo County or Northern District of California.

Fresh Lifelines for Youth, Inc. has no objections to the County's contract template.

1/4/2023

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PENINSULA RIDING ACADEMY
PRA/YEEP
145 ANSEL LANE
PORTOLA VALLEY, CA 94028
650-271-1223

FROM THE DESK OF: MARY MONROE/CEO

Mary Monroe/CEO Peninsula Riding Academy
Youth Empowerment Equine Program/YEEP

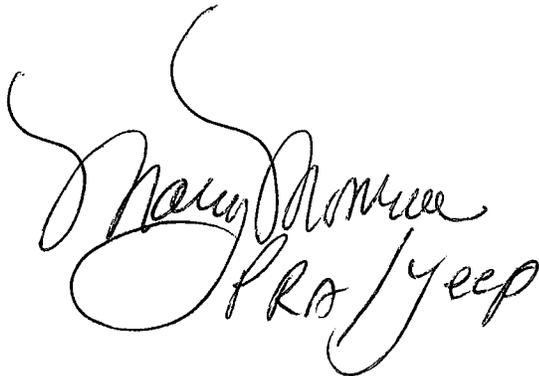
Location: 145 Ansel Lane
Portola Valley, Ca 94028
Mail: 436 Clinton St, Suite 7
Redwood City, CA 94062

Regarding: Bid Proposal RFP for Youth Activities and Mental Health Services, Probation Department
RFP No. PROB 2022-004
PRA YEEP Youth Empowerment Equine Program

Tony Burchyns, Management Analyst
Institutions Services Division
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

To Whom it May Concern,

Please find Introduction and Executive Summary in which tabs also serve as Table of Contents for Peninsula Riding Academy (PRA) Youth Empowerment Equine Program (YEEP)



Mary Monroe
PRA/YEEP

Table of Contents/Tabs

Tab 1: Qualifications and Experience

Tab 2: Project Philosophy and Service Model

Tab 3: Protocols for Addressing Concerns

Tab 4: Claims, Licensure, Non-discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Organization (1 page)

Tab 5: Cost Analysis and Budget for Primary Services

Tab 6: Data Collection/Program Evaluation

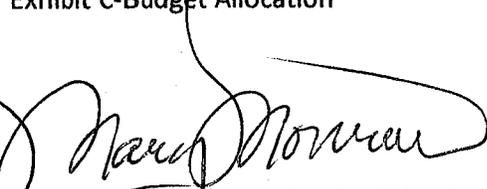
Tab 7: References

Tab 8: Statement of Compliance with County Contractual Requirements

Exhibit A-Applicant's Statements

Exhibit B-Clients and Services Form

Exhibit C-Budget Allocation



Mary Monroe/CEO Peninsula Riding Academy
Youth Empowerment Equine Program/YEEP

PENINSULA RIDING ACADEMY

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**PENINSULA RIDING ACADEMY
PRA/YEEP
145 ANSEL LANE
PORTOLA VALLEY, CA 94028
650-271-1223**

FROM THE DESK OF: MARY MONROE/CEO

Executive Summary

**Peninsula Riding Academy (PRA)
Youth Empowerment Equine Program (YEEP)
Location: 145 Ansel Lane
Portola Valley, Ca 94028
650-271-1223
peninsularidingacademy@gmail.com**

(Please Note: Mary Monroe is the only signature person authorized to obligate organization to perform the commitment contained in proposal and only one responsible for communication related to RFP)

Peninsula Riding Academy, the Youth Empowerment Equine Program, is just that. A program to foster positive changes in our youth that are empowering by facilitating positive changes in youth thinking and behavior.

Our program promotes resiliency, emotional well-being and prosocial behavior. Our goal is to inspire and we aspire to foster successful reentry, uplifting and helping our young people to be outstanding citizens through equine education, the equine connection with therapies, mentorship and coaching.

Horses are amazing. I have been riding and attached to them in one way or another for over 60 years. At 13 I went to live with my trainer, Sissy Steffen, as I was with a mother who was unable to care for me and with whom I experienced trauma and severe neglect. With Sissy, I thrived becoming the assistant trainer by the age of 15 at prestigious barn under her, riding and teaching for the Hollywood elite at Will Rogers State Park. Here is where I started professionally teaching the equitation arts and trained horses. Horses and a mentor, Sissy Steffen, saved my life! I am indebted to them forever.

Now I have this opportunity to expand this unique and wonderful way to reach underserved and youth at risk, a longtime dream of mine. Now I can take all my knowledge about horses, mentorship, and coaching and bloom it into something innovative, remarkable and run this cup over into the lives of many others. I have always had a place in my heart for youth, understanding how lives may be determined by experiences beyond control and remembering can be steered for good and triumph over anything with a village of hope, cool attitude, with people and horses to help, something I have personally experienced in my life.

I have seen over and over the absolutely remarkable changes in children and adults alike when they are around horses while teaching and training for over the years. When people learn how to care for them and how to be around them a bond like no other takes place. I have remarkable horses, each one with such unique personality and whom were also challenged at one time or another in their lives, a parallel. They are a reflection what it was like for me along with what it may be like for the youth we help, and proves there is hope and promise no matter the circumstances. They show us we are not our circumstances. We teach how to overcome obstacles and rethink our selves into positivity and promise, a way to breath in a better life. We learn to bounce, roll, and not break.

This program promotes prosocial skills, health, is educational, expands vocational opportunities, helps with emotional regulation and coping skills. This work results in individuals increased social-emotional intelligence. The coaching and mentoring builds each person's self-confidence and widens feeling of safety by connecting to a community that loves and cares about them, just as they are. Employment opportunities can be a direct result of learning about horses and their craft, but also by association, as we have clients from a huge variety of demographics and economic backgrounds. Through equine I have seen the positive growth and hope with the family grow, I have seen it promote family connections, and much more. We have the experiences and capacity to deliver trauma-informed and culturally responsive services.

Please know the results I have seen over the years, especially with youth have been profound and sometimes even dramatic. With some it takes longer, some have been near spontaneous, as we are working with people and all people are individuals, each one different. Regardless, what I have seen happen with the horses and students is remarkable, even magical. Just thinking about it and recalling experiences makes my heart soar time and time again!

Sincerely and Warmly,


Mary Monroe
CEO/PRA/YEEP

Table of Contents/Tabs

Tab 1: Qualifications and Experience

Tab 2: Project Philosophy and Service Model

Tab 3: Protocols for Addressing Concerns

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Mary Monroe/CEO Peninsula Riding Academy
Youth Empowerment Equine Program/YEEP

TAB 1: Qualifications and Experience

I, myself, will be the primary coach and teacher. I do have 2 part-time working students who may be working on other things or assisting me with the horses in and around our barn, but not directly with clients in this program. We are all loving and friendly and offers a way for youth to observe workplace and general healthy social interactions, among peers and between person of authority and subordinates. I have over 50 years experience with horses and over 30 years mentoring and coaching youth and adults.

- Organizational chart: Myself full time. (None assigned to this program, but have at barn 2 volunteer working students Each person is highly knowledgeable about horses, friendly and courteous. I have the best team I could ever wish for! Aforementioned are not employed, they are working students, and will not be directly involved in program.)
- I will be the only full time and signature and contact person authorized.
- Over 60 years horse riding experience
- Over 50 years equine instruction and equine training experience
- Over 30 years mentoring and coaching youth and adults
- WTC graduate numerous (over 6 years) self-growth and mentorship programs under the direction of Kathy Ollerton
- With leadership of WTC we completed numerous projects, one each year for I believe over 6 years. One was we built a school and a hospital for the underserved in Afghanistan, promoting peace and unity after 9/11, another was after Hurricane Katrina we helped a family of over 5 individual families whom relocated to Houston with nothing, in the back of a semi, we mentored and supported each family for one year with intervention, coaching and mentoring getting them get their lives back together. My family was a single mom with 2 young children. There were other projects but those 2 were the most profound to me.
- Life coaching experiences as active Realtor, through WTC, Dirk Zeller Coaching, and via work experience fostering by John Finnegan @ Prudential, BHG Real Estate and now Cocoran International where I had opportunity to coach numerous agents to become leaders and top producing agents in their field.
- Near to earning a ECE degree (early childhood education) when I lived on Kauai, Hawaii at Kauai Community College, only lacking curriculum portion, placing on standby to start married life and my family. I finished it much later, but changed the goal to Business Mgmt. degree, with a certificate in Human Resource Management, Fall of 2020 obtained in my AA degree in Business with honors at College of San Mateo. (which I started 1984, but I finished!)
- AA degree College of San Mateo 2020 graduate, I was also nominated and chairperson and served for the Human Rights Committee, AGS Honors Society. Numerous Deans list awards.
- Youth Pastor Washing State for teens at Abundant Life Church in Vancouver Washington.

- Active in Community
- Ordained Minister
- Business person of the Year Kauai Hawaii
- Always reaching out to help people to be and become their best.

There will only be myself assigned to this program.

I do not have employees, only working students and one youth apprentice.

I have no contracts or have had any serving at-risk or justice involved youth.

Tab 2: Project Philosophy and Service Model

Philosophy:

We believe everyone who comes into our space is to feel loved, and welcomed warmly. We are here to enhance people's ability to be and see their best self, to be proactive and innovative, eager in helping others and realize its own reward is the feeling of caring. To grow not only in their abilities in the equestrian arts but in life, to become peaceful, loving and caring people. We are here to help the mental health and well-being of all people with an emphasis with this program dedicated to at-risk youth through equine, education, community engagement, mentoring and coaching. We see the amazing way horses are able to interact with people in a non-judgmental way. We see profound changes in the people the horses change.

We are unique as our approach is very individualized. Because of my years as a teacher I can evaluate a client and customize the program to fit their needs with ease. Everyone is unique, every person has a different level of comfort around horses, and I take each individual, watch them, talk to them, ask questions and know how to customize the program for each person for best results through this process. It is in part because I have been doing this for so long I am able to ascertain and develop the program with a 30 min evaluation session with ease and accuracy.

It not just about the horses ever, it is also about prosocial skills, both physical and behavioral health, education in and beyond horse related information, vocational and job training, opportunities for art, emotion regulation and coping skill development and understanding choosing how and who you hang around makes a difference in how your life turns out. How to stay safe, help with coping and engaging with family and having a connection to a place that can help them with all these things. How to thrive!

Service Model:

Direct Services: Class would be held twice per month, on a weekday afternoon, preferably Monday. This will be a 1.5 hour class. This would be a total of 26 classes per year. Any more that that maybe overwhelming, any less may result in loss of continuity and a contiguous type of retention.

Our project and its costs contain within the costs of staff, space, horses and all that is needed to run the operation successfully, no additional needs are required, however we would need the youth attending be transported by the county and believe a supervisor from county would provide and be in attendance to supervise and oversee youth during these sessions.

We base our mechanics of curriculum off of Pony Club curriculum which is extensive! There are volumes and volumes of books. We take those ideas for inspiration and customize its use here for each person individually. From safety to tack and equipment to how to ride and be around horses. Pony Club handbooks are used to inspire our curriculum in the art of horsemanship. The Pony Club is a huge resource with volumes of instructional pages available to us. (please refer to Pony Club handbooks) Also there is bonding and getting to know the horses that is fostered and encouraged. We will hold non mounted classes in the barn assessing and teaching how to approach a horse, how to stay safe, how to keep horses safe, that is not just us but how to keep others around us safe taking responsibilities beyond ourselves and increasing self and surrounding awareness. How to take care of our space and help each other. The great feeling that comes from going and giving beyond your own self is experienced.

We will conduct classes in and around our PRA barn, and in our rings and possibly on trails at Rancho Viejo site, 145 Ansel Lane in Portola Valley.

We incorporate positive affirmation work with journaling, and make sure we offer positive reinforcement with encouraging words and actions. We offer tools to help youth learn valuable life skills through things such as SMART goals as an example, more mindful of the ways we communicate with ourselves (self-talk) and with others, encourage journaling, and more.

Tab 3: Protocols for Addressing Concerns

Knowing ahead of time what may come us could be helpful, a CANS survey possibly made available. Before youth enters program it would be helpful that we understand youths history and circumstances and discuss what issues may present and how best to address should they arise.

In event of routine problem, Mary Monroe is the one to be contacted within the PRA organization. In the event of identification of a problem by the county they will be addressed in a timely manner by email and/or phone to the appropriate party.

Should concerns come up contacting and communicating with the appropriate person in probation department and talking to them about it would be in order to resolve specific issue.

In some instances, should it be a minor concern, modeling addressing concern and talking to the youth would be a good way to model a behavior that could be a value to the youth by us talking respectfully, gently and lovingly to the youth and figuring out how to help each other with it.

Follow up is always important to see if resolved or more need be done about it.

First contact the person in charge of youth, possibly talk to youth.

Second talk to the superior in probation if unresolved

Third, all us get together and figure out best thing to be done.

Tab 4: Claims, Licensure, Non-Discrimination, and Health Insurance Portability and Accountability Act (HIPAA) Violations Against Organization.

There are none of the above against me or our organization ever.

Tab 5: Cost Analysis and Budget for Primary Services

Costs associated in proposal are inclusive and included within the proposed request in funding.

These costs include horses, their use and care, costs for facility, and instruction.

Because we operate with packages to public at present we took exhibiting platform and costs associated to and already designed to support the operation existing we took that and then divided by number of sessions and multiplied by clients to serve. That is how we came up with the amount to ask for in support of this program.

The Math: $26 \text{ weeks} \times 232.00 + 115.00 = 345.00$ per session for 1.5 hour per session multiplied by 5 clients resulted per week 5×345.00 equals 1725.00, 26 sessions totals multiplied by 1724.00 equals \$44,850.00 We estimate 5 clients per quarter, which could equate to 20 changed lives per year.

Tab 6: Data Collection/Program Evaluation

Currently we keep a hand written summary of activities and outcomes for each lesson. I also let them know by having conversations on how they are doing, talk together about our goals and decide what we need to work on to achieve our goals via verbally and at times through text communications.

We have full capacity to meet the data collection and reporting requirements under this RFP. We understand data reports will be required on a quarterly basis and will keep them always current so when they are needed submission will be timely and seamlessly.

The guidelines for in-custody programs will be followed as noted in the request for proposal RFP, page 6-7

Method by which PRA/YEEP track Units of Service will be noted in Mary Monroe's PRA Google Calendar and hand written on each client's informational document sheet kept in private locked file and accessed by Mary Monroe only.

Tab 7: References

Professional References

Director, Debra Camarillo: The Latino Commission, 1001 Sneath Lane, STE. 307, San Bruno, CA 94066
(650) 244-1444 debra.camarillo@thelatinocomission.org

Professor Frederick Gaines: College of San Mateo, Chair of Ethnic Studies, College of San Mateo, 1700
W. Hillsdale Boulevard, San Mateo, CA 94402 (650) 574-6183 gainesf@smccd.edu

Dr. Charlene Kallusch Psy D: Psychologist II, Integrated Behavioral Health, San Mateo Medical Center,
(650) 372-3291 ckallusch@smcgov.org (Dr. Charlene is a professional and personal reference, this is a
letter she sent me personally that I am including.)

Client References

Client Reference: Christiane Meschkat, (I teach her daughter) 500 9th Avenue, Menlo Park, Ca 94025
(650) 686-8230 haase.ch@gmail.com

Client Reference: Dr. Maik Klassen, (I teach his daughter) (415) 992-1440, maikklassen@hotmail.com



The Latino Commission

SAN FRANCISCO, SAN MATEO COUNTY, CENTRAL VALLEY

1/6/2023

Tony Burchyns, Management Analyst

Institutions Services Division

County of San Mateo Probation Department

222 Paul Scannell Drive

San Mateo, CA 94402

RE: RFP No. PROB 2022-004, Youth Activities and Mental Health Services

Peninsula Riding Academy - Youth Empowerment Equine Program

Portola Valley, CA

Dear Tony Burchyns,

It is my honor and privilege to recommend Mary Monroe and the PENINSULA RIDING ACADEMY

YOUTH EMPOWERMENT EQUINE PROGRAM (YEPP). I have known Mary for more than 8 years and can assure she will be wonderful in the lifting up and positive development of any youth, especially with her program benefitting at-risk youth.

Along with her horses, I can imagine what a profound change she will make with each youth. She knows how to connect with all people and has a calming effect and a genuine caring attitude.

Mary is a natural born leader, courageous and honest in dealing with others. She is loving and kind, with the ability to connect to people from all walks of life.

There is no doubt in my mind should you choose to award the proposal to her and YEEP the effects would be far reaching and profoundly significant in a positive way. Please consider the Peninsula Riding Academy - Youth Empowerment Equine Program.

Feel free to contact me with any questions.


Debra Camarillo, MA, CATC I, Executive Director
1001 SNEATH LANE, STE. 307, SAN BRUNO, CA 94066
T (650) 244-1444 U WWW.THELATINOCOMMISSION.ORG
501 C3 NONPROFIT, EIN 94-3149136

1/3/23

To Mr. Tony Burchyns,

I am very excited about the awesome proposal for Youth Activities and Mental Health Services, and Probation proposed by Ms. Mary Monroe/ CEO of Peninsula Riding Academy Youth Empowerment Program/ YEPP. This program is powerful as it combines her many years of passionate Equine training, expertise, experience and her intense desire to see broken young people restored and thriving in their future. Equine therapy has received recognition as a healing therapeutic process and horses have a unique sensitivity to people's feelings. Much of the therapy is non-verbal but there is something extremely powerful about watching the transformational interaction between horse and human being. Mary has always been a dynamic presence in any setting; she's innovative, extremely intelligent and empathic whether in a college classroom setting or standing before an assembly of professors and peers teaching them about the Syrian Refugee crisis. However, I've been most impressed with her sincere desire and ability to connect with young people from a diverse variety of cultures, and socio-economic backgrounds and lived experiences.

In my early experience as a young man right out of college, I worked with Walden House Adolescent/ a dual diagnosis therapeutic community as a counselor for a total of thirteen years before coming to the community college and was the Principle of the non-public and public school for the final five years of my tenure. I can truly appreciate the importance of exposing students to new opportunities; helping them make connections to trustworthy people and animals that help them reconnect and build trust. I have known Ms. Mary Monroe for several years and I can honestly say, she's been one of the most positive and empathetic students I've ever had in my 25 years of educational leadership and teaching. All of her peers at the

College of San Mateo embraced her and I was most impressed to see her make real, authentic human connections with a diverse demographic of students and cultures during her years at CSM. She regularly interacted with and attracted young Black and Polynesian Males from East Palo Alto, our Latin X students, or working in clubs that empowered women of all cultural, ethnic, and socioeconomic backgrounds to help them find their voices.

I enthusiastically support this proposal and am excited to see Peninsula Riding Academy lead the county in a different approach to rehabilitation for young people who find themselves in the Juvenile Justice system for a variety of reasons and truly want to seek healing and liberation that will lead to a much better future.

Warmly,

Dr. Frederick L. Gaines
Chair of Ethnic Studies
College of San Mateo

Dear Mary,

I am sending this letter to you to let you know how excited I am that you are taking steps to actualize your wish to work with at-risk youth. Bravo!

It is a privilege and honor to know you over the last year. I have observed that you are very hard working adaptable, passionate about working with underserved and marginalized populations and that you have unique skill set of being strength based, while setting appropriate boundaries. These skills you have will serve you very well when working with at risks youth and I am confident that you can and will serve this population with thought and care. It will be my pleasure to offer you endorsement with this endeavor.

Please let any individual that you choose to know, that I view you, Mary, as a blessing to all people, community, and the world.

Let your light shine and show the world what it is like to spill over into the lives of others as a positive force for good in the world.

Charlene Kallusch, Psy.D 1-6-2023

Sincerely,

Charlene Kallusch, Psy.D PSY24134

Christiane Meschkat, 500 9th Ave Menlo Park, CA 94025/ haase.ch@gmail.com / 650-6868230

To:

Tony Burchyns
Management Analyst
County of San Mateo

Jan. 4th, 2023

Dear Mr. Burchyns,

It is my pleasure to recommend Ms Mary Monroe, owner of the Peninsula Riding Academy (PRA), to work with the Youth at Risk Program of San Mateo County.

My name is Christiane Meschkat and I am an artist and Middle School Art teacher at German American International School (GISSV) in Mountain View. My daughter Greta, a 5th grader at GISSV, started taking lessons with Mary in November 2021. She is now taking lessons twice per week, either with Mary or one of her staff. My daughter has been diagnosed with ADHD, ASD, Dysgraphia and other specified depressive disorder. In addition to academic challenges she is struggling socially and emotionally.

The lessons with Mary are much more than riding lessons for Greta. They proved to be truly therapeutic. Greta's experience at PRA is supporting her mental and physical wellbeing on various levels:

1. Fostering a sense of connection and belonging: Mary takes a lot of time to connect to her students and quickly formed a strong bond with my daughter. Greta developed a stable and trusting relationship with Mary, her staff and of course - her wonderful horses.
2. Calming effect of caring for horses: The contact with the horses and the time allowed to pet, brush and connect with them are highly valued by Mary and are essential for the calming and relaxing effect of Greta's time at PRA.
3. Strengthening Self Confidence: Mary provides ample specific positive feedback during the lessons so my child feels safe, nurtured and supported. This is especially valuable for a child that usually gets negative feedback in school and has very little chance there to celebrate any achievements. Mary helps her shine and this is invaluable to us!
4. Offering challenging physical activity: The lessons offer challenging physical activities that are important for a child struggling with weight gain and the resulting occasional bullying. At PRA Greta receives compliments for her physical abilities and strengthens her fine and gross motor skills, thus developing a positive relationship with her own body.

I can not stress enough how wonderful Mary connects, supports and nurtures not only my child but also the other children I have had the chance to observe her working with.

Therefore it is my pleasure to recommend Ms Mary Monroe to work with the Youth At Risk Girls Camp Program of San Mateo County without any reservations.

Please don't hesitate to contact me at haase.ch@gmail.com or 650-6868230 should you have any further questions.

With kind regards,



Christiane Meschkat

Tony Burchyns, Management Analyst
Institutions Services Division
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

Re: MARY MONROE/FOUNDER & CEO
PENINSULA RIDING ACADEMY
YOUTH EMPOWERMENT EQUINE PROGRAM
145 ANSEL LANE
PORTOLA VALLEY, CA 94028
650-271-1223

To Whom it May Concern,

It is with great pleasure to highly recommend Mary Monroe and PRA to you. I understand she is applying for the opportunity to help youth at-risk with YEEP, PRA's youth empowerment program. My family and I have known Mary now for over a year as she is my daughter's riding teacher, and we had the chance to get to know her personally as well as her approach to horsemanship in various settings such as competitive horseshows, horsemanship lessons, riding lessons and behavioral human/horse coaching.

Mary is an excellent teacher, fully dedicated to her craft and extremely knowledgeable with horses, but her approach to connect with children and connect them to the horses is unique and admirable since it is all build on mutual respect that she demonstrates herself in every interaction. Over time Mary managed to build a very unique relationship with my child, a trust and a bond that is special. But, I have observed the same trust and respect with others in her program, children and adults alike.

Mary establishes and teaches in a peaceful environment, she deeply cares for a culture that is inviting, caring, peaceful, and a happy place – emotionally as well as physically. Mary's teachings reach beyond horse training, as she teaches are about values in life, ethics, thoughtfulness and mindfulness as well as how to use the power of words in a respectful manner. Mary is always positive, truthful, supportive and encouraging and she is always mindful others and their current situation. Mary is very empathic and observant which lets her intuitively use an uplifting approach when interacting and teaching children and adults.

Finally, she brings the same love and care to her horses and her stable and horses are in excellent condition.

We are very grateful to have found Mary and PRA. We are elated to know she may be able to reach out to foster other children; especially those who may have has the chance to be around horses and could certainly also greatly benefit from an amazing teacher and role model such as Mary is.

We therefore highly recommend Mary for this project without any reservations and will be available for any questions or calls that you find suitable to support her further.

Best regards,

Dr. Maik Klasen

Tab 8: Statement of Compliance with County Contractual Requirements

We have reviewed the sample copy of County's standard contract template and list of requirements. We are able to completely commit and have the ability to comply with each of the terms of the county's standard template contract. It is also agreed to have any disputes regarding the contract venue in the San Mateo County or Northern District of California. We have no objections to any terms within.

Exhibit A: Proposer's Statements

1. *List contracts completed in last three years for services with youth in detention and/or re-entry services.*

Year	Contracting Agency	Type of Service	Location	Amount
N/A				

2. *List contracts, or other commitments (e.g. consulting arrangements), currently in force.*

Year	Contracting Agency	Type of Service	Location	Amount
N/A				

3. *Provide details of any failure or refusal to complete a contract.*

None ; N/A

4. Provide professional qualification for each individual that would be assigned to provide services requested in this RFP.

Personnel Name	FTE/Salary	Applicable Degrees (Degree-Year-Institution)	Professional Licenses - Certifications for EBP	Child & Adolescent Needs and Strengths (CANS) Assessment Tool Certification
Mary Monroe	as proposed	AS Degree Business 2020	N/A	Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date: N/A
	230.00 per hour per youth			Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date:
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date:
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date:
				Check one: <input type="checkbox"/> Not trained <input type="checkbox"/> Trained <input type="checkbox"/> Super Trained Certification Date:

3. Please complete the following for each direct service provided:

Direct Service Type	Number of Staff Providing Services	Number of Projected Hours	Number of Projected Clients
Equine Therapy	1	1 1/2 hr every OTHER week	5
		= 39 hours per year	
		per year	
(9.5 hrs per QTR x 5 students)			

Exhibit B – Clients and Services

Please complete the following questions about your proposed services and clients.

1. Please tell us about your program, identifying the following:
 - a. The specific types of services you will provide. Be sure to indicate any use of curriculums/interventions you will implement that are evidence-based.
 - b. Where will these services be provided? Indicate geographical location as well as site.
 - c. What is the expected timing of these services? (i.e., when will they begin and end, how frequently will they be provided, year-round vs. school year etc.)

Working with horses ~ Beginner Program, Coaching & Mentoring
I have seen over & over work with & around change lives.
They will be offered in & around my barn @ PRA & Facility

- ① About PRA, our culture & beliefs. Welcome warmly to our community
- ② Safety at Barn, & i, quelle, what to expect, what horses need -
meet the horses
- ③ Grooming, safely around them, how horses respond & think, beginning
of bonding.
- ④ Handling, leading, ground work & its importance
- ⑤ Taking care of your horse, nutrition & conditioning, feet & shoeing
- ⑥ Health care & Veterinary Knowledge ⑦ Vocational opportunities
- ⑧ Traveling & Trailering ⑨ Horse talk, horse equipment, horse parts &
anatomy, colors, manes & conformation.
- ⑩ Dress & Turnout ⑪ How to ride ⑫ Showing ⑬ Working daily
with horses, + (Review consistently)

2. Please tell us about your target client population, including client characteristics and numbers you plan to serve.

We currently offer unique custom program to the
General public.

It is with great excitement & expectation to
be able to serve the underserved and plan
to have 50 or less youth per quarter from
camp keep here to experience our program

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
	Amount					\$0.00
	Amount					\$0.00
	Amount					\$0.00
	Amount					\$0.00
	B. Direct Operating Costs Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

	Quarter 1 (7/1/23 - 9/30/23)	Quarter 2 (10/1/23 - 12/31/23)	Quarter 3 (1/1/24 - 3/31/24)	Quarter 4 (4/1/24 - 6/30/24)	FY 2023-24 Total
A. Direct Personnel Costs Total	\$11,212.50	\$11,212.50	\$11,212.50	\$11,212.50	\$44,850.00
B. Direct Operating Costs Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Direct Program Costs (A + B)	\$11,212.50	\$11,212.50	\$11,212.50	\$11,212.50	\$44,850.00
C. Indirect Costs (10%)	\$1,121.25	\$1,121.25	\$1,121.25	\$1,121.25	\$4,485.00
TOTAL FY 2023-24 BUDGET	\$12,333.75	\$12,333.75	\$12,333.75	\$12,333.75	\$49,335.00

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
	Amount					\$0.00
	Amount					\$0.00
	Amount					\$0.00
	Amount					\$0.00
	B. Direct Operating Costs Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

	Quarter 1 (7/1/24 - 9/30/24)	Quarter 2 (10/1/24 - 12/31/24)	Quarter 3 (1/1/25 - 3/31/25)	Quarter 4 (4/1/25 - 6/30/25)	FY 2024-25 Total
A. Direct Personnel Costs Total	\$11,212.50	\$11,212.50	\$11,212.50	\$11,212.50	\$44,850.00
B. Direct Operating Costs Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Direct Program Costs (A + B)	\$11,212.50	\$11,212.50	\$11,212.50	\$11,212.50	\$44,850.00
C. Indirect Costs (10%)	\$1,121.25	\$1,121.25	\$1,121.25	\$1,121.25	\$4,485.00
TOTAL FY 2024-25 BUDGET	\$12,333.75	\$12,333.75	\$12,333.75	\$12,333.75	\$49,335.00

B. Direct Operating Costs		Indicator	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
Item		Amount					\$0.00
		Amount					\$0.00
		Amount					\$0.00
		Amount					\$0.00
		B. Direct Operating Costs Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

	Quarter 1 (7/1/25 - 9/30/25)	Quarter 2 (10/1/25 - 12/31/25)	Quarter 3 (1/1/26 - 3/31/26)	Quarter 4 (4/1/26 - 6/30/26)	FY 2025-26 Total
A. Direct Personnel Costs Total	\$11,212.50	\$11,212.50	\$11,212.50	\$11,212.50	\$44,850.00
B. Direct Operating Costs Total	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Direct Program Costs (A + B)	\$11,212.50	\$11,212.50	\$11,212.50	\$11,212.50	\$44,850.00
C. Indirect Costs (10%)	\$1,121.25	\$1,121.25	\$1,121.25	\$1,121.25	\$4,485.00
TOTAL FY 2025-26 BUDGET	\$12,333.75	\$12,333.75	\$12,333.75	\$12,333.75	\$49,335.00

	FY 2023-24 Total	FY 2024-25 Total	FY 2025-26 Total	Project Total
A. Direct Personnel Costs Total	\$44,850.00	\$44,850.00	\$44,850.00	\$134,550.00
B. Direct Operating Costs Total	\$0.00	\$0.00	\$0.00	\$0.00
Total Direct Program Costs (A + B)	\$44,850.00	\$44,850.00	\$44,850.00	\$134,550.00
C. Indirect Costs Total	\$4,485.00	\$4,485.00	\$4,485.00	\$13,455.00
TOTAL PROGRAM BUDGET	\$49,335.00	\$49,335.00	\$49,335.00	\$148,005.00