County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063
(650) 363-4123

NOTICE OF INTENT TO AWARD
RFP No. 2026-RFP-00118
Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Thursday, May 28, 2026

TO: All Proposers

RE: Intent to Award for RFP No. 2026-RFP-00118 - Juvenile Programs and Services

This is a Letter of Intent to Award regarding Request for Proposals (RFP) No. 2026-RFP-00118 - Juvenile Programs and Services, issued by the San Mateo County (the "County") on Date of Issuance. 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:

- A Brighter Day Youth Work Program
- Beyond Measure Psychology & Nutrition Services, Inc.
- Boys and Girls Clubs of the Peninsula
- Community Overcoming Relationship Abuse (CORA)
- El Centro de Libertad/The Freedom Center, Inc.
- Fregosa Ventures, Inc.
- Fresh Lifelines for Youth, Inc.
- Live In Peace
- MBA Project, Inc.
- The Beat Within
- The Regents of the University of California
- Young Mens Christian Association of San Francisco (DBA YMCA of Greater San Francisco)

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,

Melissa Larrarte, Senior Management Analyst
222 Paul Scannell Dr
San Mateo, CA, 94402
mlarrarte@smcgov.org

AWARDED CONTRACTS - RFP Prob 2025 Youth and Family Programs

CBO	Service	Grant	Amount
A Brighter Day Youth Work Program	Vocational training, violence prevention/intervention, re-entry support, employment readiness, and workforce retention services for justice-involved youth.	Juvenile Justice Realignment Block Grant (JJRBG)	$159,855
		Youthful Offender Block Grant (YOBG)	$78,735
			Total: $238,590
Beyond Measure Psychology & Nutrition Services, Inc.	Evidence-based psychotherapy counseling, family therapy, parent coaching and parent interventions, and continuity of care services and programs funded under the Juvenile Justice Crime Prevention Act for juvenile justice involved youth.	Juvenile Justice Crime Prevention Act (JJCPA)	$204,900
Boys and Girls Clubs of the Peninsula	Youth Mental Health and Future Grads: High School & College Success Programs under the Juvenile Probation Activities Funding for prevention and intervention services for at-risk youth in schools and communities.	Juvenile Probation Activities Funding (JPAF)	$340,353
Community Overcoming Relationship Abuse (CORA)	Healthy relationship education, individual case support for at-risk youth, and school-based prevention.	Juvenile Probation Activities Funding (JPAF)	$367,660
		Youthful Offender Block Grant (YOBG)	$358,233
		Juvenile Justice Realignment Block Grant (JJRBG)	$216,825
			Total: $942,719
El Centro de Libertad The Freedom Center, Inc.	Provides outreach, engagement, referral services, outpatient treatment, and family engagement and support.	Juvenile Probation Activities Funding (JPAF)	$302,532
		Juvenile Justice Crime Prevention Act (JJCPA)	$200,724
			Total: $503,256
Fregosa Ventures, Inc.	Detention-based workforce development Masterclasses and work-based learning opportunities.	Youthful Offender Block Grant (YOBG)	$542,400
		Juvenile Justice Realignment Block Grant (JJRBG)	$135,600
			Total: $678,000

Fresh Lifelines for Youth, Inc.	Provides the Peer Point Program, legal education programming, leadership training, reentry services, credible messenger programming, and the Rehabilitative, Education and Planning for Success Program.	Juvenile Probation Activities Funding (JPAF)	$2,017,642
		Juvenile Justice Crime Prevention Act (JJCPA)	$646,205
		Youthful Offender Block Grant (YOBG)	$1,975,955
		Juvenile Justice Realignment Block Grant (JJRBG)	$1,486,048
			Total: $6,125,850
Live in Peace	Provides substance use education, peer support and life coaching, physical conditioning, workforce development, and college and trade support.	Youthful Offender Block Grant (YOBG)	$949,680
		Juvenile Justice Realignment Block Grant (JJRBG)	$949,680
			Total: $1,899,360
MBA Project, Inc	Provides group and individual coaching, mindfulness-based programming (including the Mindful Steps running program), staff training, and family engagement activities.	Youthful Offender Block Grant (YOBG)	$325,951
		Juvenile Justice Realignment Block Grant (JJRBG)	$248,107
			Total: $574,058
The Beat Within	Provides creative writing, reflective processing workshops, and youth publication development and distribution.	Youthful Offender Block Grant (YOBG)	$196,291
		Juvenile Justice Realignment Block Grant (JJRBG)	$97,431
			Total: $293,723
The Regents of the University of California	Provides culinary arts and gardening programming	Juvenile Probation Activities Funding (JPAF)	$135,934
		Juvenile Justice Crime Prevention Act (JJCPA)	$135,934
		Youthful Offender Block Grant (YOBG)	$543,737
		Juvenile Justice Realignment Block Grant (JJRBG)	$271,868
			Total: $1,087,473

Young Mens Christian Association of San Francisco (DBA YMCA of Greater San Francisco)	Provides the school safety advocates, Victim Impact Awareness, Sexual Violence Prevention, Cognitive Affective Learning Models, court-ordered First STOP groups, substance use treatment, and clinical supervision.	Juvenile Probation Activities Funding (JPAF)	$1,053,833
		Juvenile Justice Crime Prevention Act (JJCPA)	$224,945
		Youthful Offender Block Grant (YOBG)	$30,555
		Juvenile Justice Realignment Block Grant (JJRBG)	$168,073
			Total: 1,477,406

Juvenile Programs 2025 Evaluation Committee Consolidated Scoresheet	**Total Possible Points**						
Vendor		Project Approach	Firm Qualifications	Team Qualifications	Price	Preferential Points	Total Score
A Brighter Day Youth Work Program	100	18.75	16	14.75	20	10	79.5
Beyond Measure Psychology & Nutrition Services, Inc	100	17.25	16.25	15.75	10	10	69.25
BOYS AND GIRLS CLUBS OF THE PENINSULA	100	22.5	18.75	19	25	5	90.25
Community Overcoming Relationship Abuse (CORA)	100	22.75	19	19.25	20	5	86
El Centro de Libertad/The Freedom Center, Inc.	100	21.25	17.75	18.5	20	8	85.5
Fregosa Ventures Inc	100	20.5	17.5	17.5	20	0	75.5
Fresh Lifelines for Youth, Inc.	100	22.75	18.75	19	22	0	82.5
Live In Peace	100	22.25	18.25	18.75	23	5	87.25
MBA Project Inc.	100	21	18.25	18.5	25	0	82.75
The Beat Within	100	22.5	18.75	18.25	22	0	81.5
The Regents of the University of California	100	23	18.5	18.5	23	0	83
Young Mens Christian Association of San Francisco (DBA YMCA of Greater San Francisco)	100	23.25	18.25	18.25	23	5	87.75

County of San Mateo

Request for Proposals (RFP) for Juvenile Programs and Services

Probation

RFP No. 2026-RFP-00118

RFP Contact: Yanitxa Albino

yalbino@smcgov.org

1. Introduction and Schedule

The County of San Mateo (the "County" or "SMC") covers most of the San Francisco Peninsula. The region covers 744 mi and is home to nearly 800,000 residents and 20 incorporated cities. 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.

1.1. Summary

The San Mateo County Probation Department invites proposals from qualified service providers, including community-based organizations (CBOs), government entities, universities, sole proprietors, and similar organizations to deliver innovative, evidence-based, and culturally responsive programs for youth and families in San Mateo County.

Programs funded through this RFP must align with the **2025-2030 Local Action Plan (LAP)** adopted by the Juvenile Justice Coordinating Council (JJCC). The LAP outlines community priorities for juvenile crime prevention, intervention, detention-based services, and family supports.

Each year, Probation-funded partners serve hundreds of youth across the County, including:

- More than 800 at-risk youth in the community
- Over 200 system-involved youth
- Nearly 200 youth in detention

Through this competitive process, the Department seeks to expand and strengthen the County's network of prevention, intervention, detention-based, and reentry programs.

Funding will be distributed from:

- **Juvenile Probation Activities Funding (JPAF)**: Prevention and intervention for at-risk youth in schools and communities.
- **Youthful Offender Block Grant (YOBG)**: Programs for youth in Juvenile Hall and reentry services.
- **Juvenile Justice Crime Prevention Act (JJCPA)**: Programs for youth on probation.
- **Juvenile Justice Realignment Block Grant (JJRBG)**: Services for older youth (up to age 25) serving longer commitments in Juvenile Hall following the Division of Juvenile Justice closure.

Multiple contracts may be awarded to ensure a diverse mix of services. Contracts are expected to begin July 1, 2026, for up to five years.

1.2. Background

San Mateo County is committed to building a coordinated continuum of care that reduces justice system involvement and strengthens youth and family well-being. The 2025-2030 LAP reflects extensive input from youth, families, service providers, and system leaders, as well as analysis of probation, school, and arrest data.

Key findings:

- **Racial disparities**: Hispanic/Latino youth account for about 50% of arrests but only 32% of the youth population. Black youth face a status offense arrest rate five times higher than their White peers.
- **Geographic inequities**: Youth in Redwood City, East Palo Alto, South San Francisco, Daly City, and coastal cities like Half Moon Bay and Pacifica experience higher arrest rates, greater socioeconomic challenges, and fewer accessible services.
- **High behavioral health needs**: Youth and families identified trauma-informed mental health services and consistent provider connections as top needs.
- **Prevention and reentry gaps**: Stakeholders stressed the need for early intervention in schools and communities, and robust reentry supports.

In Fiscal Year 2023-24, Probation-funded providers served:

- 831 at-risk youth in the community
- 213 system-involved youth
- 194 youth in detention

Many families are Spanish-speaking, making linguistically and culturally appropriate services essential.

LAP Strategic Outcomes (2025-2030)

A. Youth access a responsive, coordinated system.
B. Youth cultivate social and emotional well-being.
C. Youth gain educational and career skills and hope for the future.
D. Families are engaged and supported.

Funds awarded through this RFP will advance these outcomes, reduce racial disparities, and increase opportunities for youth and families in San Mateo County.

1.3. Contact Information

Project Contact:
Yanitxa Albino
Management Analyst
Email: yalbino@smcgov.org
Phone: (650) 400-3151

Procurement Contact:
Yanitxa Albino
Management Analyst
Email: yalbino@smcgov.org
Phone: (650) 400-3151

Department:
Probation

Department Head:
John T. Keene
Chief Probation Officer

1.4. Timeline

RFP Released	November 18, 2025
Pre-Proposal Meeting (Non-Mandatory)	December 2, 2025, 2:00pm Virtual Meeting - Microsoft Teams link to be provided. Please RSVP to yalbino@smcgov.org by Monday, December 1, 2025
Deadline for Questions, Comments and Contract Exceptions	December 9, 2025, 5:00pm
Proposal Due Date and Time	January 13, 2026, 5:00pm
Interviews (tentative)	February 16, 2026
Anticipated Contract Award Date	April 21, 2026

2. Scope of Work

2.1. Scope of Work

The Probation Department seeks partners that deliver **evidence-based or promising practices** aligned with LAP priorities. All funded programs must serve youth and families residing in San Mateo County, with a focus on high-need communities and populations disproportionately represented in the juvenile justice system.

Examples of Eligible Services

Applicants may propose programs such as, but are not limited to:

- **Counseling, Behavioral and Mental Health Services**: Individual and/or group mental health counseling that is trauma-informed and culturally responsive.
- **Crisis Intervention**: Provide immediate, trusted support to youth during moments of crisis. Staff are available to de-escalate conflict, teach emotional regulation, and guide restorative solutions.
- **Substance Use Prevention and Treatment**: Services that reduce the risk of use and provide treatment for youth in need.

- **Mentoring, Coaching, and Positive Youth Development**: Programs that provide consistent adult role models, skills-building, resilience-building through creative expression, and positive youth development opportunities.
- **Academic Support, Career Preparation, and Vocational Training**: Tutoring, GED/college prep, job readiness, and technical training.
- **Family-Focused Interventions and Parent Engagement Programs**: Supports that strengthen family bonds and improve parenting practices.
- **Parenting Programs**: Evidence-based programs for court-ordered or probation-referred parents/guardians of children age 12 and older, designed to improve parenting practices and strengthen family relationships, and reduce risk behaviors such as truancy, substance use, family conflict, and gang affiliation.
- **Victim Impact Awareness (VIA)**: Educational programs that help youth understand the impact of criminal behavior on victims and the community and facilitate victim-offender mediation.
- **Sexual Violence Prevention**: Programs that provide age-appropriate education, awareness, and prevention strategies to reduce the incidence of sexual violence and promote safe, supportive environments.
- **Gang Prevention and Intervention**: Programs focused on understanding the dynamics of gangs, developing pro-social and conflict resolution skills, and supporting youth in making positive decisions.
- **Re-Entry Services and Aftercare**: Comprehensive supports for youth exiting custody, including case management, mentoring, and employment opportunities.
- **Life Coaching**: Youth work one-on-one with trained coaches to set personal goals, build financial literacy, and strengthen essential life skills for reentry success and personal transformation.
- **Conditioning, Physical Education and Wellness**: Strength training, conditioning, mindfulness, and restorative practices to support physical health, discipline, emotional well-being, and stress management skills.

Programs should build resilience, reduce justice involvement, and create lasting opportunities for youth and families.

2.2. Program Expectations

Funded program must:

- **Collaborate and Share Data**: Partner with the Probation Department and its evaluation firm. Submit quarterly reports (narrative and outcome data) and attend quarterly provider meetings.
- **Serve Target Populations**: Clearly identify focus areas (prevention, probation, reentry, detention – short or long term, older youth up to 25).
- **Operate in Juvenile Hall (if applicable)**:
  - Staff must pass background checks.

    - Short-term services: Drop-in, flexible, reentry-focused, with linkage to community supports.
    - Long-term services: Structure interventions (group or one-on-one) addressing mental health, education skills, and social development.
- **Demonstrate Effectiveness**: Use evidence-based or promising practices with a clear link between program design, research, and outcomes.
- **Ensure Language and Cultural Access**: Provide linguistically appropriate services (especially Spanish) and culturally responsive care tailored to impact communities.

2.3. Evaluation and Data Collection

All programs funded through JPAF, YOBG, JJCPA and/or JJRBG funding streams are required to:

- Participate in the **annual evaluation** conducted by the County's third-party evaluator.
- Provide **timely data and performance outcomes** as requested by the evaluator and Probation.
- Submit required data to Probation on a **quarterly basis**.

Grantees must collect, at a minimum, the following individual client-level and program data for all participants receiving direct services:

- **Youth Demographics**: Gender, date of birth, zip code or residence, race, and ethnicity.
- **Program Dosage and Frequency**: Dates/times of all sessions, classes, or activities attended.
- **Program Data**: Program entry date, exit date, dates of service, length of service, and type of service (e.g., counseling, mentoring, case management).
- **Assessments** (if applicable): Number and types of assessments administered.

The County reserves the right to adjust performance measures, require corrective actions, or discontinue funding if expectations are not met.

2.4. Budget Instructions

No specific funding amounts or budget limits are provided in this RFP. Vendors should develop cost proposals based on their own assessments and in alignment with the Scope of Work. Vendors are encouraged to submit a five-year budget and to provide a separate budget for each service area, aligned with the target population for the respective funding stream.

3. Submission Requirements

3.1. Submission Deadline

Proposals must be electronically received by 5:00 pm**,** on Tuesday, January 13, 2026 via eProcurement system**.**

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 eProcurement system submission time will

be the official submission time. 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 eProcurement system.

NOTE: The County does not maintain the eProcurement system and is not liable for site failures or technical problems. To resolve technical issues, contact OpenGov Technical Support by using the real time chat located in the lower right hand corner of the screen, or via email at procurement-support@opengov.com

https://procurement.opengov.com/portal/smcgov

3.2. Pre-submission Registration

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

- https://procurement.opengov.com/portal/smcgov

It is recommended that organizations complete this registration as soon as possible. The County will not be responsible for and may not accept proposals that are late due to a failure to register in the eProcurement system.

3.3. Submission via eProcurement Portal

Required Documents

Please refer to the Technical Proposal section for submittal documents and requirements.

Electronic Submissions

Include the proposer name and the RFP title and number in each filename. Submit proposals via the eProcurement website, allowing sufficient time for the upload to complete by the Due Date and Time. As noted above, the eProcurement portal submission time will be the official submission time, and partial uploads will automatically terminate, and proposals will be rejected. Contact eProcurement Portal with technical questions regarding this site.

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 eProcurement portal 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.

Format

Documents should be created in the following format:

- Text should be Times New Roman (12-point minimum font size) and unjustified (i.e., with a ragged-right margin)
- Pages should have margins of at least one inch on all sides (excluding headers and footers)

- If the proposal is lengthy, a Table of Contents should be included.
- PDF format is preferred.

Page Limits (Sections exceeding the stated page limits may not be reviewed)**:**

Section	Maximum Length
Introduction / Cover Letter	1 page
Executive Summary	1 page
Statement of Minimum Qualifications	1 page
References	1 page
Project Approach / Methodology	3 – 8 pages
Scope of Work	3 – 8 pages
Project Schedule / Work Plan	3 – 8 pages
Innovations and Best Practices	3 – 8 pages
Performance Measures / Evaluation Plan	3 – 8 pages
Firm Qualifications	2 – 3 pages
Team Qualifications	2 -3 pages
Budget and Budget Narrative	No page limit

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.

3.4. Procurement Preference for Local Businesses and Local Non-Profits

The County of San Mateo has adopted a Procurement Preference for Local Businesses Ordinance (County Ord. Code Ch. 2.89.) The purpose of this Ordinance is to promote a strong local economy by giving preference to local businesses, local non-profits, local small and micro businesses, and local small and micro non-profits in County procurements, to the extent consistent with the law and interests of the public. The County's process for applying local preferences to competitive procurements is set forth in County Ordinance Code Section 2.89.030. The Ordinance and exemptions (e.g. the ordinance will be exempt when all bids or proposals received are from Non-Profit Organizations) can be reviewed here:

Chapter 2.89 - PROCUREMENT PREFERENCE FOR LOCAL BUSINESSES | Code of Ordinances | San Mateo County, CA | Municode Library

The requirements for bidders to establish eligibility for a local preference for this solicitation are detailed below in Section III (Submission Requirements) The Ordinance does not apply if a procurement is determined to be exempt (County Ord. Code sec. 2.89.050), and the County reserves the right to waive application of the Ordinance to this procurement if determined to be in the best interests of the County (County Ord. Code sec. 2.89.060).

4. Minimum Qualifications, Local Preference Ordinance, and Technical Proposal

4.1. Minimum Qualifications

4.1.1. Has Proposer has been providing similar services for a minimum of four (4) years within the last seven (7) years?*

☐ Yes

☐ No

*Response required

4.1.2. Account manager has a minimum of two (2) years of experience within the last five (5) years in providing account services?*

☐ Yes

☐ No

*Response required

4.1.3. Please confirm your firm is registered with System for Award Management (SAM)*

SAM.gov

☐ Please confirm

*Response required

4.1.4. What is the registered Business Name and Unique Entity ID (UEI) No.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

*Response required

4.2. Procurement Preference for Local Businesses and Local Non-Profits

4.2.1. Is the Proposer a "Local Business"?

As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a "Local Business" means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

4.2.2. Is the Proposer a Non-Profit?*

A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

☐ Yes

☐ No

*Response required

When equals "Yes"

4.2.3. Is the Proposer a "Local Non-Profit"

As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

4.2.4. Is the Proposer a Local "Small" or "Micro" Business?

As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

4.2.5. Is the Proposer a Local "Small" or "Micro" Non-Profit?

As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

4.3. Technical Proposal

4.3.1. Introduction and Executive Summary *

Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.

- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

*Response required

4.3.2. Statement of Minimum Qualifications *

Describe how the proposer meets the minimum qualifications as set forth in **Minimum Qualifications** of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

*Response required

4.3.3. Project Approach*

This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

*Response required

4.3.4. Scope of Work tasks/milestones*

Describe your proposed approach to tasks/milestones

*Response required

4.3.5. Proposed schedule *

Attach proposed schedule reference ability to complete the project within the County's required time frame

*Response required

4.3.6. Innovations*

Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

*Response required

4.3.7. Performance Measures*

Describe a plan for achieving performance measures

*Response required

4.3.8. Firm Qualifications *

Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved,

budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.

- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

*Response required

4.3.9. Team Qualifications*

Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

*Response required

4.3.10. References*

Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

*Response required

4.3.11. Fee Proposal*

The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

*Response required

5. Evaluation and Selection Criteria

The proposals will be evaluated by a selection committee with relevant expertise. The County intends to evaluate the proposals generally in accordance with the criteria itemized below. Proposers with the highest scoring proposals may be interviewed by the committee to make the final selection.

No.	Evaluation Criteria	Scoring Method	Weight (Points)
1.	**Project Approach**	Points Based	25 *(25% of Total)*

2.	**Firm Qualifications**	Points Based	20 *(20% of Total)*
3.	**Team Qualifications**	Points Based	20 *(20% of Total)*
4.	**Price**	Points Based	25 *(25% of Total)*
5.	**Preferential Points** Where price is not the sole evaluation factor for a solicitation (e.g., in the case of a "best-value" solicitation), five percent (5%) of the total evaluation points awardable will be added to the proposal score for each Local Business or Local Non-Profit score for evaluation purposes. In the event of a tie between a Local Business or Local Non-Profit and another bidder, the Local Business or Non-Profit shall be awarded the Contract, assuming agreement on other contract terms. An additional three percent (3%) preference shall be given to a Local Business or Local Non-profit (for a total of eight percent (8%) of total points awardable) if the proposer is a Small Business or Small Non-Profit, or an additional 5 percent preference (for a total of ten percent (10%) of total points awardable) if the proposer is a Micro Business or Micro Non-Profit.	Points Based	10 *(10% of Total)*

6. Instructions to Proposers

6.1. Instructions

Proposers are encouraged to attend a pre-proposal conference on Tuesday, December 2, 2025, at 2:00 pm**,** to be held at Virtual Meeting - Microsoft Teams link to be provided. Please RSVP to yalbino@smcgov.org by Monday, December 1, 2025. All questions will be addressed at this conference and any available new information will be provided at that time. If you have further questions regarding the RFP, please post them on the eProcurement portal.

6.2. Communications

A. 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 eProcurement portal, to the Authorized Contact Person, or as outlined in the evaluation or protest procedures.

B. Proposers (including any agent, owner, employee, board members, or other such affiliates) shall not offer any gift, favor, or other personal benefit to any County officer or employee during the

procurement process for this agreement, including during the solicitation period and contract negotiations.

Violation of the foregoing prohibitions may result in a proposer being found non-responsible and barred from participating in this or future procurements.

6.3. Contract Award

A. **Award Procedure**
Contract negotiations are neither an offer nor guarantee that a contract will be executed. A contract award, if any is made, will be to the responsive, responsible proposer offering the overall best value to the County for the services and goods 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 template, executed by the appropriate authority.

B. **Notice of Intent to Award**
If a decision is made to take steps to enter into an agreement with one or more proposers, the County will post a Notice of Intent to Award or otherwise notify proposers the remaining proposers of their non-selection. Notice may instead be provided by including approval of the agreement as an item on an agenda for a meeting of the Board of Supervisors.

C. **Commencement of Performance**
After all parties have signed the agreement, the County will notify the contractor and performance may proceed. Prior to execution of the agreement by the County, no County employee may authorize work under the agreement. Any work performed prior to the full execution of the Agreement may not be compensated.

D. **Levine Act Disclosure**The Levine Act (California Government Code Section 84308) imposes certain requirements on parties contracting with the County of San Mateo related to campaign contributions to County "officers," including elected County officers and candidates seeking elective office, who may participate in making a decision on certain County contracts. Elected County officers in San Mateo County include: the San Mateo County Board of Supervisors, Assessor-County Clerk-Recorder, County Controller, Coroner, District Attorney, Sheriff, and Tax Collector-Treasurer.Generally, under current County policy, approval by the Board of Supervisors is required for any agreement for services above $200,000, and agreements for services below that threshold may be approved by Department heads.**If your proposal is selected, you will be required to certify compliance with the Levine Act.**As part of this process, you will need to certify and warrant that you have fully complied, and will remain in full compliance, with all applicable requirements of the Levine Act in connection with the Agreement, including making any required disclosures of campaign contributions to County Officers, which includes but may not be limited to elected County Officers. Elected County Officers include members of the San Mateo County Board of Supervisors, as well as the Assessor-County Clerk-Recorder, Controller, Coroner, District Attorney, Sheriff, and Tax

Collector-Treasurer. Any campaign contribution required to be disclosed under the Levine Act in connection with this Agreement shall be disclosed on the County of San Mateo Levine Act Disclosure Form, a copy of which is available from the County upon request.Parties are solely responsible for accurate certification and disclosure. The Levine Act is complex, and this brief description is not legal advice. For example, certain contributions must be aggregated when determining whether contributions have exceeded the $500 threshold. If your proposal is selected, you are urged to review the Levine Act and consider consulting an attorney.

6.4. Term

Probationis issuing Request for Proposal (RFP) No. 2026-RFP-00118 for Juvenile Programs and Services.

The agreement shall have a term of five (5) years. In addition, the County shall have one (1) option to extend the term for an additional period not to exceed two years, which the County may exercise in its sole, absolute discretion. To exercise this option, the County shall provide written notice to the Contractor at least thirty days before the end of the agreement's term.

The County's standard contract template has been included with this solicitation. The awarded contractor will be expected to sign an agreement prepared by the County using this template. Please ensure that your firm has completed legal review of these contract terms. If your firm wishes to request exceptions to these standard terms, submit a Contract Exceptions Request by the Deadline for Questions, Comments and Contract Exceptions listed in the Solicitation Schedule below. The County will consider Contract Exceptions Requests but reserves the right to reject requested modifications to its standard terms.

7. Terms and Conditions for Receipt of Proposals

7.1. Errors, Omissions and Inquiries regarding the RFP

Proposers are responsible for reviewing all portions of this RFP. Proposers are to notify the department, in eProcurement portal, if the proposer discovers any ambiguity, discrepancy, omission, or apparent error in the RFP. Such notification should be made promptly after discovery, but in no event later than five business days prior to the deadline for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

Inquiries regarding the RFP should be lodged in eProcurement portal.

7.2. 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 calendar days after the RFP is issued, provide written notice to the department, via eProcurement portal, setting forth with specific grounds for the objection.

7.3. Addenda

The County may cancel, revise, or reissue this RFP, in whole or in part, for any reason. Revisions will be posted as Addenda on eProcurement portal. No other revision of this RFP is valid. Proposers shall be responsible for ensuring that their proposals reflects any and all Addenda issued by the County prior to the proposal due date regardless of when a proposal is submitted. Therefore, the County recommends that

proposers consult eProcurement portal frequently, including shortly before the proposal due date, to confirm that all Addenda have been downloaded.

7.4. Term of Proposal

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

7.5. Revision or Withdrawal 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 on or before the proposal due date.

A proposer may withdraw a proposal at any time before the deadline for submission of proposals. 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.

7.6. Errors and Omissions in Proposal

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

7.7. 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.

7.8. Financial Responsibility

The County shall have no financial responsibility for any costs incurred by a firm in responding to this RFP or participating in any presentations or negotiations.

7.9. Estimated Quantity

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

7.10. Public Record

A. **General**

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.

2. Any contract arising from this RFP will be a public record.

3. The County is not seeking proprietary information and will not assert any privileges that may exist on behalf of the proposer.

4. 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.

7.11. 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 an RFP;
- 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.

7.12. 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.

7.13. Cooperative Agreement (Piggyback)

This competitive solicitation is being conducted as a Cooperative Procurement. The services, terms and conditions of any agreement resulting from this solicitation may be used by other organizations as a Cooperative Agreement.

This provision in no way commits any affiliate to procure services from any awarded contractor, nor does it guarantee that any additional orders will result. At their discretion, and subject to their own procurement policies, interested organizations may make use of this competitive procurement and contract directly from the awarded contractor.

8. Protest Procedures

8.1. 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.

8.2. 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.

8.3. 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: Juvenile Programs and Services, 2026-RFP-00118

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[A BRIGHTER DAY YOUTH WORK PROGRAM] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

A Brighter Day Youth Work Program Response

CONTACT INFORMATION

Company:
A Brighter Day Youth Work Program

Email:
bayareasherrie@yahoo.com

Contact:
Kelvin Smith

Address:
1025 Alemeda De Las Pulgas Suite 745
BELMONT, CA 94002

Phone:
(408) 648-9242

Website:
https://www.brighterdayyp.org

Submission Date:
Jan 13, 2026 2:47 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
No

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

123

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

Yes

IS THE PROPOSER A "LOCAL NON-PROFIT"
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

HPSCAN_20260107034747757_2026-01-07_034835921.pdf

Local_Preference_(1).pdf

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

filing_(1).pdf

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *

Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

San_Mateo_County_RFP.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

Statement of Minimum Qualifications

A Brighter Day Youth Work Program meets the minimum qualifications required to provide vocational training, gang prevention, and re-entry services to justice-involved youth under the supervision of the County of San Mateo Probation Department. Our organization is a legally established entity authorized to operate within the State of California and is in good standing with all applicable federal, state, and local requirements.

Our organization has demonstrated experience delivering community-based, prevention-focused services to youth involved in or at risk of involvement in the juvenile justice system. This experience includes providing vocational and workforce development programming, life skills education, gang prevention interventions, and re-entry support designed to promote accountability, stability, and positive youth development. Services are delivered using trauma-informed and culturally responsive practices that are developmentally appropriate and aligned with the needs of justice-involved youth and their families.

A Brighter Day Youth Work Program designs and implements programs that align with the County of San Mateo's Local Action Plan Strategic Outcomes, including reduced recidivism, improved youth development, reduced gang involvement, successful community re-entry, and enhanced public safety. Our organization integrates early intervention strategies and evidence-informed approaches to support youth at key transition points and to reduce further justice system involvement.

Our organization has qualified staff with lived experiences and training necessary to work effectively with justice-involved youth. A Brighter Day Youth Work Program has experience in youth engagement, safety protocols, trauma-informed care, and cultural humility to ensure high-quality service delivery and accountability.

A Brighter Day Youth Work Program has the ability to comply with County contracting requirements, including data collection, reporting, and performance monitoring. Our organization carries and is able to obtain all required insurance coverage and agrees to comply with all applicable County of San Mateo policies, procedures, and contractual obligations.

PROJECT APPROACH*
This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

Project Approach

A Brighter Day will deliver a coordinated service model that fulfills the County of San Mateo's scope of work by providing vocational training, gang prevention, and re-entry support to justice-involved youth.

Vocational training will be facilitated through structured instructional modules, hands-on learning opportunities, workplace readiness, and pathways to gainful employment. We will provide soft skills development including communication, teamwork, problem solving and professionalism.

Gang prevention services will be implemented through the Alive & Free methodology, an established violence prevention framework that equips youth with the tools to identify risks, interrupt harmful behaviors, and adopt pro-social thinking. The curriculum emphasizes personal accountability, emotional regulation, leadership development, understanding that violence is a disease, and decision-making skills. Sessions are facilitated by trained staff who understand the lived experiences and cultural contexts of youth impacted by violence, trauma, and system involvement. This preventive component is critical to reducing recidivism and promoting long-term community safety.

Re-entry services will be provided through individualized case management, transitional support, and job placement assistance. Youth will receive comprehensive support that includes resume development, interview coaching, help with filling out employment applications, access to local employers, and workforce partners. To support successful reintegration, A Brighter Day will also provide

essential work attire and reducing barriers to employment and improving long-term stability. To reduce participation barriers and promote equitable access, the program will provide bus and train passes to youth participants. Through this integrated and youth-centered approach, A Brighter Day will guide participants from skill acquisition to meaningful employment and community connection which advances the County's goals of rehabilitation, accountability, and positive youth outcomes.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

Proposed Approach to Tasks & Milestones for Thirteen Week First Phase-Week Vocational Training

A Brighter Day's vocational training program for incarcerated youth is designed as a structured thirteen week instructional model that integrates customer service, workforce readiness, and behavioral competencies that support successful re-entry. The staff will provide the customer service materials as well as hands on skills training that will equip the youth with critical information and powerful techniques they need in order to succeed in the market place. The approach is guided by culturally responsive, trauma-informed, and developmentally appropriate practices that meet the unique needs of justice-involved youth.

The training spans thirteen weeks and is delivered in progressive phases that build on one another. Early weeks establish foundational skills, middle weeks introduce hands-on competencies and contextualized workforce tasks, and final weeks focus on employment navigation. Instruction is delivered through interactive modules, demonstrations, and practice-based learning to accommodate various learning styles and literacy levels.

During the first week the staff will provide a brief orientation outlining expectations, competencies to be achieved and behavioral standard to support successful participation. Staff will provide a pre-test and post-test to assess vocational skills and job readiness. The pre-test data will be compared to post-test results to measure participant growth and program impact. The curriculum will be focused on being the best you can be. Attendance will be recorded and reviewed regularly to meet reporting requirements and verify participant progress toward program milestones.

During Weeks 2 and 3, youth will engage in foundational customer service training. This phase emphasizes the purpose of customer service, the role of frontline employees, the importance of attitude and representation, and the value of service within retail,

hospitality, and related industries. Instruction includes classroom discussion, vocabulary building, and simulated customer interactions designed to increase confidence and familiarity with workplace expectations.

Workplace professionalism and accountability form the core of Weeks 4 and 5. Youth learn about punctuality, reliability, teamwork, ethics, confidentiality, and the expectations of employers when working in service industries. The curriculum also includes culturally responsive approaches to serving diverse customers, acknowledging the varied backgrounds represented in San Mateo County. Through case studies and instructor coaching, participants connect these competencies to their own experiences and future workforce opportunities.

Weeks 6 and 7 focus on communication and conflict resolution. Participants are taught verbal and non-verbal communication strategies, active listening, emotional regulation, and tools for navigating difficult customers. These modules leverage role-play, collaborative exercises, and reflective discussions that allow youth to practice constructive responses to real-life challenges in both workplace and interpersonal settings. This phase supports pro-social behavior, accountability, and reduced conflict, outcomes that align with both early intervention and re-entry goals.

Weeks 8 and 9 address sales, problem-solving, and service recovery. Participants explore customer needs assessment, and strategies for resolving mistakes and customer dissatisfaction. This portion of the training emphasizes practical application and reinforces the importance of customer satisfaction, adaptability, and critical thinking. Progress is measured through live simulations and participation.

Week 10 staff will provide age-appropriate and trauma informed sexual harassment training to ensure youth understand workplace expectations, professional boundaries, and their legal rights and responsibilities under state and federal law. This training will introduce clear definitions of harassment, hostile work environments, consent, and retaliation, while teaching youth how to identify, prevent, and report inappropriate conduct in a manner that supports safety and accountability. Instruction will be culturally responsive and sensitive to the lived experiences of incarcerated youth, many of whom have experienced trauma, power imbalances, or environments where such issues are normalized or unaddressed. By providing this training prior to re-entry, youth will be better prepared to engage in vocational settings, maintain employment, and contribute to positive workplace cultures.

Workforce preparation becomes the focus for Weeks 11 and 12. Youth build resumes and the staff will train participants on probation as it relates to employment. Probationary period of employment is essential to ensure youth understand the expectations, evaluation process, and performance standards that determine job retention and advancement in the work place. By learning how to navigate

feedback, demonstrate reliability, and correct behavior during this period. Incarcerated youth with this instruction are better prepared to sustain employment and transition successfully into long term career pathways.

The final phase, will be conducted during Week 13. It centers on conducting mock interviews, which is a critical component of workforce preparation, as it provides youth structured practice in articulating their strengths, work history and goals. Staff will provide mock interviews to all participants. Mock interviews allows youth to practice presenting themselves professionally in a structured supportive environment prior to release. With real time coaching, feedback, and interview simulations, participants develop confidence, communication skills, and familiarity with common employer questions. Providing this curriculum increases the likelihood that justice involved youth will perform successfully during actual job interviews post release, improving their employment prospects and supporting successful reentry into the community. The program concludes with exit assessments to measure skill gains against the original baseline and with Certificates of Completion recognizing vocational readiness, with participants who have an eighty percent or higher attendance.

Proposed Approach to Tasks & Milestones for Ten Week Second Phase- Vocational Training Get A Job Keep A Job

A Brighter Day's vocational second phase, "Get a Job, Keep a Job," is a structured ten week training designed to strengthen youth employability and workforce retention as part of the County's broader goals of reform, accountability, and positive re-entry outcomes. The initiative was developed in direct response to observed barriers among justice-involved youth who were able to secure employment but struggled to maintain jobs due to workplace expectations, communication challenges, and limited exposure to professional environments. This second phase extends beyond job attainment to focus on workplace navigation, communication with supervisors, transportation and attendance management, workplace dynamics, and conflict resolution, which are all essential for long-term employment success and sustained community reintegration.

The ten week model is grounded in evidence-informed workforce practices and structured around weekly learning modules, each with clear milestones, skill demonstrations, and case management follow- through. The proposed approach ensures consistent pacing, applied practice, and ongoing skill reinforcement through role-play, scenario simulations, and real-world application. Each week's module builds upon the previous one, ensuring that youth move from employment readiness into workplace proficiency and retention.

Week 1 — How to Get a Job: The first week introduces foundational concepts related to job search strategy, vocational identity, and labor market awareness. Youth learn to identify job interests, assess personal strengths, explore industries that align with re-entry

suitability, and understand the expectations of entry-level employment. Milestones include completion of vocational interest inventories and identification of three employment pathways.

Week 2 — How to Apply for Employment: Week two focuses on the mechanics of job applications, resume updates, cover notes, and how to obtain required documents. Youth practice completing mock applications, reviewing job descriptions, and aligning personal skills to workplace needs. Milestones include two completed mock applications and updated resumes.

Week 3 — How to Have Successful Job Interviews: Youth engage in interview skills training using modeling, coaching, and role-play. Instruction addresses professional presentation, punctuality, question response strategies, and employer perception. Staff will provide constructive feedback and behavioral coaching. Milestones include one mock interview with staff scoring.

Week 4 — How to Select the Right Transportation: Transportation is a major barrier to employment for youth exiting detention or coming from high-need communities. Week four teaches route planning, transit scheduling, budgeting for transportation, and contingency planning for delays. Milestones include individual transportation plans to specific job sites or training programs.

Week 5 — Mindset and Habits for Workplace Success: Youth learn how attitudes, reliability, punctuality, and habits influence retention. Instruction emphasizes self-regulation, professional expectations, and time-on-task behaviors. This week plays a key role in shifting survival-based behavioral norms toward workplace cultures. Milestones include written reflections on successful workplace habits and self-identified improvement goals.

Week 6 — How to Ask Supervisors for Help: Communication with supervisors is essential for task clarification, growth, and problem solving. Youth learn strategies for asking questions, expressing confusion, seeking coaching, and handling performance feedback without conflict. Role-plays simulate common workplace challenges. Milestones include demonstration of supervisor communication scripts.

Week 7 — Understanding Policies for Time Off, PTO, and Extended Leave: Week seven teaches youth how to navigate employer leave policies, avoid no-call/no-shows, and comply with workplace procedures, these barriers are frequently experienced by justice-involved youth. Milestones include written summaries of workplace policies and demonstration of leave-request communication.

Week 8 — How to Communicate During Emergencies: Week eight addresses emergency disruptions, unexpected absences, medical needs, and personal crises that commonly impact system-involved youth. Staff will teach communication protocols, boundary setting, and documentation requirements. Milestones include completion of emergency communication scripts and supervisor notifications.

Week 9 — Understanding Workplace Dynamics: Youth learn how to navigate workplace culture, peer conflicts, intergenerational differences, diversity, and power structures. Behavioral coaching emphasizes non-violent conflict resolution and navigating workplace hierarchies. Milestones include completion of a workplace dynamics assessment and scenario role-play.

Week 10 — Building Strong Working Relationships: The final module promotes teamwork, collaboration, professional networking, and long-term retention strategies. Youth develop pro-social workplace relationships, and communication strategies that support upward mobility. Milestones include completion of a retention plan and post-program employment goals.

Throughout the 10-week training, case management and barrier reduction supports operate in parallel to reinforce milestone achievement. Case manager monitors progress, resolve logistical challenges (e.g., transportation, documentation, attire), and prepare youth for post-release job placement or training. Placement services include employer introductions, job applications, and referrals to workforce development partners. Once youth are placed, A Brighter Day conducts 30/60/90-day retention check-ins to stabilize employment and address emerging challenges which are an essential feature for justice-involved youth at highest risk of early job loss. A pre-test and post test will be disseminated to all participants as well as a program survey.

This structured ten week approach transforms vocational training into a retention-focused employment pipeline aligned with San Mateo County Probation's goals for reform, community re-entry, and public safety. By preparing youth to both secure and sustain employment, the vocational second phase contributes to reduced recidivism risk, increased economic opportunity, and improved long-term outcomes for system-impacted youth.

Proposed Approach to Tasks & Milestones For Alive & Free Methodology(Gang Prevention/Intervention) Phase 1~ Ten Weeks

A Brighter Day proposes to implement the Alive & Free violence prevention methodology as a core behavioral and cognitive intervention for justice-involved youth. Alive & Free is an evidence-informed, nationally recognized model that treats violence as a public health issue, emphasizing that violence and gang-involved behaviors are learned, reinforced, and transmitted through social and environmental conditions and therefore can be interrupted and replaced with protective, pro-social strategies. Alive & Free has been implemented across schools, juvenile justice systems, and community settings for over two decades, producing outcomes in violence reduction, improved school engagement, and positive life choices.

The proposed approach utilizes a structured progression through key elements of the Alive & Free public health framework, beginning with awareness and diagnosis of the "disease of violence," followed by treatment, behavior change, and long-term maintenance. Tasks and milestones are sequenced to support both short-term behavioral shifts and long-term pro-social functioning.

The first week focuses on identifying the symptoms of the disease of violence. Youth participate in staff guided discussions and reflective exercises that help them recognize both visible and hidden symptoms, including physical aggression, retaliatory thinking, hyper-vigilance, and emotional numbing. This phase culminates in the milestone of youth being able to name specific symptoms present in their own lives and communities.

The second week examines risk factors that increase vulnerability to violence, such as exposure to trauma, familial instability, peer influence, and neighborhood-level dynamics. Youth complete risk factor inventories and connect these vulnerabilities to behavioral outcomes. The milestone for this phase is completion of individualized risk profiles that document each participant's violence-related vulnerabilities.

The third week addresses the core of the disease, helping youth understand the internal beliefs and cultural narratives that drive violent behavior. Staff will guide discussions on identity, self-worth, respect, and power. Youth begin to challenge maladaptive beliefs such as the need to retaliate or suppress emotion and articulate healthier alternatives. The milestone is youth identification of key internal beliefs that influence their actions.

The next week focuses on diagnosis, where youth formally acknowledge that violence operates as a disease affecting their choices and relationships. Through personal diagnostic statements, youth distinguish between who they are and the behaviors they have learned. The milestone is completion of personal diagnosis statements demonstrating insight and readiness for change.

Staff will introduce the concept of germs**,** defined as harmful messages and influences that "infect" young people with the disease of violence. Staff will help youth identify common germs such as revenge culture, harmful masculinity norms, and glamorization of gang behavior. They rewrite those messages into positive alternatives. The milestone for this phase is demonstrated ability to identify and replace "germs" with pro-social narratives.

Following germs, youth examine the modes of transmission through which violence spreads, including peers, family systems, community environments, social media, and music. Youth create personal "transmission maps" tracing how the disease of violence has traveled into their lives. The milestone for this phase is completion of individualized maps linking exposure to behavior.

Alive & Free then addresses the commandments of violence, the unwritten rules youth have internalized such as "never back down," "don't show feelings," or "use force to gain respect." Staff will help youth analyze the origins and consequences of these codes. The milestone is written or verbal articulation of the commandments of violence previously guiding their behavior.

The program then moves into treatment, where youth learn alternative behaviors, emotional regulation strategies, and non-violent problem-solving skills. Through role-play, modeling, and coached practice, youth rehearse new ways of managing conflict and stress carefully guided by staff. This step is very important, youth must recognize and accept the treatment process in order to facilitate change. The milestone for this phase is successful demonstration of conflict resolution strategies in simulated scenarios.

The ninth week focuses on developing rules for living, in which youth create individualized behavioral commitments that support safety, responsibility, education, family engagement, and positive community participation. The milestone is creation of personal rules for living that reinforce non-violence and align with desired life outcomes.

Finally, youth identify their medication, the ongoing practices and supports required to stay Alive & Free over time. Medication plans include mentors, pro-social peers, employment, cultural practices, and structured routines. The milestone for this final phase is completion of individualized maintenance plans that can be integrated into re-entry transition planning.

Throughout implementation, A Brighter Day documents participation, skill acquisition, behavioral change, and milestone completion. This approach provides a holistic, evidence-informed, and developmentally appropriate pathway for justice-involved youth to reduce violent behavior, disengage from gang influence, and pursue meaningful, pro-social futures.

Proposed Approach to Tasks & Milestones For Alive & Free Methodology(Gang Prevention/Intervention) Phase II, Ten Weeks

A Brighter Day Youth Work Program, proposes to implement a ten-week Phase II intervention designed to reinforce and expand the foundational concepts introduced during Phase I. Phase II emphasizes practical application of pro-social competencies, identity development, emotional regulation, conflict transformation, and leadership skills required for long-term disengagement from gang culture and successful re-entry into the community.

Phase II will commence with **Week 1 (Review & Recharge)** to refresh core knowledge, align expectations, and establish individualized goals for the ten-week period. **Week 2 (Identity & Self-Worth)** will examine how self-concept and personal narrative influence behavior, decision-making, and susceptibility to harmful affiliations. **Week 3 (Peer Pressure & Influences)** will analyze peer dynamics, social networks, and cultural norms, and introduce strategies for resisting negative influence and strengthening pro-social relationships. **Week 4 (Conflict Transformation)** will provide structured instruction in non-violent communication, negotiation, de-escalation, and restorative conflict resolution. **Week 5 (Mastering Triggers)** will enhance emotional regulation skills, trigger identification, and relapse-prevention strategies that support consistent behavioral performance. **Week 6 (Responsibility & Accountability)** will reinforce cognitive ownership of decisions and introduce accountability frameworks aligned with probation compliance, family expectations, and positive peer interaction. **Week 7 (Mentorship & Role Modeling)** will highlight mentorship as a

protective factor, emphasizing the importance of positive adult and peer role models in shaping pro-social identity. Week 8 (Values & Inner Strength) will focus on value clarification, moral reasoning, self-discipline, and resilience as internal assets that reduce vulnerability to violence and gang involvement. Week 9 (Leadership & Giving Back) will encourage leadership development and service orientation, positioning participants as contributors to community safety and wellness. Week 10 (Graduation & Commissioning) will recognize the completion of Phase II, affirm behavioral commitments, and outline individualized next steps, including vocational training, workforce readiness, mentorship, educational programming, and re-entry services as appropriate.

Tasks within Phase II will be executed through structured facilitation, reflective writing, cognitive-behavioral exercises, scenario-based learning, and guided peer dialogue tailored to justice-involved youth. The staff will utilize trauma-informed, culturally responsive, and relationship-centered methodologies to maximize engagement, mitigate resistance, and address underlying trauma and environmental stressors. Milestones will include achievement of lesson-specific learning objectives, demonstration of behavioral insight, consistent participation, improved conflict management capabilities, increased accountability, development of pro-social identity, and readiness for transition to subsequent supports.

Upon completion of Phase II, staff will provide individualized progress evaluations and transition planning aligned with participant goals and risk profiles. Where applicable, A Brighter Day Youth Work Program will coordinate with County Probation. Successful completion of Phase II signifies competency attainment and readiness for next-phase interventions related to employment, re-entry support, mentorship, or community engagement. All participants will receive pre-test, post-test, a program survey and a certificate with eighty percent participation.

Data collection and reporting will occur on an ongoing basis throughout the implementation period. Staff will document attendance, participation, behavioral indicators, and progression toward defined milestones. All services will be delivered in alignment with County objectives related to violence reduction, disengagement from gang culture, improved decision-making, community safety, and successful re-entry outcomes.

Proposed Approach to Re-Entry Services: Case Management & Job Placement

A Brighter Day's re-entry services are designed to support justice-involved youth as they transition from secure settings back into the community. The proposed approach integrates individualized case management, employment navigation, job placement assistance, and supportive barrier-reduction resources to ensure that youth are positioned for success and safety during the highest-risk period of re-entry. This approach is developmentally responsive, trauma-informed, and aligned with the County's objectives around reform, public safety, and reduced recidivism.

Re-entry services begin during facility-based programming, not after release. Case managers assess needs and strengths, and identify barriers related to documentation, transportation and employment readiness. Staff will provide individualized re-entry plans, which are developed in collaboration with Probation staff, facility personnel, and youth to ensure alignment with supervision requirements and community resources. A key early milestone includes completion of individualized re-entry plans that outline goals, roles, and support tasks prior to release.

Upon release, A Brighter Day's staff will connect each youth with one of our workforce partners, provide job placement, and barrier-reduction supports. A Brighter Day will provide the necessary work attire and transportation passes. Case managers accompany youth during the first 30–90 days of employment or training to promote workforce retention, troubleshoot issues, and support conflict resolution and employer communication. Placement milestones include confirmed job placements, training enrollment, followed by 30-, 60-, and 90-day retention check-ins.

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

San_Mateo_County_RFP_2.pdf

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

Innovations

A new and essential component of A Brighter Day is the **"**Get a Job, Keep a Job Training" module, developed in response to a recurring challenge: while many justice-involved youth were able to secure employment, they struggled to remain employed beyond the first five to six months. Youth reported difficulties navigating workplace expectations, communicating with supervisors, managing schedules, and handling conflict without defaulting to survival-based behaviors learned in high-risk environments. In recognizing this gap, A Brighter Day created "Get a Job, Keep a Job Training" to equip youth with practical, real-world retention skills such as professionalism, workplace etiquette, emotional self-regulation, problem-solving, and conflict resolution. The module also addresses logistical barriers including transportation, documentation, time management and provides post-placement coaching and 30/60/90-

day employer check-ins. By targeting the retention barriers that frequently derail employment for system-involved youth, this enhancement strengthens job stability, increases long-term workforce participation, and supports successful re-entry into the community.

A Brighter Day integrates several evidence-based and promising practices proven to improve outcomes for justice-involved youth, particularly in the areas of workforce development, violence prevention, and community re-entry. It is a known fact that if a youth who was previously incarcerated, obtains a job the recidivism rates drastically decrease. These practices are aligned with national research on youth reform, recidivism reduction, and positive youth development and are delivered in a culturally responsive, trauma-informed, and developmentally appropriate manner.

The vocational training component incorporates evidence-based workforce strategies including customer service curriculum, applied simulations, soft skills training, mock interviews, which all identified in research as essential for improving job placement and retention among disconnected and justice-involved youth. Studies from the U.S. Department of Labor, MDRC, and the National Youth Employment Coalition show that programs combining technical training with workplace behaviors (communication, reliability, conflict resolution, professionalism) significantly increase employment stability and earnings while reducing system involvement.

A Brighter Day is intentionally designed to meet the needs of diverse justice-involved youth, including youth from high-need communities and those currently in detention. Our approach is culturally responsive, trauma-informed, and developmentally appropriate, recognizing the complex identities, lived experiences, and systemic barriers faced by youth impacted by poverty, racial inequities, community violence, and disrupted education. Through vocational training, youth gain practical, job skills, workplace etiquette, professionalism, and retention strategies that are particularly beneficial to youth who have had limited exposure to formal workforce environments.

Alive & Free provides cognitive and behavioral support by helping youth understand and interrupt harmful belief systems, gang-related norms, and retaliatory behaviors that often emerge from high-need community environments. Re-entry services including case management, job placement, retention support, and barrier reduction ensure continuity of care during the highest-risk transition period from incarceration back into the community. By combining vocational skills, behavioral transformation, and structured re-entry support, A Brighter Day reduces service gaps, increases employment stability, and improves long-term outcomes for diverse justice-involved youth.

A Brighter Day reduces disparities identified in the Local Action Plan by providing culturally responsive, trauma-informed programming that directly addresses the inequities faced by justice-involved youth, particularly youth of color and youth from high-need or

historically underserved communities. The LAP recognizes that these disparities often stem from poverty, disrupted education, community violence, and limited access to behavioral health supports and employment opportunities. A Brighter Day responds to these inequities by offering facility-based vocational training, Alive & Free cognitive-behavioral violence prevention, and re-entry case management that meet youth where they are. By initiating services prior to release and continuing them through return to the community, the program closes the service gaps that disproportionately impact youth from marginalized backgrounds and contribute to inequitable justice outcomes.

In addition, A Brighter Day reduces disparities linked to workforce exclusion and re-entry challenges by equipping youth with marketable employment skills, workplace navigation tools, and ongoing 30/60/90-day job retention support. Research shows that youth from high-need communities are less likely to access workforce pipelines, supportive employment networks, or retention coaching, all of which are critical to long-term stability and reduced recidivism. The program's "Get a Job, Keep a Job Training" and barrier reduction supports directly counter the structural barriers identified in the LAP. By pairing employment opportunities with violence prevention and proactive re-entry planning, A Brighter Day contributes to reduced violations, improved public safety, and more equitable life outcomes for youth most affected by system disparities.

A Brighter Day will use technology to collect, track, and analyze program data in order to strengthen service delivery and improve youth outcomes. Digital case management and reporting systems will be used to document attendance, milestone completion, behavioral indicators, placement activity, and re-entry progress in real time. This data allows staff to identify patterns, flag emerging barriers, adjust curriculum pacing, and coordinate more effectively with Probation and workforce partners. Workforce-related data including job placement, employer feedback, and 30/60/90-day retention will also be captured digitally to measure performance and refine training content. Monthly internal data reviews and quarterly County reporting ensure that insights inform continuous improvement rather than simply meeting compliance requirements. Using technology for data collection enables A Brighter Day to respond quickly to youth needs, close gaps in service delivery, verify performance measures, and maintain accountability to County expectations.

PERFORMANCE MEASURES*
Describe a plan for achieving performance measures

A Brighter Day Performance Measures

A Brighter Day's performance measurement strategy is structured around three core service domains, which are Vocational Training, Alive & Free violence prevention, and Re-Entry to Community. These programs are grounded in evidence-informed practices that strengthen employability, improve behavioral outcomes, and reduce recidivism. Each domain includes measurable targets, milestone tracking, verification methods, and continuous quality improvement cycles to support accountability and alignment with County goals.

1. Vocational Training Performance Measures

Performance Targets

Vocational performance measures evaluate employment readiness, skill acquisition, workforce engagement, and placement outcomes. Measures include:

- Completion of vocational curriculum and competencies
- Production of job readiness artifacts (resumes, cover letters, mock interviews)
- Demonstrated soft skills (communication, teamwork, reliability)
- Job placement
- Retention benchmarks at 30/60/90 days

Plan to Achieve Measures

Vocational training begins with structured foundational modules followed by technical skills and workplace simulations. Curriculum pacing is intentional and supports both behavioral and practical learning outcomes. All participants will receive a pre-test and post test.

A Brighter Day pairs vocational coursework with job navigation activities including resume workshops, application coaching, employer expectations, and mock interviews. These early activities accelerate time-to-placement and reduce post-release delays, which are common failure points for justice-involved youth.

Performance is verified using attendance tracking, competency rubrics, employer feedback, and retention follow-ups. Case management overlays the entire process to address barriers such as transportation, digital literacy, and work attire, ensuring that performance outcomes are not undermined by preventable obstacles. All participants will receive a program survey.

2. Alive & Free Performance Measures

Performance Targets

Alive & Free performance measures evaluate changes in cognitive, behavioral, and social functioning tied to violence prevention and public safety. Measures include:

- Participation and curriculum completion
- Increased understanding of risk factors, triggers, and belief systems
- Improved emotional regulation and non-violent problem-solving skills
- Demonstrated accountability and behavioral reflection
- Reduced facility-based incidents involving aggression or conflict
- Improved pro-social engagement with peers and facilitators

Plan to Achieve Measures

Alive & Free uses a public health framework that moves youth from awareness to diagnosis, treatment, and maintenance. This method provides natural performance checkpoints such as risk profiles, personal diagnosis statements, rewritten belief systems, and rules for living. All participants will receive a pre-test and post test.

Behavioral skill-building is reinforced through role-play and scenario-based learning, a practice proven to increase applied retention of non-violent strategies. Facilitators use formative assessments, observation checklists, and reflection prompts to measure cognitive and behavioral progress.

Case managers bridge the gap between behavior change and real-world application, helping youth translate cognitive insight into daily decision-making. Performance is evaluated using a combination of participation logs, behavioral indicators, and incident data reviewed through a continuous quality improvement lens. All participants will be required to provide a program survey.

3. Re-Entry to Community Performance Measures

Performance Targets

Re-entry performance measures evaluate continuity of services, stability during transition, and post-release outcomes. Measures include:

- Completion of individualized re-entry plans
- Verified job placements
- Successful acquisition of documents (ID, SSN, licenses)
- Reduced recidivism or probation violations
- Retention benchmarks at 30/60/90 days post-placement

Plan to Achieve Measures

Re-entry planning begins early in programming prior to release to prevent delays commonly associated with fragmented service handoffs. Case managers document barriers, coordinate family engagement, and schedule follow-up supports.

Retention supports including conflict mediation, communication coaching, and employer check-ins help stabilize placements during the first 90 days, a period where most placement failures occur for justice-involved youth.

Re-entry performance is verified using a combination of placement documentation, workforce retention logs, case notes, and probation collaboration. Data is analyzed to identify patterns and guide continuous improvement.

Cross-Cutting Strategies Enhancing All Performance Domains

To ensure high performance across all three domains, A Brighter Day incorporates:

Integrated Case Management

Case managers reduce risk, solve practical barriers, support youth accountability, and reinforce continuity between vocational gains, behavioral improvements, and community reintegration.

Barrier Reduction Supports

Work attire, transportation, ID retrieval, and job placement prevent dropout and improve retention, which is critical to performance achievement.

Continuous Quality Improvement (CQI)

Monthly internal performance reviews and quarterly County reviews are used to refine practices, address gaps, and adjust pacing or strategies.

Data Tracking and Verification

Attendance, pre/post test, completion(certificates for both cohorts), job placement, and retention data are tracked for accuracy, compliance, and County reporting.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

San_Mateo_County_Probation_RFP.pdf

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager

- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

Qualifications.pdf

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

References.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

5_Year_Budget_Projection_Customer_Service_Training_Programs_-_23-Annual_Plan.pdf
_5-Year_Budget_Projection-_Alive_&_Free_Program_.pdf
_5-Year_Budget_Projection_Reentry_.pdf

San Mateo County Local Preference Self-Attestation Form

Chapter 2.89 of Title 2 of the San Mateo County Ordinance Code allows a 5% preference on goods and services solicitations submitted by local businesses.

The County of San Mateo defines:

- "Local Business" as any for-profit business which has its principal place of business, or is headquartered, in San Mateo County.
- "Local Non-Profit" as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County.

If you are applying for the 5% local business preference, please answer the following question:

1. Is your business or non-profit organization principal office located, or headquartered, in San Mateo County?

- [x] Yes
- [ ] No
- [ ] Other: _____

The County shall have the sole discretion to determine whether satisfactory proof of eligibility for a preference has been provided. In addition to any other penalties provided by law, any business that falsely claims a preference pursuant to Chapter 2.89 shall be ineligible for consideration for County contracts for a period of not less than one year from the date of discovery of the false certification.

The Local Business Preference Certification form must be completed and submitted with your bid/proposal response if you are applying for the 5% local business preference. Upon request, vendor agrees to provide additional information to substantiate this self-attestation. Vendor certifies information provided is true and accurate under penalty of perjury.

Business or Non-Profit Organization Name A Brighter Day Youth Work Program

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box) 1025 Alameda De Las Pulgas Suite 745 Belmont, CA, 94002

Website (if available) https://www.brighterdayyp.org

Telephone Number 4086489242

E-Mail kls_95112@yahoo.com

Title of Authorized Representative Co-Founder

Signature of Authorized Representative Kelvin Smith

Date January 6, 2026

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- ❑ No
- ❑ Other: _____

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Business or Non-Profit Organization Name A Brighter Day Youth Work Program

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box) 2301 Carlmont Dr., Unit 27 Belmont, Ca 94002

Website (if available) https://brighterdayyp.org

Telephone Number 408-648-9242

E-Mail kls_95112@yahoo.com

Title of Authorized Representative Co-founder/Executive Direct

Signature of Authorized Representative Kelvin Smith

Date 01/06/2026

FORM 990-N

Department of Treasury
Internal Revenue Service

Electronic Notice (e-Postcard)

For Tax Exempt Organizations not Required to File Form 990 or 990 EZ

OMB No. 1545-NNNN

2024

Open To Public Inspection

A For the 2024 calendar year, or tax year beginning 01/01/2024 , and ending 12/31/2024

B Check if applicable

☐ Termination

☑ Gross Receipts are $50,000 or less

E Website Address

C Name of Organization

A BRIGHTER DAY YOUTH WORK PROGRAM

Number and Street (or P.O. box, if mail is not delivered to street address)

2301 CARLMONT DR APT 27

City or town, state or country, and Zip + 4

BELMONT, CA 94002-3332

D Employer ID number

81-3059115

F Name of Principal Officer

KELVIN SMITH

Number of street (or P.O. box, if mail is not delivered to street address) of Principal Officer

2301 CARLMONT DRIVE #27

City or town, state or country, and ZIP + 4

BELMONT , CA 94002

County of San Mateo

RFP for Juvenile Programs and Services Probation

RFP Number – 2026-RFP-00118

Proposal to Provide

Professional Services for

Vocational Training

Gang Prevention and Intervention

Re-entry Services and Aftercare

January 2, 2026

A BRIGHTER DAY YOUTH WORK PROGRAM

RFP Introduction Letter

Kelvin Smith
Co-Founder/Executive Director
2301 Carlmont Dr. Unit 27
Belmont,Ca, 94002
408-648-9242
kls_95112@yahoo.com

January 2, 2026

County of San Mateo
Probation Department
Selection Committee
RFP No. 2026-RFP-00118

Dear Evaluation Committee,

A Brighter Day Youth Work Program respectfully submits this proposal in response to the San Mateo Probation Department's Request for Proposals for vocational training, gang prevention and re-entry services. We appreciate the opportunity to partner with the San Mateo County Probation Department in supporting incarcerated youth. A Brighter Day Youth Work Program is a small non-profit that provides comprehensive vocational training, gang prevention, and re-entry services designed to foster positive development, reduce recidivism, and empower young individuals to become healthy, educated and successful members of the community.

Kelvin Smith
Executive Director
A Brighter Day Youth Work Program

Executive Summary

This proposal is submitted by A Brighter Day Youth Work Program in response to the County of San Mateo Probation Department's Request for Proposals for vocational training, gang prevention, and re-entry services. Our program is designed to support incarcerated youth through early, community-based intervention that promotes workforce readiness, reduces recidivism, and supports successful reintegration. This proposal outlines a comprehensive, culturally responsive approach aligned with the Probation Department's goals of rehabilitation, prevention, and public safety.

A Brighter Day Youth Work Program is a non-profit dedicated to serving youth impacted by the juvenile justice system. Our mission centers on providing on providing services that address underlying risk factors associated with system involvement. We prioritize prevention, accountability, and skill development to support positive youth outcomes.
Our program delivers structured vocational training, informed gang prevention strategies, and comprehensive re-entry support. Services include job readiness training, life skills development, mentorship, job placement and community resources.

We provide culturally responsive programming which is essential to effectively engaging incarcerated youth and addressing the diverse needs of communities served by the County of San Mateo. Youth involved in the juvenile justice system often come from varied cultural, racial, and socioeconomic backgrounds, and programs that recognize and respect these differences are more likely to build trust, increase participation, and achieve positive outcomes. By incorporating culturally responsive practices, such as staff who reflect the communities served, inclusive service delivery, and programming that acknowledges lived experience, services can more effectively address barriers to engagement and support meaningful behavior change. This approach strengthens program effectiveness, promotes equity, and contributes to improved outcomes for youth and families.

Early intervention is critical in preventing deeper justice system involvement and improving long-term outcomes for youth. Many incarcerated youth experience unmet educational, social, and economic needs, if this remains unaddressed, the likelihood of continued system contact increases. Providing timely programming, such as vocational training, gang prevention, and re-entry services will help address risk factors before they escalate into more serious behaviors. Early intervention strengthens protective factors, supports positive youth development, and contributes to reduced recidivism and improved public safety outcomes.

Anticipated outcomes include increased employment readiness, improved life and coping skills, reduced gang involvement, and lower rates of recidivism. The proposed program aligns with the County of San Mateo Probation Department's goals of crime prevention, intervention and improved outcomes for incarcerated youth. Through strong partnerships, accountability

Kelvin Smith
Co-Founder/Executive Director
408-648-9242
kls_95112@yahoo.com

I am authorized to obligate A Brighter Day Youth Work Program to perform the commitment contained in the RFP No. 2026-RFP-00118.

Kelvin Smith
Kelvin Smith
January 6th, 2026

Proposed Schedule & Ability to Complete Within County Time Frame

A Brighter Day will implement services according to a structured and realistic schedule that ensures full completion of the project within the County's required time frame. The proposed schedule reflects a coordinated sequence of activities encompassing, vocational training, Alive & Free violence prevention, case management, job placement, and re-entry supports. All components are designed to operate consecutively and efficiently, allowing youth to receive comprehensive services without delay.

Service delivery begins immediately upon contract execution and onboarding with the County. Program cohorts can operate on a rolling or semester-based basis, enabling continuous service rather than isolated or one-time cycles. This structure ensures that youth entering the system at different times can access programming without waiting for extended start dates.

Core program delivery including vocational training, Alive & Free curriculum, and re-entry case management will occur over a planned 13 and 20-week cycle, depending on County requirements and youth needs. Vocational training operates for 13 weeks, while Alive & Free programming extends up to 20 weeks. Re-entry planning begins early in the cycle to avoid bottlenecks near release or transition dates. Employment navigation, placement activities, and barrier reduction supports are timed to initiate prior to release, ensuring youth exit with work-based next steps rather than waiting until they re-enter the community.

Reporting, documentation, and data tracking occur throughout the service period, with monthly and quarterly reporting aligned to County monitoring expectations. This schedule ensures that the County has real-time visibility into program progress, milestone achievement, and participant outcomes, eliminating the risk of late or incomplete deliverables.

Taken together, A Brighter Day's schedule demonstrates both feasibility and readiness. The organization's capacity to deliver consecutive curriculum-based instruction, case management, and workforce transition services ensures that all required tasks can be completed within the County's time frame while maintaining program fidelity, quality, and youth-centered responsiveness.

Description of the Proposer

A Brighter Day Youth Work Program is a non-profit whose mission is to help the younger generation forge a pathway to future success. The program specializes in serving justice-involved youth and young adults who are incarcerated and those returning to their communities after detention. A Brighter Day has provided services in San Mateo County and is currently working in Santa Clara County, offering vocational training, violence prevention, and re-entry supports that strengthen employment outcomes, reduce recidivism risk, and promote positive youth development.

A Brighter Day has built a track record of successfully engaging high-need youth, improving employment readiness, and supporting re-entry transitions. In Santa Clara County, our team has delivered workforce training, soft-skill development, violence prevention, job placement, case management, union dues and transportation passes to youth and young adults facing significant barriers to employment and stability. Through these experiences we have demonstrated an ability to reach youth who may be reluctant to trust traditional providers, sustain participation throughout training, and assist youth with job placement and early retention.

Our unique strengths include culturally responsive and trauma-informed programming, a practical and real-world approach to vocational skill-building, and strong relational credibility with the youth we serve. We integrate vocational training with the Alive & Free methodology and re-entry case management, ensuring that youth not only gain employment skills but also develop the behavioral and social competencies needed to keep jobs and succeed in the community. A Brighter Day's commitment to workforce opportunity, behavioral transformation, and continuous improvement positions the organization as a capable and mission-aligned partner in supporting justice-involved youth throughout San Mateo and Santa Clara Counties.

PROJECT 1 — Phase 1 Vocational Training (13 Weeks)

Osborne School – Santa Clara County

Client: Osborne School / Santa Clara County Office of Education
Population Served: Justice-involved youth in detention
Location: Santa Clara County Juvenile Hall – Osborne School
Duration: 13 weeks (Phase 1 Vocational Training)
Schedule: Weekly classroom delivery inside detention facility
Budget:

Primary Staff: Kelvin Smith (Program Director/Facilitator); Sherrie Smith (Facilitator/Cas)
Reference:Eugene Santillian, Director of Alternative Education Santa Clara County Office, 408-573-3206

Project Summary:
A Brighter Day delivered a 13-week Phase 1 vocational training program for justice-involved youth enrolled at Osborne School inside the Santa Clara County Juvenile Hall. The training focused on preparing youth for entry-level employment by strengthening workforce readiness, soft skills, and professional communication. Curriculum modules included customer service fundamentals, interview preparation, workplace professionalism, resume development, and job application strategies. Instruction was culturally responsive, trauma-informed, and tailored to the developmental and experiential needs of detained youth who frequently have limited exposure to workplace expectations or employment pathways.

Outcomes & Impact:
Participating youth demonstrated increased engagement in workforce preparation, improved communication skills, and greater awareness of employment expectations. Youth completed resumes, participated in mock interviews, and identified job interests and potential pathways appropriate for post-release reentry. Facilitators reported strong rapport and participation, and youth reported increased confidence in their ability to seek and secure employment opportunities upon release.

Relevance to Current RFP:
This project is directly relevant to the County of San Mateo Probation RFP due to its emphasis on vocational training for justice-involved youth within a secure facility, improvement of employment readiness, and alignment with reform and reentry goals. The program size, environment, and population served are comparable in scope to the services proposed under this application.

PROJECT 2 — Alive & Free First Phase (10 Weeks)

Osborne School – Santa Clara County

Client: Osborne School / Santa Clara County Office of Education
Population Served: Justice-involved youth in detention
Location: Santa Clara County Juvenile Hall – Osborne School
Duration: 10 weeks (First Phase Alive & Free)
Schedule: Weekly classroom delivery inside detention facility
Budget:

Primary Staff: Kelvin Smith (Program Director/Facilitator); Sherrie Smith (Facilitator/Case Manager)
Reference: Eugene Santillian, Director of Alternative Education Santa Clara County Office, 408-573-3206

Project Summary:
A Brighter Day delivered a ten week First Phase of the Alive & Free methodology at Osborne School within the Santa Clara County Juvenile Hall. Alive & Free applies a public health framework to violence prevention, helping youth understand violence as a disease with symptoms, risk factors, beliefs, and transmission patterns that can be interrupted and treated. The First Phase introduced core curriculum modules focused on identifying personal risk factors, exploring thought patterns, recognizing harmful norms, and understanding how family, community, and peer influences can shape decision-making and behavior.

Outcomes & Impact:
Youth demonstrated increased awareness of the cognitive and social drivers of violence and improved ability to identify triggers and risk factors in their own experiences. Facilitators observed strong classroom engagement, reflective discussion, and peer learning during sessions. Youth reported gaining new insight into personal decision-making and how alternative, non-violent choices could support healthier re-entry outcomes. The successful completion of the 10-week First Phase prepared youth for additional Alive & Free phases and reinforced re-entry planning efforts.

Relevance to Current RFP:
This project aligns directly with the County of San Mateo Probation RFP objectives related to rehabilitation, behavioral change, and public safety. The program served a comparable population within a secure youth detention facility and demonstrated A Brighter Day's capacity to deliver structured, evidence-informed curriculum to justice-involved youth in a manner consistent with the goals of the County's Local Action Plan and re-entry priorities.

PROJECT 3 — Second Phase Vocational Training: "Get a Job, Keep a Job"

Osborne School – Santa Clara County

Client: Osborne School / Santa Clara County Office of Education
Population Served: Justice-involved youth in detention
Location: Santa Clara County Juvenile Hall – Osborne School
Duration: 10-week Second Phase Vocational Training
Schedule: Weekly classroom delivery inside detention facility
Budget:

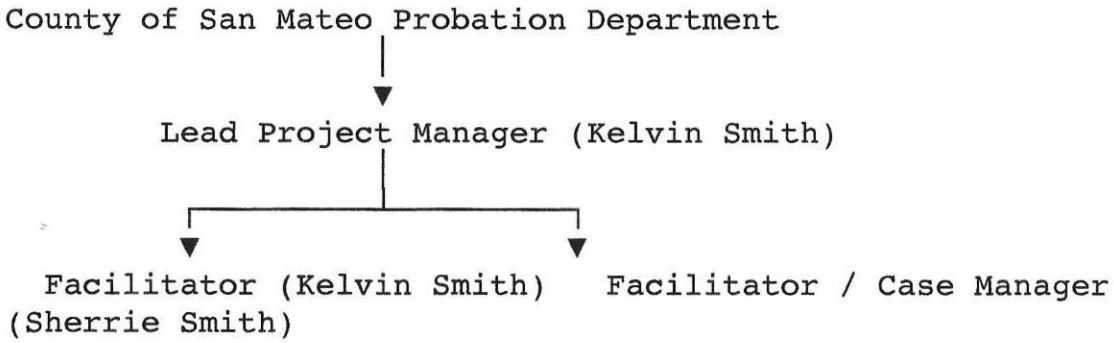
Primary Staff: Kelvin Smith (Program Director/Facilitator); Sherrie Smith (Facilitator/Case Manager)
Reference: Maria De La Cruz, Interim Principle, Osborne School, San Jose, 209-345-0012

Project Summary:
A Brighter Day delivered the Second Phase of vocational training, "Get a Job, Keep a Job" for justice-involved youth at Osborne School within the Santa Clara County Juvenile Hall. This ten week training was developed in response to identified challenges youth faced in not securing employment, but in maintaining it after release. Curriculum focused on workplace navigation, communication, professionalism, conflict management, and retention skills essential to long-term employment success. Modules included how to secure employment, apply for jobs, participate in interviews, choose transportation, communicate with supervisors, understand workplace policies (including time off and emergencies), navigate workplace dynamics, and build strong professional relationships.

Outcomes & Impact:
Youth demonstrated increased readiness for workforce participation and heightened awareness of employer expectations. Facilitators observed improvements in workplace communication, self-confidence, and understanding of workplace culture, areas that commonly present barriers for justice-involved youth. Participants completed job readiness artifacts and reported stronger insight into employer expectations and retention strategies as part of re-entry planning. The Second Phase training supported youth in preparing for employment transitions post-release, reinforcing public safety and re-entry goals.

Relevance to Current RFP:
This project closely aligns with the County of San Mateo Probation RFP objectives by addressing re-entry, employability, and behavioral supports for justice-involved youth in detention. The Second Phase demonstrates A Brighter Day's capacity to strengthen not only job acquisition, but job retention, which is an important re-entry milestone that reduces recidivism risk and increases stability in the community. The service environment, population, and vocational focus are similar in size and scope to the services proposed under this application.

Reporting Structure



Project Team & Roles

Position / Title	Name	Reporting To	Role in Project
Lead Project Manager	Kelvin Smith	County of San Mateo	Serves as primary point of contact; oversees all program activities; ensures milestones are met; manages compliance, deliverables, and communication with County staff.
Facilitator	Kelvin Smith		Facilitates instructional sessions; delivers core curriculum content; ensures fidelity to vocational, behavior change, and workforce training components.
Facilitator / Case Manager	Sherrie Smith	Lead Project Manager	Co-facilitates program sessions; provides case management; supports youth with re-entry navigation; assists with job readiness, referrals, and workforce placement coordination.

Narrative Summary

The nonprofit will utilize a two-person delivery team, enabling direct and consistent service provision to justice-involved youth. Kelvin Smith will serve as the Lead Project Manager and will maintain ongoing communication with the County to ensure contractual expectations, reporting requirements, and timelines are met. Both Kelvin and Sherrie will facilitate program sessions, providing culturally responsive instruction that aligns with the vocational training and gang prevention curriculum. In addition, Sherrie will provide case management and re-entry support to enhance outcomes related to job readiness, placement, accountability, and successful community reintegration.

The proposer provides written assurance that the key individuals identified herein will perform the work proposed and will not be substituted or reassigned without the County's prior written approval.

Description Of Experience & Qualifications

Kelvin Smith

Kelvin Smith is a community leader, youth mentor, and re-entry practitioner with over thirty years of experience serving at-risk and justice-involved youth, young adults, and families across San Mateo and Santa Clara Counties. Having overcome addiction as a young adult and sustained over three decades of sobriety, Kelvin brings lived experience, credibility, and authentic relational connection to the youth he serves. His personal journey enables him to understand trauma, addiction, community violence, gang influences, and family instability which are common challenges faced by justice-involved youth today.

Kelvin has held multiple leadership roles throughout his career. From 1996–2002 he served as Executive Director of New Birth Recovery Ministry, where he operated six recovery homes and provided life skills, court navigation, parenting, leadership, culinary skills, and faith-based support services. He has pastored for more than 28 years in San Jose, Redwood City, and East Palo Alto, and has extensive experience mentoring system-involved youth and their families. From 2011–2013 Kelvin served as a Ceasefire Gang Prevention Coach in East Palo Alto and Redwood City, supporting youth in gang disengagement, job placement, crisis response, and case management.

Since 2011 Kelvin has served as a Police Chaplain, offering crisis intervention, counseling, support, and victim assistance to law enforcement and community members. He is currently the Senior Pastor of New Hope Community Church and serves as a Chaplain and Outreach Coordinator at Hillcrest Juvenile Facility. In San Mateo. In 2015 Kelvin co-founded A Brighter Day, a nonprofit that provides vocational training, life skills, violence prevention and job placement for justice-involved youth.

Kelvin holds an AA Degree from the College of San Mateo and has completed multiple leadership, ministry, addiction counseling, and evangelism certifications.

Description Of Experience & Qualifications

Sherrie Smith

Sherrie Smith is an experienced retail manager, workforce trainer, and organizational leader with many years of professional experience in retail operations, customer service, employee development, and leadership training. As a Store Manager with Safeway, she has overseen day-to-day operations for a workforce of approximately 75 employees, including hiring, onboarding, training, performance evaluations, scheduling, payroll oversight, safety compliance, and customer service standards. Sherrie has consistently met sales, inventory, and corporate performance goals and has extensive experience motivating diverse workforces, managing complex operational systems, and developing emerging leaders.

Sherrie brings a strong background in training and facilitation, having served as both a Diversity Facilitator and Presentation Specialist for Safeway, where she trained staff at multiple levels on workplace communication, customer service, and corporate service models. These skills translate directly into the vocational training curriculum at A Brighter Day Youth Work Program, particularly in areas related to customer service, employment readiness, workplace navigation, and job retention. Her professional expertise supports A Brighter Day's mission to equip justice-involved youth with the competencies required to secure and maintain employment upon re-entry.

Sherrie holds a B.S. in Management and Ethics with additional study in Bible and Theology, along with completion of the Safeway Retail Leadership Program. Her corporate experience, leadership background, and commitment to youth success make her a key contributor to the design and delivery of A Brighter Day's vocational and re-entry programming.

References

1. Eugene Santillan ~ Director of Alternative Education Santa Clara County Office
   1290 Ridder Park Drive, San Jose, CA 95131
   408-573-3206
   Client~ Osborne School
2. John Riemenschnitter~ Executive Director of United Effort
   748 Mercy Street, Mountain View, CA 94041
   650-346-3020
   Client~Hope's Corner

A Brighter Day Youth Work Program

Customer Service Training Programs - 46-Week Annual Plan

5-Year Budget Projection Program Overview

Annual Service Delivery: Two complete 23-week Customer Service Programs running sequentially or concurrently

- **Each Program:** 23 weeks total (Phase 1: 13 weeks + Phase 2: 10 weeks)
- **Annual Coverage:** 46 weeks of programming
- **Program Cost:** $9,000 per complete 23-week program unit

Budget Item	Cost Per Unit	Cost Calculation	Annual Cost
Program Delivery (2 units)	$9000	$9,000 × 2 units (46 Weeks)	$18,000
Materials (per student, per year)		$50 × [Number of Students]	Variable
Insurance		Fixed annual program cost	$3,030
Total Base Cost		**Cost Calculation**	**$21,030 + Materials**

Category	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Program Delivery (2 units)	$18,000	$18,540	$19,096	$19,669	$20,259	**$95,564**
Materials (10 students)	$500	$515	$530	$546	$562	**$2,654**
Insurance	$3,030	$3,120	$3,214	$3,310	$3,410	**$16,086**
ANNUAL TOTAL	**$21,53**	**$22,175**	**$22,841**	**$23,526**	**$24,232**	**$114,305**
Cost Per Student	**$2,153**	**$2,217**	**$2,284**	**$2,352**	**$2,423**	**$2,286**

Budget Components & Notes

1. **Program Delivery ($18,000 Year 1):**
    - Covers two complete 23-week program cycles
    - May include: Instructor fees, curriculum, certifications, facility costs
    - Represents the core service delivery cost
2. **Materials ($50/student):**
    - Workbooks, supplies, training materials
    - Scales directly with number of students
3. **Insurance ($3,030):**
    - Fixed annual cost regardless of enrollment
    - Covers liability, program insurance
4. **included Costs (to consider separately):**
    - Administrative staff salaries
    - Program evaluation and reporting

A Brighter Day Youth Work Program

Alive & Free Program - 5-Year Budget Projection

Program Overview

The Alive & Free program is a two phase 40-week violence prevention and youth development initiative. Based on the information provided, the budget is structured around delivering the Alive & Free Methodology as the core component.

Base Year (Year 1) Budget Breakdown

Budget Item	Cost Per Unit	Units	Annual Cost
Core Program (20-week unit)	**$8,000**	**2**	**$16,000**
Yearly Materials & Supplies	**-**	**-**	**$5,000**
Yearly Insurance	**-**	**-**	**$3,030**
Total Base Year Cost			**$24,030**

Assumption: The 40-week Alive & Free program requires two 20-week methodology units.

Category	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Alive & Free Program	$8,000	$8,240.00	$8,487	$8,741	$9,004	$42,473
Materials & Supplies	$5,000	$5,150	$5,304	$5,463	$5,627	$26,545
Insurance	$3,030	$3,120	$3,214	$3,310	$3,410	$16,086
ANNUAL TOTAL	$16,000	$16,510	$17,006	$17,516.42	$18,041	$85,105

5-Year Budget Projection with 3% Annual Growth

Key Assumptions:

1. 3% annual increase applied to all cost categories
2. Instructor costs calculated as $3,500 × 4 instructors per 40-week program cycle
3. No change in program scope or number of participants across the 5-year period
4. All costs are annual and support the (4)10-week Alive and Free program
5. Inflation adjustment built into the 3% annual growth rate

Program Impact Metrics (Annual):

· 40-60 youth served per year
· 40-week engagement period
· 1 hours of programming per week (40 total hours per youth)
· Projected outcomes: 85% reduction in violence involvement,75% improved school attendance, 90% program completion rate

This budget provides a conservative projection for sustainable program operations. Additional funding may be sought for expansion, capital improvements, or special initiatives.

A Brighter Day Youth Program

2026-2031 Reentry Program Budget Justification For Hillcrest Juvenile Hall

Program Overview

This budget is for one youth in our reentry program over 5 years, with costs per year and a cumulative total, including a 3% annual increase in costs.

Given:

- Job Placement: $300 per year (per youth)
- Union Dues: $300 per year (per youth)
- Case Management: $5200 per year (per youth)
- Clothing and Transportation: $1000 per year (per youth)
- Insurance: $3030 per year

Base Year (Year 1) Per Youth Costs

Service Category	Annual Cost Per Youth	Notes
Job Placement	$300	Individual job search assistance, resume building, interview prep
Union Dues	$300	Annual union membership for employment placement
Case Management	$5,200	Weekly one-on-one counseling and resource coordination
Clothing & Transportation	$1,000	Work attire and transit passes for employment readiness
Insurance Allocation	$3,030	*Program-wide insurance cost allocated to one youth*
Total Per Youth	$9,830	

5-Year Budget with 3% Annual Growth

Category	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Total
Job Placement	$300	309	$318	$327	$337	**$1,592**
Union Dues	$300	$309	$318	$327	$337	**$1,592**
Case Management	$5,200	$5,356	$5,516	$5,682	$5,852	**$27,607**
Clothing & Transportation	$1,000	$1,030	$1,060	$1,092	$1,125	**$5,309**
Insurance	$3,030	$3,120	$3,214	$3,310	$3,410	**$16,086**
ANNUAL TOTAL	**$9,830**	**$10,124**	**$10,428**	**$10,741**	**$11,063**	**$52,188**

A comprehensive reentry program providing job placement, case management, and support services for formerly incarcerated individuals transitioning back into the community. The program serves 50 participants annually with a focus on sustainable employment and stability.

Note: All figures assume 3% annual increase for inflation and cost-of-living adjustments.

Program Impact Metrics (Annual):

- 50 participants served annually
- Target: 80% job placement rate within 90 days of program entry
- Target: 75% employment retention at 12 months
- Target: 85% reduction in recidivism among participants
- Comprehensive case management with monthly check-ins for 12 months

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[BEYOND MEASURE PSYCHOLOGY & NUTRITION SERVICES, INC] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

Beyond Measure Psychology & Nutrition Services, Inc Response

CONTACT INFORMATION

Company:
Beyond Measure Psychology & Nutrition Services, Inc

Email:
salena@beyondmeasuresfbay.com

Contact:
Salena Schapp

Address:
617 Veterans Blvd Suite 101
Redwood City, CA 95112

Phone:
(650) 356-8305

Website:
www.beyondmeasuresfbay.com

Submission Date:
Jan 12, 2026 8:20 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

S2N7Y33JVXR9

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

2026-RFP-001118_Beyond_Measure_SMC_LocalBusiness_self-attestiation_form_120424.pdf

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

No

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

Micro Business OSDS Certification ID: 2049154

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

No response submitted

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

4.3.1_2026-RFP-00118_Beyond_Measure_Introduction.pdf
4.3.1_2026-RFP-00118_Beyond_Measure_Executive_Summary.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

4.3.2 Statement of Minimum Qualifications

Founded in 2020 by two psychologists (Salena Schapp, PsyD, and Erika Jung, PhD) and two registered dietitians (Samantha Finkelstein, RD, and Matthew Arnone, MS, RD), Beyond Measure initially operated as a collaborative of sole proprietors committed to delivering evidenced-based, trauma-informed telehealth services under the name Beyond Measure Wellness Collaborative. In 2023, we established a brick-and-mortar office in Redwood City and restructured into two entities: Beyond Measure Psychology & Nutrition Services, Inc., a psychological corporation co-owned by the two psychologists, and Beyond Measure Wellness Collaborative, LLC, a management services company co-owned by all four founders. Both entities operate under the DBA "Beyond Measure." Since starting Beyond Measure in 2020, we have been using evidenced-based treatment to provide individuals with therapy and dietitian services in line with those we are proposing for the RFP, meeting the minimum requirement of providing similar services for a minimum of four (4) years in the past seven (7) years. In addition, all four co-founders bring extensive clinical training and professional experience, having provided the proposed services for many years both prior to and following independent licensure or registration: Salena Schapp, PsyD (licensed since 2017), Erika Jung, PhD (licensed since 2019), Samantha Finkelstein, RD (registered since 2014), and Matt Arnone, MS, RD (registered since 2008).

Salena Schapp, PsyD will serve as the account manager for this RFP. Since co-founding Beyond Measure in 2020, and subsequently starting the psychological corporation Beyond Measure Psychology & Nutrition Services, Inc. in 2023, Dr. Schapp has managed all finances and incoming monies for the companies. Therefore, Dr. Schapp is equipped to handle the financial and administrative tasks required to ensure awarded funds are used correctly, compliantly, and effectively throughout the grant's life. She meets the minimum requirement of having two (2) years of experience within the last five (5) years providing account services.

Beyond Measure is registered with the System for Award Management (SAM). Our registered business name is: Beyond Measure Psychology & Nutrition Services, Inc. Our Unique Entity ID (UEI) is: S2N7Y33JVXR9.

Beyond Measure is a local micro for-profit business as defined by Chapter 2.89.020 of the San Mateo County Ordinance Code. Our principal place of business is 617 Veterans Blvd, Redwood City, CA 94063. Our OSDS Provided Certification ID is: 2049154. Please see attached attestation document "*2026-RFP-001118_Beyond Measure_SMC_LocalBusiness_self-attestiation_form_120424"*.

PROJECT APPROACH*

This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

4.3.3 Project Approach

Program Overview

Beyond Measure proposes to serve as a specialty outpatient behavioral health partner for San Mateo County Probation, providing evidence-based psychotherapy and adjunctive nutrition counseling to legally involved youth and families with mental health needs. Services include individual therapy, family therapy, parent coaching, and nutrition counseling. These services are available to English-speaking youth on community supervision (i.e. probation) and their families whose clinical needs align with Beyond Measure's scope of practice, regardless of offense type, recidivism history, or prior incarceration.

The clinic operates as a community-based private practice in Redwood City with additional capacity to deliver services via telehealth. The physical location is accessible by public transportation, including multiple local and express bus routes served by SamTrans along Veterans Boulevard, Brewster Avenue, and El Camino Real, as well as proximity to the Redwood City Caltrain station. This transit accessibility, combined with telehealth options, reduces transportation barriers and supports consistent engagement in care.

Beyond Measure is an established outpatient psychotherapy and nutrition counseling practice that has been fully operational for six years and serves approximately 100 clients annually. The founders include two doctoral-level licensed clinical psychologists and two registered dietitians, who collectively bring over 45 years of experience serving adolescents, young adults, and families.

Clinical services are delivered by the founders and a multidisciplinary team of licensed doctoral- and master-level mental health clinicians and registered dietitians, alongside supervised trainees. Our licensed providers bring direct prior experience working with youth on probation, youth receiving court-ordered services, and youth in detention settings, and demonstrate a strong understanding of the intersection between behavioral health needs and justice system involvement. Supervised trainees, including Associate Marriage and Family Therapists (AMFTs) and doctoral trainees, complete required clinical hours under the direct supervision of licensed clinical psychologists and receive ongoing training in evidence-based, justice-informed care.

Target Population and Alignment with Risk-Needs-Responsivity

Beyond Measure will serve justice-involved youth on probation who present with moderate to severe mental health symptoms. Consistent with the Risk–Needs–Responsivity (RNR) framework, the program is designed to engage youth whose clinical needs require

specialized outpatient treatment that provides a higher level of support than brief services but does not require intensive or inpatient care.

This program is intended to complement, not replace, other County-funded and community-based services by focusing on youth whose mental health needs align with Beyond Measure's specialty outpatient scope of practice. To support appropriate service matching, youth will complete an initial screening to confirm fit for specialty outpatient services. Youth whose needs fall outside this scope (e.g., primary substance use treatment, unmanaged bipolar disorder, active psychosis requiring higher levels of care, or intensive family-based models such as Functional Family Therapy) will be referred to appropriate County-funded or community-based programs, and Beyond Measure will coordinate care as needed to support continuity and system alignment.

Core Services and Clinical Approach that is Trauma Informed and Culturally Responsive

Beyond Measure proposes to provide the following services:

- Individual Psychotherapy: Evidence-based individual therapy is tailored to the youth's diagnosis and clinical needs. Our team is able to work with a wide range of presenting behavioral problems and mental health issues spanning trauma, grief, anxiety, depression, sleep issues, eating disorders, and much more. We strive for all services to be trauma informed and culturally responsive, centering on the value of cultural humility. We are trained in trauma informed principles and practices and have dedicated weekly consultation time to discuss cultural impacts for our clients. Beyond Measure does not specialize in care for substance use disorders, bipolar disorders, or psychosis.
- Family Therapy: Family-based interventions are tailored to each family and presenting problem. These sessions may include youth and caregivers together, caregiver-only sessions, or extended family as needed. This can be especially helpful for families who are re-integrating after periods of separation (e.g., parental incarceration, youth incarceration, child welfare involvement).
- Parent Coaching and Parenting Interventions: For caregivers interested in elevating their parenting skills, Beyond Measure offers parent coaching. In addition, for youth on probation who are parents, Beyond Measure offers Parent Child Interaction Therapy (PCIT) which is an evidence-based intervention specific for parenting skills for children aged 2-6.
- Adjunctive Nutrition Counseling: Adjunctive nutrition counseling is offered in recognition that justice-involved youth and families frequently experience nutrition-related challenges that directly intersect with mental health symptoms, emotion regulation, physical well-being, and treatment engagement. These challenges may include disordered eating patterns,

inconsistent access to food, reliance on limited variety of foods due to resource constraints, and diet-related health concerns that can exacerbate mood instability, fatigue, concentration difficulties, and stress. Nutrition services are delivered by registered dietitians with experience working with adolescents and families and are integrated into the overall treatment plan. Services may support a range of needs, including eating-related concerns, food insecurity, challenges meeting nutritional needs within limited resources, and guidance for youth or family members managing medical conditions that require dietary considerations (e.g., prediabetes, diabetes, or other diet-related health conditions). Nutrition counseling is provided as a supplemental, clinically coordinated service for youth and families actively engaged in psychotherapy and is not offered as a standalone intervention. Services are delivered in a developmentally informed and family-centered manner and are coordinated with mental health treatment to reinforce therapeutic goals, support emotional and physical regulation, and promote stability and sustained engagement in care.

Across services, Beyond Measure utilizes evidence-based and promising practices, including Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), Cognitive Behavioral Therapy (CBT), Acceptance and Commitment Therapy (ACT), Cognitive Processing Therapy (CPT), Prolonged Exposure (PE), and Seeking Safety. These approaches are well-suited to address trauma exposure, emotion regulation difficulties, anxiety, depression, and adjustment-related distress commonly experienced by justice-involved youth.

Treatment dosage and duration are determined based on clinical need, youth progress, and functional outcomes rather than predetermined session limits.

Program Referral and Continuity of Care

Youth will be referred to Beyond Measure primarily through Probation, including Probation Officers and multidisciplinary team (MDT) processes. Upon referral, youth and caregivers will complete a structured intake and assessment process to determine clinical appropriateness and treatment needs. Beyond Measure will incorporate previously completed County or Probation assessment tools as applicable and will coordinate with Probation staff to support shared understanding of treatment goals and expectations.

Treatment planning is individualized and guided by diagnostic presentation, clinical acuity, and youth and family goals. Services are delivered in outpatient clinic settings or via telehealth, depending on clinical appropriateness and family preference. Beyond Measure maintains active communication with Probation, participates in MDT meetings when requested, and coordinates with prior or concurrent providers (with appropriate releases of information) to support seamless transitions in care.

A core element of the program model is maintaining engagement in treatment despite changes in legal status. Youth are not discharged solely due to entry into Juvenile Hall or changes in supervision type, and care is continued or reinitiated upon reentry when clinically appropriate.

Service Capacity, Referral Volume and Waitlist Management

Beyond Measure has the capacity to serve up to 30 justice-involved youth and their families per week under this contract through individual psychotherapy, parent coaching, and family therapy. Given the five-year contract period, this structure allows for consistent service delivery while maintaining appropriate caseloads and clinical oversight throughout the contract term.

Of the 30 youth and families we can serve per week, Beyond Measure can provide nutrition counseling for up to 15 youth or families who are actively engaged in psychotherapy services. Nutrition counseling is offered as a supplemental service to support treatment engagement and overall functioning and is not available as a standalone referral. Youth are referred by Probation for psychotherapy services, and clinical screening and triage are used to determine whether adjunctive nutrition counseling is clinically appropriate based on presenting needs (as described above).

To ensure equitable access to care and responsible caseload management, Beyond Measure maintains a structured approach to waitlist management. Youth and families who miss two consecutive scheduled appointments without rescheduling or clinical coordination may have their case temporarily closed and be placed back on the waitlist for services. When treatment slots become available, youth on the waitlist are contacted and offered services in a timely manner, with prioritization informed by clinical need and continuity considerations.

Beyond Measure also prioritizes continuity of care in the context of legal system involvement. Youth who experience brief periods of detention related to probation violations and who are expected to return to the community in the near term may remain active on the caseload when clinically appropriate. Youth who are detained for longer periods will have their case closed during detention; however, these youth will be prioritized for re-engagement and placed at the top of the waitlist upon release, allowing them to resume care with minimal disruption.

To support ethical program closeout and continuity of care at the end of the contract period, Beyond Measure will close its waitlist and stop accepting new referrals approximately six months prior to the end of the contract term. This planned wind-down period will allow the program to complete treatment episodes, support appropriate step-down or referral to ongoing services as needed, and ensure that all active youth and families are transitioned thoughtfully and without abrupt service disruption.

How Beyond Measure Strengthens the Services Continuum

Over the years, San Mateo County Probation has invested in a broad continuum of behavioral health and justice-focused services for youth. Beyond Measure is designed to complement and strengthen this existing continuum by addressing several critical gaps in access to specialty outpatient mental health care:

A. Access to Specialty Care: Beyond Measure offers outpatient, evidence-based specialty mental health services. Under this contract, a youth's or family's insurance status would not interfere with their ability to receive services. Beyond Measure has expertise serving youth and families with moderate to severe mental health symptoms who require specialized outpatient treatment that provides a higher level of support than brief services but does not require intensive or inpatient care.

B. Continuity of Care Across Legal Transitions: Youth often experience disruptions in treatment when their legal status changes. Beyond Measure prioritizes continuity of care, allowing youth to remain engaged in treatment despite changes in supervision status. For example, if a youth is incarcerated during a probationary period, Beyond Measure remains committed to re-engaging the youth in services upon reentry during the contract term, when clinically appropriate.

C. Clinical Depth and Expertise: Services are delivered by our clinical team, which brings extensive experience providing evidence-based treatment to youth with diagnosable mental health conditions. In addition to psychotherapy services, Beyond Measure offers nutrition counseling to support youth and families across a range of nutrition-related needs, including eating-related concerns, food insecurity, challenges meeting nutritional needs due to limited resources, and guidance for youth with medical conditions requiring specialized dietary considerations (e.g., prediabetes, diabetes, or other diet-related health concerns). Nutrition services are delivered in a developmentally informed, family-centered manner and are coordinated with mental health care to support overall health, functioning, and treatment engagement. Our dietitians are also uniquely qualified from years of training and experience in psychiatric settings to deliver nutrition counseling using trauma-informed, mental-health-informed, and culturally responsive approaches.

D. System Coordination: Beyond Measure recognizes that its services represent one component of a broader service ecosystem. The program is committed to collaborating with Probation, schools, and other providers to ensure services are coordinated, complementary, and non-duplicative.

Engagement, Retention, and Collaboration

Beyond Measure employs multiple strategies to support engagement and retention in care, recognizing the barriers often faced by justice-involved youth and families. These strategies include rapid access to services, flexible scheduling, telehealth options, and collaboration with Probation to facilitate warm handoffs at referral.

When appropriate, Beyond Measure staff participate in MDT meetings and coordinate with probation officers and other providers to align treatment goals with probation conditions while maintaining clinical independence. Youth aged 12 and older may consent to psychotherapy services when caregiver consent is not available, consistent with California law, to ensure access to needed care.

Beyond Measure is committed to working collaboratively with San Mateo County and County-funded providers to strengthen the overall system of care, avoid duplication of services, and ensure youth receive the right level of care at the right time.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

4.3.4 Scope of Work

Beyond Measure will provide specialty outpatient behavioral health services to justice-involved youth and families in San Mateo County in close collaboration with the Probation Department. Services will be delivered through a structured, referral-based model designed to ensure timely access, clinical appropriateness, and continuity of care across changes in legal status.

Referral and Intake

Beyond Measure will accept referrals through a streamlined, one-page referral form from San Mateo County probation officers, probation staff participating in multidisciplinary team (MDT) meetings, and other County-designated referral pathways. Referrals may be made for youth on probation whose clinical needs align with Beyond Measure's scope of specialty outpatient services, including youth on general supervision and youth reentering the community following detention.

Upon receipt of a referral, Beyond Measure will:

- Review referral information to assess preliminary clinical appropriateness and alignment with scope of practice
- Coordinate with the referring party to obtain additional relevant information or results from prior County or Probation assessments, as available
- Contact the youth and/or caregiver to initiate the intake process within 2 business days

  - All contacts provided on referral will be contacted 3 times over the course of 2 weeks
  - Referrals will be closed after 2 weeks of unsuccessful attempted outreach (i.e., no contact) and the referring party will be notified
- Schedule an intake appointment in a timely manner
- Conduct intake services in person at the Redwood City clinic or via telehealth, as clinically appropriate

Assessment and Treatment Planning

Following intake, Beyond Measure clinicians will conduct a comprehensive clinical assessment to evaluate mental health needs, diagnostic presentation, trauma history, family context, and functional impairment. Assessment procedures will be consistent with evidence-based practice and professional standards of care. When available and clinically appropriate, previously completed County- or Probation-required assessment tools will be incorporated to reduce duplication and support coordinated care.

Based on assessment findings, clinicians will develop an individualized treatment plan informed by diagnostic presentation, youth and family goals, and clinical acuity. Treatment plans will identify appropriate service modalities (e.g., individual therapy, family therapy, parent coaching, adjunctive nutrition counseling) and establish preliminary service dosage based on clinical need. Treatment plans will be reviewed and updated as clinically indicated.

Service Delivery

Services will be delivered by licensed or supervised license-eligible mental health clinicians and registered dietitians with relevant training and experience. Services may be provided in-person or via telehealth to reduce barriers to participation.

Service modalities include:

- **Individual Psychotherapy:** Evidence-based outpatient therapy addressing trauma-related symptoms, grief, anxiety, depression, emotion regulation difficulties, sleep concerns, eating-related concerns, and adjustment-related distress.
- **Family Therapy:** Family-based interventions involving youth and caregivers together, caregiver-only sessions, or extended family members as clinically indicated.
- **Parent Coaching and Parenting Interventions:** Parenting support and coaching for caregivers, including Parent–Child Interaction Therapy (PCIT)–informed approaches for justice-involved youth who are parents of young children.

- Adjunctive Nutrition Counseling: Optional nutrition counseling provided by registered dietitians to support youth and families experiencing nutrition-related challenges that intersect with mental health and treatment engagement, including eating-related concerns, food insecurity, challenges meeting nutritional needs due to limited resources, and guidance for diet-related health considerations. All in-house nutrition services are trauma-informed, mental-health-informed, and culturally responsive. Nutrition services are provided as a supplemental service in coordination with psychotherapy and are not offered as a standalone intervention.

Beyond Measure does not specialize in treatment for substance use disorders, bipolar disorders, or psychotic disorders. Youth whose primary needs fall outside the program's scope will be referred to appropriate County-funded or community-based services.

Continuity of Care Across Legal Status

A core component of Beyond Measure's scope of work is maintaining continuity of care across changes in youth legal status. Youth will not be discharged from services solely due to changes in supervision type or brief periods of detention (under 2 weeks). When clinically appropriate, Beyond Measure will coordinate with Probation and other providers to support continuity of care during transitions and re-engagement upon reentry to the community.

For youth detained for longer periods, services may be paused; however, Beyond Measure will coordinate re-referral and re-engagement upon release, consistent with clinical appropriateness and County coordination procedures.

Collaboration and Coordination with Probation and Other Agencies

Beyond Measure will collaborate closely with the San Mateo County Probation Department and other County-funded and community-based providers to support coordinated, non-duplicative care.

Collaboration activities include:

- Participation in MDT meetings when requested
- Regular communication with probation officers regarding engagement, attendance, and general progress, consistent with confidentiality requirements and releases of information
- Coordination and warm handoffs to services addressing needs outside Beyond Measure's scope (e.g., substance use treatment, unmanaged bipolar disorder, intensive family-based interventions)

- Support for youth in meeting probation-related requirements while maintaining clinical independence and therapeutic boundaries

Documentation, Reporting, and Compliance

Beyond Measure will maintain accurate and timely clinical documentation in accordance with professional standards, County requirements, and applicable laws and regulations. To ensure that the Beyond Measure is in compliance with the required reporting for this award, Beyond Measure will document all services provided, including session dates, service type, and attendance; track referral sources, intake completion, service engagement, and discharge; submit required reports to Probation and the County's third-party evaluator on a quarterly basis; participate in quarterly provider meetings and annual evaluation activities.

Beyond Measure will comply with all data-sharing, confidentiality, and reporting requirements established by the County and Probation Department with the correct permissions from youth and their families.

Task	Key Activities	Milestones/Indicators of Completion
Referral and Intake	Receive referrals from Probation; outreach to referral; schedule and complete intake appointments	Referral acknowledged; outreach to potential client 3x over 2 weeks; intake scheduled
Assessment and Treatment Planning	Conduct clinical assessments; develop individualized treatment plans	Treatment plan completed and initiated
Service Delivery	Provide individual therapy, family therapy, parent coaching, and nutrition counseling as clinically indicated	Ongoing service delivery documented; youth engaged in treatment

Continuity of Care	Maintain services across changes in legal status; coordinate reentry	Treatment continuity maintained; successful re-engagement post-release
Coordination and Collaboration	Participate in MDTs; communicate with Probation and partner providers	MDT participation documented; coordination activities completed
Documentation and Reporting	Maintain records; submit quarterly reports; participate in evaluation	Reports submitted on time; compliance requirements met

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

4.3.5_2026-RFP-00118_Beyond_Measure_Proposed_Schedule.pdf

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

4.3.6 Innovations

Beyond Measure's proposed program of psychotherapy and adjunctive nutrition counseling incorporates strengthened access to care, improved service quality, and enhanced coordination for justice-involved youth and families in San Mateo County. Rather than introducing untested clinical interventions, Beyond Measure's innovations lie in how evidence-based, trauma-informed, and culturally responsive services are delivered, coordinated, and sustained within the juvenile justice continuum.

These innovations build on Beyond Measure's existing experience providing outpatient services focused on common issues among probation-involved youth in San Mateo County and are designed to formalize and strengthen referral pathways, MDT participation, and continuity of care through a structured partnership with the County.

Innovative Continuity of Care Across Legal Status

Justice-involved youth frequently experience disruptions in behavioral health treatment due to changes in legal status, placement, or supervision type. Beyond Measure's model prioritizes continuity of care across community supervision, detention (when clinically appropriate), and reentry into the community. Youth are not discharged from services solely due to changes in legal status, and coordination with detention- and community-based providers supports treatment planning, information sharing, and timely re-engagement following release by being prioritized on the waitlist.

This continuity-oriented approach reduces treatment interruption, supports stabilization during periods of legal transition, and promotes sustained engagement in outpatient care.

Rapid Access to Specialty Outpatient Mental Health Services

Beyond Measure addresses a critical service gap by offering timely access to specialty outpatient mental health care for youth whose clinical needs require a higher level of support than brief services but do not warrant intensive or inpatient care. Psychotherapy ervices are delivered by licensed and supervised doctoral- and master-level clinicians with training in evidence-based modalities appropriate for justice-involved youth. Nutrition services are delivered by registered dietitians with extensive training and experience in behavioral health settings.

Beyond Measure's clinic location in Redwood City is accessible via public transportation, and telehealth services are available when clinically appropriate. Together, these features reduce common access barriers and support consistent engagement for youth referred by Probation.

Diagnosis-Matched, RNR-Aligned Service Delivery

Beyond Measure utilizes a diagnosis-matched treatment approach aligned with the Risk–Needs–Responsivity (RNR) framework. Youth receive services that correspond to their level of clinical need, with treatment modality, intensity, and duration determined by diagnostic presentation, functional impairment, and youth and family goals rather than predetermined session limits.

Clear scope-of-practice boundaries and structured referral-out procedures ensure that youth whose needs fall outside the program's specialty outpatient scope are efficiently connected to appropriate County-funded or community-based services, supporting effective use of system resources and minimizing service duplication.

Integration of Family Therapy, Parent Coaching, and Young Parent Services

In addition to individual therapy, Beyond Measure integrates family therapy and parent coaching into its outpatient mental health model, recognizing the central role of caregivers and family systems in youth outcomes. Family-based services are tailored to each family's needs and may include joint sessions, caregiver-only sessions, or extended family involvement as clinically indicated.

In addition, Parent-Child Interaction Therapy (PCIT) informed approaches and parent coaching are available for caregivers of justice-involved youth and for young parents on probation, addressing both immediate behavioral health needs and intergenerational risk factors. This integrated approach expands the County's capacity to support families affected by justice involvement in ways not widely available through existing programs.

Multidisciplinary Behavioral Health and Nutrition Counseling Model

Justice-involved youth served in community-based outpatient settings often present with nutrition-related challenges that intersect with mental health, functioning, and treatment engagement, yet these needs are frequently under-identified within traditional probation-aligned mental health services. Beyond Measure offers a multidisciplinary model that integrates psychotherapy with adjunctive nutrition counseling when clinically indicated.

Registered dietitians collaborate with mental health clinicians to support youth and families experiencing eating-related concerns, food insecurity, challenges meeting nutrition needs due to limited resources, or diet-related health considerations. All in-house nutrition services are trauma-informed, mental-health-informed, and culturally responsive. Nutrition counseling is offered as a supplemental, non-standalone service and is tailored to individual needs, enhancing comprehensive care while maintaining program focus and clinical appropriateness.

Collaborative, System-Embedded Practice

Beyond Measure's innovations are grounded in close collaboration with the San Mateo County Probation Department and County-funded service providers. Participation in MDT meetings, coordination with detention- and community-based providers, and warm handoffs across programs support a coordinated system of care that prioritizes clinical fit, engagement, and continuity.

Beyond Measure has demonstrated this commitment through work with probation-involved youth in San Mateo County on a pro bono basis. This contract will allow Beyond Measure and the County to formalize and sustain these collaborative practices, strengthen referral pathways, MDT participation, and continuity of care across the juvenile justice continuum.

PERFORMANCE MEASURES*

Describe a plan for achieving performance measures

4.3.7 Performance Measures and Evaluation Plan

Beyond Measure will implement a structured performance monitoring and evaluation approach aligned with San Mateo County Probation requirements and existing behavioral health practices. Performance measures emphasize access to services, engagement, service delivery, and continuity of care and support ongoing quality improvement and collaboration with the County's third-party evaluator.

These performance measures are intended to monitor access, engagement, and service delivery processes rather than to serve as outcome benchmarks or performance thresholds.

Referral, Outreach, and Access Monitoring

All youth referred to Beyond Measure will be documented using a standardized referral form. Referral data will include youth demographic information (gender, date of birth, race, ethnicity, and residence zip code), referral date, and the type of service requested (e.g., individual therapy, family therapy, parent coaching, nutrition counseling).

Following referral, Beyond Measure will conduct outreach to youth and caregivers to initiate services. Outreach efforts will be tracked, including:

- Number of outreach attempts made
- Whether the youth was reached
- Whether the youth engaged in services or was unreachable

Outreach data will be maintained for reporting and quality improvement purposes. Communication with probation officers regarding outreach efforts will occur as appropriate but will not be treated as a reportable youth outcome.

Intake, Assessment, and Screening

For youth who engage in services, Beyond Measure will track key intake and assessment milestones, including:

- Referral date
- Intake date

- Signed consent date

All youth who engage in services will complete a standardized mental health screener at intake, including the DSM-5 Cross-Cutting Symptom Measure. This screener has been used in prior County-funded programs, including Behavioral Health and Recovery Services (BHRS) intake and assessment efforts conducted in collaboration with Probation's Juvenile Services Division, and is familiar within the County's behavioral health system.

When available and appropriate, Beyond Measure will attempt to obtain existing screening data completed through prior County-funded assessments. If existing data are not available or current, youth will be re-screened at intake to ensure up-to-date clinical information.

In addition, youth will complete a brief set of evidence-based eating disorder screening questions at intake to identify potential concerns related to disordered eating and body image.

Clinicians may administer additional diagnosis-appropriate assessment tools as part of clinical care (e.g., measures related to depression, anxiety, trauma, eating-related concerns). Selection of these tools will be guided by clinical judgment and individualized treatment planning needs.

Service Delivery and Engagement Measures

Beyond Measure will track service delivery and engagement for all youth receiving services, including:

- Type of service provided
- Dates of service
- Number of sessions scheduled
- Number of sessions attended

Attendance data will distinguish between scheduled sessions and completed sessions to support accurate monitoring of engagement patterns.

Pre/Post Measurement and Client Satisfaction

When clinically appropriate, Beyond Measure will administer pre- and post-treatment measures to support monitoring of change over the course of treatment. The specific measures used may vary based on presenting concerns and clinical appropriateness. In addition,

youth and/or caregivers will be invited to complete a brief satisfaction survey at the conclusion of services. Satisfaction data will be used for continuous quality improvement and to inform ongoing service refinement.

Reporting, Evaluation, and Continuous Quality Improvement

Beyond Measure will submit required quarterly reports to San Mateo County Probation and the County's third-party evaluator, including narrative summaries and requested data elements. The program will participate in quarterly provider meetings, annual evaluation activities, and any additional evaluation efforts required by the County.

Program leadership will regularly review performance data to identify trends, assess and engagement, and make adjustments to outreach and service delivery strategies as needed. Beyond Measure is committed to collaborating with the County to refine performance measures over time and to implement corrective actions if identified.

Data Management, Technical Capacity, and Reporting Readiness

Beyond Measure maintains established data management and tracking systems to support accurate documentation, reporting, and evaluation of services delivered under this contract. Program data will be collected and maintained within Beyond Measure's secure electronic health record (EHR) system.

In addition to the EHR, Beyond Measure utilizes HIPAA-compliant Google Workspace tools (e.g., secure Google Forms and Sheets) as well as Microsoft Teams to support structured tracking of referrals, outreach attempts, and service engagement metrics required for County reporting and evaluation. These tools allow for efficient aggregation of non-clinical program data (e.g., referral dates, outreach attempts, intake completion, service initiation) and facilitate timely data sharing with program leadership and the County's third-party evaluator, consistent with confidentiality and data security requirements.

Referral information, intake and consent dates, service type, session scheduling and attendance, and assessment completion will be entered routinely by clinical staff as part of standard clinical workflows. The EHR and Google Forms allow for tracking of scheduled versus completed sessions, outreach attempts, and service engagement over time, supporting both required reporting and internal quality monitoring.

Beyond Measure has the organizational and technical capacity to manage County reporting and evaluation requirements. Clinical and administrative staff are trained in documentation standards, data entry procedures, and confidentiality protocols. Program leadership provides oversight of data quality, reporting timelines, and compliance with County and Probation requirements, and serves as the primary point of contact for data-related coordination with the County's third-party evaluator.

Beyond Measure recognizes that justice-involved youth may experience barriers to consistent engagement and that data gaps may occur due to changes in legal status, placement transitions, or difficulty reaching youth and families. These challenges are mitigated through proactive outreach, coordination with Probation and detention-based providers, flexible service delivery options, and clear documentation of outreach efforts and engagement attempts. Performance data are reviewed regularly to identify trends and address barriers to participation and reporting as they arise.

Beyond Measure is committed to transparent communication with the County regarding data collection processes and to working collaboratively to refine reporting practices as needed to support program success.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

4.3.8_2026-RFP-00118_Beyond_Measure_Firm_Qualifications.pdf

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

4.3.9_2026-RFP-00118_Beyond_Measure_Team_Qualifications.pdf

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

4.3.10_2026-RFP-00118_Beyond_Measure_References.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

4.3.11_2026-RFP-00118_Beyond_Measure_Fee_Proposal.pdf

San Mateo County Local Preference Self-Attestation Form

Chapter 2.89 of Title 2 of the San Mateo County Ordinance Code allows a 5% preference on goods and services solicitations submitted by local businesses.

The County of San Mateo defines:

- "Local Business" as any for-profit business which has its principal place of business, or is headquartered, in San Mateo County.
- "Local Non-Profit" as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County.

If you are applying for the 5% local business preference, please answer the following question:

1. Is your business or non-profit organization principal office located, or headquartered, in San Mateo County?

- ■ Yes
- ❑ No
- ❑ Other: _____

The County shall have the sole discretion to determine whether satisfactory proof of eligibility for a preference has been provided. In addition to any other penalties provided by law, any business that falsely claims a preference pursuant to Chapter 2.89 shall be ineligible for consideration for County contracts for a period of not less than one year from the date of discovery of the false certification.

The Local Business Preference Certification form must be completed and submitted with your bid/proposal response if you are applying for the 5% local business preference. Upon request, vendor agrees to provide additional information to substantiate this self-attestation. Vendor certifies information provided is true and accurate under penalty of perjury.

Business or Non-Profit Organization Name: Beyond Measure Psychology & Nutrition Services, Inc.

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box) : 617 Veterans Blvd Suite 101, Redwood City CA 94063

Website (if available) : www.beyondmeasuresfbay.com

Telephone Number : 650-356-8305

E-Mail: salena@beyondmeasuresfbay.com or info@beyondmeasuresfbay.com

Title of Authorized Representative : Salena Schapp, PsyD; Licensed Psychologist and Co-Founder

Signature of Authorized Representative Salena Schapp

Date 1/12/2026

4.3.1 Introduction

Beyond Measure Psychology & Nutrition Services, Inc. (DBAs: *Beyond Measure* and *Beyond Measure Wellness Collaborative*) respectfully submits this proposal in response to the San Mateo County Probation Department's Request for Proposals for Juvenile Programs and Services (RFP No. 2026-RFP-00118). We appreciate the opportunity to partner with the County in advancing the goals of the 2025–2030 Local Action Plan (LAP) by delivering specialty outpatient mental health services to youth on probation and their families.

Beyond Measure is a multidisciplinary, community-based group practice located in Redwood City, California providing highly specialized services across the lifespan. As it relates to this RFP, our mission is to provide coordinated, trauma-informed, and culturally responsive behavioral health and wellness services for youth on probation and their families.

We seek to address the need for responsive and coordinated systems of care (LAP Outcome A) by offering an integrated model of specialized care that intentionally bridges mental health and wellness services to support consistent engagement and system navigation for youth on probation and their families. Our proposed services directly support youth socio-emotional well-being (LAP Outcome B) through specialized, trauma-informed psychotherapy, family-based interventions, parent coaching, and nutrition counseling that strengthen emotion regulation, coping skills, and resilience. Beyond Measure contributes to youth gaining skills, stability, and hope for the future (LAP Outcome C) by addressing underlying mental health and wellness factors that interfere with school engagement, personal goal attainment, and successful completion of probation. Our integrated approach supports youth in building the internal capacity necessary for sustained positive decision-making and long-term success. Our services include caregivers as partners in care through family therapy and parent coaching (LAP Outcome D).

By submitting this proposal, Beyond Measure represents that it is willing and able to perform all commitments contained herein and that it has not violated any terms of this RFP. We welcome the opportunity to partner with the San Mateo County Probation Department to improve outcomes for youth on probation and promote lasting behavioral health and family stability across San Mateo County.

The following person is responsible for communications and authorization regarding the RFP:

Salena Schapp, PsyD, Co-Founder/Clinical Psychologist
617 Veterans Blvd Suite 101
Redwood City, CA 94063
salena@beyondmeasuresfbay.com
650-356-8305

Signature: 

4.3.1 Executive Summary

Youth on probation in San Mateo County experience significant behavioral health needs, including high rates of trauma exposure and disparities in access to care. The County's 2025–2030 Local Action Plan (LAP) emphasizes the need for trauma-informed, culturally responsive services that promote youth well-being, engage families, and reduce fragmentation across systems of care, particularly in high-need communities such as Redwood City.

Beyond Measure seeks partnership with the County to offer specialty outpatient mental health services for youth on probation and their families. We offer trauma-informed individual psychotherapy, family therapy, parent coaching, and adjunct nutrition counseling delivered by a coordinated, multidisciplinary outpatient team. This approach is designed to address complex mental health needs while supporting consistent engagement and successful completion of probation.

Beyond Measure's proposal advances LAP Outcome A by providing a responsive and coordinated system of specialty care that reduces service duplication and improves continuity between probation supervision and community-based treatment. Flexible in-person and telehealth options, along with daytime and evening availability, minimize barriers related to transportation, scheduling, and caregiver participation.

Beyond Measure supports LAP Outcome B through evidence-based, trauma-informed treatment addressing conditions commonly impacting youth on probation, including trauma and PTSD (including complex PTSD), depression, anxiety, emotional dysregulation, behavioral challenges, grief and loss, OCD, and eating disorders. These specialty outpatient mental health services emphasize skill-building and resilience to promote stability and positive behavioral change.

The program contributes to LAP Outcome C by addressing behavioral health and nutrition-related barriers that interfere with school engagement, goal attainment, and sustained positive decision-making. Improved emotional stability, concentration, and self-efficacy position youth to more effectively engage in education, workforce preparation, and future planning.

Consistent with LAP Outcome D, caregivers are engaged as essential partners through family therapy and parent coaching embedded within the specialty outpatient model.

Beyond Measure is uniquely positioned to partner with San Mateo County due to its multidisciplinary service model, community-based presence in Redwood City, and experienced clinical team of licensed therapists, associate therapists, and registered dietitians with specialized training in youth, family, and trauma-related care. Program success will include increased access to specialized behavioral health services, improved youth emotional regulation and functioning, strengthened family engagement, and reduced service gaps across probation and community-based systems.

Beyond Measure is prepared to implement services upon contract execution and collaborate closely with the Probation Department and County partners in alignment with evaluation requirements, timelines, and performance expectations.

4.3.5 Proposed Schedule

Beyond Measure proposes a five-year project schedule aligned with the County's contract term. The schedule reflects a brief initial phase focused on relationship-building with Probation and community partners, followed by sustained service delivery throughout the contract period.

Beyond Measure is an established outpatient psychotherapy and nutrition counseling practice with existing clinical, administrative, and data infrastructure in place. As such, the program is prepared to initiate services immediately upon contract execution without the need for an extended startup period. Staffing, service capacity, and operational processes will be adjusted over the contract term in response to referral volume, youth needs, and County priorities, ensuring the program remains responsive and effective throughout the agreement.

Beyond Measure is committed to maintaining continuous, high-quality service delivery across the full five-year contract period, with a planned and ethical transition strategy at contract closeout.

Contract Year	Key Activities
1	Contract execution; onboarding and coordination with Probation; finalization of referral pathways; integration of required assessment tools; initiation of outpatient psychotherapy, family therapy, parent coaching, and adjunctive nutrition counseling services; participation in MDT meetings; initiation of data collection and reporting
2	Full implementation of services; steady-state service delivery; ongoing collaboration with Probation and County-funded partners; continued participation in MDTs; quarterly reporting and evaluation activities
3	Continued service delivery; refinement of processes based on County feedback and evaluation findings; potential scaling of clinical capacity in response to demand and available funding
4	Sustained service delivery; continued quality improvement; ongoing coordination with Probation and detention-based providers; continued reporting and evaluation
5	Continued service delivery; planned end of service and waitlist closure during the final six months of the contract term (unless additional funding is secured) to support completion of treatment episodes and appropriate transitions; coordination with the County regarding continuation or transition of services beyond the contract period; completion of final reporting and evaluation requirements

4.3.8 Firm Qualifications

Background and Qualifications

Beyond Measure is a community-based, multidisciplinary group practice located in Redwood City, California, providing direct mental health and nutrition services to residents of San Mateo County. Our practice maintains strong connections with local referral networks and community partners and is committed to collaborating with County systems to expand access to trauma-informed, evidence-based, and culturally responsive care for youth on probation and their families.

Founded in 2020 by two psychologists (Salena Schapp, PsyD, and Erika Jung, PhD) and two registered dietitians (Samantha Finkelstein, RD, and Matthew Arnone, RD), Beyond Measure initially operated as a collaborative of sole proprietors committed to delivering size-inclusive, trauma-informed telehealth services under the name Beyond Measure Wellness Collaborative. In 2023, we established a brick-and-mortar office in Redwood City and restructured into two entities: Beyond Measure Psychology & Nutrition Services, Inc., a psychological corporation co-owned by the two psychologists, and Beyond Measure Wellness Collaborative, LLC, a management services company co-owned by all four founders. Both entities operate under the DBA "Beyond Measure." For the purposes of this proposal, Beyond Measure Psychology & Nutrition Services, Inc. is the submitting entity and the provider of clinical services.

Since its founding, our clinical team has grown to seven licensed clinicians, including the four founders, two additional therapists, and another therapist slated to begin on 2/6/2026. We provide individual therapy, couples counseling, and family therapy in person and via telehealth for a wide range of concerns, including trauma, complex post-traumatic stress disorder (CPTSD), post-traumatic stress disorder (PTSD), depression, anxiety, obsessive-compulsive disorder (OCD), emotional dysregulation, behavioral challenges, grief and loss, eating disorders, and parenting stress. Our team includes clinicians with experience working with children and adolescents, as well as older teens, young adults, and adults. Clinicians are trained in multiple evidence-based modalities, including Cognitive Behavioral Therapy (CBT), Dialectical Behavior Therapy (DBT), Acceptance and Commitment Therapy (ACT), Compassion-Focused Therapy (CFT), Solution-Focused Therapy (SFT), Motivational Interviewing (MI), Exposure and Response Prevention (ERP), Multidimensional Grief Treatment (MGT), Prolonged Exposure Therapy (PE), Cognitive Processing Therapy (CPT), Parent-Child Interaction Therapy (PCIT), Family Based Treatment (FBT), and Seeking Safety (SS), a skills-based protocol for clients with comorbid PTSD and substance use disorder. This comprehensive expertise enables us to tailor interventions to each client's needs, directly supporting the County's goal of providing individualized, evidence-based care.

While most services are private pay, we actively seek to increase accessibility for underserved populations, in alignment with the County's objectives for expanding prevention and intervention services. Strategies we have employed thus far include offering free community workshops,

designating multiple reduced-fee and pro-bono slots on each clinician's caseload, providing superbills for insurance reimbursement, and establishing single-case agreements with insurance companies or other payors on an individual basis. Funding through this grant would allow us to expand services to children, teens, young adults, and families without PPO insurance or private pay resources, directly addressing gaps in care for high-need communities.

Project Examples

- San Mateo County Library Presentations
    - In 2023, Beyond Measure partnered with the San Mateo County Library System to deliver a series of free educational workshops at libraries across the county, including Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Millbrae, Half Moon Bay, North Fair Oaks, Pacifica-Sharp Park, Portola Valley, San Carlos, and Woodside. From May to August 2023, we conducted a total of 17 educational workshops, ranging from 60-90 minutes each. All workshops were well attended, with active audience participation and engagement. We received $7,000 for the total project, amounting to $350 per 60-minute workshop and $525 per 90-minute workshop. In collaboration with library staff, we identified areas of greatest need in each community and tailored our educational content accordingly. Workshop topics included intuitive eating presentations, which were either led by registered dietitians or co-led by one dietitian and one therapist, and emotion regulation workshops, co-led by two therapists and specifically designed for elementary and middle school-age children and their parents. The emotion regulation workshops incorporated DBT skills, experiential practice, and creative arts exercises to provide hands-on, family-oriented learning. Our primary contact at the San Mateo County Library system was Nicole Fernandez, Librarian (833-937-7625, fernandez@smcl.org).
- LEAP Contract
    - In April of 2025, we began a contract with the non-profit organization Leveraging Equal Access Program (LEAP) of California. Through this partnership, our registered dietitians provide nutrition counseling via telehealth to adults with intellectual or developmental disabilities throughout California. LEAP participants are commonly referred to our dietitians to address nutrition-related concerns, including diabetes management and hyperlipidemia, as well as for general nutrition counseling to improve wellbeing and quality of life. Participants may also present with eating challenges related to emotion regulation and difficulties with impulsivity. LEAP participants live with a home provider who may need guidance on how best to navigate nutrition at home. Our dietitians provide respectful and collaborative nutrition education and counseling to both LEAP participants and their home providers. This often involves discussing any

cultural considerations for both parties which may impact food served or eaten. Beyond Measure's services support LEAP's mission to promote equal access, community integration, self-determination, and person-centered care for individuals referred by the State of California's Regional Centers. To date, we have provided 30 nutrition counseling sessions to 8 clients, funded by LEAP. Our primary contact is Angela O'Brien, Program Director (415-696-8638, angela@leapca.org).

Together, these initiatives reflect Beyond Measure's longstanding commitment to expanding access to high-quality, trauma-informed, and culturally responsive mental health and nutrition services for residents of San Mateo County. Our multidisciplinary team, community partnerships, and proven experience delivering both clinical and educational programming uniquely position us to meet the needs of youth, young adults, and families in high-need communities. Through a combination of individualized therapy, family-centered interventions, and preventative, community-based education, Beyond Measure demonstrates both the capacity and the expertise to implement the programs outlined in this RFP, while continuing to address barriers to care and promote equitable access for all participants.

4.3.9. Team Qualifications

Name	Education and Credentials	Role on Project	Qualifications and Experience	Responsibilities for this Project
Salena Schapp, PsyD	Doctorate in Clinical Psychology (Child and Family Emphasis), PGSP-Stanford PsyD Consortium (2016), Licensed Psychologist (PSY29619)	Account Manager, Director of Child and Family Services, Leadership Team Member	-Certified in FBT, PCIT, and TF-CBT -Extensive experience treating children, adolescents, and families; specializes in eating disorders, anxiety, behavioral challenges, trauma; experience with individual, family, couples, and group therapy -IAEDP Member of the Year 2025 -Adjunct clinical assistant professor at Stanford -Clinical supervision experience at Kaiser Permanente, Stanford, and Beyond Measure	-Reports to Leadership Team -Receives, responds to, and tracks incoming patient referrals -Tracks and aggregates utilization data -Creates and updates budget -Ensures awarded funds are used correctly, compliantly, and effectively for the duration of the grant -Submits quarterly reports to SMC and attends quarterly meetings with County -Ensures compliance with County contract -Oversees clinical mental health services delivered to children and families -Provides supervision of associate therapist(s) -Provides direct clinical services to children, adolescents, and parents
Erika Jung, PhD	Doctorate in Clinical Psychology (Health Psychology Emphasis), Northwestern University (2017), Licensed	Director of Adult Services, Leadership Team Member	-Experience treating teens and adults at multiple levels of care in both English and Spanish -Qualified Bilingual Service Provider in Spanish (while at Kaiser Permanente 2017-2022) -Volunteer for Bay Area Asylum Mental Health Project	-Reports to Leadership Team -Receives, responds to, and tracks incoming patient referrals -Tracks and aggregates utilization data -Assists with creation of quarterly reports to be submitted to county -Ensures compliance with county contract -Attends quarterly meetings with County as needed as backup to Dr. Schapp

4.3.9. Team Qualifications

	Psychologist (PSY30770)		-Certified in Telepsychology by The Trust and National Register of Health Service Psychologists	-Oversees clinical mental health services to young adults -Provides direct clinical services to young adults
Samantha Finkelstein, RD	BS in Applied Nutrition Science, Cal Poly SLO (2012) Registered Dietitian	Co-Director of Nutrition Services, Leadership Team Member	-Weight-inclusive, anti-diet approach -Expertise in eating disorders, nutrition-related mental health concerns, perinatal nutrition, early substance use recovery, intuitive eating, HAES -Experience with individual counseling and community education -President of Golden Gate Behavioral Health Network	-Reports to Leadership Team -Receives, responds to, and tracks incoming patient referrals -Tracks and aggregates utilization data -Provides direct nutrition counseling services to children, adolescents, young adults, and parents
Matthew Arnone, RD	BS in Nutritional Sciences, University of Connecticut (2007), MS Nutrition, University of Saint Joseph (2011), Registered Dietitian	Co-Director of Nutrition Services, Leadership Team Member	-Certified Intuitive Eating Counselor -15+ years experience treating eating disorders and disordered eating -Experience treating diverse populations including neurodiverse and IDD clients -Group and community education	-Reports to Leadership Team -Receives, responds to, and tracks incoming patient referrals -Tracks and aggregates utilization data -Provides direct nutrition counseling services to children, adolescents, young adults, and parents
Megan Irgens, PhD	Doctorate in Clinical Psychology, University of Arizona,	Therapist	-Specialized in at-risk and legally-involved youth -Experience treating anxiety, depression, trauma, grief, family changes	-Reports to Leadership Team -Provides consultation as needed on evidence-based interventions for legally-involved youth and their families

4.3.9. Team Qualifications

	Tucson (2023), Licensed Psychologist (PSY35162)		-Experience in juvenile justice and crisis settings -Experience as Licensed Mental Health Clinical Liaison, Contra Costa County Mental Health and Probation Services -Postdoctoral scholar at UCSF Juvenile (in)Justice and Behavioral Health Lab	-Provides direct clinical services to children, adolescents, young adults, and parents
Cassandra Dias, AMFT	MA in Counseling (Marriage Family, and Child Counseling Emphasis), Palo Alto University (2023), Associate Marriage and Family Therapist (AMFT 142422)	Associate Therapist	-Experience providing individual, group, and family therapy to adolescents and adults in PHP/IOP, RTC, and outpatient levels -Experience conducting assessments, crisis intervention, and training and supervision of floor staff	-Reports to Leadership Team -Pursues training and certification in TF-CBT -Provides direct clinical services to children, adolescents, young adults, and parents under supervision of Dr. Schapp
Akemi Mii, PhD (anticipated start date 2/6/2026)	Doctorate in Clinical Psychology (Child and Family Studies Emphasis), University of	Therapist	-Experience in evidence-based trauma treatments including TF-CBT and CPT -Experience serving as individual and group therapist for system-involved youth and caregivers	-Reports to Leadership Team -Provides consultation as needed on evidence-based interventions for legally-involved youth and their families

4.3.9. Team Qualifications

	Nebraska-Lincoln (2024), Licensed Psychologist (PSY36452)		-Postdoctoral scholar at UCSF Juvenile (in)Justice and Behavioral Health Lab	-Provides direct clinical services to children, adolescents, young adults, and parents

The individuals listed above will perform the work described and will not be substituted or reassigned without the County's prior approval. Over the lifespan of the grant, we anticipate strategic expansion of our clinical team to meet program needs and ensure service continuity. In future hiring decisions, preferred qualifications will include bilingual Spanish proficiency; formal training or certification in evidence-based trauma treatments such as TF-CBT, EMDR, CPT, and/or PE; and demonstrated experience working with system-involved youth.

4.3.10 References

Reference 1

Client / Agency Name
San Mateo County Library System

Address
163 Visitacion Ave, Brisbane, CA 94005

Primary Contact
Nicole Fernandez, Librarian

Phone
833-937-7625

Email
fernandez@smcl.org

Reference 2

Client / Agency Name
Leveraging Equal Access Program (LEAP) of California

Address
1728 Ocean Ave, #317, San Francisco, CA 94112

Primary Contact
Angela O’Brien, Program Director

Phone
415-696-8638

Email
angela@leapca.org

4.3.11 Fee Proposal

Budget Proposal & Budget Narrative

RFP No. 2026-RFP-00118
Service Area: Probation – Specialty Outpatient Behavioral Health Services
Funding Stream: Juvenile Justice Crime Prevention Act (JJCPA)
Contract Structure: Annual Lump Sum (Not-to-Exceed)
Service Period: 48 weeks per year
Contract Term: Five (5) years

Budget Narrative

The proposed budget reflects the reasonable and necessary costs of delivering specialty outpatient behavioral health services to probation-involved youth and families in San Mateo County. The budget is based on a defined annual service capacity and supports direct clinical services, program administration, interagency coordination, documentation, and modest program supports required to ensure access, engagement, and continuity of care.

Beyond Measure will deliver services using existing licensed and supervised license-eligible mental health clinicians and registered dietitians. No start-up, hiring, or facility costs are requested. The County will contract for annual program capacity through a fixed, not-to-exceed amount, allowing service utilization to flex **within the defined weekly service capacity** based on referral volume and clinical need while maintaining fiscal predictability.

Clinical Services

The program will provide up to **30 psychotherapy sessions per week** and **15 adjunctive dietitian appointments per week**, delivered over a 48-week service year. Psychotherapy services are provided by licensed or supervised license-eligible clinicians and address trauma-related symptoms, emotion regulation difficulties, anxiety, depression, grief, adjustment-related distress, and related behavioral health concerns commonly experienced by justice-involved youth.

Psychotherapy services may include **individual therapy, family therapy, and parent coaching**, delivered based on clinical need and individualized treatment planning. These modalities are provided **within the program's defined psychotherapy session capacity** and are not counted or billed separately.

Adjunctive nutrition counseling is provided by registered dietitians as a clinically integrated, supplemental service coordinated with psychotherapy. Nutrition counseling addresses nutrition-related challenges that may impact mental health, emotion regulation, physical well-being, and treatment engagement, including eating-related concerns, food insecurity, challenges meeting nutritional needs within limited resources, and diet-related health considerations. All nutrition services are trauma-informed, mental-health-informed, and culturally responsive. Nutrition services are not offered as a standalone intervention and are delivered within the program's defined session capacity.

4.3.11 Fee Proposal

Session rates reflect the full cost of professional service delivery within a specialized outpatient setting, including direct care, clinical documentation, treatment planning, and coordination with Probation when appropriate.

Program Administration and Care Coordination

The budget includes program-wide administrative support to manage referrals, scheduling, intake coordination, data tracking, and compliance with County reporting and evaluation requirements. This allocation ensures timely access to services and accurate documentation without diverting clinical staff from direct care.

A **program-wide pool of collateral and interagency coordination time** is included to support clinically necessary communication with families, schools, Probation Officers, and participation in multidisciplinary team (MDT) meetings. **Collateral hours will be prioritized for youth with the highest system involvement and adjusted month-to-month based on referral volume and case complexity**, ensuring flexibility while maintaining fiscal accountability.

Program Supports and Access

Modest program support funds are included to reduce barriers to participation and support therapeutic engagement. These include supplies used during therapy sessions (e.g., journals and art materials), limited transportation assistance for youth who would benefit from bus or train fare to attend appointments, and a tablet for administration of required assessment measures.

The tablet for assessment administration is a **one-time cost requested in Year 1 only**. No replacement or ongoing technology costs are included in Years 2–5.

With the exception of this one-time technology purchase, all other costs reflect ongoing service delivery and program operations consistent across the five-year contract term.

Fee Proposal / Line-Item Cost Basis

(Provided for transparency and cost justification; not intended to establish per-session billing)

Annual Service Capacity (48 Weeks)

Service Type	Weekly Capacity	Annual Units
Individual Psychotherapy Sessions	30	1,440
Dietitian Appointments	15	720

4.3.11 Fee Proposal

Annual Cost Basis

Clinical Services

Service	Unit Cost	Annual Units	Annual Cost
Individual Psychotherapy	$250 / session	1,440	$360,000
Dietitian Appointments	$180 / session	720	$129,600
Subtotal – Clinical Services			**$489,600**

Program-Wide Supports (Ongoing)

Item	Rate	Units	Annual Cost
Program Administration & Coordination	$100 / hr	2 hrs/week × 48 weeks	$9,600
Collateral & Interagency Coordination (Program-Wide)	$250 / hr	Up to 20 hrs/month × 12 months	$60,000
Therapy Supplies & Transportation Assistance	Flat	—	$10,000
Subtotal – Ongoing Program Supports			**$79,600**

One-Time Program Support (Year 1 Only)

Item	Cost
Tablet for Assessment Administration	$1,200

Total Annual Program Cost

Year 1 (Includes One-Time Cost)

Category	Amount
Clinical Services	$489,600
Ongoing Program Supports	$79,600
One-Time Technology Cost	$1,200
Total Year 1 Contract Amount (NTE)	**$570,400**

4.3.11 Fee Proposal

Years 2–5 (Ongoing Costs Only)

Category	Amount
Clinical Services	$489,600
Ongoing Program Supports	$79,600
Total Annual Contract Amount (Years 2–5)	**$569,200**

Five-Year Budget Summary (Revised)

Contract Year	Annual Amount
Year 1	$570,400
Year 2	$569,200
Year 3	$569,200
Year 4	$569,200
Year 5	$569,200
Total 5-Year Contract Amount (NTE)	**$2,846,200**

Attendance and Access Policy (Budget-Relevant)

Due to limited appointment availability and the need to ensure access for probation-referred youth, each enrolled client will be permitted up to **two (2) no-shows or late cancellations (less than 48 hours' notice)** during their course of services. Missed appointments will count toward program utilization. Continued participation will be reviewed following repeated missed appointments, in coordination with the referring party when appropriate.

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[BOYS AND GIRLS CLUBS OF THE PENINSULA] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

BOYS AND GIRLS CLUBS OF THE PENINSULA Response

CONTACT INFORMATION

Company:
BOYS AND GIRLS CLUBS OF THE PENINSULA

Email:
fslone@bgcp.org

Contact:
Fred Slone

Address:
401 Pierce Road
Menlo Park, CA 94025

Phone:
(650) 863-8544

Website:
www.bgcp.org

Submission Date:
Jan 12, 2026 1:17 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

BOYS & GIRLS CLUBS OF THE PENINSULA / NHK1AEXPTA13

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

Yes

IS THE PROPOSER A "LOCAL NON-PROFIT"
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

BGCP_LocalBusiness_self-attestation_SIGNED.pdf

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

No response submitted

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

3.1_BGCP_Cover_Ltr_and_Executive_Summary.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

Boys & Girls Clubs of the Peninsula (BGCP) meets and exceeds all Minimum Qualifications outlined in the San Mateo County Probation Department's Juvenile Programs and Services RFP. BGCP has more than 65 years of experience delivering prevention, early intervention, and intervention services to at-risk and underserved youth in San Mateo County, including prior successful performance under San Mateo County Probation Department funded contracts. BGCP has the organizational infrastructure, staffing capacity, fiscal controls, and data systems required to implement, manage, and report on County-funded programs in full compliance with contract requirements.

Founded in 1958, BGCP is a long-standing community-based organization serving more than 6,000 youth annually, from kindergarten through college, across 26 school-based and community sites. BGCP delivers comprehensive prevention services that address key risk and protective factors associated with justice system involvement, including school engagement, social-emotional development, access to trusted adult relationships, and behavioral health support.

BGCP has extensive experience serving youth from populations and communities identified in the County's Five-Year Juvenile Justice Local Action Plan as experiencing disproportionate system involvement and unmet needs. BGCP concentrates services in East Palo Alto, Redwood City, South San Francisco, and Daly City—communities facing documented geographic inequities in access to prevention and behavioral health services. During FY25, approximately 75% of BGCP participants identified as Hispanic/Latinx and 3%

as Black/African American, populations identified in the Local Action Plan as disproportionately impacted by arrest and system contact.

BGCP delivers services grounded in evidence-based and promising practices in youth development, academic success, and behavioral health. Academic programming is anchored in Boys & Girls Clubs of America's Project Learn framework, an evidence-based national model. Mental health services are trauma-informed, culturally responsive, and delivered by licensed clinicians integrated into BGCP's broader prevention ecosystem.

BGCP maintains strong organizational systems to ensure accountability and compliance, including experienced executive leadership, licensed clinical supervision, internal fiscal controls, annual independent audits, and a dedicated Impact & Measurement team responsible for data collection, performance monitoring, and reporting. All programs proposed under this RFP are fully operational and staffed, ensuring immediate readiness and continuity of services upon contract execution.

Additional detail regarding BGCP's experience managing comparable County-funded contracts and the qualifications of key leadership staff is provided in Section 3.8.

PROJECT APPROACH*
This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

Project Approach – Overview

Boys & Girls Clubs of the Peninsula (BGCP) delivers a comprehensive prevention and early intervention ecosystem designed to reduce youth involvement in the justice system by addressing the root causes of behavioral challenges, school disengagement, and unmet mental health needs. Our approach integrates positive youth development, academic support, mentoring, mental health services, and post-secondary pathways into a coordinated system of care that supports youth over time, beginning in early elementary school and continuing through high school and college.

BGCP's prevention strategy is grounded in the understanding that consistent access to safe spaces, trusted adult relationships, and culturally responsive behavioral health support are among the most effective ways to interrupt pathways into the justice system. By embedding services within schools and community-based Clubhouses, BGCP reduces barriers to access, increases engagement, and ensures timely support for youth before concerns escalate into disciplinary action or system involvement.

All services proposed under this RFP are provided at no cost to youth and families and are delivered year-round by trained professionals who reflect the communities served.

Alignment with the Five-Year Local Action Plan

BGCP's Project Approach directly responds to the key findings and strategic priorities identified in San Mateo County's Five-Year Local Action Plan:

Addressing Racial Disparities

BGCP serves a population that closely mirrors the youth most impacted by system involvement. 75% of our 6,300 youth served annually are Hispanic/Latinx, and 3% are Black/African American. These are two groups identified in the Local Action Plan as disproportionately represented in arrests and system contact. BGCP's culturally responsive programming and bilingual staffing are intentionally designed to address these disparities.

Addressing Geographic Inequities

BGCP concentrates services in East Palo Alto, Redwood City, Daly City, and South San Francisco—communities identified as experiencing the greatest gaps in access to youth services. BGCP operates programs at 33 sites in these four cities, including 22 school-based locations, seven high schools, and four Clubhouses, ensuring consistent access to prevention services where youth live and attend school.

Addressing Behavioral Health Needs

BGCP integrates mental health services into its core prevention model, providing free, trauma-informed behavioral health support to more than 600 youth annually. By embedding clinicians within afterschool and summer programs, BGCP addresses emotional and behavioral needs early, reduces stigma, and strengthens youth capacity for self-regulation and resilience.

Addressing Prevention and Reentry Gaps

BGCP's long-term engagement model allows youth to enter programming at an early age and remain connected through critical developmental transitions. This continuity of care supports sustained protective factors, reduces service fragmentation, and ensures youth have consistent access to trusted adults and supportive services throughout adolescence.

Core Program Services

BGCP's prevention ecosystem is built on a set of integrated core services that work together to support youth well-being, academic success, and positive life trajectories:

- Counseling, Behavioral, and Mental Health Services:
  Trauma-informed, culturally responsive individual and group mental health services integrated with youth development programming.
- Crisis Intervention and De-escalation:
  Immediate support provided by trained staff and clinicians to stabilize youth during moments of crisis, promote emotional regulation, and guide restorative responses that prevent escalation.
- Mentoring, Coaching, and Positive Youth Development:
  Relationship-based support through afterschool programs, sports, enrichment activities, and volunteer engagement that fosters resilience, self-advocacy, and social-emotional growth.
- Health, Wellness, and Physical Activity:
  Structured opportunities that support physical health, stress management, discipline, and emotional well-being, reinforcing holistic youth development.

Together, these services form a coordinated system designed to identify needs early, respond effectively, and support youth in building the skills and stability necessary to avoid justice system involvement.

PROGRAMS FUNDED THROUGH THIS RFP

For the purposes of this RFP, BGCP seeks County support for two complementary prevention programs that address critical service gaps identified in the Local Action Plan:

1. Youth Mental Health Services
2. Future Grads: High School and College Success

These programs are foundational to BGCP's prevention strategy. Youth Mental Health Services address behavioral health needs that, if unmet, can contribute to school disengagement and system involvement. Future Grads builds long-term educational stability and hope for the future, reinforcing protective factors that support sustained positive outcomes.

The Youth Mental Health Services Program serves as a central pillar of BGCP's prevention ecosystem and is described in detail below.

YOUTH MENTAL HEALTH PROGRAM

Boys & Girls Clubs of the Peninsula's (BGCP) Youth Mental Health Services serve as a core prevention and early intervention strategy designed to address the behavioral health needs that place youth at risk of school disengagement, disciplinary action, and justice system involvement. By embedding culturally responsive, trauma-informed mental health services directly within schools and Clubhouses, BGCP reduces barriers to access, strengthens protective factors, and supports youth in developing the emotional regulation, coping skills, and resilience necessary to thrive.

BGCP's Youth Mental Health Program operates in the four communities identified in the County's Five-Year Local Action Plan as experiencing the greatest disparities and unmet needs: East Palo Alto, Redwood City, Daly City, and South San Francisco. Youth in these communities face elevated exposure to trauma, poverty, housing instability, community violence, and limited access to affordable behavioral health care. Many experience depression, anxiety, grief, bullying, and abuse, often without timely access to professional support. The majority of youth served through this program are Latinx (69%) and Asian/Pacific Islander (14%), with 77% coming from socioeconomically disadvantaged households.

BGCP directly addresses these barriers by providing free, accessible, and developmentally appropriate mental health services to approximately 600 underserved youth annually, delivered during afterschool hours, summer programs, and throughout the academic year. Services are offered through a tiered model of prevention, early intervention, and intervention, allowing youth to receive the appropriate level of support based on need, risk indicators, and developmental stage.

Program Model and Clinical Staffing

BGCP's Mental Health Program is staffed by a multidisciplinary team of ten professional psychotherapists, including Licensed Marriage and Family Therapists (LMFTs) and Licensed Clinical Social Workers (LCSWs). The program is led by Daniela Velasquez, LMFT, Director of Mental Health, and Broghan Hedges, LCSW, Assistant Director of Mental Health, who provide clinical supervision, program oversight, and quality assurance.

All clinicians have experience working with youth from historically marginalized communities and are trained in trauma-informed, culturally responsive, and strengths-based approaches. Services are closely integrated with BGCP's youth development programming to ensure continuity of care, relationship-based engagement, and a holistic approach to youth well-being.

Tiered Mental Health Services

Prevention Services

BGCP's prevention services focus on building safe, supportive environments and strengthening the capacity of youth development staff to respond effectively to youth needs before concerns escalate.

Staff Training and Professional Development

The Mental Health Team provides ongoing training to BGCP youth development staff focused on:

- Trauma-informed youth development practices
- Understanding the impact of trauma, stress, and mental health challenges on behavior and learning
- De-escalation strategies and emotional regulation techniques
- Building trust-based, developmentally appropriate relationships with youth
- Preventing staff burnout and promoting workforce stability

These trainings equip staff to identify early warning signs of distress, respond appropriately to behavioral challenges, and connect youth to timely supports—reducing the likelihood of escalation into disciplinary or justice system involvement.

Safety Training and Youth Protection

BGCP prioritizes the safety and well-being of all youth. Youth development staff receive training in:

- Mandated reporting requirements
- Recognizing signs of abuse, neglect, and mental health crises
- Conducting initial observations and knowing when to initiate referrals
- Maintaining healthy boundaries and ethical practices

This proactive approach ensures that concerns are addressed promptly and responsibly, in alignment with legal and ethical standards.

Staff Support and Consultation

Mental health clinicians provide ongoing consultation and support to youth development staff through structured **Consultation Circles**. These facilitated sessions allow staff to:

- Discuss youth of concern in a confidential, supportive setting
- Learn trauma-responsive interventions
- Strengthen relational skills and reflective practice

This collaboration enhances program quality and strengthens the therapeutic environment across all BGCP sites.

Early Intervention Services

Early intervention services are designed for youth exhibiting emerging social, emotional, or behavioral challenges that, if left unaddressed, may interfere with school engagement or increase risk of system involvement.

Peer-to-Peer Support Groups

Clinician-facilitated peer support groups provide youth with a safe, structured space to build connection and belonging while developing foundational relational skills, including:

- Healthy communication
- Conflict navigation
- Emotional awareness
- Empathy and mutual respect

These groups normalize help-seeking, reduce stigma, and strengthen protective peer relationships.

Middle School Wellness Program

The Middle School Wellness Program combines direct clinical services with staff consultation during a critical developmental period. Clinicians facilitate weekly, age-appropriate discussions focused on social, emotional, and psychological development, while also providing weekly consultation to program staff.

By intervening during early adolescence, BGCP supports youth through a period of heightened vulnerability, strengthens coping skills, and reduces the likelihood of future behavioral escalation.

Intervention Services

Intervention services provide individualized, therapeutic support for youth experiencing significant emotional or behavioral challenges.

Individual Psychotherapy

Youth may self-refer for therapy or be referred by staff. Services are voluntary, confidential, and offered without time limits or preconditions. Clinicians utilize a youth-centered approach, developing individualized treatment plans tailored to each participant's needs.

Group Psychotherapy

Group therapy offers youth the opportunity to build insight, practice relational skills, and receive support from peers facing similar challenges. Group settings reduce stigma and promote social learning, contributing to improved emotional regulation and interpersonal functioning.

Risk Assessment, Mandated Reporting, and Crisis Response

BGCP clinicians adhere to all state and County-mandated reporting requirements related to child abuse, neglect, and threats of harm to self or others. Clinicians are trained to conduct timely risk assessments and implement safety planning when concerns arise.

When youth present with elevated risk factors, BGCP follows established internal protocols that include:

- Clinical supervision and case consultation
- Caregiver engagement when appropriate
- Coordination with school and community partners
- Immediate de-escalation and stabilization strategies

These protocols prioritize youth safety, continuity of care, and appropriate intervention while minimizing unnecessary system involvement.

Access and Referral Pathways

Youth access mental health services through low-barrier referral pathways, including self-referral and referral by trained BGCP staff. Because services are embedded within schools and Clubhouses, youth face no transportation, insurance, or financial barriers to care.

This accessible model ensures timely intervention, promotes engagement, and reduces stigma.

Alignment with Performance Measures

BGCP's Youth Mental Health Program directly supports the performance measures outlined in Section 3.7, including:

- Number of youth receiving mental health services
- Total mental health sessions delivered
- Youth-reported outcomes related to belonging and emotional well-being

FUTURE GRADS: HIGH SCHOOL & COLLEGE SUCCESS

Future Grads is a multi-year prevention and youth development program that supports high school students to successfully graduate, transition to post-secondary education, and persist through college completion. The program begins working with students in their sophomore year of high school and continues providing structured support through college graduation, addressing a critical gap in services for youth from historically underserved communities.

From a probation and prevention perspective, Future Grads strengthens long-term protective factors by increasing school engagement, educational attainment, future orientation, and hope—factors strongly associated with reduced risk of justice system involvement. By helping youth remain connected to school, build supportive relationships, and envision viable futures, Future Grads interrupts pathways that can otherwise lead to disengagement and system contact.

The program operates at **seven partner high schools** in East Palo Alto, Redwood City, Daly City, and South San Francisco—communities identified in the County's Five-Year Local Action Plan as experiencing significant educational and economic disparities. The majority of participating students are Latino and first-generation college-bound youth, many of whom face structural barriers to accessing postsecondary guidance and support.

Program Approach and Core Components

Future Grads provides intensive, personalized support that mirrors the level of advising and preparation often available only to students in more affluent communities, delivered at no cost to youth and families. The program combines individualized advising, cohort-based programming, and long-term mentorship to ensure students remain on track academically while developing the skills and confidence needed to navigate post-secondary pathways.

Core components include:

- Individualized Academic Monitoring and Advising
  Staff work one-on-one with students to monitor academic progress, understand graduation requirements, and address barriers to attendance, coursework completion, and credit accumulation—key factors in preventing school disengagement.
- Postsecondary Exploration and Planning
  Students learn about multiple postsecondary pathways, including community college, CSU, UC, private, and out-of-state options, allowing them to make informed decisions aligned with their goals, strengths, and circumstances.
- College Application and Financial Aid Support
  Students receive hands-on assistance with college applications, personal statements, FAFSA completion, and financial aid interpretation—reducing procedural barriers that often derail first-generation students.
- Mentorship and Skill Building
  Through consistent relationships with program staff, students develop self-advocacy, help-seeking behaviors, time management, and problem-solving skills that support both academic success and healthy decision-making.
- Peer Cohort and Belonging
  Future Grads intentionally builds a strong peer community, helping students feel seen, supported, and accountable to one another—protective factors that reinforce engagement and persistence.

Youth Development and Prevention Outcomes

Future Grads is intentionally designed not only as a college access program, but as a long-term prevention strategy. The program supports youth through key developmental transitions including high school completion, post-secondary enrollment, and early college persistence and thus reduces the likelihood of disengagement during periods of heightened vulnerability.

Participants develop critical social-emotional competencies, including:

- Confidence in asking for help and accessing resources
- The ability to navigate complex systems
- Resilience in the face of academic and personal challenges
- A future-oriented mindset grounded in achievable goals

These outcomes align directly with the Local Action Plan's emphasis on educational stability, youth hope for the future, and coordinated systems of support.

Partner High Schools

BGCP partners with the following high schools in East Palo Alto, Redwood City, South San Francisco, and Daly City:

A. East Palo Alto Academy (EPA)
B. Sequoia High School (Redwood City)
C. Menlo-Atherton High School (Menlo Park)
D. El Camino High School (South San Francisco)
E. South San Francisco High School (South San Francisco)
F. Jefferson High School (Daly City)
G. Westmoor High School (Daly City)

Alignment with Performance Measures

Future Grads directly supports the performance measures outlined in Section 3.7, including the number of students served, on-time high school graduation rates, and school partner assessments of program impact.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

Summary

Boys & Girls Clubs of the Peninsula (BGCP) will implement a comprehensive, prevention-focused scope of work that delivers consistent, high-quality services to youth in East Palo Alto, Redwood City, South San Francisco, and Daly City. The scope of work is designed to advance the Local Action Plan outcomes, achieve the performance measures outlined in Section 3.7, and leverage BGCP's existing infrastructure, partnerships, and evidence-based program models.

All services proposed under this RFP are well established and currently operating. This scope of work therefore emphasizes **service quality, continuity, accountability, and measurable impact**, rather than program development or pilot implementation.

The funding provided by this RFP will help prevent reductions in services or cutbacks to the number of youth served as we are faced with a challenging funding environment at a time when the demand for these services continues to grow.

Scope of Work Overview

BGCP's scope of work encompasses three integrated service areas:

1. Youth Mental Health Services
2. High School and College Success (Future Grads)
3. Cross Program Operations and Accountability

Each service area includes defined tasks and milestones that guide implementation and support clear monitoring of progress.

1. Youth Mental Health Services

Scope of Work Tasks

BGCP will provide trauma-informed, culturally responsive mental health services designed to address behavioral health needs and support youth well-being. Services will be delivered by licensed and supervised clinicians and integrated into BGCP's broader youth development programming. Tasks include:

- Socialization, relationship and trust building with mental health staff and youth during daily programming and free time at our sites
- Observation and assessment of participating youth
- Provision of individual and group counseling services

- Crisis intervention and short-term stabilization support
- Collaboration and coordination with BGCP staff to insure seamless care and identify potential needs for intervention
- Provide formal training for youth development staff on trauma informed services multiple times during the year
- Care coordination with families, schools, and community providers
- Ongoing assessment of youth well-being and sense of belonging

Key Milestones

- Assessments and plans for youth engaged in direct services with therapists
- Launch of group therapy sessions (which can vary by site and need)
- Delivery of counseling sessions to participant (unlimited sessions)
- Completion of youth well-being and belonging assessments
- Annual summary of mental health service delivery

2. Future Grads – High School and College Success

Scope of Work Tasks

BGCP will deliver a multi-year, cohort-based and individualized college readiness program for high school students beginning in their sophomore year and continuing through their post-secondary schooling. Core tasks include:

- Identification and enrollment of eligible students in partnership with school staff
- Development of individualized academic and post-secondary plans
- Ongoing academic monitoring and graduation planning
- Delivery of college and career readiness workshops and one-on-one advising
- Delivery of monthly office hours and leadership academies with staff and students
- Support with college applications, essays, and financial aid completion

- Transition and persistence support through high school graduation AND college

Key Milestones

- Cohorts established at each partner high school
- Individual academic and postsecondary plans completed for participating students
- Completion of college applications and FAFSA by participating seniors
- High school graduation for participating seniors
- Annual documentation of postsecondary enrollment and persistence

3. Cross Program Operations and Accountability

Scope of Work Tasks

To ensure effective implementation and accountability, BGCP will carry out the following operational tasks across all funded programs:

- Timely, well-qualified staffing and effective supervision for program and clinical staff
- Professional Development, led by a dedicated L&D team, for staff
- Program staff receive 11 days of paid professional training and development annually, including training in delivering culturally responsive, trauma informed programming
- Maintenance of safe, accessible, and youth-centered program environments, supported by national safety protocols developed by Boys & Girls Clubs of America
- Coordination with schools, colleges, and community partners
- Data collection, management, and quality assurance
- Continuous quality improvement based on performance data
- Compliance with County reporting and fiscal requirements

Key Milestones

- Qualified staff hired, assigned and retained for program delivery
- Ongoing staff training in trauma-informed and culturally responsive practices
- Quarterly submission of performance and fiscal reports
- Quarterly internal review of program performance by management and Executive Leadership
- Annual internal program review and refinement
- Full compliance with County monitoring and audit requirements

Integration Across Program Areas

BGCP's scope of work is intentionally integrated across service areas. Youth participating in Future Grads have access to mental health services as needed, and mental health staff coordinate closely with youth development staff to support academic engagement, emotional regulation, and long-term success. This integrated approach strengthens outcomes and ensures youth experience a responsive, coordinated system of care.

Alignment with County Outcomes and Performance Measures

The tasks and milestones outlined above are directly aligned with the performance measures described in Section 3.7 and the Local Action Plan's strategic outcomes. Milestones are designed to provide clear indicators of progress, allow for ongoing monitoring, and support continuous improvement throughout the contract term.

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

3.5_BGCP_Proposed_Schedule.pdf

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

Unique and Impactful Program Elements

We would like to highlight a few unique and notably effective elements of our Mental Health and Future Grads programs.

MENTAL HEALTH

Generations of Trust and Reduced Stigma

BGCP is uniquely positioned to serve the unmet mental health needs of youth in our most under-served communities. A key advantage is our decades of experience serving these communities. We have been serving San Mateo County for 65 years and many of our students have siblings, parents, and even grandparents who are BGCP alumni. This legacy of trust fosters openness and makes it more likely that students will seek mental health services and actively participate.

Our broad array of programming and whole child approach dramatically reduce the stigma surrounding mental health services. At our sites, students casually engage with our therapists in relaxed, non-clinical settings, such as the game room or in peer groups, or drop in to a therapist's office for an informal "chat." Many students tell our therapists that they would never see "a therapist," which highlights the unique trust and lack of stigma our students feel with BGCP staff. This stands in marked contrast to services that require students to travel to different, often more formal settings, that can create barriers of stigma and transportation.

NO LIMIT to Mental Health Services

Another unique aspect of our mental health program is our staff's freedom to work with students for as long as needed. Therapy typically costs families thousands of dollars a year and insurance can be a challenging maze for families to navigate, limiting who has access and for how long. Our innovative approach puts the child first: we do not limit the duration or frequency of care, nor do we gatekeep who can receive therapeutic services.

FUTURE GRADS

There are two outcomes from FY25 that illustrate the effectiveness of this program. These outcomes are particularly noteworthy considering that the program has more than tripled the number of students it serves within the past five years and serves a high percentage of first generation college students.

- 90% of Future Grads High School seniors were accepted in a 2 or 4 year post-secondary program
- 100% of Future Grads students persisted through their first year of post-secondary education

Best Practices Evidence Based and Promising Practices

Our program content and approach is aligned with the following evidence-based practices and models in the field of youth development, case management, social emotional well-being and academic success.

Youth Development Framework for Practice:

An evidence-based framework based on empirical evidence that focuses on five supports and opportunities that students need to move toward positive long-term outcomes. Our programs address each of the five supports: safety, supportive relationships, meaningful youth involvement, skill building and community involvement. We conduct quarterly internal reviews for these factors and bi-annual surveys of students, partners, and caregivers to assess their perspectives.

Project Learn: High-Yield Activities for Academic Success

Project Learn is an evidence-based program developed by Boys & Girls Clubs of America and implemented at all of our K-8 sites. The program impacts youth academic performance by integrating high-yield learning activities, homework help, parental involvement, and school collaboration, aligning with research on effective out-of-school time support.

Our strategies in this framework include:

After-school Enrichment & Academic Support:

BGCP provides daily after-school enrichment and academic support. Students work on their homework assignments while being able to access one-on-one or small group instruction and tutoring before engaging in high-yield project-based learning activities.

Behavioral Skills & Life Skills Development:

BGCP after-school programs prevent students from adopting risky behaviors by providing positive alternatives. By providing academic support, fostering positive relationships through peer group activities and adult mentors, and offering engaging enrichment activities, BGCP programs provide members with a sense of belonging, support, and safety. Social and emotional learning (SEL) is a key component of all BGCP programs and a critical element of academic success. Through individual mentoring and small group sessions, BGCP staff increase students' skills in areas of self-awareness, decision-making, interpersonal skills, peer and social pressures, stress reduction, and self-esteem enhancement.

Change Management

Our youth development staff seek to build relationships and engage students in ways that help students become self-motivated to make changes. Our model incorporates aspects of Dr. James Prochaska and Dr. Carlo DiClemente's Transtheoretical Stages of Change model: Pre-Contemplation / Contemplation/ Preparation / Action/ Maintenance / Relapse.

The Evidence-Based-Practice that actualizes progression between stages is known as Motivational Interviewing (MI). All of our staff are trained in this practice and it is particularly important for our Mental Health staff. Staff incorporate MI techniques, such as expressing empathy or supporting self-efficacy, to help students develop their own motivation for, and commitment to, change.

Growth Mindset:

This evidence-based practice is an essential part of our program strategy. Through safe, trusting relationships with and guidance from mentors and trusted adults, students develop social skills, learning strategies and self-motivation to take positive risks, such as seeking help from a teacher, in order to achieve a desired goal. We work towards influencing mindset shifts in students that convince them of their strengths, the importance & value of a focus on their education, and affecting change through their actions.

Trauma Informed Care

Much of the leading research around youth with high risk factors points to the need to offer trauma-informed care. This refers to an organizational structure and treatment framework that involves understanding, recognizing, and responding to the effects of all types of trauma. BGCP adheres to this practice in multiple ways. We establish a foundation of knowledge through regular annual trainings for all program staff and strengthen our collective skill through formal program monitoring and regular interactions between program staff and our mental health clinicians who can help staff understand the nuances and complexities of different situations and youth.

Adaptability: Meeting the Needs of Diverse Youth

BGCP has been successfully serving high need, diverse communities in San Mateo County for over 60 years. We also lived through an unprecedented experience in the need for adaptability during the pandemic. We continued to serve students and families throughout the pandemic and our students have returned to our sites in strong numbers after shutdown. The keys to our adaptability are:

Cultural Competence

All BGCP staff receive annual cultural competence training where they learn to promote an environment that welcomes and celebrates diversity and unique cultural backgrounds. In the cultural competence training, staff learn to create safe, inclusive spaces and techniques for working with diverse populations.

Many of our staff are BGCP alumni and come from the communities we serve. Our staff gender mix is similar to our student gender distribution, which is roughly 50/50 male to female.

Data Driven Accountability

We alter some aspect of our programming almost every year in response to the data that we collect. We collect a wide variety of objective program data and we also gather subjective data twice a year from our stakeholders – including students, schools, and caregivers. Most importantly, we have established processes for quarterly review of our data with program staff, managers, and executive leadership. Our data does not just sit on a shelf, it is an active part of our operational DNA.

Lessons Learned

We serve 6,000 students across 30 locations from the southern end of San Mateo County to the far north and we have learned so much over the past 60 years. Every program we offer today has been changed in some way based upon things we have learned. Here are a few of our recent learnings that stand out:

Future Grads – Staying connected throughout post-secondary

In the early years of the Future Grads program, we were excited to see the high percentage of students who were graduating from high school and going on to post-secondary education. However, we quickly discovered that many of our students were struggling to stay in college after the first year. We serve a high percentage of first generation college students who are also ethnically diverse and the challenges of imposter syndrome, lack of a broader support network, and a stressful and unfamiliar environment took a heavy toll.

RESULT – We extended our program to continue offering staff support through the first year of post-secondary.

Not surprisingly, we learned we still had too many students dropping out even after the first year. Once we were able to raise sufficient funding, we extended our support to cover the entire post-secondary timeframe and we have seen continuing improvements in our outcomes as a result.

Mental Health – In House Staff matter

For many years, we hired therapists on contract from an outside firm. We believed that an outside firm with a focus and expertise in mental health would be more likely to hire and retain highly qualified staff. Demand from our students for therapists services had also been relatively low during this period

However, what we learned was the contract firm struggled to retain staff and we experienced high turnover and lapses with no therapist available. This was highly detrimental in serving our kids, as it undermined their trust and any relationship building.

RESULT:
Five years ago we hired Daniela Velasquez, LMFT, as our Director of Mental Health Services and she built an in-house team of therapists. Our students' engagement in mental health services has skyrocketed since then, growing from less than 50 students a year to over 600 receiving mental health services. She broadened our service portfolio, adding group therapy sessions, launching structured staff training, and created a culture of collaboration with our therapists and program staff.

Equity and Access

Our programs address both of the Key Findings from the Local Action Plan regarding Racial Disparities and Geographic Inequities and the related service gaps.

Key Findings from the LAP:

Racial disparities: Hispanic/Latino youth account for about 50% of arrests but only 32% of the youth population. Black youth face a status offense arrest rate five times higher than their White peers.

Geographic inequities: Youth in Redwood City, East Palo Alto, South San Francisco, Daly City, and coastal cities like Half Moon Bay and Pacifica experience higher arrest rates, greater socioeconomic challenges, and fewer accessible services.

Addressing these Gaps

Racial Disparities:

BGCP has served low-income communities in San Mateo County for over 60 years and we are well aware of the racial disparities in services and opportunities. Those disparities have guided our choices of locations and programs. Highlights of our impact in these areas include:

- 75% of the 6,300 youth we serve are Hispanic
- We serve 4,900 Black and Hispanic youth annually
- 76% of BGCP students are socio-economically disadvantaged

Geographic inequities:

BGCP was launched in the East Palo Alto and Redwood City communities over 50 years ago. Those communities have been a core focus for decades and within the past several years, we expanded to address the service gaps we observed in northern San Mateo County. Our school district partners in the North County area have been highly engaged and have been asking us to open new sites and more sites.

- We provide services at 22 school sites, seven high schools, and four clubhouses in East Palo Alto, Redwood City, South San Francisco, and Daly City
- We serve over 5,000 youth a year in these four cities
- 43% of BGCP students are English Language Learners

Technology and Data Driven Outcomes

We use technology and data to improve our services and outcomes in multiple ways. However, we have also learned that technology and data are only tools. It is critically important to have established processes, resources, and a culture of reviewing data AND TAKING ACTION when needed.

Data infrastructure and Program Adaptation

We have a Salesforce database that hosts a high volume of data on our programs. This database is important given our overall size. It allows us to measure daily student activity across 30 sites, track engagement in all of our different programs, and easily access the data so that our program staff and leadership can review and act on the data.

We also have a dedicated Impact & Measurement (I&M) Team that is the key human component that makes the data and technology truly impactful. The I&M Team reviews and analyzes the data on a quarterly basis and discusses the data with program staff and management. The I&M team also conducts in-person site audits every quarter to assess our service delivery, our program quality, and gain additional insight beyond the quantitative data.

Tech Centers / Recording Studios

We understand that access to technology is not a given for our students and yet it is a requirement for their success in school and career. Our clubhouses offer access to computers and Wi-Fi with dedicated study areas. Several of our clubhouses also have dedicated Technology Centers that offer more than just computers. Those Centers include 3D printers and Maker Spaces where students can

find opportunities for creative expression and joy. Those Centers all have dedicated staff that offer structured programs, such as computer coding, and support during informal, open time at the Centers.

A big draw for our students is our Recording Studios located in the Redwood City and East Palo Alto clubhouses. Both of these clubhouses serve a significant number of teenage students and the Recording Studios are a great fit for that audience. The studios give our students opportunities that they cannot easily access elsewhere due to the cost of the equipment and space needed for a Studio. Students find new talents and grow their confidence as they discover what they can do. Students have collaborated to create songs and mini digital albums that they showcase at student led music events at the clubhouses.

PERFORMANCE MEASURES*
Describe a plan for achieving performance measures

BGCP's Plan for Achieving Our Performance Measures

Boys & Girls Clubs of the Peninsula (BGCP) will achieve the proposed performance measures through a combination of established program infrastructure, experienced staff, data-driven management, and continuous quality improvement practices. All programs proposed under this RFP are currently operational, staffed, and embedded within BGCP's prevention ecosystem; therefore, the plan for achieving performance measures focuses on **sustaining, monitoring, and strengthening performance**, rather than launching new services.

BGCP's approach to achieving performance measures is grounded in four core strategies:

1. Operational Readiness and Service Continuity
2. Intentional Program Design and Level of Service
3. Ongoing Performance Monitoring and Data Use
4. Continuous Quality Improvement and Adaptive Management

Our Approach

1. Operational Readiness and Service Continuity

BGCP enters this contract period with full operational readiness. The Youth Mental Health Services and Future Grads programs are already staffed, actively serving youth, and operating year-round at established school-based sites and Clubhouses in East Palo Alto, Redwood City, South San Francisco, and Daly City.

Because programs are already in place:

- Youth enrollment, service delivery, and outcome tracking will begin immediately upon contract execution
- No ramp-up period is required to meet participation or service targets
- Existing relationships with schools, families, and youth support consistent enrollment and sustained participation across contract years

This continuity is a critical factor in achieving multi-year performance targets related to service access, engagement, persistence, and outcomes.

2. Intentional Program Design and Level of Service

BGCP's programs are intentionally structured to deliver sufficient **intensity, frequency, and continuity of services** to support meaningful and measurable outcomes for youth.

Youth Mental Health Services

- Clinicians provide individualized treatment plans, group therapy, and crisis intervention based on assessed need, without arbitrary limits on duration or frequency of care.
- Mental health services are embedded within schools and Clubhouses, reducing barriers to access and supporting consistent engagement.
- Ongoing collaboration between clinicians and youth development staff allows for early identification of need and timely intervention.

This approach supports performance measures related to:

- Number of students receiving mental health services
- Total mental health sessions provided

- Youth-reported sense of belonging and social-emotional well-being

Future Grads: High School and College Success

- Students engage in consistent and sustained participation beginning in their sophomore year of high school, with structured milestones aligned to academic and postsecondary benchmarks.
- One-on-one advising, cohort-based programming, and persistence support through college promote a meaningful depth of engagement over time.

This program design supports performance measures related to:

- Total students served
- On-time high school graduation
- School partner perceptions of BGCP's impact on student success

3. Ongoing Performance Monitoring and Data Use

BGCP uses a robust data infrastructure and a dedicated Impact & Measurement (I&M) Team to ensure steady progress toward performance targets.

Key components include:

- Real-time tracking of enrollment, attendance, service participation, and engagement through BGCP's Salesforce database
- Quarterly internal reviews comparing actual performance to annual targets
- Use of youth surveys, school partner feedback, and staff observations to assess academic and social-emotional outcomes
- Regular supervisory review of clinical caseloads, service continuity, and youth progress

Performance data is reviewed quarterly, at minimum, with program staff, managers, and executive leadership to:

- Identify trends and early warning indicators
- Address gaps in participation or service continuity

- Adjust strategies as needed to maintain alignment with County-approved performance measures

4. Continuous Quality Improvement and Adaptive Management

BGCP applies a continuous quality improvement (CQI) framework to ensure that performance measures are not only met, but sustained and strengthened over time.

CQI practices include:

- Quarterly program quality assessments conducted by the I&M Team, including on-site reviews
- Structured staff reflection and problem-solving sessions informed by performance data
- Ongoing professional development aligned with identified program needs
- Adjustments to outreach, engagement strategies, or service delivery approaches when data indicates the need for improvement

Commitment to Performance Accountability

BGCP has a demonstrated history of meeting County performance and reporting requirements under prior Probation Department contracts. The organization is committed to transparent reporting, timely submission of data, and collaborative problem-solving with County staff to ensure performance measures remain aligned with the Local Action Plan's strategic outcomes. Through established programs, experienced staff, strong data systems, and a culture of accountability, BGCP is well positioned to consistently achieve the performance measures outlined in this proposal.

PERFORMANCE MEASURES

Youth Mental Health Services

These performance measures will positively impact the following LAP Strategic Outcomes:

B. Youth cultivate social and emotional well-being.

These performance measures also address the following LAP Key Findings:

Geographic Inequities – Serving youth from EPA, RWC, SSF, and Daly City

High behavioral health needs: Youth and families identified trauma-informed mental health services and consistent provider connections as top needs

Measure	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Students Receiving Mental Health Services	600	615	630	650	670
Students from EPA, RWC, SSF, & Daly City receiving Mental Health services	480	492	504	520	550
Total Mental Health Sessions Provided	4100	4190	4275	4380	4500
% of Students Reporting a Positive Sense of Belonging	67%	70%	72%	73%	75%

FUTURE GRADS: HIGH SCHOOL AND COLLEGE SUCCESS

These performance measures will positively impact the following LAP Strategic Outcomes:

C. Youth gain educational and career skills and hope for the future.

These performance measures also address the following LAP Key Finding:

Geographic Inequities – Serving youth from EPA, RWC, SSF, and Daly City

Measure	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Students Served in Future Grads	1,015	1,055	1,095	1,125	1,200
Students from EPA, RWC, SSF, Daly City (participating in Future Grads)	812	844	876	900	960
% of Future Grads High School Seniors who graduate on time from High School	90%	92%	93%	94%	95%

% of School Partners reporting that BGCP has a positive impact on students' success in school *	75%	77%	79%	80%	82%

Data Notes

All performance measures that count students are unduplicated counts for the annual time period (usually the fiscal year from July to June)

* School partner survey results include all school partners supporting BGCP students, not just Future Grads students.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

3.8_BGCP_Firm_Qualifications.pdf

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

3.9_BGCP_Team_Qualifications.pdf

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

3.10_BGCP_References.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

3.11_BGCP_Fee_Proposal.pdf

San Mateo County Local Preference Self-Attestation Form

Chapter 2.89 of Title 2 of the San Mateo County Ordinance Code allows a 5% preference on goods and services solicitations submitted by local businesses.

The County of San Mateo defines:

- "Local Business" as any for-profit business which has its principal place of business, or is headquartered, in San Mateo County.
- "Local Non-Profit" as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County.

If you are applying for the 5% local business preference, please answer the following question:

1. Is your business or non-profit organization principal office located, or headquartered, in San Mateo County?

- ❑ Yes
- ❑ No
- ❑ Other: _____

The County shall have the sole discretion to determine whether satisfactory proof of eligibility for a preference has been provided. In addition to any other penalties provided by law, any business that falsely claims a preference pursuant to Chapter 2.89 shall be ineligible for consideration for County contracts for a period of not less than one year from the date of discovery of the false certification.

The Local Business Preference Certification form must be completed and submitted with your bid/proposal response if you are applying for the 5% local business preference. Upon request, vendor agrees to provide additional information to substantiate this self-attestation. Vendor certifies information provided is true and accurate under penalty of perjury.

Business or Non-Profit Organization Name

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box)

Website (if available)

Telephone Number

E-Mail

Title of Authorized Representative

Signature of Authorized Representative

Date

BOYS & GIRLS CLUBS
OF THE PENINSULA

January 12, 2026

San Mateo County Probation Department
Juvenile Programs and Services RFP
Project ID: 2026-RFP-00118

To Whom it May Concern:

We are pleased to submit the enclosed proposal in response to the San Mateo County Juvenile Programs and Services RFP.

Our Representative for Communications regarding this Proposal:

Fred Slone
Senior Director
Email: fslone@bgcp.org | Phone: (650) 863-8544
Address: 401 Pierce Rd, Menlo Park, CA 94025

Person Authorized to Obligate Our Organization to Perform this Work

Jenny Obiaya
Chief Executive Officer
Email: jenny@bgcp.org | Phone: (650) 646-6132
Address: 401 Pierce Rd, Menlo Park, CA 94025

I am authorized to commit the Boys & Girls Clubs of the Peninsula to the terms of the proposal. Please contact me if you have any questions or should require additional information.



Signature

Sincerely,

Jenny Obiaya

Chief Executive Officer

BOYS & GIRLS CLUBS
OF THE PENINSULA

Executive Summary

Boys & Girls Clubs of the Peninsula (BGCP) respectfully submits this proposal in response to the San Mateo County Probation Department's Juvenile Programs and Services RFP. For more than 65 years, BGCP has provided prevention-focused, evidence-based services that support youth well-being, educational success, and long-term positive outcomes. Our work is grounded in a simple but powerful commitment: **Our Kids, Our County, Our Watch.**

BGCP proposes continued County investment in two established, high-impact prevention programs that directly address the priorities identified in the County's Juvenile Justice Local Action Plan: **Youth Mental Health Services** and **Future Grads: High School & College Success**. Together, these programs form a coordinated prevention ecosystem that supports youth in East Palo Alto, Redwood City, South San Francisco, and Daly City—communities that experience disproportionate behavioral health needs, geographic inequities, and justice system involvement.

BGCP currently serves more than 6,000 youth annually across 26 school-based and community sites. The majority of participating youth are Hispanic or Black, from socio-economically disadvantaged households, and many are first-generation college students or have experienced significant trauma. All services are provided at no cost to youth and families and are embedded within trusted, accessible environments that reduce stigma and barriers to participation.

The **Youth Mental Health Services Program** provides trauma-informed, culturally responsive prevention, early intervention, and intervention services to approximately 600 youth annually. Services include individual and group therapy, crisis intervention, and staff training. This model allows youth to access mental health support in safe, familiar settings, without limits on duration or frequency of care.

The **Future Grads Program** supports more than 1,000 high school students annually through a multi-year pathway that begins in sophomore year and continues through postsecondary completion. Students receive individualized academic advising, college and career readiness programming, and support through college. Program outcomes demonstrate strong impact, including high rates of on-time high school graduation, postsecondary enrollment, and college persistence.

All programs proposed under this RFP are well-established, fully operational, and staffed by experienced professionals. BGCP brings proven fiscal stewardship, robust data and performance monitoring systems, and a history of successful partnership with the San Mateo County Probation Department. County funding will sustain critical staff capacity, prevent service reductions, and ensure continuity of care during a period of increasing demand.

Through this proposal, BGCP reaffirms its long-standing commitment to San Mateo County's youth and families. By investing in prevention, mental health, and educational success, the County continues to strengthen protective factors that keep young people on positive life trajectories—because these are **Our Kids, Our County, and Our Watch**.

BOYS & GIRLS CLUBS
OF THE PENINSULA

3.5 Proposed Schedule

Probation Department: Juvenile Programs and Services RFP
Project ID: 2026-RFP-00118

Overview

Boys & Girls Clubs of the Peninsula (BGCP) proposes a structured, multi-year implementation schedule that ensures timely program delivery, continuity of services, and consistent progress toward the performance measures outlined in Section 3.7. The proposed schedule aligns with the academic calendar, and includes County reporting requirements, and a sequence of activities that contribute to the Local Action Plan outcomes related to youth well-being, educational success, and system coordination.

Contract Start-Up and Readiness Phase (Months 1–3)

BGCP enters this contract period with a high level of operational readiness. BGCP has successfully completed multiple prior grants from the San Mateo County Probation Department and is deeply familiar with the County's contracting, reporting, and performance monitoring requirements. All programs proposed under this RFP are well established, currently operating, and embedded within BGCP's existing prevention and youth development infrastructure.

As a result, the start-up phase will focus on **alignment and continuity**, rather than new program development. BGCP will be prepared to continue service delivery without interruption immediately upon contract execution, ensuring that participant enrollment, service delivery, and performance tracking begin at the start of the contract term.

Start-up activities will include:

- Confirmation of contract deliverables, reporting schedules, invoicing procedures, and communication protocols with County Probation staff
- Alignment of existing program implementation plans with County-approved performance measures and service targets described in Section 3.7
- Confirmation of staffing assignments, supervisory structures, and clinical coverage already in place for the proposed programs
- Reaffirmation of existing partnerships and site agreements with participating schools and community partners
- Review and refinement of data tracking and reporting systems to ensure accurate measurement of participation, service dosage, and outcomes

Because services are already in place and staffed, BGCP does not anticipate a ramp-up period. All proposed programs will be fully operational at the start of the contract term.

Performance Measure Crosswalk:
This phase ensures that enrollment, service delivery, and data systems are in place to immediately track students served, service hours, and baseline indicators referenced in Section 3.7.

Ongoing Annual Program Implementation Schedule

BGCP's programs operate on a consistent annual cycle aligned with the school year, while also providing services during the summer. This approach supports reliable service delivery and allows for regular measurement of progress toward performance measures related to participation, service intensity, and youth outcomes.

Fall (August – December)

- Weeklong professional development and training to prepare for the launch of the new school year. (mandatory for all staff)
- Participant recruitment, intake, and enrollment
    - This is a key juncture for solidifying our new cohorts of sophomores
- Launch and continuation of Future Grads services at partner high schools
- Youth development staff collaborate with mental health staff to support students who may be facing challenges or trauma in the new school year
- Ongoing delivery of individual and group mental health services, including crisis intervention
    - This is an important relationship building timeframe as new students interact with our therapists in casual, non-therapeutic environments at our clubhouses and school sites
- Baseline academic, social-emotional, and wellness data collection
- Quarterly internal program quality review with the Impact & Measurement Team, reviewing progress against internal metrics as well as grant outcomes with staff and leadership
- First quarterly performance and fiscal reporting

Performance Measure Crosswalk:
Fall activities support measures related to total students served, participation in structured programming, mental health service access, and baseline outcome tracking.

Winter (January – March)

- All staff training in January to prepare for the winter semester and strengthen skills
- Continued delivery of academic, college readiness, and mental health services
- High School Sophomore & Junior students focus on progress towards high school graduation and college course requirements
- Individualized academic monitoring and postsecondary planning
- Ongoing mental health counseling and care coordination
- Mid-year internal review of progress toward annual targets
- Second quarterly performance and fiscal reporting

Performance Measure Crosswalk:
Winter activities support performance measures related to # of youth served, service intensity, continued engagement, academic progress, and interim indicators of social-emotional well-being.

Spring (April – June)

- Intensified college application, FAFSA completion, and transition planning
- Continued therapeutic services and group supports
- Collection of end-of-year academic and social-emotional data
- Third quarterly internal review of program quality and progress towards outcomes
- Third quarterly performance and fiscal reporting

Performance Measure Crosswalk:
Spring activities directly support measures related to high school graduation, college readiness, and youth-reported outcomes.

Summer (July – August)

- Summer bridge and persistence support for transitioning students
- Summer Academies for high school students to reinforce and prepare for upcoming academic year

    - This is an important event for our incoming sophomores as they are introduced to the program and start building relationships with staff and their cohort peers
- Continued access to mental health services
    - Summer often presents different mental health challenges for our students as they worry about transitions to new schools, such as the shift from Middle to High School.
- Full day summer programs offering fitness, enrichment, community, and academic prep classes in safe environments
- Annual review of program outcomes and continuous improvement planning
- Data collection and reporting to support the Probation Department's Annual Report
- Final annual performance and fiscal reporting

Performance Measure Crosswalk:
Summer activities support measures related to program persistence, continuity of care, total service hours delivered, and annual outcome reporting.

Multi-Year Implementation Timeline

BGCP will implement this schedule consistently across the full contract term.

- **Year 1:** Full implementation, baseline confirmation, and achievement of initial annual targets
- **Years 2–4:** Stable service delivery, refinement based on performance data, and sustained progress
- **Year 5:** Consolidation of results, review of success & challenges across entire term, and sustainability planning

Performance Measure Crosswalk:
This multi-year structure supports cumulative performance tracking, trend analysis, and long-term outcomes aligned with the Local Action Plan.

Capacity to Meet County Timeframes

BGCP currently operates year-round programs at 26 sites throughout East Palo Alto, Redwood City, South San Francisco, and Daly City. Because services are already operating and integrated into BGCP's infrastructure, the organization is fully capable of meeting County timelines while achieving the performance measures outlined in Section 3.7.

BOYS & GIRLS CLUBS
OF THE PENINSULA

Performance Measure Crosswalk:

Proven and robust existing infrastructure ensures consistent achievement of enrollment, service delivery, and reporting benchmarks across all contract years.

BOYS & GIRLS CLUBS
OF THE PENINSULA

3.8 Firm Qualifications

Probation Department: Juvenile Programs and Services RFP
Project ID: 2026-RFP-00118

Organizational Overview

Boys & Girls Clubs of the Peninsula (BGCP) is a nonprofit youth development organization serving San Mateo County for more than six decades. BGCP operates comprehensive prevention and early intervention programs that support youth academic success, social-emotional well-being, and long-term positive life trajectories. BGCP's size, longevity, and integrated service model position the organization to successfully implement multi-year County-funded programs.

Proposer

Fred Slone, Senior Director
Fred Slone serves as a Senior Director for Boys & Girls Clubs of the Peninsula and brings more than 20 years of senior leadership experience spanning nonprofit, government, and education sectors. He has a demonstrated track record of designing, funding, and managing large-scale, outcomes-driven programs that serve diverse and high-need populations, including youth and families. Mr. Slone holds an MBA from the University of Michigan and Bachelor's degrees in Mathematics and Economics from Indiana University.

Comparable Project Experience

Project #1: High School Success Advising Program for At-Risk Youth
Funder: San Mateo County Probation Department (Juvenile Probation and Camp Funding)
Timeframe: 2023–2026
Total Funding: $141,000
Contact: Yanitxa Albino, 650.312.8826, yalbino@smcgov.org

Project Summary
BGCP provides early intervention services to at-risk youth, including mentoring, academic tutoring, case management, and school engagement support. The project is currently ongoing. BGCP has met all fiscal and performance reporting requirements, fully expended funds within budget, and achieved 90% or higher on performance measures during the first two years of implementation. This project demonstrates BGCP's ability to successfully manage Probation-funded contracts and deliver measurable outcomes.

Project #2: After School Expanded Learning Programs
Funder: Jefferson Elementary School District
Timeframe: August 2024 – May 2025
Total Funding: $686,000
Contact: Sandy Mikulik, Superintendent, 650.991.1000, smikulik@jeffersonesd.org

BOYS & GIRLS CLUBS
OF THE PENINSULA

Project Summary
BGCP delivered structured afterschool and expanded learning programs at multiple school sites, meeting all California Department of Education ASES and ELOP requirements. Programs were delivered on schedule, within budget, and with full compliance. The district has renewed BGCP's contract based on strong performance and partnership.

Leadership and Organizational Oversight
BGCP's executive leadership team provides strong governance, fiscal oversight, and program accountability. This same team led the two projects listed above and will lead our project proposed for this RFP.

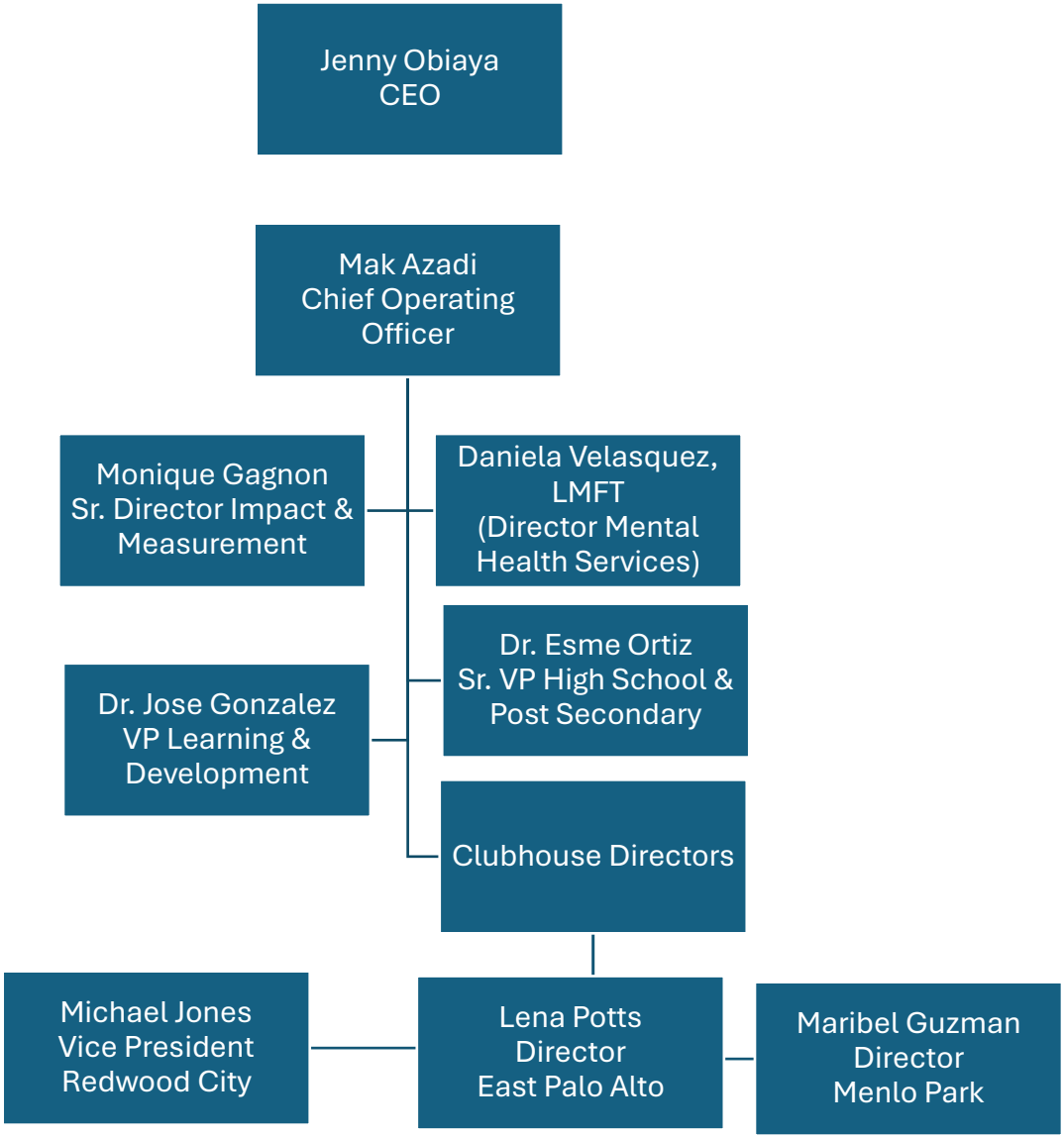
- **Jenny Obiaya, Chief Executive Officer**, provides executive oversight and has authority to obligate the organization. She brings extensive experience in education leadership, program design, and organizational management.
- **Mak Azadi, Chief Operating Officer / Chief Financial Officer**, oversees program operations, staffing, and fiscal management. He has more than 25 years of experience managing complex organizations and budgets.
- **Daniela Velasquez, LMFT, Director of Mental Health**, leads BGCP's licensed clinical services and ensures quality, compliance, and clinical supervision.
- **Dr. Esme Ortiz, Senior Vice President, High School & Post-Secondary**, oversees Future Grads and long-term educational success programming.

Staffing and Subcontractors
BGCP does not anticipate the use of subcontractors for this project. All services will be delivered by BGCP staff, ensuring consistency, quality control, and direct accountability to the County.

BOYS & GIRLS CLUBS
OF THE PENINSULA

3.9 Team Qualifications

Probation Department: Juvenile Programs and Services RFP
Project ID: 2026-RFP-00118



BOYS & GIRLS CLUBS
OF THE PENINSULA

Lead Project Manager: Mak Azadi (Chief Operating Officer)

Mak directly supervises the two senior staff who lead our Mental Health and Future Grads programs, which are the core programs for this project. Those two key leaders are Daniela Velasquez, Director of Mental Health and Esme Ortiz, Senior Vice President of High School and Post Secondary Programs. Mak is the senior executive responsible for all of our direct programming, so he has unique perspective and authority to ensure that our programs under this RFP are effectively integrated with our other programming to create lasting positive impact for our youth. Mak also has the visibility and authority across both programs to be the most effective Project Leader in our organization.

Key Staff

Jenny Obiaya, CEO: A former teacher and principal, Jenny has dedicated her career to empowering youth in systemically disadvantaged communities. She first joined the Boys & Girls Clubs of the Peninsula in 2020 as the Chief Program Officer and in 2022 assumed the role of Chief Executive Officer. Her extensive background in program, school design and management, curriculum development, staff development, and teaching allow her to continuously build and lead high-performing organizations in the education and youth development sectors. Jenny earned a B.A. from Harvard University and holds a Master's Degree in Education from Relay Graduate School of Education.

Mak Azadi, Chief Financial Officer/Chief Operating Officer: With over 25 years of experience working for companies such as Starbucks, Shutterfly, and Discord, Mak brings a wealth of business expertise to BGCP. Having successfully scaled multiple companies, he has played a key role in scaling BGCP's programs. Mak has a BS in Accounting from the University of Nebraska and MBA from Carnegie Mellon University.

Dr. Esme Ortiz, Senior Vice President, High School & Post-Secondary: As a first-generation Latina college graduate who attended California's K-12 public schools, Dr. Ortiz brings both professional and personal perspective to her role. Esme has worked at BGCP for over a decade, helping to shape the organization's impactful Future Grads program which helps students to and through college and beyond over an 8+ year period.

Daniela Velasquez, LMFT, Director of Mental Health: Daniela has over ten years of experience supporting children, adolescents, young adults, and families in community-based settings. A first-generation college graduate, Daniela began her career in East Side San Jose in the same community where she was raised by immigrant parents. She brings a personal understanding of the systemic barriers many of our youth face, which informs her commitment to youth-centered, culturally responsive care. Daniela holds a Master's in Counseling Psychology from Santa Clara University and is deeply committed to youth-centered, equity-driven approaches in mental health care.

Dr. Jose Gonzalez, Vice President, Learning & Development: With a passion for leading org-wide priorities, developing talent, and making data-driven decisions, Jose is BGCP's in-house expert on program design and professional development. He uses his experiences as a first-generation college graduate and former bilingual teacher and principal to make the highest impact for BGCP students. Jose holds a B.A. from UC Berkeley, M.A in Urban Education from Loyola Marymount, and Doctorate in Education from USC.

Monique Gagnon, Senior Director of Impact & Measurement: Monique has over a decade of experience in data analysis and impact measurement in a diverse array of educational settings. She was the Assistant Manager for Data & Engineering for the San Jose Unified School District, a Strategic Data Fellow at the Center for Education Policy Research at Harvard University, and the Manager of Data & Assessments for Envision Schools. She has an M.A. in Urban Education Policy from Brown University and a B.A. in Social Welfare UC Berkeley.

Staffing Assurance

This is our written assurance that the individuals named in this section will be performing the work and will not be substituted or reassigned without the County's prior approval.

BOYS & GIRLS CLUBS
OF THE PENINSULA

3.10 References

Probation Department: Juvenile Programs and Services RFP
Project ID: 2026-RFP-00118

Toni Presta
Superintendent
Jefferson Union High School District
tpresta@jeffersonunion.net
(415) 531-1981

Crystal Leach
Superintendent
Sequoia Union High School District
cleach@seq.org
(650) 369-1411

BOYS & GIRLS CLUBS
OF THE PENINSULA

3.11 Fee Proposal

Probation Department: Juvenile Programs and Services RFP
Project ID: 2026-RFP-00118

Overview and Budget Alignment

The proposed budget reflects the true and reasonable cost of delivering two established, evidence-based prevention programs—**Youth Mental Health Services** and **Future Grads: High School & College Success**—to youth in East Palo Alto, Redwood City, South San Francisco, and Daly City. All costs are directly aligned with the scope of work, staffing model, performance measures, and service intensity described in the Technical Proposal.

BGCP is requesting **partial program support** through this RFP. County funding will leverage substantial organizational investment and philanthropic funding already committed to these programs, allowing BGCP to sustain services while maintaining high quality, continuity of care, and accountability.

The budget is structured to ensure:

- Direct investment in youth-facing services
- Cost efficiency through shared infrastructure and existing systems
- Fiscal responsibility and compliance with County contracting standards

A modest **3% annual cost escalation** is included for Years 2-5 to account for contractual salary increases, benefits, and inflationary pressures, ensuring program stability over the multi-year contract period.

Youth Mental Health Services – Budget Narrative

Personnel Costs (County-Funded)

County funding is requested to support **a portion (65%) of one licensed psychotherapist's salary and benefits**, dedicated to serving youth in the four priority communities identified in the Local Action Plan. This clinician will provide:

- Individual psychotherapy
- Group therapy
- Crisis intervention
- Collaboration with youth development staff

Personnel costs are based on actual salary and fringe benefit rates for licensed clinicians employed by BGCP and are consistent with local market standards for community-based mental health professionals.

Personnel and Program Costs (Other Funding Sources)

The majority of the Mental Health Program is supported through BGCP's organizational and philanthropic funding, including:

- Salaries and benefits for **nine additional therapists** and a portion of the **Director of Mental Health**
- Clinical supervision and program leadership
- Supplies and direct program costs, including therapeutic materials, assessment tools, and youth wellness resources

This blended funding model ensures that County funds are used efficiently while supporting a comprehensive, team-based clinical approach that allows for continuity of care and rapid response to youth needs.

Cost Effectiveness
Because the Mental Health Program is already fully operational and embedded in BGCP's existing infrastructure, County funds do not support start-up or development costs. Instead, funding directly offsets the cost of high-demand services and helps prevent reductions in the number of youth served or service intensity during a period of increased need.

Future Grads: High School & College Success – Budget Narrative

Personnel Costs (County-funded)
County funding is requested to support **a portion (50%) of one College Success Advisor's salary and benefits**, dedicated to serving youth in the four priority communities identified in the Local Action Plan.

This staff provide the core services that define the Future Grads program, including:
- One-on-one academic and postsecondary advising
- Cohort-based college and career readiness programming
- High school graduation planning and monitoring
- College application, FAFSA, and transition support
- Ongoing persistence support through postsecondary education

Staffing levels reflected in the budget align with:
- The projected number of students served annually
- The program's cohort-based and individualized service model
- Performance measures related to high school graduation, postsecondary enrollment, and persistence

Non-Personnel Program Costs
Modest non-personnel costs support direct service delivery and include:
- Program supplies and materials
- College preparation resources, including college campus visits
- Student workshops and leadership activities

These costs are carefully controlled and directly tied to youth engagement and outcomes.

Shared Infrastructure and Administrative Support
BGCP does not charge administrative or overhead costs to this contract. Instead, core organizational functions—such as finance, HR, data systems, compliance, and executive

oversight—are supported through other funding sources. This approach allows County funds to remain focused on direct youth services while ensuring strong fiscal controls and reporting capacity.

Cost per Participant and Fiscal Responsibility

The attached budget includes a **cost-per-client analysis**, demonstrating that BGCP delivers high-intensity, year-round services at a competitive and reasonable cost when compared to similar prevention, mental health, and college success programs.

Key factors contributing to cost efficiency include:

- Use of existing, fully staffed programs and sites
- Long-standing partnerships with schools and communities
- Centralized data systems and impact measurement infrastructure
- Stable leadership and low administrative redundancy

Fiscal Oversight and Accountability

BGCP has extensive experience managing County, state, and federal contracts and has consistently met all fiscal and reporting requirements under prior Probation Department funding.

Financial management for this contract will include:

- Quarterly fiscal reporting aligned with County requirements
- Internal budget monitoring by the Finance and Executive teams
- Separation of duties and internal controls consistent with best practices
- Full cooperation with County monitoring and audit processes

Conclusion

The proposed Fee Proposal represents a responsible, transparent, and cost-effective investment in prevention services that directly advance the goals of the San Mateo County Juvenile Justice Local Action Plan. County funding will sustain high-impact mental health and college success services for youth most at risk of justice system involvement, while leveraging significant organizational and community resources already committed to these programs.
BGCP is confident that the proposed budget provides strong value to the County and ensures the successful delivery of services and outcomes outlined in this proposal.

Boys & Girls Clubs of the Peninsula

Project Budget

Probation Department: Juvenile Programs and Services RFP

Project ID: 2026-RFP-00118

January 2026

3% increase per year requested

Mental Health Services	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Funding Requested For this RFP					
One Psychotherapist, Salary & Benefits (65% of FTE)	**$70,000**	**$72,100**	**$74,263**	**$76,491**	**$78,786**
(Therapist will be dedicated to serve youth in East Palo Alto, Redwood City, Daly City, or South San Francisco)					
Funding from Other Sources					
Program Staff: 9 Therapists + remaining % of above therapist	909,795	937,089	965,202	994,158	1,023,982
Director of Mental Health (salary & benefits)	159,000	163,770	168,683	173,744	178,956
Supplies and non personnel direct program costs	64,100	66,023	68,004	70,044	72,145
Total Funding from Other Sources	1,132,895	1,166,882	1,201,888	1,237,945	1,275,083
Total Mental Health Program Costs	1,202,895	1,238,982	1,276,151	1,314,436	1,353,869

Boys & Girls Clubs of the Peninsula

Project Budget

Probation Department: Juvenile Programs and Services RFP

Project ID: 2026-RFP-00118

January 2026

Future Grads	Year 1	Year 2	Year 3	Year 4	Year 5
	3% increase per year requested				
Funding Requested For this RFP					
One College Success Advisor, Salary & Benefits (50% of FTE)	**$40,000**	**$41,200**	**$42,436**	**$43,709**	**$45,020**
(Manager will be dedicated to serve youth in East Palo Alto, Redwood City, Daly City, or South San Francisco)					
Funding from Other Sources					
Program Staff: 14 Staff + remaining costs of above advisor	1,460,000	1,503,800	1,548,914	1,595,381	1,643,243
Supplies and non personnel direct program costs	220,000	226,600	233,398	240,400	247,612
Total Funding from Other Sources	1,680,000	1,730,400	1,782,312	1,835,781	1,890,855
Total Future Grads Program Costs	1,720,000	1,771,600	1,824,748	1,879,490	1,935,875
TOTAL FUNDING REQUESTED FOR THIS RFP	**$110,000**	**$113,300**	**$116,699**	**$120,200**	**$123,806**

Boys & Girls Clubs of the Peninsula

Project Budget

Probation Department: Juvenile Programs and Services RFP

Project ID: 2026-RFP-00118

January 2026

COST PER STUDENT

Mental Health Program	Year 1	Year 2	Year 3	Year 4	Year 5
Funding Requested for this RFP	$70,000	$72,100	$74,263	$76,491	$78,786
Performance Measure (sect 3.7)					
Unduplicated Students Receiving Services	600	615	630	650	670
COST PER STUDENT	**$117**	**$117**	**$118**	**$118**	**$118**

Future Grads	Year 1	Year 2	Year 3	Year 4	Year 5
Funding Requested for this RFP	$40,000	$41,200	$42,436	$43,709	$45,020
Performance Measure (sect 3.7)					
Unduplicated Students Receiving Services	1,015	1,055	1,095	1,125	1,200
COST PER STUDENT	**$39**	**$39**	**$39**	**$39**	**$38**

San Mateo County Local Preference Self-Attestation Form

Chapter 2.89 of Title 2 of the San Mateo County Ordinance Code allows a 5% preference on goods and services solicitations submitted by local businesses.

The County of San Mateo defines:

- "Local Business" as any for-profit business which has its principal place of business, or is headquartered, in San Mateo County.
- "Local Non-Profit" as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County.

If you are applying for the 5% local business preference, please answer the following question:

1. Is your business or non-profit organization principal office located, or headquartered, in San Mateo County?

- ■ Yes
- ❑ No
- ❑ Other: _____

The County shall have the sole discretion to determine whether satisfactory proof of eligibility for a preference has been provided. In addition to any other penalties provided by law, any business that falsely claims a preference pursuant to Chapter 2.89 shall be ineligible for consideration for County contracts for a period of not less than one year from the date of discovery of the false certification.

The Local Business Preference Certification form must be completed and submitted with your bid/proposal response if you are applying for the 5% local business preference. Upon request, vendor agrees to provide additional information to substantiate this self-attestation. Vendor certifies information provided is true and accurate under penalty of perjury.

Business or Non-Profit Organization Name El Centro de Libertad/The Freedom Center, Inc.

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box) 500 Allerton Street, 2nd Floor

Website (if available) www.elcentrodelibertad.org

Telephone Number 650-599-9955 ext 114

E-Mail makana@elcentrodelibertad.org

Title of Authorized Representative Executive Director

Signature of Authorized Representative

Date 11/5/2025

San Mateo County Local Preference Self-Attestation Form

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1. Is your business or non-profit organization principal office located, or headquartered, in San Mateo County?

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Business or Non-Profit Organization Name El Centro de Libertad/The Freedom Center, Inc.

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box) 500 Allerton Street, 2nd Floor

Website (if available) www.elcentrodelibertad.org

Telephone Number 650-599-9955 ext 114

E-Mail makana@elcentrodelibertad.org

Title of Authorized Representative Executive Director

Signature of Authorized Representative

Date 11/5/2025

Form **990**

Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

Do not enter social security numbers on this form as it may be made public.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

A For the 2023 calendar year, or tax year beginning 7/01 , 2023, and ending 6/30 , 20 2024

B Check if applicable:
- ☐ Address change
- ☐ Name change
- ☐ Initial return
- ☐ Final return/terminated
- ☐ Amended return
- ☐ Application pending

C
EL CENTRO DE LIBERTAD,INC.
THE FREEDOM CENTER
500 ALLERTON STREET 2ND FLOOR
REDWOOD CITY, CA 94063

D Employer identification number
94-3189174

E Telephone number
(650) 599-9955

G Gross receipts $ 2,322,253.

F Name and address of principal officer: MICHAEL AKANA
SAME AS C ABOVE

H(a) Is this a group return for subordinates? ☐ Yes ☒ No

H(b) Are all subordinates included? ☐ Yes ☐ No
If "No," attach a list. See instructions.

I Tax-exempt status: ☒ 501(c)(3) ☐ 501(c) ( ) (insert no.) ☐ 4947(a)(1) or ☐ 527

J Website: WWW.ELCENTRODELIBERTAD.ORG

H(c) Group exemption number

K Form of organization: ☒ Corporation ☐ Trust ☐ Association ☐ Other

L Year of formation: 1993

M State of legal domicile: CA

Part I Summary

Activities & Governance

1 Briefly describe the organization's mission or most significant activities: TO PROVIDE COMPREHENSIVE AND CULTURALLY COMPETENT OUTPATIENT TREATMENT SERVICES FOR SUBSTANCE USE DISORDER AND ISSUES RELATED TO ADDICTION, FOR ALL MEMBERS OF OUR COMMUNITY.

2 Check this box ☐ if the organization discontinued its operations or disposed of more than 25% of its net assets.

3	Number of voting members of the governing body (Part VI, line 1a)	3	8
4	Number of independent voting members of the governing body (Part VI, line 1b)	4	8
5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	47
6	Total number of volunteers (estimate if necessary)	6	8
7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0.
b	Net unrelated business taxable income from Form 990-T, Part I, line 11	7b	0.

Revenue

		Prior Year	Current Year
8	Contributions and grants (Part VIII, line 1h)	2,136,098.	2,120,077.
9	Program service revenue (Part VIII, line 2g)	162,460.	137,712.
10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	156.	97.
11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	64,568.	64,367.
12	Total revenue — add lines 8 through 11 (must equal Part VIII, column (A), line 12)	2,363,282.	2,322,253.

Expenses

13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)		
14	Benefits paid to or for members (Part IX, column (A), line 4)		
15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	1,763,923.	1,642,482.
16a	Professional fundraising fees (Part IX, column (A), line 11e)		
b	Total fundraising expenses (Part IX, column (D), line 25) 34,647.		
17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	448,330.	561,230.
18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	2,212,253.	2,203,712.
19	Revenue less expenses. Subtract line 18 from line 12	151,029.	118,541.

Net Assets or Fund Balances

		Beginning of Current Year	End of Year
20	Total assets (Part X, line 16)	2,343,477.	2,399,694.
21	Total liabilities (Part X, line 26)	953,214.	886,040.
22	Net assets or fund balances. Subtract line 21 from line 20	1,390,263.	1,513,654.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer — Date

MICHAEL AKANA — EXECUTIVE DIR.
Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name	Preparer's signature	Date	Check ☒ if self-employed	PTIN
SANWAR HARSHWAL, CPA	Sanwar Harshwal	05/15/2025		P01249746

Firm's name: HARSHWAL & COMPANY LLP
Firm's address: 11405 W. BERNARDO CT, STE A
SAN DIEGO, CA 92127
Firm's EIN: 27-0741376
Phone no. (858) 939-0017

May the IRS discuss this return with the preparer shown above? See instructions ☒ Yes ☐ No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III X

1 Briefly describe the organization's mission:

TO PROVIDE COMPREHENSIVE AND CULTURALLY COMPETENT OUTPATIENT TREATMENT SERVICES FOR SUBSTANCE USE DISORDER AND ISSUES RELATED TO ADDICTION, FOR ALL MEMBERS OF OUR COMMUNITY.

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? SEE SCHEDULE O . . . . . X **Yes** ☐ **No**

If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? . . . . X **Yes** ☐ **No**

If "Yes," describe these changes on Schedule O. SEE SCHEDULE O

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses $ 1,092,248. including grants of $) (Revenue $)

OUTPATIENT DRUG TREATMENT/ORGANIZED DELIVERY(297 SERVED).

4b (Code:) (Expenses $ 433,948. including grants of $) (Revenue $)

CARES/CRISIS INTERVENTION, DEVELOPED NEW CIVILIAN INTERVENTION FOR MENTAL HEALTH. (225 SERVED)

4c (Code:) (Expenses $ 312,384. including grants of $) (Revenue $ 137,712.)

CLASSES AND PRIVATE TREATMENT (>500 SERVED)

4d Other program services (Describe on Schedule O.) SEE SCHEDULE O

(Expenses $ 278,513. including grants of $) (Revenue $)

4e Total program service expenses 2,117,093.

Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? *If "Yes," complete Schedule A*	1	X	
2	Is the organization required to complete *Schedule B, Schedule of Contributors*? See instructions	2	X	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? *If "Yes," complete Schedule C, Part I*	3		X
4	**Section 501(c)(3) organizations.** Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? *If "Yes," complete Schedule C, Part II*	4		X
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? *If "Yes," complete Schedule C, Part III*	5		X
6	Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? *If "Yes," complete Schedule D, Part I*	6		X
7	Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? *If "Yes," complete Schedule D, Part II*	7		X
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? *If "Yes," complete Schedule D, Part III*	8		X
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? *If "Yes," complete Schedule D, Part IV*	9		X
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? *If "Yes," complete Schedule D, Part V*	10		X
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.			
a	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? *If "Yes," complete Schedule D, Part VI*	11a	X	
b	Did the organization report an amount for investments – other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VII*	11b		X
c	Did the organization report an amount for investments – program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part VIII*	11c		X
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? *If "Yes," complete Schedule D, Part IX*	11d		X
e	Did the organization report an amount for other liabilities in Part X, line 25? *If "Yes," complete Schedule D, Part X*	11e		X
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? *If "Yes," complete Schedule D, Part X*	11f		X
12a	Did the organization obtain separate, independent audited financial statements for the tax year? *If "Yes," complete Schedule D, Parts XI and XII*	12a		X
b	Was the organization included in consolidated, independent audited financial statements for the tax year? *If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional*	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? *If "Yes," complete Schedule E*	13		X
14a	Did the organization maintain an office, employees, or agents outside of the United States?	14a		X
b	Did the organization have aggregate revenues or expenses of more than $10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at $100,000 or more? *If "Yes," complete Schedule F, Parts I and IV*	14b		X
15	Did the organization report on Part IX, column (A), line 3, more than $5,000 of grants or other assistance to or for any foreign organization? *If "Yes," complete Schedule F, Parts II and IV*	15		X
16	Did the organization report on Part IX, column (A), line 3, more than $5,000 of aggregate grants or other assistance to or for foreign individuals? *If "Yes," complete Schedule F, Parts III and IV*	16		X
17	Did the organization report a total of more than $15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? *If "Yes," complete Schedule G, Part I*. See instructions	17		X
18	Did the organization report more than $15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? *If "Yes," complete Schedule G, Part II*	18		X
19	Did the organization report more than $15,000 of gross income from gaming activities on Part VIII, line 9a? *If "Yes," complete Schedule G, Part III*	19		X
20a	Did the organization operate one or more hospital facilities? *If "Yes," complete Schedule H*	20a		X
b	If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b		
21	Did the organization report more than $5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? *If "Yes," complete Schedule I, Parts I and II*	21		X

Part IV Checklist of Required Schedules *(continued)*

			Yes	No
22	Did the organization report more than $5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? *If "Yes," complete Schedule I, Parts I and III*	22		X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? *If "Yes," complete Schedule J*	23		X
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than $100,000 as of the last day of the year, that was issued after December 31, 2002? *If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a*	24a		X
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	**Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.** Did the organization engage in an excess benefit transaction with a disqualified person during the year? *If "Yes," complete Schedule L, Part I*	25a		X
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? *If "Yes," complete Schedule L, Part I*	25b		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? *If "Yes," complete Schedule L, Part II*	26		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? *If "Yes," complete Schedule L, Part III*	27		X
28	Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions).			
a	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? *If "Yes," complete Schedule L, Part IV*	28a		X
b	A family member of any individual described in line 28a? *If "Yes," complete Schedule L, Part IV*	28b		X
c	A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? *If "Yes," complete Schedule L, Part IV*	28c		X
29	Did the organization receive more than $25,000 in noncash contributions? *If "Yes," complete Schedule M*	29		X
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? *If "Yes," complete Schedule M*	30		X
31	Did the organization liquidate, terminate, or dissolve and cease operations? *If "Yes," complete Schedule N, Part I*	31		X
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? *If "Yes," complete Schedule N, Part II*	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? *If "Yes," complete Schedule R, Part I*	33		X
34	Was the organization related to any tax-exempt or taxable entity? *If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1*	34		X
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		X
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? *If "Yes," complete Schedule R, Part V, line 2*	35b		
36	**Section 501(c)(3) organizations.** Did the organization make any transfers to an exempt non-charitable related organization? *If "Yes," complete Schedule R, Part V, line 2*	36		X
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? *If "Yes," complete Schedule R, Part VI*	37		X
38	Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19? **Note:** All Form 990 filers are required to complete Schedule O	38	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V ☐

				Yes	No
1a	Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable	1a	14		
b	Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable	1b	0		
c	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	1c		X	

Part V Statements Regarding Other IRS Filings and Tax Compliance *(continued)*

			Yes	No
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return **2a** 47			
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	X	
3a	Did the organization have unrelated business gross income of $1,000 or more during the year?	3a		X
b	If "Yes," has it filed a Form 990-T for this year? *If "No" to line 3b, provide an explanation on Schedule O.*	3b		
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a		X
b	If "Yes," enter the name of the foreign country See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
5a	Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	5a		X
b	Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	5b		X
c	If "Yes," to line 5a or 5b, did the organization file Form 8886-T?	5c		
6a	Does the organization have annual gross receipts that are normally greater than $100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	6a		X
b	If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	6b		
7	**Organizations that may receive deductible contributions under section 170(c).**			
a	Did the organization receive a payment in excess of $75 made partly as a contribution and partly for goods and services provided to the payor?	7a		X
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b		
c	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	7c		X
d	If "Yes," indicate the number of Forms 8282 filed during the year **7d**			
e	Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	7e		X
f	Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	7f		X
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		
h	If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	7h		
8	**Sponsoring organizations maintaining donor advised funds.** Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	8		
9	**Sponsoring organizations maintaining donor advised funds.**			
a	Did the sponsoring organization make any taxable distributions under section 4966?	9a		
b	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	9b		
10	**Section 501(c)(7) organizations.** Enter:			
a	Initiation fees and capital contributions included on Part VIII, line 12 **10a**			
b	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities **10b**			
11	**Section 501(c)(12) organizations.** Enter:			
a	Gross income from members or shareholders **11a**			
b	Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them.) **11b**			
12a	**Section 4947(a)(1) non-exempt charitable trusts.** Is the organization filing Form 990 in lieu of Form 1041?	12a		
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year **12b**			
13	**Section 501(c)(29) qualified nonprofit health insurance issuers.**			
a	Is the organization licensed to issue qualified health plans in more than one state? **Note:** See the instructions for additional information the organization must report on Schedule O.	13a		
b	Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans **13b**			
c	Enter the amount of reserves on hand **13c**			
14a	Did the organization receive any payments for indoor tanning services during the tax year?	14a		X
b	If "Yes," has it filed a Form 720 to report these payments? *If "No," provide an explanation on Schedule O.*	14b		
15	Is the organization subject to the section 4960 tax on payment(s) of more than $1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15		X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16		X
17	**Section 501(c)(21) organizations.** Did the trust, or any disqualified or other person, engage in any activities that would result in the imposition of an excise tax under section 4951, 4952, or 4953? If "Yes," complete Form 6069.	17		

Part VI **Governance, Management, and Disclosure.** *For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.*

Check if Schedule O contains a response or note to any line in this Part VI X

Section A. Governing Body and Management

				Yes	No
1a	Enter the number of voting members of the governing body at the end of the tax year. If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain on Schedule O.	**1a**	8		
b	Enter the number of voting members included on line 1a, above, who are independent.	**1b**	8		
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		**2**		X
3	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, trustees, or key employees to a management company or other person?		**3**		X
4	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		**4**		X
5	Did the organization become aware during the year of a significant diversion of the organization's assets?		**5**		X
6	Did the organization have members or stockholders?		**6**		X
7a	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		**7a**		X
b	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?		**7b**		X
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
a	The governing body?		**8a**	X	
b	Each committee with authority to act on behalf of the governing body?		**8b**		X
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? *If "Yes," provide the names and addresses on Schedule O.*		**9**		X

Section B. Policies *(This Section B requests information about policies not required by the Internal Revenue Code.)*

			Yes	No
10a	Did the organization have local chapters, branches, or affiliates?	**10a**		X
b	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?	**10b**		
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	**11a**		X
b	Describe on Schedule O the process, if any, used by the organization to review this Form 990. SEE SCHEDULE O			
12a	Did the organization have a written conflict of interest policy? *If "No," go to line 13*	**12a**	X	
b	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	**12b**	X	
c	Did the organization regularly and consistently monitor and enforce compliance with the policy? *If "Yes," describe on Schedule O how this was done* SEE SCHEDULE O	**12c**	X	
13	Did the organization have a written whistleblower policy?	**13**	X	
14	Did the organization have a written document retention and destruction policy?	**14**	X	
15	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?			
a	The organization's CEO, Executive Director, or top management official. SEE SCHEDULE O	**15a**	X	
b	Other officers or key employees of the organization. SEE SCHEDULE O	**15b**	X	
	If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.			
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?	**16a**		X
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?	**16b**		

Section C. Disclosure

17 List the states with which a copy of this Form 990 is required to be filed CA

18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☒ Another's website ☒ Upon request ☐ Other *(explain on Schedule O)*

19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year. SEE SCHEDULE O

20 State the name, address, and telephone number of the person who possesses the organization's books and records.

MICHAEL AKANA 500 ALLERTON STREET 2ND FLOOR, REDWOOD CITY, CA 94063 (650) 599-9955

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII ☐

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than $100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than $100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than $10,000 of reportable compensation from the organization and any related organizations.

See the instructions for the order in which to list the persons above.

☐ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) MICHAEL AKANA EXECUTIVE DIR.	40 0			X				99,083.	0.	0.
(2) DAN OLIVEIRA BOARD MEMBER	1 0	X						0.	0.	0.
(3) HUGO AVILA BOARD MEMBER	1 0	X						0.	0.	0.
(4) WENDY J MARZETTA BOARD MEMBER	1 0	X						0.	0.	0.
(5) PAUL MANGAN PRESIDENT	2 0			X				0.	0.	0.
(6) RALPH GARCIA VICE PRESIDENT	1 0			X				0.	0.	0.
(7) CARL SEGELKE TREASURER	1 0			X				0.	0.	0.
(8) PATRICE JE OSBORNE SECRETARY	1 0			X				0.	0.	0.
(9)										
(10)										
(11)										
(12)										
(13)										
(14)										

Part VII **Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees** *(continued)*

(A) Name and title	(B) Average hours per week (list any hours for related organizations below dotted line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(15)										
(16)										
(17)										
(18)										
(19)										
(20)										
(21)										
(22)										
(23)										
(24)										
(25)										
1b Subtotal								99,083.	0.	0.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								99,083.	0.	0.

2 Total number of individuals (including but not limited to those listed above) who received more than $100,000 of reportable compensation from the organization 0

		Yes	No
3 Did the organization list any **former** officer, director, trustee, key employee, or highest compensated employee on line 1a? *If "Yes," complete Schedule J for such individual*	**3**		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than $150,000? *If "Yes," complete Schedule J for such individual*	**4**		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? *If "Yes," complete Schedule J for such person*	**5**		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than $100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation

2 Total number of independent contractors (including but not limited to those listed above) who received more than $100,000 of compensation from the organization 0

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514
Contributions, Gifts, Grants, and Other Similar Amounts	1a Federated campaigns	1a					
	b Membership dues	1b					
	c Fundraising events	1c					
	d Related organizations	1d					
	e Government grants (contributions)	1e	1,916,927.				
	f All other contributions, gifts, grants, and similar amounts not included above	1f	203,150.				
	g Noncash contributions included in lines 1a-1f	1g					
	h **Total.** Add lines 1a-1f			2,120,077.			
Program Service Revenue			**Business Code**				
	2a PROGRAM SERVICE FEES		621400	137,712.	137,712.		
	b						
	c						
	d						
	e						
	f All other program service revenue						
	g **Total.** Add lines 2a-2f			137,712.			
Other Revenue	3 Investment income (including dividends, interest, and other similar amounts)			97.			97.
	4 Income from investment of tax-exempt bond proceeds						
	5 Royalties						
			(i) Real / (ii) Personal				
	6a Gross rents	6a	63,049.				
	b Less: rental expenses	6b					
	c Rental income or (loss)	6c	63,049.				
	d Net rental income or (loss)			63,049.	63,049.		
			(i) Securities / (ii) Other				
	7a Gross amount from sales of assets other than inventory	7a					
	b Less: cost or other basis and sales expenses	7b					
	c Gain or (loss)	7c					
	d Net gain or (loss)						
	8a Gross income from fundraising events (not including $ _____ of contributions reported on line 1c). See Part IV, line 18	8a					
	b Less: direct expenses	8b					
	c Net income or (loss) from fundraising events						
	9a Gross income from gaming activities. See Part IV, line 19	9a					
	b Less: direct expenses	9b					
	c Net income or (loss) from gaming activities						
	10a Gross sales of inventory, less returns and allowances	10a					
	b Less: cost of goods sold	10b					
	c Net income or (loss) from sales of inventory						
Miscellaneous Revenue			**Business Code**				
	11a OTHER INCOME		900099	1,318.	1,318.		
	b						
	c						
	d All other revenue						
	e **Total.** Add lines 11a-11d			1,318.			
	12 **Total revenue.** See instructions			2,322,253.	202,079.	0.	97.

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX. ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	107,324.	80,492.	16,099.	10,733.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0.	0.	0.	0.
7 Other salaries and wages	1,303,931.	1,277,246.	16,011.	10,674.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	111,144.	106,502.	2,785.	1,857.
10 Payroll taxes	120,083.	115,068.	3,009.	2,006.
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	9,493.	9,096.	238.	159.
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Schedule O.)	97,353.	93,286.	2,440.	1,627.
12 Advertising and promotion	20,395.	19,543.	511.	341.
13 Office expenses	44,295.	42,445.	1,110.	740.
14 Information technology	44,070.	42,230.	1,104.	736.
15 Royalties				
16 Occupancy	99,979.	95,803.	2,506.	1,670.
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	6,537.	6,264.	164.	109.
20 Interest	40,925.	39,215.	1,026.	684.
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	90,000.	86,240.	2,256.	1,504.
23 Insurance	33,619.	32,214.	843.	562.
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a BUILDING MAINTENANCE & REPAIRS	27,035.	25,905.	678.	452.
b TRAINING STAFF DEVELOPMENT	18,160.	17,402.	455.	303.
c TAX AND LICENSES	14,071.	13,483.	353.	235.
d MISCELLANEOUS EXPENSES	14,028.	13,442.	352.	234.
e All other expenses	1,270.	1,217.	32.	21.
25 **Total functional expenses.** Add lines 1 through 24e	2,203,712.	2,117,093.	51,972.	34,647.
26 **Joint costs.** Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X ☐

				(A) Beginning of year		(B) End of year
Assets	1	Cash — non-interest-bearing		219,404.	1	469,848.
	2	Savings and temporary cash investments		86.	2	86.
	3	Pledges and grants receivable, net			3	
	4	Accounts receivable, net		225,029.	4	125,716.
	5	Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			5	
	6	Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	
	7	Notes and loans receivable, net			7	
	8	Inventories for sale or use			8	
	9	Prepaid expenses and deferred charges		23,449.	9	18,535.
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a 2,807,844.			
	b	Less: accumulated depreciation	10b 1,039,282.	1,858,562.	10c	1,768,562.
	11	Investments — publicly traded securities			11	
	12	Investments — other securities. See Part IV, line 11			12	
	13	Investments — program-related. See Part IV, line 11			13	
	14	Intangible assets		14,947.	14	14,947.
	15	Other assets. See Part IV, line 11		2,000.	15	2,000.
	16	**Total assets.** Add lines 1 through 15 (must equal line 33)		2,343,477.	16	2,399,694.
Liabilities	17	Accounts payable and accrued expenses		50,863.	17	75,299.
	18	Grants payable			18	
	19	Deferred revenue			19	
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
	22	Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons			22	
	23	Secured mortgages and notes payable to unrelated third parties		727,451.	23	635,841.
	24	Unsecured notes and loans payable to unrelated third parties		174,900.	24	174,900.
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D			25	
	26	**Total liabilities.** Add lines 17 through 25		953,214.	26	886,040.
Net Assets or Fund Balances		**Organizations that follow FASB ASC 958, check here and complete lines 27, 28, 32, and 33.** X				
	27	Net assets without donor restrictions		1,390,263.	27	1,513,654.
	28	Net assets with donor restrictions			28	
		Organizations that do not follow FASB ASC 958, check here and complete lines 29 through 33. ☐				
	29	Capital stock or trust principal, or current funds			29	
	30	Paid-in or capital surplus, or land, building, or equipment fund			30	
	31	Retained earnings, endowment, accumulated income, or other funds			31	
	32	Total net assets or fund balances		1,390,263.	32	1,513,654.
	33	Total liabilities and net assets/fund balances		2,343,477.	33	2,399,694.

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI X

1	Total revenue (must equal Part VIII, column (A), line 12)	1	2,322,253.
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,203,712.
3	Revenue less expenses. Subtract line 2 from line 1	3	118,541.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,390,263.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O) SEE SCHEDULE O	9	4,850.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	1,513,654.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII . . . . . ☐

			Yes	No
1	Accounting method used to prepare the Form 990: ☐ Cash ☒ Accrual ☐ Other _____			
	If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.			
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?	2a		X
	If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
b	Were the organization's financial statements audited by an independent accountant?	2b		X
	If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both. ☐ Separate basis ☐ Consolidated basis ☐ Both consolidated and separate basis			
c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?	2c		
	If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.			
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?	3a		X
b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits	3b		

SCHEDULE A
(Form 990)

Department of the Treasury
Internal Revenue Service

Public Charity Status and Public Support

Complete if the organization is a section 501(c)(3) organization or a section 4947(a)(1) nonexempt charitable trust.

Attach to Form 990 or Form 990-EZ.

Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization	Employer identification number
EL CENTRO DE LIBERTAD, INC. THE FREEDOM CENTER	94-3189174

Part I Reason for Public Charity Status. (All organizations must complete this part.) See instructions.

The organization is not a private foundation because it is: (For lines 1 through 12, check only one box.)

1 [ ] A church, convention of churches, or association of churches described in **section 170(b)(1)(A)(i).**

2 [ ] A school described in **section 170(b)(1)(A)(ii).** (Attach Schedule E (Form 990).)

3 [ ] A hospital or a cooperative hospital service organization described in **section 170(b)(1)(A)(iii).**

4 [ ] A medical research organization operated in conjunction with a hospital described in **section 170(b)(1)(A)(iii)**. Enter the hospital's name, city, and state:

5 [ ] An organization operated for the benefit of a college or university owned or operated by a governmental unit described in **section 170(b)(1)(A)(iv).** (Complete Part II.)

6 [ ] A federal, state, or local government or governmental unit described in **section 170(b)(1)(A)(v).**

7 [X] An organization that normally receives a substantial part of its support from a governmental unit or from the general public described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

8 [ ] A community trust described in **section 170(b)(1)(A)(vi).** (Complete Part II.)

9 [ ] An agricultural research organization described in **section 170(b)(1)(A)(ix)** operated in conjunction with a land-grant college or university or a non-land-grant college of agriculture (see instructions). Enter the name, city, and state of the college or university:

10 [ ] An organization that normally receives (1) more than 33-1/3% of its support from contributions, membership fees, and gross receipts from activities related to its exempt functions, subject to certain exceptions; and (2) no more than 33-1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See **section 509(a)(2).** (Complete Part III.)

11 [ ] An organization organized and operated exclusively to test for public safety. See **section 509(a)(4).**

12 [ ] An organization organized and operated exclusively for the benefit of, to perform the functions of, or to carry out the purposes of one or more publicly supported organizations described in **section 509(a)(1)** or **section 509(a)(2).** See **section 509(a)(3).** Check the box on lines 12a through 12d that describes the type of supporting organization and complete lines 12e, 12f, and 12g.

a [ ] **Type I.** A supporting organization operated, supervised, or controlled by its supported organization(s), typically by giving the supported organization(s) the power to regularly appoint or elect a majority of the directors or trustees of the supporting organization. **You must complete Part IV, Sections A and B.**

b [ ] **Type II.** A supporting organization supervised or controlled in connection with its supported organization(s), by having control or management of the supporting organization vested in the same persons that control or manage the supported organization(s). **You must complete Part IV, Sections A and C.**

c [ ] **Type III functionally integrated.** A supporting organization operated in connection with, and functionally integrated with, its supported organization(s) (see instructions). **You must complete Part IV, Sections A, D, and E.**

d [ ] **Type III non-functionally integrated.** A supporting organization operated in connection with its supported organization(s) that is not functionally integrated. The organization generally must satisfy a distribution requirement and an attentiveness requirement (see instructions). **You must complete Part IV, Sections A and D, and Part V.**

e [ ] Check this box if the organization received a written determination from the IRS that it is a Type I, Type II, Type III functionally integrated, or Type III non-functionally integrated supporting organization.

f Enter the number of supported organizations . . . . . [ ]

g Provide the following information about the supported organization(s).

(i) Name of supported organization	(ii) EIN	(iii) Type of organization (described on lines 1-10 above (see instructions))	(iv) Is the organization listed in your governing document? Yes	(iv) No	(v) Amount of monetary support (see instructions)	(vi) Amount of other support (see instructions)
(A)						
(B)						
(C)						
(D)						
(E)						
Total						

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	963,145.	1,215,812.	1,763,203.	2,136,098.	2,120,077.	8,198,335.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						0.
3 The value of services or facilities furnished by a governmental unit to the organization without charge						0.
4 **Total.** Add lines 1 through 3	963,145.	1,215,812.	1,763,203.	2,136,098.	2,120,077.	8,198,335.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						0.
6 **Public support.** Subtract line 5 from line 4						8,198,335.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4	963,145.	1,215,812.	1,763,203.	2,136,098.	2,120,077.	8,198,335.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	7,455.	1,852.	59,524.	59,549.	63,146.	191,526.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						0.
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) SEE PART VI	105.		1,595.	5,175.	1,318.	8,193.
11 **Total support.** Add lines 7 through 10						8,398,054.

12 Gross receipts from related activities, etc. (see instructions) **12** 0.

13 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f)) **14** 97.62 %

15 Public support percentage from 2022 Schedule A, Part II, line 14 **15** 97.98 %

16a **33-1/3% support test—2023.** If the organization did not check the box on line 13, and line 14 is 33-1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☒

b **33-1/3% support test—2022.** If the organization did not check a box on line 13 or 16a, and line 15 is 33-1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

17a **10%-facts-and-circumstances test—2023.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

b **10%-facts-and-circumstances test—2022.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and **stop here.** Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization ☐

18 **Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions ☐

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 **Total.** Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of $5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 **Public support.** (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 **Total support.** (Add lines 9, 10c, 11, and 12.)						

14 **First 5 years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ☐

Section C. Computation of Public Support Percentage

15	Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16	Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17	Investment income percentage for **2023** (line 10c, column (f), divided by line 13, column (f))	17	%
18	Investment income percentage from **2022** Schedule A, Part III, line 17	18	%

19a **33-1/3% support tests—2023.** If the organization did not check the box on line 14, and line 15 is more than 33-1/3%, and line 17 is not more than 33-1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

b **33-1/3% support tests—2022.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33-1/3%, and line 18 is not more than 33-1/3%, check this box and **stop here.** The organization qualifies as a publicly supported organization ☐

20 **Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ☐

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

		Yes	No
1	Are all of the organization's supported organizations listed by name in the organization's governing documents? *If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.*	1		
2	Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? *If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).*	2		
3a	Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? *If "Yes," answer lines 3b and 3c below.*	3a		
b	Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? *If "Yes," describe in **Part VI** when and how the organization made the determination.*	3b		
c	Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? *If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.*	3c		
4a	Was any supported organization not organized in the United States ("foreign supported organization")? *If "Yes" and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.*	4a		
b	Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If "Yes," describe in **Part VI** how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*	4b		
c	Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If "Yes," explain in **Part VI** what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*	4c		
5a	Did the organization add, substitute, or remove any supported organizations during the tax year? *If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in **Part VI,** including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).*	5a		
b	**Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?	5b		
c	**Substitutions only.** Was the substitution the result of an event beyond the organization's control?	5c		
6	Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in **Part VI.***	6		
7	Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If "Yes," complete Part I of Schedule L (Form 990).*	7		
8	Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? *If "Yes," complete Part I of Schedule L (Form 990).*	8		
9a	Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If "Yes," provide detail in **Part VI.***	9a		
b	Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If "Yes," provide detail in **Part VI.***	9b		
c	Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? *If "Yes," provide detail in **Part VI.***	9c		
10a	Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If "Yes," answer line 10b below.*	10a		
b	Did the organization have any excess business holdings in the tax year? *(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)*	10b		

Part IV Supporting Organizations *(continued)*

		Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?		
a	A person who directly or indirectly controls, either alone or together with persons described on lines 11b and 11c below, the governing body of a supported organization?	**11a**	
b	A family member of a person described on line 11a above?	**11b**	
c	A 35% controlled entity of a person described on line 11a or 11b above? *If "Yes" to line 11a, 11b, or 11c, provide detail in* ***Part VI.***	**11c**	

Section B. Type I Supporting Organizations

		Yes	No
1	Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? *If "No," describe in* ***Part VI*** *how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove officers, directors, or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax* year.	**1**	
2	Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? *If "Yes," explain in* ***Part VI*** *how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.*	**2**	

Section C. Type II Supporting Organizations

		Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? *If "No," describe in* ***Part VI*** *how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).*	**1**	

Section D. All Type III Supporting Organizations

		Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?	**1**	
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s), or (ii) serving on the governing body of a supported organization? *If "No," explain in* ***Part VI*** *how the organization maintained a close and continuous working relationship with the supported organization(s).*	**2**	
3	By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? *If "Yes," describe in* ***Part VI*** *the role the organization's supported organizations played in this regard.*	**3**	

Section E. Type III Functionally Integrated Supporting Organizations

1 *Check the box next to the method that the organization used to satisfy the Integral Part Test during the year* ***(see instructions).***

a ☐ The organization satisfied the Activities Test. *Complete* ***line 2*** *below.*

b ☐ The organization is the parent of each of its supported organizations. *Complete* ***line 3*** *below.*

c ☐ The organization supported a governmental entity. *Describe in* ***Part VI*** *how you supported a governmental entity (see instructions).*

		Yes	No
2	Activities Test. ***Answer lines 2a and 2b below.***		
a	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? *If "Yes," then in* ***Part VI identify those supported organizations and explain*** *how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.*	**2a**	
b	Did the activities described on line 2a, above, constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? *If "Yes," explain in* ***Part VI*** *the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.*	**2b**	
3	Parent of Supported Organizations. ***Answer lines 3a and 3b below.***		
a	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? *If "Yes" or "No," provide details in* ***Part VI.***	**3a**	
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? *If "Yes," describe in* ***Part VI*** *the role played by the organization in this regard.*	**3b**	

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI). **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A – Adjusted Net Income

			(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	**1**		
2	Recoveries of prior-year distributions	**2**		
3	Other gross income (see instructions)	**3**		
4	Add lines 1 through 3.	**4**		
5	Depreciation and depletion	**5**		
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	**6**		
7	Other expenses (see instructions)	**7**		
8	**Adjusted Net Income** (subtract lines 5, 6, and 7 from line 4)	**8**		

Section B – Minimum Asset Amount

			(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
a	Average monthly value of securities	**1a**		
b	Average monthly cash balances	**1b**		
c	Fair market value of other non-exempt-use assets	**1c**		
d	**Total** (add lines 1a, 1b, and 1c)	**1d**		
e	**Discount** claimed for blockage or other factors *(explain in detail in **Part VI**)*:			
2	Acquisition indebtedness applicable to non-exempt-use assets	**2**		
3	Subtract line 2 from line 1d.	**3**		
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	**4**		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	**5**		
6	Multiply line 5 by 0.035.	**6**		
7	Recoveries of prior-year distributions	**7**		
8	**Minimum Asset Amount** (add line 7 to line 6)	**8**		

Section C – Distributable Amount

			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	**1**	
2	Enter 0.85 of line 1.	**2**	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	**3**	
4	Enter greater of line 2 or line 3.	**4**	
5	Income tax imposed in prior year	**5**	
6	**Distributable Amount.** Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	**6**	

7 ☐ Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Part V **Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** *(continued)*

Section D – Distributions		**Current Year**
1 Amounts paid to supported organizations to accomplish exempt purposes	1	
2 Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2	
3 Administrative expenses paid to accomplish exempt purposes of supported organizations	3	
4 Amounts paid to acquire exempt-use assets	4	
5 Qualified set-aside amounts (prior IRS approval required – *provide details in* ***Part VI***)	5	
6 Other distributions (describe in **Part VI**). See instructions.	6	
7 **Total annual distributions.** Add lines 1 through 6.	7	
8 Distributions to attentive supported organizations to which the organization is responsive (provide details in **Part VI**). See instructions.	8	
9 Distributable amount for 2023 from Section C, line 6	9	
10 Line 8 amount divided by line 9 amount	10	

Section E – Distribution Allocations (see instructions)	**(i) Excess Distributions**	**(ii) Underdistributions Pre-2023**	**(iii) Distributable Amount for 2023**
1 Distributable amount for 2023 from Section C, line 6			
2 Underdistributions, if any, for years prior to 2023 (reasonable cause required – *explain in* ***Part VI***). See instructions.			
3 Excess distributions carryover, if any, to 2023			
a From 2018			
b From 2019			
c From 2020			
d From 2021			
e From 2022			
f **Total** of lines 3a through 3e			
g Applied to underdistributions of prior years			
h Applied to 2023 distributable amount			
i Carryover from 2018 not applied (see instructions)			
j Remainder. Subtract lines 3g, 3h, and 3i from line 3f.			
4 Distributions for 2023 from Section D, line 7: $			
a Applied to underdistributions of prior years			
b Applied to 2023 distributable amount			
c Remainder. Subtract lines 4a and 4b from line 4.			
5 Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, *explain in* ***Part VI***. See instructions.			
6 Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, *explain in* ***Part VI***. See instructions.			
7 **Excess distributions carryover to 2024.** Add lines 3j and 4c.			
8 Breakdown of line 7:			
a Excess from 2019			
b Excess from 2020			
c Excess from 2021			
d Excess from 2022			
e Excess from 2023			

Part VI **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

PART II, LINE 10 - OTHER INCOME

NATURE AND SOURCE	2023	2022	2021	2020	2019
OTHER INCOME	$ 1,318.	$ 5,175.	$ 1,595.		$ 105.
TOTAL	$ 1,318.	$ 5,175.	$ 1,595.	$ 0.	$ 105.

Schedule B (Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to *www.irs.gov/Form990* for the latest information.

OMB No. 1545-0047

2023

Name of the organization	**Employer identification number**
EL CENTRO DE LIBERTAD,INC. THE FREEDOM CENTER	94-3189174

Organization type (check one):

Filers of:	**Section:**
Form 990 or 990-EZ	[X] 501(c)(3) (enter number) organization
	[ ] 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation
	[ ] 527 political organization
Form 990-PF	[ ] 501(c)(3) exempt private foundation
	[ ] 4947(a)(1) nonexempt charitable trust treated as a private foundation
	[ ] 501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule.**
Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

[ ] For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling $5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

[X] For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33-1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (**1**) $5,000; or (**2**) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than $1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

[ ] For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than $1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling $5,000 or more during the year. . . . . $ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

Name of organization: EL CENTRO DE LIBERTAD,INC.

Employer identification number: 94-3189174

Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	SAN MATEO COUNTY HSA 500 COUNTY CENTER REDWOOD CITY, CA 94063	$ 60,138.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
2	CITY OF HALF MOON BAY 501 MAIN STREET HALF MOON BAY, CA 94019	$ 489,133.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
3	SEQUOIA HEALTHCARE FOUNDATION 525 VETERANS BLVD REDWOOD CITY, CA 94063	$ 200,000.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
4	SAN MATEO COUNTY BHRS 310 HARBOR BLVD., BLDG. E BELMONT, CA 94002	$ 1,358,100.	Person [X] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)
		$	Person [ ] Payroll [ ] Noncash [ ] (Complete Part II for noncash contributions.)

Name of organization	Employer identification number
EL CENTRO DE LIBERTAD,INC.	94-3189174

Part II **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
	N/A	$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		$	

Name of organization: EL CENTRO DE LIBERTAD,INC.

Employer identification number: 94-3189174

Part III ***Exclusively*** **religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than $1,000 for the year from any one contributor.** Complete columns **(a)** through **(e) and** the following line entry. For organizations completing Part III, enter the total of *exclusively* religious, charitable, etc., contributions of **$1,000 or less** for the year. (Enter this information once. See instructions.) . . . . . $ N/A

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	N/A		

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held

(e) Transfer of gift

Transferee's name, address, and ZIP + 4	Relationship of transferor to transferee

SCHEDULE D (Form 990)

Department of the Treasury
Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.
Attach to Form 990.
Go to *www.irs.gov/Form990* for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization

EL CENTRO DE LIBERTAD, INC.
THE FREEDOM CENTER

Employer identification number

94-3189174

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts

Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

		(a) Donor advised funds	(b) Funds and other accounts
1	Total number at end of year		
2	Aggregate value of contributions to (during year)		
3	Aggregate value of grants from (during year)		
4	Aggregate value at end of year		

5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ☐ Yes ☐ No

6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ☐ Yes ☐ No

Part II Conservation Easements

Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (for example, recreation or education)
☐ Protection of natural habitat
☐ Preservation of open space
☐ Preservation of a historically important land area
☐ Preservation of a certified historic structure

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

		Held at the End of the Tax Year
a Total number of conservation easements	2a	
b Total acreage restricted by conservation easements	2b	
c Number of conservation easements on a certified historic structure included on line 2a	2c	
d Number of conservation easements included on line 2c acquired after July 25, 2006, and not on a historic structure listed in the National Register	2d	

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year

4 Number of states where property subject to conservation easement is located

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year

8 Does each conservation easement reported on line 2d above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items.

(i) Revenue included on Form 990, Part VIII, line 1 $

(ii) Assets included in Form 990, Part X $

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under FASB ASC 958 relating to these items.

a Revenue included on Form 990, Part VIII, line 1 $

b Assets included in Form 990, Part X $

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets *(continued)*

3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).

- a ☐ Public exhibition
- b ☐ Scholarly research
- c ☐ Preservation for future generations
- d ☐ Loan or exchange program
- e ☐ Other _____

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

Part IV Escrow and Custodial Arrangements

Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table.

		Amount
c Beginning balance	1c	
d Additions during the year	1d	
e Distributions during the year	1e	
f Ending balance	1f	

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII ☐

Part V Endowment Funds

Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment _____ %
- b Permanent endowment _____ %
- c Term endowment _____ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

		Yes	No
(i) Unrelated organizations?	3a(i)		
(ii) Related organizations?	3a(ii)		
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land		432,755.		432,755.
b Buildings		1,873,376.	1,039,282.	834,094.
c Leasehold improvements		26,429.		26,429.
d Equipment		475,284.		475,284.
e Other				
Total. Add lines 1a through 1e. *(Column (d) must equal Form 990, Part X, line 10c, column (B))*				1,768,562.

Part VII Investments — Other Securities

N/A

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
(I)		
Total. *(Column (b) must equal Form 990, Part X, line 12, column (B))*		

Part VIII Investments — Program Related

N/A

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
Total. *(Column (b) must equal Form 990, Part X, line 13, column (B))*		

Part IX Other Assets

N/A

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

	(a) Description	(b) Book value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
Total. *(Column (b) must equal Form 990, Part X, line 15, column (B))*		

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1.	(a) Description of liability	(b) Book value
(1)	Federal income taxes	
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
(10)		
(11)		
Total. *(Column (b) must equal Form 990, Part X, line 25, column (B))*		

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ☐

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return N/A

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements			1	
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:				
a	Net unrealized gains (losses) on investments	2a			
b	Donated services and use of facilities	2b			
c	Recoveries of prior year grants	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	
3	Subtract line **2e** from line **1**			3	
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total revenue. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 12.)*			5	

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return N/A

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements			1	
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:				
a	Donated services and use of facilities	2a			
b	Prior year adjustments	2b			
c	Other losses	2c			
d	Other (Describe in Part XIII.)	2d			
e	Add lines **2a** through **2d**			2e	
3	Subtract line **2e** from line **1**			3	
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:				
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a			
b	Other (Describe in Part XIII.)	4b			
c	Add lines **4a** and **4b**			4c	
5	Total expenses. Add lines **3** and **4c.** *(This must equal Form 990, Part I, line 18.)*			5	

Part XIII Supplemental Information

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Name of the organization: EL CENTRO DE LIBERTAD, INC.
THE FREEDOM CENTER

Employer identification number: 94-3189174

FORM 990, PART III, LINE 2 - NEW SERVICES

CLASSES AND PRIVATE TREATMENT

FORM 990, PART III, LINE 3 - CEASED CONDUCTING OR SIGNIFICANT CHANGES TO SERVICES

COVID MITIGATION SERVICES DECREASED WITH NO ADDITIONAL CONTRACT AWARDS.

FORM 990, PART III, LINE 4D - OTHER PROGRAM SERVICES DESCRIPTION

OTHER MISC SERVICES (>1,000 SERVED)

FORM 990, PART VI, LINE 11B - FORM 990 REVIEW PROCESS

NO REVIEW WAS OR WILL BE CONDUCTED.

FORM 990, PART VI, LINE 12C - EXPLANATION OF MONITORING AND ENFORCEMENT OF CONFLICTS

ANNUAL CODE OF CONDUCT REVIEWED AND SIGNED BY STAFF.

FORM 990, PART VI, LINE 15A - COMPENSATION REVIEW & APPROVAL PROCESS - CEO & TOP MANAGEMENT

BOARD REVIEWS COMPENSATION, BOARD PRESIDENT REVIEWS EXECUTIVE DIRECTOR PERFORMANCE AND LEADS COMMITTEE TO REVIEW COMPENSATION LEVELS.

FORM 990, PART VI, LINE 15B - COMPENSATION REVIEW & APPROVAL PROCESS - OFFICERS & KEY EMPLOYEES

EXECUTIVE DIRECTOR REVIEWS PERFORMANCE ANNUALLY, APPROVES PAY ADJUSTMENTS.

FORM 990, PART VI, LINE 19 - OTHER ORGANIZATION DOCUMENTS PUBLICLY AVAILABLE

FORM 990, GOVERNING DOCUMENTS ARE AVAILABLE AT SITE REGISTRY VERIFICATION SEARCH HTTPS://RCT.DOJ.CA.GOV/ AND CONFLICT OF INTEREST POLICY AND FINANCIAL STATEMENTS ARE MADE AVAILABLE BY REQUEST.

FORM 990, PART XI, LINE 9
OTHER CHANGES IN NET ASSETS OR FUND BALANCES

NET ASSETS- RESTATEMENT	$ 4,850.
TOTAL	$ 4,850.

3.1a Introduction and Executive Summary (Cover Letter)

January 13, 2026

To: San Mateo County Probation Department
Juvenile Programs and Services RFP Review Committee

I am authorized to submit this proposal on behalf of the Board of Directors of El Centro de Libertad / The Freedom Center, Inc. in response to the County of San Mateo Probation Department's Request for Proposals for Juvenile Programs and Services (RFP No. 2026-RFP-00118).

El Centro de Libertad respectfully submits this proposal to provide culturally responsive, trauma-informed prevention, intervention, and supportive services for youth and families residing in San Mateo County, with a focus on communities disproportionately impacted by juvenile justice involvement. Proposed services align with the 2025–2030 Local Action Plan priorities adopted by the Juvenile Justice Coordinating Council, including early intervention, behavioral health support, family engagement, and coordinated systems of care that promote diversion and positive youth development.

Founded in 1994, El Centro de Libertad has over three decades of experience delivering licensed behavioral health and substance use disorder services across urban and rural areas of San Mateo County. We have a longstanding history of serving justice-involved and justice-adjacent youth, at-risk adolescents, transitional age youth, and families referred by County systems, including Probation, Child Welfare, schools, and behavioral health partners. Our services are designed to reduce justice system involvement, address underlying behavioral health needs, and strengthen protective factors within families and communities.

El Centro proposes youth-centered services that are developmentally appropriate, evidence-based, and grounded in trauma-informed and restorative practices. Programs are delivered in schools, community settings, and justice-adjacent environments and emphasize engagement, accountability, skill-building, and family support rather than punitive responses. Services are available to youth of all genders and identities and are provided in English and Spanish, with additional language access arranged as needed. El Centro maintains licensed outpatient facilities in Redwood City and Half Moon Bay and has demonstrated capacity to operate in community-based and County-partnered settings while meeting County reporting, data collection, and evaluation requirements.

Thank you for your consideration of this proposal.

Sincerely,

Michael Akana
Executive Director

3.1b Introduction and Executive Summary (Authorized Contacts)
Administrative Authority

Michael Akana, Executive Director 650-599-9955 ext 114
makana@elcentrodelibertad.org

El Centro de Libertad/The Freedom Center, Inc.
500 Allerton Street, 2nd Floor
Redwood City, CA 94063

Luis Valdivias, Director of Operations 650-599-9955 ext 125
luis@elcentrodelibertad.org

El Centro de Libertad/The Freedom Center, Inc.
500 Allerton Street, 2nd Floor
Redwood City, CA 94063

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3.5 Proposed Schedule

El Centro de Libertad will deliver services in alignment with school calendars, youth availability, and County expectations to maximize accessibility and engagement. Programs will operate primarily during the academic year, with flexibility to continue engagement and support during school breaks.

Program Operating Schedule

- Regular Service Hours: Monday through Friday, 8:00 a.m. to 7:00 p.m.
- Additional Availability: Limited weekend hours as needed to support youth and family engagement
- Service Settings: School-based, community-based, justice-adjacent, and licensed outpatient facilities

This schedule aligns with school-day and after-school hours and allows for coordination with Probation, schools, and families.

Service Start-Up and Expansion

El Centro is prepared to begin services immediately upon contract execution, utilizing existing staff and infrastructure to ensure continuity and timely access for referred youth and families. As referral volume and program needs increase, El Centro will expand service capacity within the first month of the contract period through targeted recruitment, onboarding, and training of additional qualified staff. This phased approach allows for responsible scaling while maintaining program quality and compliance.

Annual Service Cycle

- Primary Service Periods:
    - September – November
    - January – May

During these periods, El Centro anticipates the highest volume of school-based prevention, intervention, and treatment services.

- School Break Periods (December and summer months):
  While the volume of school-based services is reduced during academic breaks, El Centro will continue engagement activities, outpatient treatment services, family support, and coordination with Probation and County partners to ensure continuity of care for participating youth.

Continuity Through Justice-Adjacent Settings

Access to County facilities, including the San Mateo County Youth Services Center – Juvenile Hall, provides an opportunity to maintain consistent engagement with youth during periods when school-based services are limited. Service delivery in justice-adjacent settings, as approved and coordinated with Probation, will help bridge gaps in the academic calendar and support uninterrupted access to prevention and treatment services.

Flexibility and Responsiveness

El Centro will adjust scheduling as needed to respond to referral patterns, youth needs, and school or County operational changes. The organization maintains the capacity to modify service delivery hours and locations, including the use of community-based and telehealth services when appropriate, to avoid gaps in service and support consistent engagement.

3.8 Firm Qualifications

Organizational Overview

El Centro de Libertad / The Freedom Center, Inc. is a nonprofit community-based organization founded in 1994 that has provided culturally responsive prevention, intervention, and treatment services in San Mateo County for over 30 years. El Centro has extensive experience working in partnership with County agencies, school districts, and community organizations to support youth, families, and individuals impacted by behavioral health challenges and justice-system involvement.

El Centro's work is grounded in accountability, evidence-based practice, and continuous improvement. While historically rooted in abstinence-based service models, the organization has evolved to incorporate trauma-informed, harm-reduction–informed, and community-embedded approaches that meet individuals at their current level of readiness and reduce barriers to engagement. El Centro maintains licensed facilities, experienced leadership, and established administrative and fiscal systems to support compliant and effective service delivery.

The following examples represent **three similar projects** that best demonstrate El Centro's experience and capacity to perform the work described in this RFP.

Similar Project 1: Youth Substance Use Prevention and Early Intervention

Contracting / Oversight Entity:
San Mateo County Behavioral Health and Recovery Services (BHRS)

Project Description:
El Centro de Libertad operates a County-funded Alcohol and Other Drug (AOD) Prevention Program delivering school- and community-based prevention education and early intervention services for youth and families across San Mateo County. Services address alcohol, cannabis, opioids, and other substances and include prevention education, youth leadership activities, parenting classes, youth-led "town hall" style presentations, and community outreach.

Programming is delivered in collaboration with school districts and community partners and is coordinated with school-based Health and Wellness Coordinators through partnerships supported by the Sequoia Healthcare District. This integrated approach embeds prevention and early intervention services within existing school wellness frameworks, facilitating early identification of needs, warm handoffs to services, and consistent follow-up with youth and families.

Relevance to Juvenile Programs and Services RFP:
This project demonstrates El Centro's capacity to engage at-risk youth in community and school settings, deliver culturally responsive prevention services, and coordinate across education, behavioral health, and community systems. The program aligns with Local Action Plan priorities

related to early intervention, equity, and reducing pathways into deeper justice-system involvement.

Key Capabilities Demonstrated:

- School-based and community-based service delivery
- Youth engagement and leadership development
- Parent and family education
- Cross-system coordination with schools and County partners
- Data collection, reporting, and quality improvement under County oversight

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Similar Project 2: Youth Outpatient Substance Use Disorder Treatment

Licensing / Oversight:
California Department of Health Care Services (DHCS)
San Mateo County Behavioral Health and Recovery Services (BHRS)

Project Description:
El Centro de Libertad provides licensed outpatient substance use disorder treatment services for adolescents and transitional age youth through its DHCS-licensed facilities in Redwood City (License No. 410026CN) and Half Moon Bay (License No. 410026DN). Services include screening, intake, assessment, individualized treatment planning, individual and group counseling, case management, and family engagement.

Treatment services are delivered using evidence-based practices, including trauma-informed care, Motivational Interviewing, Cognitive Behavioral Therapy, and skills-based group interventions. While historically abstinence-based, El Centro's treatment model has evolved to incorporate harm-reduction principles that emphasize engagement, risk reduction, and meeting youth at their current level of readiness while supporting long-term health and stability.

Services are delivered both onsite and in community-based settings, including schools and partner facilities, reducing barriers to access and supporting continuity of care.

Relevance to Juvenile Programs and Services RFP:
This project demonstrates El Centro's capacity to deliver structured, clinically supervised youth treatment services aligned with County standards, including services for youth referred through County systems. The program supports diversion, early intervention, and treatment goals for justice-involved and justice-adjacent youth.

Key Capabilities Demonstrated:

- Licensed outpatient youth treatment

- Clinical supervision and treatment plan fidelity
- Family engagement and youth-centered care
- Community-embedded service delivery
- County EHR documentation and compliance

Similar Project 3: Probation-Certified Batterers Intervention and Court-Mandated Group Services

Certification / Oversight Entity:
San Mateo County Probation Department

Primary Referral Partners:
Probation Department; Human Services Agency and related referring entities

Project Description:
El Centro de Libertad provides structured, court-mandated group programming, including Batterers Intervention / Domestic Violence classes for perpetrators, as well as related group services such as anger management and parenting. These programs operate under Probation's certification standards pursuant to Penal Code Sections 1203.097 and 1203.098 and are subject to administrative review, documentation requirements, and ongoing oversight.

Program delivery requires consistent curriculum implementation, attendance tracking, progress reporting, and coordination with Probation and referring agencies to support compliance and accountability.

Relevance to Juvenile Programs and Services RFP:
While this programming primarily serves adults, it demonstrates El Centro's experience operating under **Probation oversight**, managing **court-mandated referrals**, and delivering structured, behavior-change interventions that support **treatment and diversion** objectives. El Centro's experience receiving Probation referrals for treatment-oriented services reflects its ability to collaborate with Probation to address justice involvement through rehabilitative and programmatic responses rather than solely punitive measures.

The systems, protocols, and coordination practices developed through this work translate directly to Juvenile Programs and Services, particularly in supporting probation-referred youth and families through prevention, early intervention, and treatment pathways.

Key Capabilities Demonstrated:

- Compliance with Probation certification standards
- Group facilitation and structured curriculum delivery

- Documentation and reporting for court-mandated programs
- Coordination with Probation and County referral systems
- Accountability and program integrity under justice-system oversight

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Transition to Team Qualifications

The projects described above are supported by El Centro de Libertad's experienced leadership, licensed clinical supervision, trained counseling staff, and established administrative and fiscal infrastructure. **Section 3.9 Team Qualifications** describes the key personnel responsible for implementing, supervising, and sustaining the proposed Juvenile Programs and Services.

3.9 Team Qualifications

El Centro de Libertad's proposed services are delivered by a multidisciplinary team with extensive experience in youth prevention, early intervention, and treatment services within County and school-based systems. The organization maintains stable leadership, licensed clinical supervision, trained counseling staff, and experienced administrative support to ensure program quality, compliance, and continuity of care.

Executive Leadership

Michael Akana, Executive Director, provides overall organizational leadership, strategic direction, and contract oversight. Mr. Akana has more than 30 years of experience providing systems and management consulting for nonprofit human services agencies in San Mateo County, including programs in substance use treatment, behavioral health, social services, and services for unhoused populations. His background includes data coordination and outcomes work in medical research settings and extensive experience collaborating with County agencies and community partners. As Executive Director, Mr. Akana is responsible for ensuring contract compliance, fiscal stewardship, interagency coordination, and organizational accountability.

Medical Oversight

Dr. Christian O'Neill, MD, Medical Director, has served in this role since 2014 and is responsible for medical protocols, health standards, medical necessity determinations, and clinical appropriateness of services provided. Dr. O'Neill provides medical oversight consistent with County and State requirements and supports integration of medical and behavioral health considerations in youth treatment services.

Clinical Supervision

Taylor Smith, LMFT, Clinical Director, is responsible for clinical oversight of counseling staff, treatment plan fidelity, and quality of clinical services. Mr. Smith provides ongoing training, case consultation, and supervision to ensure services are delivered in accordance with evidence-based, trauma-informed, and youth-centered practices. Weekly supervision and case review support consistency, ethical practice, and continuous improvement.

Program Operations and Management

Luis Valdivias, Director of Operations, **Project Lead for Proposal** oversees day-to-day program operations, contract deliverables, staff supervision, and coordination with community and County partners. With more than a decade of experience at El Centro, Mr. Valdivias brings institutional knowledge and operational continuity to program implementation, including scheduling, performance monitoring, and stakeholder engagement.

Fiscal and Human Resources Management

Maria Cerrillo-Hernandez, Director of Finance and Human Resources, has more than 20 years of experience with El Centro and oversees fiscal management, contracts, compliance, human resources, facilities, and administrative systems. Ms. Cerrillo-Hernandez led El Centro's initial implementation of the County's Avatar Electronic Health Record system and continues to oversee client management systems, invoicing, reporting, and compliance with County, State, and federal requirements. She also manages employee onboarding, training compliance, and internal controls.

Counseling Staff

El Centro's counseling team consists of **certified substance use disorder counselors and registered interns** who provide screening, intake, assessment, individual counseling, group services, case management, and referrals. Counseling staff record services directly in the County's Avatar Electronic Health Record system and participate in regular supervision, training, and case review. Staff are trained in trauma-informed care, Motivational Interviewing, Cognitive Behavioral Therapy, and youth engagement strategies.

Administrative Support Staff

Administrative staff serve as the first point of contact for youth and families and play a critical role in engagement and access to services. Staff are bilingual in English and Spanish and trained in Motivational Interviewing and customer service practices. Responsibilities include welcoming clients, scheduling appointments, conducting initial screenings, supporting follow-up, data entry, and coordinating communication with referring agencies.

Staffing Stability and Continuity

El Centro emphasizes staff stability, cross-training, and supervision to ensure continuity of services. The organization maintains coverage plans and hiring processes to support timely service delivery and program expansion as needed. All staff operate within established policies and procedures and receive ongoing training to maintain compliance, service quality, and responsiveness to youth and family needs.

El Centro de Libertad/The Freedom Center, Inc.

Organization Chart -- RFP/Solicitation # 2026-RFP-00118
Youth Prevention and Treatment

Select Government Funding and Oversight Agencies

- California Department of Motor Vehicles
- California Department of Health Care Services
- San Mateo County Probation/CPS Human Services Agency
- San Mateo County BHRS Ashley Gomez, Liaison
- City of Redwood City
- City of Half Moon Bay
- Sequoia Healthcare District

Board of Directors

Officers
Paul Mangan, President
Ralph Garcia, Vice President
Patrice Osborne, Secretary
Carl Segelke, Treasurer

Board Members at Large:
Hugo Avila
Wendy Marzetti
Dan Olivera

Executive Management Team

Michael Akana
Executive Director

Dr. John O'Neil, M.D.
Medical Director

Clinical Management

Maria Cerrillo-Hernandez
Director of Finance and Human Resources S

Luis Valdivias
Director of Operations S

Taylor Smith, LMFT
Clinical Director

Adminstrative Support

- **Felix Diaz** — *Office Lead*
- **Tania Penia** — *Office Assistant* S
- **tba** — *Office Assistant* S
- tba — Office Assistant

Youth Prevention and Treatment

- QM P **Monica Halloran** — *Counselor* C
- QM **Ana Rubio** (onboarding) — Quality Assurance Specialist
- P ***Ralph Vrooman*** — *Counselor* C
- DV ***Jorge Heredia*** — Counselor S C
- P **Melissa Troche** — *Counselor* C
- P **Leobardo Navarro** — *Counselor* S C
- **Maggie Bartels** — *Counselor* R

current shared various...David Esqueda Holly Bono for additional 25% to 50% Increase to 75% to %100 FTE

tba new position — *Counselor + 50% FTE*

- A **Rachel Sutton** — *Counselor* R
- **Jose Zamora** — *Counselor* S R
- **Holly Bono** — *Counselor* R
- DV **David Esqueda** — *Counselor* S R
- **Vianey Moreno** — *Counselor* S R
- **vacant** — *Counselor* C/R

Coastside Cariño

- **Ashley Foster** — *Coastside/Counselor*

shared.... Jorge Saturday Jessica Thursday Holly Monday, Thursday

Youth Prevention and Treatment

- **Jessica Sierra** — *Counselor* R S
- **Eliazar Buenrostro** — *Counselor* R S

Youth Expansion (Probation RFP)

- **tba** — *Counselor*
- **tba** — *Counselor*

---Specialty--- DUI DV, Anger, Parenting

- DV pr A **Cynthia Gonzalez** — DV Counselor S
- DV P **Declan Rivera** — DV Counselor S

January 13, 2026

Clinical Direction Substance Use Disorder Treatment
--Dr. John O'Neil, M.D., Medical Director
--Taylor Smith, LMFT, Clinical Director
--"C"- Certified Counselors (Multiple)
--"R"- Registered Counselors (Multiple)

Administrative Authority:
Michael Akana and Luis Valdivias
Management and Administrative Staff (Multiple)
Support Clinical Operations with Management, Adminstrative, and Human Resource Services

pr-Parenting
A-Anger Management S-Spanish R-Registered SUD C-Certified SUD DV-Domestic Violence P-Part-Time (<30 hours/wk) DUI-DUI Facilitator

3.10 References

Reference 1

Stella Chau
Program Manager, Prevention Services
Behavioral Health and Recovery Services (BHRS)
Alcohol and Other Drug Services
San Mateo County
310 Harbor Blvd., Building E
Belmont, CA 94002
Phone: (650) 802-6432
Email: schau@smcgov.org

Professional reference familiar with El Centro de Libertad's prevention and early intervention services delivered under County contract, including program oversight, compliance, reporting, and performance within the Behavioral Health and Recovery Services system.

Reference 2

Patrinia Redd
Director of Health and Wellness
Redwood City School District
Phone: (650) 482-2252
Email: predd@rcsdk8.net

Professional reference familiar with El Centro de Libertad's youth health services, including prevention education and early intervention in school settings. Serves as a key liaison coordinating services across multiple schools with funding support from the Sequoia Healthcare District, the City of Redwood City, and Behavioral Health and Recovery Services (BHRS).

3.11 Fee Proposal

El Centro de Libertad submits an **Illustrative Five-Year Budget – Subject to Contract Negotiation** to support the proposed Juvenile Programs and Services. The attached budget reflects a **2.0 FTE core direct-service staffing model**, informed by El Centro's historical experience delivering youth prevention and treatment services under County contracts, and includes proportional allocation of administrative, clinical supervision, quality management, and operational support drawn from existing agency infrastructure.

Budget Framework and Assumptions

The illustrative budget is based on the following assumptions:

Core Staffing Model
Two (2.0) full-time equivalent youth counselors providing direct prevention and treatment services, supported by fractional management, clinical supervision, administrative, and quality management staff. This structure supports service continuity, compliance, and program stability while allowing for manageable growth.

Personnel Costs
Counseling staff compensation is calculated using a competitive hourly rate reflective of current labor market conditions, with modest escalation over the five-year contract term. Benefits and payroll taxes are included. Shared management and administrative costs are proportionally allocated based on program utilization rather than through a fixed indirect cost rate.

Operating and Contract Costs
The budget includes reasonable and necessary operating expenses to support compliant service delivery, including facilities and occupancy costs, information technology and electronic health record support, insurance, training, compliance-related expenses, and limited professional and medical consultation. Costs are allocated in accordance with established agency fiscal policies and County requirements.

Five-Year Projection
The illustrative budget includes a five-year projection with modest annual escalations to account for cost-of-living increases and rising operating costs, consistent with guidance provided in the RFP Q&A. Final escalation rates and funding levels will be subject to County approval during contract negotiations.

Funding Stream Allocation and Reporting
El Centro de Libertad maintains fiscal systems capable of tracking and allocating program expenditures by funding source, service component, and target population. The proposed budget framework allows County funding to be distributed across applicable state funding streams, including Juvenile Probation Activities Funding (JPAF), Youthful Offender Block Grant (YOBG), Juvenile Justice Crime Prevention Act (JJCPA), and Juvenile Justice Realignment

Block Grant (JJRBG), consistent with each source's eligibility requirements. El Centro is prepared to provide program-level and funding-source–specific financial reporting, as required by the County, to support compliance, monitoring, and audit activities.

Flexibility and Negotiation

The attached budget is provided as an **example cost structure** to support County evaluation and discussion. Final staffing levels, service components, and total contract amounts will be negotiated with the County based on available funding, finalized scope of work, and program priorities. El Centro de Libertad is prepared to adjust staffing levels, identify core versus scalable components, and phase service expansion based on funding availability and County direction. El Centro is prepared to begin services immediately upon contract execution and to responsibly expand staffing capacity within the first month as needed.

Cost Effectiveness, Oversight, and Sustainability

El Centro's budget reflects a cost-effective model that leverages existing licensed facilities, established administrative systems, and experienced staff. Shared costs are allocated proportionately across programs to avoid duplication and maximize the impact of County funding. El Centro maintains strong fiscal oversight through Board governance, executive review of expenditures, program-level cost centers, and annual independent audits conducted by a Certified Public Accountant, and has a longstanding history of successful fiscal monitoring by San Mateo County and other funding partners.

An organizational chart is included to illustrate reporting relationships and the integration of direct-service staff with clinical supervision, administrative support, and executive oversight.

Additional Budget Assumptions

The illustrative budget assumes that approximately **66% of total staffing resources are dedicated to direct service delivery**, with the remaining proportion supporting clinical supervision, quality management, administration, and compliance functions necessary to deliver services in accordance with County, State, and federal requirements.

Expense estimates reflected in the illustrative budget represent the **full cost impact of providing the proposed level of services**, including proportional allocation of shared personnel and operating expenses. Actual program costs may be **lower or adjusted** based on the final scope of work, service mix, funding level, and contract terms negotiated with the County. El Centro de Libertad is prepared to refine staffing patterns, allocations, and operating assumptions during contract negotiations to align with available funding and County priorities.

El Centro de Libertad--The Freedom Center, Inc.

Illustrative Five-Year Cost Model – Subject to Contract Negotiation

RFP/Solicitation # 2026-RFP-00118

	Year 1 Jul'26-Jun'27	Year 2 Jul'27-Jun'28	Year 3 Jul'27-Jun'28	Year 4 Jul'28-Jun'29	Year 5 Jul'29-Jun'30
Staff Compensation					
Salaries and Wages	205,920	214,157	222,723	231,632	240,897
Benefits and Payroll Taxes	37,477	38,976	40,535	42,156	43,842
Total Staff Compensation	**243,397**	**253,133**	**263,258**	**273,788**	**284,739**
Contract Services					
Janitorial	2,629	2,734	2,843	2,957	3,075
It/Network	8,408	8,744	9,094	9,458	9,836
Physician Services	3,286	3,417	3,554	3,696	3,844
Professional Fees	5,066	5,269	5,480	5,699	5,927
Total Contract Services	**19,389**	**20,164**	**20,971**	**21,810**	**22,682**
Total Personnel Expense	**262,786**	**273,297**	**284,229**	**295,598**	**307,421**
Additional Expense	-	-	-	-	-
Advertising	5,751	5,981	6,220	6,469	6,728
Office Supplies & Expense	2,191	2,279	2,370	2,465	2,564
Telecommunications	5,135	5,340	5,554	5,776	6,007
Postage & Shipping	123	128	133	138	144
Personnel/Compliance Fees	301	313	326	339	353
Accounting, Payroll Processing	4,925	5,122	5,327	5,540	5,762
Auto Expense	239	249	259	269	280
Banking, Credit Card Processing	479	498	518	539	561
Reference, Dues & Subscriptions	2,161	2,247	2,337	2,430	2,527
Printing & Photocopying	186	193	201	209	217
UA Testing	3,616	3,761	3,911	4,067	4,230
Program Supplies & Expense Other	2,016	2,097	2,181	2,268	2,359
Rents And Occupancy	9,897	10,293	10,705	11,133	11,578
Equipment Rents	230	239	249	259	269
Storage	242	252	262	272	283
Utilities	7,282	7,573	7,876	8,191	8,519
Real Property Tax	2,270	2,361	2,455	2,553	2,655
Mortgage Interest	4,686	4,873	5,068	5,271	5,482
Interest Small Business Loan	1,282	1,333	1,386	1,441	1,499
Building & Equipment Maintenanc	4,886	5,081	5,284	5,495	5,715
Deprec & Amortization	14,789	15,381	15,996	16,636	17,301
Travel & Meetings Expenses	1,242	1,292	1,344	1,398	1,454
General Insurance Non-Employee	5,945	6,183	6,430	6,687	6,954
Training & Staff Development	2,040	2,122	2,207	2,295	2,387
Other Tax And License	1,881	1,956	2,034	2,115	2,200
Miscellaneous Expense	192	200	208	216	225
Total Additional Expense	**83,987**	**87,347**	**90,841**	**94,471**	**98,253**
Total Expense	**346,773**	**360,644**	**375,070**	**390,069**	**405,674**

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[FREGOSA VENTURES INC] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

Fregosa Ventures Inc Response

CONTACT INFORMATION

Company:
Fregosa Ventures Inc

Email:
fregosaventuresinc@gmail.com

Contact:
Dawn Fregosa

Address:
1220 Begier Ave
San Leandro, CA 94577-3025

Phone:
(408) 623-6016

Website:
N/A

Submission Date:
Jan 13, 2026 7:01 AM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

KEBXFKL3ML53

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

CEA-San_Mateo_County_Local_Preference_Self-Attestation_Form.pdf

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

No

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

NO

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

2.4._CEA_Is_the_Proposer_a_Local_Small_or_Micro_Non-Profit.pdf

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

3.1_CEdAd_Intro:CvrLet:Exec_Summ_RFP_No.2026-RFP-00118.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

Fregosa Ventures Inc., DBA Collaborative Education Advisors (CEA), meets & exceeds all Minimum Qualifications outlined in this RFP & is highly qualified to deliver compliant, high-impact services at Hillcrest Juvenile Detention Center.

CEA has a proven record designing, managing, & delivering detention-based & community-based Master Class programming for justice-involved youth & young adults.CEA has provided Master Class services through court & community programs with SMCOE & SSFUSD since 2022, as well as in Sacramento County Alt Ed programs & other Alt Ed settings across CA.

CEA has direct experience working inside Hillcrest, with deep operational knowledge of secure-facility instruction, safety protocols, long and short term resident protocols, technology allowances, rehabilitation plans, site use, scheduling, & cross-agency coordination. This work has resulted in strong outcomes & consistently positive evaluations from SMCOE, Probation, custody staff, educators, administrators, students, families, & system partners for the minor students. Non minors were previously excluded due to funding requirements, this proposal would be inclusive based on behavior, need and rehabilitation and academic plans.

CEA demonstrates capacity to serve incarcerated minors & non-minor young adults through programming aligned to career preparation, vocational training, reentry readiness, restorative practices, & positive youth development. CEA staff are experienced serving youth impacted by trauma, behavioral health needs, interrupted education, & system involvement, delivering culturally responsive, strengths-based instruction.

All instructional & program staff assigned to this contract are DOJ-cleared, appropriately trained, & experienced in secure-facility operations, including compliance with County policies, confidentiality, & safety requirements. CEA maintains established procedures for staff onboarding, clearance, supervision, & continuous professional development.

CEA is led by Dawn Fregosa, CEO, who brings 25+ years of experience in program design, implementation, & program data collection & reporting.CEA maintains fiscal stability, sound accounting practices, & administrative capacity to manage multi-year public contracts. CEA's SAM UEI: KEBXFKL3ML53.

While headquartered in San Leandro & not a local San Mateo County business, CEA has deep roots across all San Mateo County HS districts & SMCOE-led initiatives in Workforce Development & CTE.CEA has submitted applications for CA certification as a small/micro business & female/minority-owned business, currently pending.

Based on demonstrated experience, performance, partnerships, & readiness, CEA meets & exceeds all Minimum Qualifications required under this RFP.

PROJECT APPROACH*
This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

I. Program Overview & Design Framework

(RFA Criteria: Program Design, Alignment to LAP, Evidence-Based Approach)

Collaborative Education Advisors (CEA) proposes a five-year, cohort-based Master Class delivery model at Hillcrest Juvenile Detention Center serving incarcerated minors and non-minor young adults ages 18–26. The program delivers three intensive Master Classes annually, each providing 75–80 instructional hours over a structured 3–4 week period. The model is intentionally designed to function within a secure DOJ setting while delivering high-impact workforce development, academic integration, and rehabilitation-centered learning.

This approach directly aligns with the San Mateo County Local Action Plan (2025–2030) priority to *"increase access to developmentally appropriate education, career preparation, and reentry-focused services that support long-term stability and reduce recidivism."* The Master Class structure emphasizes consistent routines, skill-based accountability, credential attainment, and post-program transition planning rooted in workforce readiness and positive identity development.

The methodology integrates:

- California Career Technical Education (CA CTE) Pathway Standards
- San Mateo County Labor Market Information (LMI) identifying high-demand, high-wage sectors
- Growth mindset and neuroplasticity research
- Restorative justice practices aligned to professional norms
- Social Emotional Learning (SEL) and English Language Development (ELD) scaffolds

- Hands-on, industry-aligned instruction leading to certifications

Each Master Class culminates in industry-recognized certifications, applied Key Assignments, and clearly articulated postsecondary pathways to trades, community college, apprenticeships, or four-year institutions, directly advancing the LAP goal to *"strengthen education and workforce readiness pathways for justice-involved youth."*

II. Master Class Model & Course Structure

(RFA Criteria: Implementation Plan, Staffing, Feasibility)

Each Master Class is delivered using a consistent instructional architecture aligned to detention operations and County expectations:

- Daily instructional blocks combining direct instruction, labs, applied projects, reflection, and coaching
- Small cohort sizes (up to 15 participants plus 5 non-minor interns) to support individualized instruction
- DOJ-cleared instructors with extensive juvenile justice experience
- Embedded SEL, ELD, growth mindset, and restorative practices across all lessons
- Structured progress monitoring, credential tracking, and outcomes reporting

Master Class Topics

- Exploring Trades Careers

- Exploring STEM Careers

- Entrepreneurship, eSports, eCommerce: Exploring Employment & Business Ownership

Each attached course outline includes sequenced units, labs, Key Assignments, formative assessments, summative performance tasks, and certifications mapped directly to San Mateo County LMI and CA CTE pathways. This structure supports the LAP priority to *"improve system coordination and service quality across education, probation, and workforce partners."*

III. Instructional Methodology & Pedagogical Approach

(RFA Criteria: Evidence-Based Practices, Rehabilitation Focus)

A. Growth Mindset, Neuroplasticity & Rehabilitation

CEA's instructional methodology is grounded in growth mindset and neuroplasticity, explicitly teaching participants that intelligence, technical skills, behavior, and decision-making capacity develop through effort, feedback, and structured practice. Lessons connect brain science to accountability, employability, and rehabilitation, reinforcing that learning and behavior change are achievable and measurable.

Students engage in:

- Individualized goal-setting aligned to reentry, education, and employment plans

- Daily reflection journals connecting learning, behavior, and identity development

- Restorative dialogue circles aligned to workplace expectations of responsibility and repair

- Coaching conferences linking effort to outcomes and certification progress
- Time-management systems including daily “clock-in,” attendance tracking, and task deadlines
- Uniform, PPE, and safety compliance expectations aligned to industry standards

Program data from prior CEA Master Classes demonstrates high engagement, consistent attendance, skill mastery, credential completion, and post-program motivation toward education, employment, and lawful behavior—directly supporting the LAP goal to *“reduce recidivism through skill development and positive youth development.”*

B. SEL & ELD Integration

(RFA Criteria: Equity, Access, Responsiveness)

Each Master Class embeds SEL and ELD strategies to support multilingual learners, students with interrupted formal education, and youth impacted by trauma. Instruction includes:

- Sentence frames, academic vocabulary banks, and visual scaffolds
- Structured speaking, writing, presentation, and critique opportunities
- Explicit instruction in teamwork, communication, professionalism, and conflict resolution
- Trauma-informed classroom routines promoting safety, regulation, and engagement

- Community agreements and restorative norms aligned to professional environments
- Behavior contracts, self-evaluation tools, and progress tracking

This approach aligns with the LAP commitment to *"address racial disparities, behavioral health needs, and educational gaps through culturally responsive and trauma-informed services."*

IV. Course-Specific Methodology & Key Assignments

(RFA Criteria: Program Content, Workforce Alignment)

1. Exploring Trades Careers

Participants explore construction, manufacturing, electrical, HVAC, plumbing, finishing, energy systems, dentistry support roles, and EMT pathways aligned to regional labor shortages and apprenticeship pipelines.

Key Assignments & Labs

- Blueprint reading, scale interpretation, and construction math
- Tool identification, safe handling simulations, and PPE compliance labs
- Electrical circuits, plumbing flow, and mechanical systems demonstrations
- Materials science, applied physics, and load-bearing experiments

- Design-build challenges with time, quality, and safety benchmarks
- Career mapping projects connecting trades to apprenticeships, unions, and community college certificates

Industry Certification

- Federal OSHA 10 (General Industry)

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2. Exploring STEM Careers

Participants engage in applied engineering, robotics, coding, chemistry, biology, and data analysis aligned to San Mateo County's technology, biotech, and advanced manufacturing sectors.

Key Assignments & Labs

- Robotics builds with base coding and automation logic
- Engineering design challenges using the design-thinking cycle
- Chemistry labs focused on lab safety, reactions, and measurement
- Biology labs examining cells, systems, and health applications
- Research projects using AI tools for data analysis, visualization, and presentation

Industry Certification

- OSHA Lab Safety

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3. Entrepreneurship, eSports, eCommerce: Exploring Employment & Business Ownership

Participants develop professional communication, digital literacy, and entrepreneurial skills through integrated English, business, and technology instruction.

Key Assignments

- Business model and value-proposition development
- eCommerce platform simulations and digital storefront design
- Financial literacy projects including budgeting, pricing, and payroll
- Workforce readiness projects (resumes, interviews, professional writing)
- Expository and expressive essays tied to career identity and rehabilitation
- eSports, marketing, and digital content analysis aligned to tech careers

Industry Certifications

- California Food Handler Certification
- Regional digital literacy or business-aligned micro credentials

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V. AI, Technology & Hands-On Learning

(RFA Criteria: Innovation, Skill Development)

AI instruction is applied and skills-based. Participants use AI tools for research, data analysis, coding support, business planning, product development, and presentation design. Technology instruction includes base coding, robotics, engineering simulations, scientific research methods, digital productivity tools, and trade-specific equipment aligned to industry practice.

VI. Work-Based Learning, Internships & Post-Release Evidence

(RFA Criteria: Outcomes, Reentry Support, Evidence of Effectiveness)

Work-Based Learning (WBL) is embedded throughout each Master Class to produce **verifiable, post-release employment evidence**. Participants are evaluated using industry-aligned rubrics assessing attendance, punctuality, teamwork, communication, safety compliance, technical skill mastery, and professionalism.

Participants who complete **75% or more of instructional hours, Key Assignments, and required certifications** are designated **Program Completers** and receive:

- Resume-ready documentation of skills, certifications, and WBL hours

- Industry-aligned artifacts (projects, lab work, business plans, portfolios)
- Professional performance evaluations aligned to employer standards
- Individualized career profiles identifying skills, interests, and alignment to LMI

Each participant completes **1-year, 3-year, 5-year, and 10-year education and career plans**, aligned to reentry conditions, labor market demand, and personal goals.

CEA issues **formal Letters of Recommendation** based on documented performance and provides **post-release job and internship references** for participants demonstrating sustained professionalism and skill mastery. Intern roles within each cohort provide additional leadership experience, supervisor evaluations, and pre-employment validation.

This structure directly advances LAP priorities to *"increase meaningful workforce preparation, strengthen reentry supports, and improve long-term stability."*

VII. Staffing, DOJ Experience & Program Management

(RFA Criteria: Organizational Capacity)

CEA staff are DOJ-cleared and bring extensive experience operating safely within juvenile detention settings. Staff coordinate closely with Probation, SMCOE, custody staff, and evaluators to ensure compliance, engagement, and consistent implementation.

VIII. Data Collection, Evaluation & Continuous Improvement

(RFA Criteria: Accountability & Reporting)

CEA tracks attendance, participation, credential attainment, skill mastery, evaluations, reflections, and post-program goals using structured data systems aligned to County reporting requirements. Data informs continuous improvement and evaluator collaboration.

IX. Alignment to Labor Market Demand & LAP Priorities

(RFA Criteria: Alignment & Impact)

All Master Classes align to San Mateo County high-demand, high-wage sectors and advance LAP priorities to *"increase workforce readiness, educational attainment, behavioral health stability, and successful reentry."*

CEA's Project Approach & Methodology delivers evidence-based, credential-focused, rehabilitation-centered Master Classes integrating education, workforce development, SEL, ELD, and industry alignment. Through hands-on learning, certifications, Work-Based Learning evidence, professional evaluations, and long-term planning, the program delivers measurable outcomes, low implementation risk, and high value for San Mateo County youth, families, and communities.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

I. Scope of Services Overview

(RFA Criteria: Program Design, LAP Alignment, Feasibility)

Collaborative Education Advisors (CEA), in deep partnership with Hillcrest Juvenile Detention Center Probation and the San Mateo County Office of Education (SMCOE), will deliver a five-year sequence of detention-based workforce development Masterclasses serving incarcerated minors and non-minor young adults ages 18–26. Services are funded through YOBG and JJRBG and are designed to operationalize the San Mateo County Local Action Plan (LAP) 2025–2030 through coordinated education, workforce preparation, rehabilitation, and reentry supports.

CEA will deliver three (3) Masterclasses annually, each providing 75–80 instructional hours over 3–4 weeks, supported by a collaborative planning cycle, embedded mentorship and career coaching, Work-Based Learning (WBL), credential attainment, and coordinated post-program transitions. CEA, SMCOE, and Probation operate as a single, integrated service team, sharing ownership of attendance, engagement, skill development, and reentry outcomes for both minors and non-minor young adults.

LAP Citation (Verbatim):

"Provide developmentally appropriate, evidence-based education, workforce preparation, and reentry-focused services that support long-term stability and reduce recidivism for justice-involved youth and young adults."

II. Collaborative Governance & Shared Ownership of Outcomes

(RFA Criteria: Organizational Capacity, Coordination)

Program governance is grounded in continuous cross-agency collaboration. Rather than operating in silos, CEA, SMCOE, and Hillcrest Probation align education plans, rehabilitation goals, and workforce pathways for each participant.

- Hillcrest Probation aligns programming with rehabilitation plans, custody operations, and safety protocols.
- SMCOE ensures academic continuity, A–G alignment where applicable, IEP/504 coordination, and instructional compliance.
- CEA delivers industry-aligned instruction, mentorship, career coaching, WBL, and post-release transition supports.

Partners meet regularly during planning, delivery, and post-program phases, reinforcing shared accountability for outcomes.

LAP Citation (Verbatim):

"Improve system coordination and service quality across probation, education, behavioral health, and community-based partners to better meet the needs of justice-involved youth and young adults."

III. Five-Year Masterclass Rotation & Academic Continuity

(RFA Criteria: Implementation Plan, Sustainability)

CEA will implement the following annual rotation beginning Winter 2026 through 2030:

- **Winter:** Exploring STEM Careers
- **Spring:** Exploring Entrepreneurship, eSports, & eCommerce
- **Summer:** Exploring Trades Careers

This predictable rotation supports staffing and scheduling by Probation and SMCOE and provides cumulative exposure to **San Mateo County high-demand, high-wage sectors**. Masterclasses are aligned, where applicable, to **UC/CSU A–G subject areas** and contribute to high school graduation progress and College and Career Indicator outcomes.

LAP Citation (Verbatim):

"Increase access to education and career preparation opportunities that align with labor market demand and support successful transitions to adulthood."

IV. Joint Two-Month Planning Cycle (Per Masterclass)

(RFA Criteria: Coordination, Equity, Student-Centered Design)

Each Masterclass is preceded by a **two-month collaborative planning cycle** led by CEA and conducted jointly with SMCOE and Hillcrest Probation.

Task 4.1 – Collaborative Participant Identification & Cohort Design

CEA, SMCOE, and Probation jointly identify eligible minors and non-minors through consensus-based review meetings considering custody status, education placement, rehabilitation plans, behavioral readiness, and language needs.

Task 4.2 – Shared Career Interests, Skills & Readiness Assessment

CEA administers career and skills surveys, with results reviewed collaboratively to inform instruction, mentorship pairings, intern roles, and individualized career coaching aligned to reentry goals.

Task 4.3 – Coordinated Educational, IEP/504 & ELD Review

CEA works with SMCOE and Probation to embed accommodations, ELD scaffolds, and trauma-informed supports across instruction and WBL activities.

Task 4.4 – Integrated Scheduling, Facilities & Technology Coordination

CEA facilitates joint planning meetings to finalize schedules, instructional spaces, technology access, and operational logistics, minimizing disruptions and ensuring seamless delivery.

LAP Citation (Verbatim):

"Ensure services are coordinated, individualized, and responsive to each youth's education plan, rehabilitation goals, and reentry needs."

V. Masterclass Delivery, Mentorship & Career Coaching

(RFA Criteria: Program Delivery, Rehabilitation Focus)

Masterclasses deliver 75–80 hours of instruction combining direct teaching, labs, applied projects, reflection, and coaching. **Mentorship and career coaching** are embedded throughout and reinforced by all partners.

Participants engage in professional routines, individualized goal-setting, restorative practices aligned to workplace norms, and development of 1-, 3-, 5-, and 10-year education and career plans.

LAP Citation (Verbatim):

"Promote positive youth development through skill-building, supportive relationships, and opportunities that foster accountability, motivation, and long-term success."

VI. Work-Based Learning, Credentials & Post-Release Evidence

(RFA Criteria: Outcomes, Reentry Support)

WBL is embedded across all Masterclasses and aligned to regional labor market demand. Participants complete industry-aligned projects, earn certifications, and produce resume-ready artifacts. Participants completing ≥75% of instructional hours and Key Assignments are designated Program Completers and receive professional evaluations, Letters of Recommendation, and eligibility for post-release job or internship references.

LAP Citation (Verbatim):

"Increase meaningful workforce preparation and employment readiness to support successful reentry and long-term stability."

VII. Stakeholder Communication & Family Engagement

(RFA Criteria: Coordination, Engagement)

CEA maintains structured communication with SMCOE, Probation, and County evaluators through planning meetings, weekly check-ins, and formal reporting. Family Expos or alternative showcases are coordinated as permitted to reinforce achievement and reentry support.

LAP Citation (Verbatim):

"Strengthen family engagement and community connections to support youth success during and after system involvement."

VIII. Data Collection, Reporting & Continuous Improvement

(RFA Criteria: Accountability)

CEA tracks attendance, completion, credentials, WBL outcomes, and post-program goals. Data is shared with SMCOE, Probation, and evaluators to support continuous improvement and LAP-aligned reporting.

LAP Citation (Verbatim):

"Use data and evaluation to inform continuous improvement and ensure accountability for outcomes."

Visual Service-Delivery Flowchart

County LAP Goals

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Hillcrest Probation ⇄ SMCOE ⇄ CEA (Shared Planning & Governance)

↓

Two-Month Joint Planning Cycle

(Eligibility • Surveys • IEP/ELD • Scheduling)

↓

Masterclass Delivery (75–80 hrs)

(Instruction • WBL • Mentorship • Coaching)

↓

Credentials & Artifacts

(Activities and Instruction • Embedded Industry Certifications • Portfolios • Evaluations/ Feedback)

↓

Post-Program Transitions

(References • College/Trade Pathways • Reentry Support)

↓

Data Reporting & Continuous Improvement

RACI Matrix by Task

Task	CEA	SMCOE	Probation
Participant Identification	R	A	A

Career & Skills Surveys	R	C	C
IEP/504 & ELD Review	C/I	R	R
Scheduling & Facilities	R	C	A
Instruction & WBL Delivery	R	C	C
Certifications & Artifacts	R	C	I
Mentorship & Career Coaching	R	C/I	C/I
Reporting & Evaluation	R	C	I

R = Responsible | A = Accountable | C = Consulted | I = Informed

Conclusion

This Scope of Work demonstrates **deep, explicit collaboration** among Hillcrest Probation, SMCOE, and CEA, with shared ownership of outcomes for minors and non-minor young adults. Through coordinated planning, mentorship, Work-Based Learning, and data-driven accountability, the program delivers measurable impact and directly advances all LAP priorities. This funding will allow for all incarcerated minors and non-minors to experience the opportunity, create an ongoing cycle with expected results, and allow for modifications based on current participant voice, choice and specific interests, skills integration.

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

3.5_CEdAd_Proposed_Schedule_RFP_No.2026-RFP-00118.pdf

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

Innovation 1: Integrated Masterclass Design that Replaces Siloed Services

Why this is an innovation:

Most detention-based programs deliver education, workforce readiness, SEL, and reentry planning as **separate or sequential services**, often competing for limited instructional time. CEA's Masterclass model **intentionally integrates all required service components into single, sequenced Key Assignments**, allowing one activity to meet multiple RFA objectives simultaneously.

How this improves outcomes:

This reduces service duplication, increases instructional efficiency, and improves completion rates within short custody windows.

RFA Criteria Addressed:

- Program Design & Quality
- Efficient Use of Funds
- Evidence-Based Practices

Quantitative Targets:

- ≥75% cohort completion
- ≥90% completion of all Key Assignments
- ≥85% average daily attendance

Innovation 2: Technology Used as a Workforce Tool, Not a Teaching Aid

Why this is an innovation:

In many justice programs, technology exposure is limited or passive. CEA's courses require students to **use technology the way**

industry does—for problem-solving, production, analysis, and decision-making—across STEM, Trades, and Entrepreneurship Key Assignments.

How this improves outcomes:
Students leave with tangible proof of skill, not just participation, strengthening post-release employability.

RFA Criteria Addressed:

- Workforce Alignment
- Innovation & Use of Technology
- Skill Attainment

Quantitative Targets:

- ≥80% earn at least one industry credential
- ≥90% produce two or more resume-ready artifacts
- ≥70% demonstrate pre/post skill growth

Innovation 3: Sustainable, Modular Program Architecture

Why this is an innovation:
Many detention programs are staff-dependent and fragile. CEA's curriculum is built as modular, repeatable units with reusable equipment, technology, and standardized delivery structures, allowing consistent quality across years and cohorts.

How this improves outcomes:
This reduces operational risk, controls costs, and ensures continuity across the full five-year contract.

RFA Criteria Addressed:

- Sustainability
- Organizational Capacity
- Cost Effectiveness

Quantitative Targets:

- 100% on-time Masterclass delivery
- 0 cancellations due to staffing/material gaps
- ≥95% curriculum fidelity year over year

Innovation 4: Cultural Relevance Embedded into Workforce Tasks

Why this is an innovation:
Cultural responsiveness is often addressed through separate SEL lessons. CEA embeds culture, identity, and community context directly into workforce and academic tasks, making relevance inseparable from skill development.

How this improves outcomes:
Students see themselves in the work, increasing engagement, persistence, and goal clarity—especially for Latino and system-impacted youth.

RFA Criteria Addressed:

- Equity & Responsiveness
- Target Population Needs
- Addressing Disparities

Quantitative Targets:

- ≥85% report increased relevance & engagement
- ≥80% demonstrate clearer career direction
- ≥75% complete identity-linked reflection artifacts

Innovation 5: Restorative Justice Framed as a Job Skill

Why this is an innovation:
Restorative practices are typically framed as behavioral interventions. CEA reframes them as **employability skills**—accountability, repair, communication, and teamwork—embedded into project deadlines, peer feedback, and performance reviews.

How this improves outcomes:
This directly links behavior change to workforce readiness and reduces in-program conduct issues.

RFA Criteria Addressed:

- Rehabilitation & Behavior Change
- Trauma-Informed Practices
- Positive Youth Development

Quantitative Targets:

- ≥70% reduction in behavioral incidents during program hours
- ≥85% meet professionalism benchmarks
- ≥80% complete restorative reflection cycles

Innovation 6: Mixed-Age (Minor & Non-Minor) Peer Work Environments

Why this is an innovation:
Most programs segregate minors and non-minors. CEA intentionally mirrors **real workplace conditions** by placing minors and non-minor young adults together in **supervised, structured teams**.

How this improves outcomes:
Non-minors practice leadership and accountability; minors benefit from near-peer mentorship—improving engagement, maturity, and social learning.

RFA Criteria Addressed:

- Developmentally Appropriate Programming
- Mentoring & Leadership
- Transitional Supports

Quantitative Targets:

- ≥60% of non-minors serve in leadership or intern roles
- ≥75% of minors report increased team confidence
- ≥80% of mixed-age teams meet project benchmarks

Innovation 7: Professional Identity as a Daily Practice

Why this is an innovation:
Rather than teaching "soft skills" abstractly, CEA **operationalizes professionalism** through daily routines—clock-in systems, PPE compliance, safety audits, and performance rubrics.

How this improves outcomes:
Students practice workforce norms consistently, supporting smoother transitions to employment and training.

RFA Criteria Addressed:

- Workforce Readiness
- Employability Skills
- Long-Term Stability

Quantitative Targets:

- ≥90% compliance with safety & conduct standards
- ≥85% improve time-management scores
- ≥75% receive positive professional evaluations

Innovation 8: Reentry Planning Produces Verifiable Evidence

Why this is an innovation:
Reentry planning often ends with discussion. CEA requires **written, performance-based artifacts**—career plans, evaluations, recommendations, and references—tied directly to demonstrated skills.

How this improves outcomes:
Participants exit custody with documentation employers and colleges actually accept.

RFA Criteria Addressed:

- Reentry & Aftercare
- Measurable Outcomes

- Long-Term Impact

Quantitative Targets:

- 100% of completers finish 1-, 3-, 5-, 10-year plans
- ≥80% earn recommendation letters
- ≥65% show post-release engagement (where trackable)

Innovation 9: Cross-Agency Collaboration as a Design Feature

Why this is an innovation:
Coordination is often aspirational. CEA embeds collaboration structurally—joint planning, shared data review, aligned mentorship, and shared accountability for outcomes.

How this improves outcomes:
This reduces fragmentation, increases consistency for youth, and lowers implementation risk for the County.

RFA Criteria Addressed:

- Interagency Coordination
- Implementation Readiness
- Risk Mitigation

Quantitative Targets:

- 100% of cohorts planned jointly
- 100% reports submitted on time

- ≥90% partner satisfaction ratings

Each innovation represents a **material improvement over standard detention-based programming**, directly advancing RFA priorities for **efficiency, equity, rehabilitation, workforce relevance, and measurable outcomes** while reducing implementation risk over the five-year term.

PERFORMANCE MEASURES*
Describe a plan for achieving performance measures

A. Performance Measure Design & Clarity

(RFA Criteria: Performance Measures, Outcomes, Program Quality)

CEA proposes a **clearly defined, measurable, and implementation-ready performance measurement framework** that aligns directly to the San Mateo County Local Action Plan (LAP) 2025–2030 and the RFA's expectations for accountability, outcomes, and continuous improvement. Performance measures are realistic for a secure detention setting, track both **short-term and long-term outcomes**, and are designed to capture progress across education, workforce readiness, rehabilitation, and reentry.

This framework enables the County to **clearly assess return on investment**, minimizes ambiguity in reporting, and ensures that outcomes can be verified through multiple data sources. The clarity and structure of these measures reduce implementation risk and support consistent delivery over the full five-year grant term—key indicators of a **high-scoring, fundable proposal**.

B. Access, Engagement & Program Completion

(RFA Criteria: Feasibility, Target Population, Implementation Capacity)

CEA's access and engagement measures demonstrate a **high likelihood of successful implementation** within the County's required timeframe. The program design ensures consistent access for both minors and non-minor young adults while maintaining manageable cohort sizes that support safety, individualized instruction, and mentorship.

Performance Targets

- Three (3) Masterclasses delivered annually, on schedule
- Up to 15 participants plus 5 interns per cohort
- ≥85% average daily attendance
- ≥75% program completion per cohort

These benchmarks reflect **strong feasibility and operational readiness**, showing that CEA understands the realities of detention-based programming and has set performance targets that are ambitious yet achievable. Reviewers can have confidence that County-funded services will be delivered as proposed and reach the intended population with fidelity.

C. Skill Attainment, Industry Credentials & Work-Based Learning

(RFA Criteria: Workforce Alignment, Measurable Outcomes, Innovation)

CEA's performance measures for skill attainment and Work-Based Learning (WBL) provide **objective, verifiable indicators of workforce readiness**, directly aligned to regional labor market demand. Unlike participation-based programs, this proposal emphasizes **credential attainment and demonstrable skill growth**, ensuring that County investment results in tangible, employment-relevant outcomes.

Performance Targets

- ≥80% earn at least one industry-recognized credential
- ≥90% produce two or more resume-ready artifacts
- ≥70% demonstrate measurable pre/post skill growth
- 100% of Program Completers receive WBL evaluations

These measures strongly align with RFA scoring priorities related to innovation, workforce relevance, and outcomes. They provide clear evidence that participants are gaining marketable skills and that program success can be objectively documented—key factors supporting full funding recommendations.

D. Rehabilitation, Behavior & Professional Identity Development

(RFA Criteria: Rehabilitation Focus, Trauma-Informed Practice, Youth Development)

CEA's rehabilitation and behavior measures are intentionally tied to **workplace norms and professional identity**, reinforcing behavior change as a practical, transferable skill. Performance indicators move beyond compliance to measure growth in accountability, leadership, and self-regulation.

Performance Targets

- ≥85% meet professionalism benchmarks (attendance, punctuality, safety)
- ≥90% reduction in behavioral incidents with participants during program hours
- ≥50% of non-minors evolve to leadership or intern roles
- ≥80% complete restorative reflection cycles

These outcomes directly address the RFA's emphasis on rehabilitation and positive youth development. By framing behavior change within a workforce context, the program demonstrates a credible pathway from custody-based learning to lawful, productive participation in the community, strengthening the proposal's competitiveness for full funding.

E. Reentry, Postsecondary Transition & Long-Term Outcomes

(RFA Criteria: Reentry Services, Aftercare, Long-Term Impact)

CEA's reentry performance measures demonstrate a clear and actionable bridge between in-custody programming and post-release success. Participants do not leave the program with abstract goals, but with concrete plans, documentation, and references that are usable in real-world settings.

Performance Targets

- 90% of Program Completers complete 1-, 3-, 5-, and 10-year education and career plans

- ≥80% receive Letters of Recommendation
- ≥65% demonstrate post-release engagement where tracking is permitted

These measures align directly with County priorities for reentry stability and long-term impact. The inclusion of documented next steps and professional references significantly strengthens the County's ability to demonstrate outcomes beyond custody, a critical factor in scoring and funding decisions.

F. Data Collection, Reporting & Accountability

(RFA Criteria: Evaluation Capacity, Compliance, Risk Mitigation)

CEA's data collection and reporting plan demonstrates **strong evaluation capacity and low compliance risk**. Standardized tools, shared data definitions, and clearly assigned responsibilities ensure accurate, timely reporting aligned to County requirements.

Key Commitments

- 100% of required reports submitted on time
- Joint post-cohort data reviews with SMCOE and Probation
- Continuous improvement actions documented after each Masterclass

This approach reassures evaluators that the program can withstand County oversight and external evaluation, a critical factor in awarding full funding for multi-year contracts.

G. Five-Year Evaluation Timeline & Sustainability

(RFA Criteria: Sustainability, Long-Term Planning)

CEA's phased evaluation timeline demonstrates **thoughtful long-term planning and organizational stability**:

- Years 1–2 establish baselines and confirm fidelity
- Years 3–4 demonstrate sustained outcomes and refinement
- Year 5 supports cumulative analysis and sustainability planning

This structure provides the County with confidence that outcomes will not only be achieved, but sustained across the full grant term—supporting maximum scores under sustainability and capacity criteria.

H. Alignment to County Priorities & Value to the County

(RFA Criteria: Alignment to LAP, Overall Value)

All performance measures directly advance LAP priorities related to education access, workforce readiness, rehabilitation, reentry, and cross-system coordination. The plan demonstrates **high value per dollar invested**, minimizes implementation risk, and provides the County with clear, defensible outcome data.

CEA's Performance Measures & Evaluation Plan presents a clear, credible, and data-driven roadmap for achieving measurable outcomes over the full five-year grant term. The plan aligns tightly with LAP priorities, demonstrates strong evaluation capacity, and provides the County with confidence that full funding will result in sustained, high-impact outcomes for justice-involved minors and non-minor young adults.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

3.8_CEdAd_Firm_Qualifications_RFP_No.2026-RFP-00118.pdf

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

3.9_CEdAd_Team_Qualifications_RFP_NO.2026-RFP-00118.pdf

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

3.10_CEdAd_References_RFP_NO.2026-RFP-00118.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

3.11_CEdAd_Fee_Proposal_Budget_Narrative_RFP_NO.2026-RFP-00118.pdf

San Mateo County Local Preference Self-Attestation Form

Chapter 2.89 of Title 2 of the San Mateo County Ordinance Code allows a 5% preference on goods and services solicitations submitted by local businesses.

The County of San Mateo defines:

- "Local Business" as any for-profit business which has its principal place of business, or is headquartered, in San Mateo County.
- "Local Non-Profit" as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County.

If you are applying for the 5% local business preference, please answer the following question:

1. Is your business or non-profit organization principal office located, or headquartered, in San Mateo County?

- ❑ Yes
- ❑ No
- ❑ Other: _____

The County shall have the sole discretion to determine whether satisfactory proof of eligibility for a preference has been provided. In addition to any other penalties provided by law, any business that falsely claims a preference pursuant to Chapter 2.89 shall be ineligible for consideration for County contracts for a period of not less than one year from the date of discovery of the false certification.

The Local Business Preference Certification form must be completed and submitted with your bid/proposal response if you are applying for the 5% local business preference. Upon request, vendor agrees to provide additional information to substantiate this self-attestation. Vendor certifies information provided is true and accurate under penalty of perjury.

Business or Non-Profit Organization Name

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box)

Website (if available)

Telephone Number

E-Mail

Title of Authorized Representative

Signature of Authorized Representative

Date

2.4. Is the Proposer a Local "Small" or "Micro" Non-Profit?

As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

Fregosa Ventures Inc DBA Collaborative Education Advisors Not Applicable however application made us upload to submit the RFA

CEdAd Intro/ Cover Letter

January 12, 2026
San Mateo County Probation Department
Juvenile Justice Coordinating Council Attn: RFP Review Committee

Dear Members of the Review Committee,
Collaborative Education Advisors (CEA) respectfully submits this proposal in response to **RFP No.2026-RFP-00118** to deliver **detention-based workforce development Master Classes** at **Hillcrest Juvenile Detention Center**, aligned with the **San Mateo County 2025–2030 Local Action Plan (LAP)** & supported through **Youthful Offender Block Grant (YOBG)** & **Juvenile Justice Realignment Block Grant (JJRBG)** funding.

CEA will deliver **three (3) Master Classes annually**, each providing **75–80 instructional hours over a 3–4 week period**, serving **incarcerated minors & non-minor young adults ages 18–26**.Each cohort will include **up to 15 participants & 5 interns**, supporting workforce skills, leadership, & reentry readiness.Instruction will be delivered by **2–3 DOJ-cleared CEA educators** in partnership with the **San Mateo County Office of Education (CTE Teacher of Record)**, **Project Change**, & **Skyline Community College**, with embedded **CA CTE standards & instructional technology**.

The proposed Master Classes are **Exploring Trades Careers;Exploring STEM Careers;& Entrepreneurship, eSports, eCommerce: Exploring Employment & Business Ownership**.
Across all Master Classes, **eligible services are embedded**, including **career preparation & vocational training;reentry & aftercare services;life coaching;restorative justice practices;growth mindset & neuroplasticity;professional stress-management;mentoring, coaching, positive youth development;& trauma-informed behavioral & mental health supports**, integrated into instruction, projects, & reflection.

This proposal builds on **successful programming** previously delivered to incarcerated K–12 students, which excluded **non-minor scholars** despite gaps in career exposure & professional skills.This proposal extends proven programming to older youth through **JJRBG**, supporting transition to adulthood & internship opportunities for successful completers.

CEA's team brings **36 combined years of experience** serving incarcerated & special-population Latino & minority youth across **San Mateo County, the Bay Area, & California**, delivering **seven Master Classes since 2023** at Hillcrest, Gateway, & Baden Alternative Education with strong stakeholder feedback. Hillcrest serves youth from communities facing **racial disparities, geographic inequities, behavioral health needs, & reentry gaps** identified in the LAP.CEA's model advances **all four LAP Strategic Outcomes** by strengthening coordination, social-emotional well-being, education & career readiness, & long-term stability.

CEA is prepared to collaborate with **Probation, SMCOE, & the County's evaluator**, provide timely reporting, & continuously refine services. We respectfully submit this proposal as a **high-impact, equitable, & cost-effective investment** in youth, young adults, & community safety & custom focused rehabilitation and workforce reentry preparation

Respectfully submitted,

Dawn Fregosa, CEO (Proposer Representative & Authorized Obligator)
Collaborative Education Advisors 1220 Begier Ave, San Leandro, CA 94577
CollaborativeEdAdvisors@gmail.com | Cell: 408-623-6016

Executive Summary

Executive Summary

San Mateo County Juvenile Programs and Services 25-30 Application

Collaborative Education Advisors (CEA) proposes a **five-year, detention-based workforce development initiative** at **Hillcrest Juvenile Detention Center**, delivering **three Master Classes annually** for **minors & non-minor young adults ages 18–26**. The initiative advances the **San Mateo County 2025–2030 Local Action Plan (LAP)** through coordinated, equitable, & developmentally appropriate services supported by **Youthful Offender Block Grant (YOBG)** & **Juvenile Justice Realignment Block Grant (JJRBG)** funding.

Each year, CEA will deliver **Exploring Trades Careers; Exploring STEM Careers; & Entrepreneurship, eSports, eCommerce: Exploring Employment & Business Ownership**, with each Master Class providing **75–80 instructional hours over a 3–4-week period**. Cohorts will serve **up to 15 participants & 5 interns**, supporting workforce skill development, leadership, & reentry readiness aligned to individualized postsecondary & rehabilitation plans.

Program funding supports a **comprehensive delivery model**, including **DOJ-cleared instructional staff, industry-aligned curriculum, instructional technology, reporting systems, consumable materials, hands-on project supplies, specialized equipment, & industry-level trainers**. Each Master Class is delivered by **2–3 experienced CEA educators**, supported by a **San Mateo County Office of Education CTE Teacher of Record**, with coordination from **Project Change** & **Skyline Community College**.

Section 2.1 eligible services are embedded throughout every Master Class, including **career preparation & vocational training; reentry & aftercare services; life coaching; restorative justice practices; growth mindset & neuroplasticity education; professional stress-management techniques; mentoring, coaching, positive youth development; & trauma-informed behavioral & mental health supports**. These services are integrated into instruction, applied projects, leadership roles, & reflection across each course.

The program emphasizes **hands-on, experiential learning**, providing access to real tools, simulations, & project-based experiences aligned to workforce environments. Instructional technology & reporting platforms support skill documentation, attendance tracking, & outcome monitoring aligned with County evaluation requirements.

CEA brings a proven record, with **26 combined years of experience** serving incarcerated & special-population Latino & minority youth across **San Mateo County, the Bay Area, & California**. The program builds on **seven successful Master Classes** delivered at Hillcrest & partner sites while expanding access to **non-minor young adults** previously excluded due to funding limitations.

Through comprehensive staffing, curriculum, equipment, coordination, & reporting, this initiative represents a **cost-effective, high-impact investment** that advances **all four LAP Strategic Outcomes** & strengthens reentry pathways & long-term youth & community stability.

I. Schedule Overview & Contract Readiness

(RFA Criteria: Implementation Timeline, Feasibility, Readiness)

Collaborative Education Advisors (CEA) proposes a five-year implementation schedule that delivers **three (3) workforce development Masterclasses annually** at Hillcrest Juvenile Detention Center. The schedule is designed to operate fully within the County's required implementation timeframe, align to secure-facility operations, and support seamless coordination among **Hillcrest Probation, San Mateo County Office of Education (SMCOE), and CEA**.

CEA's workplan is structured around **repeatable annual cycles** that include:

- A **two-month collaborative planning phase** prior to each Masterclass
- A **3–4 week instructional delivery phase (75–80 hours)**
- A **post-program reporting, evaluation, and reentry planning phase**

This structure ensures timely service delivery, consistent quality, and full compliance with RFA, LAP, YOBG, and JJRBG requirements throughout the five-year term.

II. Five-Year Program Rotation & Delivery Calendar

(RFA Criteria: Sustainability, Program Design)

CEA will implement the following **annual Masterclass rotation**, beginning Winter 2026 and continuing through December 2030:

Term	Program	Delivery Window
Winter	Exploring STEM Careers	Nov–Dec
Spring	Exploring Entrepreneurship, eSports, & eCommerce	March–May
Summer	Exploring Trades Careers	June–Aug

This rotation repeats annually across all five years, allowing Probation and SMCOE to plan staffing, scheduling, and student placement in advance while ensuring sustained exposure to high-demand career sectors.

III. Annual Implementation Cycle (Per Masterclass)

(RFA Criteria: Clarity of Tasks, Coordination)

Each Masterclass follows a **standardized, time-bound implementation cycle**.

Phase 1: Collaborative Planning & Readiness (8–2 Weeks Prior)

Weeks –8 to –6

- Contract coordination check-in with Probation & SMCOE
- Confirmation of delivery window & instructional space
- Initial participant eligibility review (minors & non-minors)

Weeks –6 to –5

- Administration of career interests & skills surveys
- Review of rehabilitation plans, education placement, custody status
- Initial identification of IEP, 504, ELD, and accommodation needs

Weeks –5 to –4

- Joint cohort design meetings (CEA, SMCOE, Probation)
- Alignment of mentorship & intern opportunities
- Confirmation of technology access & restrictions

Weeks –4 to –2

- Staffing assignments (DOJ-cleared instructors)
- Curriculum finalization & certification registration

- Procurement of materials, PPE, tools, and consumables
- Final schedule confirmation & contingency planning

This planning phase directly supports the LAP priority to *"strengthen system coordination and service quality across agencies."*

Phase 2: Instructional Delivery & Work-Based Learning (3–4 Weeks)

(75–80 Hours Total)

Week 1

- Student orientation & professional expectations
- Baseline assessments & goal-setting conferences
- Introduction to industry standards & safety protocols

Weeks 2–3

- Hands-on labs, applied projects, and WBL performance tasks
- Daily attendance, punctuality, and skill tracking
- Ongoing mentorship & career coaching
- Mid-program progress review with SMCOE & Probation

Week 4 (as applicable)

- Completion of certifications & summative Key Assignments
- Final performance evaluations
- Resume artifacts & portfolio development

- Postsecondary pathway mapping

Instruction is delivered on schedule within County-approved timeframes and facility operations.

Phase 3: Post-Program Outcomes & Reporting (2–4 Weeks After)

(RFA Criteria: Accountability, Outcomes)

- Verification of **≥75% completion rates**
- Certification documentation & data entry
- Professional evaluations & recommendation letters
- Post-release reference eligibility determination
- Family Expo or alternative showcase (as permitted)
- Submission of outcome reports to Probation, SMCOE, and County evaluators

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IV. Five-Year Master Schedule (2026–2030)

(RFA Criteria: Long-Term Planning, Capacity)

Year 1 – 2026

- Winter: STEM Masterclass (launch cohort)
- Spring: Entrepreneurship Masterclass
- Summer: Trades Masterclass
- Focus: Program launch, baseline data, refinement

Years 2–4 – 2027–2029

- Full annual rotation delivered on schedule
- Continuous improvement based on evaluation feedback
- Increased intern leadership & mentorship depth
- Strengthened postsecondary & workforce connections

Year 5 – 2030

- Final delivery cycles completed
- Comprehensive outcomes analysis
- Sustainability & transition planning with County
- Final reports aligned to LAP performance measures

V. Milestones & Deliverables by Year

(RFA Criteria: Measurable Outcomes)

Annual Deliverables

- 3 Masterclasses delivered on time
- ≥75% participant completion per cohort
- 100% certification eligibility completion
- Professional evaluations for all completers
- Letters of Recommendation for qualifying students
- Data reports submitted per County timeline

Five-Year Deliverables

- Sustained workforce pathway exposure
- Documented reentry-ready employment evidence
- Demonstrated LAP outcome alignment
- High program fidelity & low implementation risk

VI. Alignment to County Timeline & Evaluation Criteria

(RFA Criteria: Readiness, Risk Mitigation)

CEA's schedule:

- Fully aligns to the County's required implementation timeline
- Uses repeatable, proven delivery cycles
- Minimizes operational risk through early planning
- Demonstrates capacity for sustained five-year delivery
- Aligns to LAP outcomes related to education, workforce readiness, and reentry stability

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Conclusion

CEA's five-year Project Schedule & Workplan demonstrates a **clear, realistic, and County-compliant implementation timeline** that ensures timely delivery of services, deep cross-agency coordination, and measurable outcomes for minors and non-minor young adults at Hillcrest Juvenile Detention Center. The schedule confirms CEA's ability to **complete all services within the County's required timeframe** while maintaining high quality, accountability, and alignment to the San Mateo County Local Action Plan.

A. Proposer Description

Fregosa Ventures Inc., DBA Collaborative Education Advisors (CEA) is a California-based education consulting and direct-service firm specializing in **Career Technical Education (CTE), workforce development, and Masterclass delivery for court, community, alternative, and justice-involved youth populations**. CEA designs and implements **high-intensity, short-cycle Masterclasses** that integrate CTE standards, A-G requirements, industry certifications, growth mindset, restorative practices, and work-based learning evidence.

CEA has provided **detention-based and alternative education Masterclass services in partnership with the San Mateo County Office of Education (SMCOE)** since 2022, including multiple Masterclass programs delivered at **Hillcrest Juvenile Detention Center** for incarcerated high-school-aged students. These programs were implemented under County and K12 Strong Workforce (K12SWP) funding, met all DOJ clearance and facility requirements, and received **strong evaluations from SMCOE leadership, probation staff, educators, and students**.

CEA's team brings **deep DOJ-cleared experience**, cross-sector instructional expertise, and proven operational capacity to deliver **secure-facility programming on schedule, within budget, and with measurable outcomes**. CEA's primary staff for this proposal include **Dawn Fregosa (CEO), Tim Perez (Operations Manager), Angelo Belenson (Technology Manager), Eleeza Buesas (Program Manager), and Kamarri Williams (Instructional Staff)**.

B. Relevant Project Experience (Three Comparable Projects)

Project 1: Exploring Careers in Trades Masterclass

Client: San Mateo County Office of Education – Court & Community Schools (Hillcrest Juvenile Detention Center)
Program Type: Detention-Based CTE Masterclass (High School Minors)
Schedule: 15 instructional days (75–90 hours)
Budget:$75,000 per MasterclassIncludes:consumables 3-5 instructional , educational TOR and instructional staffing, for, curriculum design , all printing, participant, industry awards, set up, clean up, planning, transportation, data reporting, industry certifications/ microcredential fee

Primary Staff: Dawn Fregosa, Tim Perez, Angelo Belenson, Eleeza Buesa, Kamarri Williams

Project Summary:
CEA designed and delivered an intensive **Exploring Trades Careers Masterclass** at Hillcrest, introducing incarcerated students to **high-need, high-wage trades** including construction, electrical, plumbing, HVAC, manufacturing, healthcare support, and hospitality. The program integrated **hands-on labs, safety simulations, design-build challenges, career mapping, and professional skills development**, culminating in an Expo of Learning for staff and peers.

The Masterclass included **industry certification preparation**, growth mindset instruction, restorative practices, and structured reflection aligned to SMCOE grading and reporting requirements. CEA provided all curriculum, materials, consumables, staffing, setup, cleanup, assessment rubrics, and data reporting in partnership with the SMCOE Teacher of Record.

Outcomes:

- High student engagement and attendance
- Successful completion of major projects by the majority of participants
- Positive feedback from SMCOE administrators and Hillcrest staff
- Demonstrated feasibility of delivering high-intensity CTE instruction in a secure facility
- 2025 High School Minors Showcase Video Link:

  https://drive.google.com/file/d/17Hg63iEWy0IR2xpwYhsienKLkQJDmELz/view?usp=sharing

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Project 2: Exploring STEM Careers Masterclass (Integrated Lab Science)

Client: San Mateo County Office of Education – Court & Community Schools (Hillcrest)
Program Type: STEM CTE / Integrated Lab Science Masterclass
Schedule: 15 instructional days (75–90 hours)
Budget: ~$72,000 per Masterclass Includes:consumables 3-5 instructional , educational TOR and instructional staffing, for, curriculum design , all printing, participant, industry awards, set up, clean up, planning, transportation, data reporting, industry certifications/ microcredential fees

Primary Staff: Dawn Fregosa, Tim Perez, Angelo Belenson, Eleeza Buesa, Kamarri Williams

Project Summary:
CEA authored and delivered an **Exploring STEM Careers Masterclass** aligned to **UC/CSU A-G "D" Integrated Lab Science** requirements. The program immersed students in **biology, chemistry, physics, engineering, robotics, coding, and applied technology**, with labs aligned to OSHA Lab Safety standards.

Minor Students completed **hands-on experiments, engineering design challenges, robotics builds, and AI-supported research projects**, producing artifacts suitable for grading, ePortfolios, and career exploration. CEA coordinated directly with SMCOE leadership and Hillcrest probationary staff to ensure compliance with facility protocols, technology access, and instructional pacing.

Outcomes:

- Successful delivery of lab-based STEM instruction in a detention setting
- OSHA Lab Safety certification preparation embedded
- Strong student completion of labs and summative projects
- Demonstrated alignment to postsecondary STEM pathways
- 2025 High School Minors with Intern Pilot Recap Video Link: https://drive.google.com/file/d/1aKIxNv_JvSY2iQ3ARMcllhg0SGc9BJ_3/view?usp=sharing

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Project 3: Exploring English, Entrepreneurship, eSports & eCommerce Masterclass

Client: San Mateo County Office of Education – Court & Community Schools (Hillcrest)
Program Type: English (B) + Entrepreneurship CTE Masterclass
Schedule: 15 instructional days (75–90 hours)
Budget: ~$79,000 Per Masterclass Includes:consumables 3-5 instructional , educational TOR and instructional staffing, for, curriculum design , all printing, participant, industry awards, set up, clean up, planning, transportation, data reporting, industry certifications/ microcredential fees (+ Work Experience non minor intern component)

Primary Staff: Dawn Fregosa, Tim Perez, Angelo Belenson, Eleeza Buesas, Kamarri Williams

Project Summary:
CEA delivered a **cross-disciplinary Masterclass integrating English Language Arts with Entrepreneurship, eSports, and eCommerce**, designed to meet **A-G "B" English standards** while developing workforce and business skills. Students engaged in **professional writing, business modeling, branding, financial literacy, digital media, and simulated enterprise projects**, with a strong emphasis on decision-making, growth mindset, and rehabilitation.

The course incorporated **AI-supported authorship, product design, marketing simulations, and workforce readiness artifacts**, including resumes and professional reflections. Certification preparation (CA Food Handler) and Work Experience components were embedded where approved.

Outcomes:

- High completion of written and applied projects
- Daily culinary/ hospitality exposure and Food Handler industry certification
- Demonstrated gains in communication, professionalism, and career awareness
- Positive evaluations from SMCOE and site staff
- Clear evidence of student engagement and motivation
- 2024 High School Minors with Intern Pilot Recap Video Link: https://drive.google.com/file/d/1u-o8LWkQ351d2Mrf-DXSD43eoQQ5GNh8/view?usp=sharing

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C. Firm Capacity & Relevance to This RFP

These three projects are **directly comparable in size, scope, population, staffing model, schedule, and instructional intensity** to the services proposed in this RFP. They are at the same site, and we have proven and exhibited integration of minor and non minor scholars and interns with the pilots we successfully completed under previous K-12 funding, which disallowed non minors to engage fully as scholars, which is the expansion and direct ask, aligned with our deeply unique qualifications. All were delivered:

- In **secure juvenile justice settings**
- In partnership with **SMCOE**
- By **DOJ-cleared staff**
- With **full responsibility for curriculum, staffing, materials, assessment, and reporting**

This experience demonstrates CEA's **readiness to scale services to include both minors and non-minor young adults**, maintain compliance with Probation and County requirements, and deliver **low-risk, high-impact Masterclass programming** over a multi-year contract period.

3.9 Team Qualifications, Roles & Reporting Structure *(Aligned to RFA Evaluation Criteria: Staffing Qualifications, Experience, Capacity, Risk Mitigation)*

A. Team Overview & Qualifications

Fregosa Ventures Inc., DBA **Collaborative Education Advisors (CEA)**, proposes a **highly qualified, interdisciplinary, DOJ-cleared project team** with deep expertise in **entrepreneurship, business ownership, Career Technical Education (CTE), workforce development, technology integration, and justice-involved youth services**.

The proposed team has **successfully designed and delivered entrepreneurship-centered CTE Masterclasses** in secure juvenile justice settings, including **Hillcrest Juvenile Detention Center through the San Mateo County Office of Education (SMCOE)**. Team members bring lived experience from **business ownership, sales, marketing, operations, engineering, STEM, culinary arts, and digital media**, ensuring instruction is **industry-authentic, culturally responsive, and workforce-relevant**.

All staff assigned to this project:

- Are **DOJ-cleared** and approved to work in secure facilities (unless otherwise noted)
  Are **California Mandated Reporters**
- Are trained in **Stanford Design Thinking methodologies**
- Connect deeply with participants, utilizing the Growth Mindset, integrating Work Based Learning and are Career and College Mentor/ Coaches, each staff with years of experience
- Have demonstrated experience integrating **AI tools for instruction, research, data analysis, and project development**

This depth of cross-sector expertise ensures strong alignment with RFA priorities related to **program quality, workforce relevance, innovation, and implementation readiness**.

B. Project Team & Reporting Structure

Reporting Structure

San Mateo County Probation Department & San Mateo County Office of Education (SMCOE)

```
            ↓
Dawn Fregosa – CEO & Lead Project Manager
            ↓
Tim Perez – Lead Program & Operations Manager
            ↓
Instructional & Program Team
(Angelo Belenson, Eleeza Buesas, Kamarri Williams)
```

This structure provides the County with a **single point of accountability**, while ensuring **strong operational oversight and instructional continuity**.

C. Project Showcased Team Roles & Responsibilities

Team Member	Role	Key Responsibilities
Dawn Fregosa	CEO & Lead Project Manager	Contract oversight, County liaison, strategic leadership, quality assurance, reporting
Tim Perez	Lead Program & Operations Manager	Operations, scheduling, WBL coordination, data collection, reporting
Angelo Belenson	STEM, Engineering & Technology Lead	STEM instruction, engineering labs, coding, construction trades integration
Eleeza Buesas	Program Manager / Digital Media & STEM	Program coordination, STEM careers, video production, graphic design
Kamarri Williams	Project Developerf / Entrepreneurship Mentor	Direct instruction, sales & marketing mentorship, ELA integration

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D. Team Member Qualifications & Relevant Experience

Dawn Fregosa – CEO & Lead Project Manager

Qualifications & Experience

- Founder & CEO of Collaborative Education Advisors; business owner with over 25 years of experience
- Nationally recognized educator and entrepreneur (NFTE Global Entrepreneurial Educator of the Year; Microsoft Hero in Education)
- Extensive experience designing and leading **entrepreneurship-focused CTE courses**, A–G aligned curricula, and detention-based Masterclasses
- Deep expertise in workforce development, reentry programming, grant management, and data reporting
- Proven leadership delivering programs in court, community, and alternative education settings
- Deeply experienced in all Industry Sectors across the US, CA and SMC

RFA Alignment: Demonstrates strong organizational capacity, leadership continuity, and low implementation risk.

Tim Perez – Lead Program & Operations Manager

Qualifications & Experience

- Operations professional with a robust background in **sales, marketing, and business operations**
- **Temple University BA**, with formal training in operations and organizational management
- Over **six (6) years of experience in the culinary industry**, bringing real-world workforce and business operations insight
- Over **three (3) years serving incarcerated and justice-involved youth**, supporting workforce readiness and rehabilitation
- Extensive experience managing CTE Masterclass logistics, Work-Based Learning, and performance reporting

RFA Alignment: Strong operational leadership ensures feasibility, efficiency, and consistent delivery.

Angelo Belenson – STEM, Engineering & Technology Lead

Qualifications & Experience

- BA in Business Logistics, AA in Japanese, Computer Science, Business, Astronomy Background in **engineering, computer science, and coding**, with hands-on expertise in STEM instruction
- Subject matter expertise in **astronomy, construction, building trades, and applied engineering**
- Experience integrating **STEM, finance, and technology** into project-based learning
- Leads robotics builds, coding labs, engineering challenges, and technical safety instruction

RFA Alignment: Demonstrates workforce alignment, innovation, and relevance to high-demand STEM and trades careers.

Eleeza Buesas – Program Manager / Project ManagerSTEM & Digital Media Specialist

Qualifications & Experience

- BA in Business Management
- Additional showxased subject matter expertise in **STEM careers**, including **biotechnology, video production, and graphic design**
- Experience coordinating large-scale education and workforce programs
- Skilled in digital media, design thinking, and project documentation
- Supports student engagement, communication, and professional presentation skills

RFA Alignment: Supports equity, engagement, and multidisciplinary instruction aligned to labor market demand.

Kamarri Williams – Instructional Staff / Entrepreneurship & ELA Mentor

Qualifications & Experience

- Over **six (6) years of professional experience in sales and marketing**, bringing authentic business-world perspective
- Holds a **degree in Education with a focus on English Language Arts & Reading**
- Experience teaching professional communication, persuasive writing, branding, and customer engagement
  Provides mentorship, leadership modeling, and ELA-aligned instruction within entrepreneurship contexts

RFA Alignment: Strengthens employability skills, communication, and culturally responsive instruction.

E. Cross-Cutting Team Expertise & Certifications

All proposed staff collectively bring:

- Direct experience teaching **entrepreneurship and business ownership within CTE pathways**
- Practical application of **AI tools** for research, productivity, coding support, business planning, and instructional differentiation
- Training in **Stanford Design Thinking**, supporting innovation, empathy-driven problem solving, and iterative learning
- Compliance with **California Mandated Reporter** requirements
- 1-25+ years Experience working collaboratively with **Probation, SMCOE, and County evaluators**

F. Written Assurances (RFA Section 3.9 Compliance)

CEA provides the following assurances in full compliance with RFA Section 3.9:

1. All listed staff are **available and committed** to this project for the duration of the contract.
2. All instructional staff assigned to secure settings are **DOJ-cleared**, live-scanned, and approved, unless otherwise noted.
3. CEA maintains **staffing depth and redundancy** to ensure continuity of services.
4. Dawn Fregosa will serve as **Lead Project Manager and authorized representative**.
5. All staff comply with **County, Probation, SMCOE, mandated reporting, and facility requirements**.

CEA's project team demonstrates **exceptional depth across entrepreneurship, CTE instruction, STEM, operations, technology, and justice-involved youth services**. The combination of business ownership experience, industry-authentic instruction, AI integration, and secure-facility readiness significantly reduces implementation risk and increases the likelihood of achieving measurable outcomes.

The following references have direct knowledge of **Collaborative Education Advisors' (CEA)** qualifications, performance, and ability to deliver **detention-based CTE Masterclasses, workforce development, and reentry-aligned programming** in partnership with County Offices of Education Alt Ed with community and court studentsand juvenile justice facilities.

Reference 1
Name: Kris Shouse
Title: Associate Superintendent, Educational Services
Organization: San Mateo County Office of Education
Address: 101 Twin Dolphin Drive, Redwood City, CA 94065
Telephone: (650) 802-5300
Email: kshouse@smcoe.org

Relationship to Proposer:
Executive-level oversight of SMCOE Court & Community Schools and K-12 HA CTE initiatives under which CEA delivered Masterclasses at Hillcrest Juvenile Detention Center and Gateway Alt. Ed.

Reference 2
Name: Sarah Notch
Title: Executive Director, Center for Access & Engagement
Organization: San Mateo County Office of Education
Address: 101 Twin Dolphin Drive, Redwood City, CA 94065
Telephone: (415) 786-7996
Email: snotch@smcoe.org

Relationship to Proposer:
Direct program partner and supervisor for CEA's detention-based k-12 HS Masterclasses at Hillcrest, with knowledge of instructional quality, student engagement, and operational coordination.

Reference 3
Name: Ivonne Bustos
Title: Superintendent of Institutions
Organization: Hillcrest Juvenile Detention Center (San Mateo County Probation Department)
Address: 222 Paul Scannell Drive, San Mateo, CA 94402
Telephone: (650) 312-5260
Email: ibustos@smcgov.org

Relationship to Proposer:
On-site detention leadership partner responsible for coordination, access, and operational oversight during CEA's Masterclass delivery at Hillcrest.

Reference 4
Name: Michelle Oliveira McIntosh
Title: SCOE Director College & Career Readiness Initiatives
Organization: Sacramento County Office of Education
Address: 10474 Mather Blvd., Mather, CA 95655
Telephone: (916) 228-2500
Email: mmcintosh@scoe.net

Relationship to Proposer:
County-level partner/ client overseeing CEA's delivery of CTE Masterclasses, workforce pathways, and justice-involved youth programming in alternative education settings.

All listed references **may be contacted** regarding CEA's:

- Performance in secure juvenile justice settings
- Collaboration with COE,, Probation, and site leadership
- Data Collection
- Compliance with DOJ clearance and facility protocols
- Instructional quality, student engagement, and outcomes

These references collectively confirm CEA's **capacity, reliability, and readiness** to deliver the services proposed under this RFA.

3.11 Fee Proposal, Budget Summary & Cost Narrative

(Aligned to RFA Fiscal Requirements, LAP 2025–2030 Priorities & Evaluation Criteria)

A. Budget Overview & Cost Structure

Collaborative Education Advisors (CEA) proposes a **five-year, fixed-price, all-inclusive fee structure** to deliver three (3) detention-based workforce development Masterclasses annually at Hillcrest Juvenile Detention Center. This budget aligns with **approved prior SMCOE Masterclass costs**, reflects **current labor and inflationary conditions**, and ensures predictable expenditures for the County across the full contract term.

The proposed budget supports **developmentally appropriate education, workforce preparation, rehabilitation, and reentry services**, directly advancing LAP priorities to *"increase access to coordinated, evidence-based programming that supports long-term stability and reduces recidivism."*

B. Annual Masterclass Costs (Fixed Pricing)

Masterclass	Frequency (Annual)	Cost per Masterclass
Exploring Trades Careers	1	$75,000
Exploring STEM Careers	1	$72,000
Exploring Entrepreneurship, eSports & eCommerce	1	$79,000
Total Annual Program Cost	**3**	**$226,000**

Five-Year Contract Total (2026–2030): $1,130,000

C. Budget by Object Code (Annualized)

Object Code	Category	Annual Amount	Brief Description
1000	Certificated Personnel	$94,000	Lead instructional staff, CTE-aligned educators
2000	Classified Personnel	$38,000	Program coordination, operations, mentoring
3000	Employee Benefits	$28,000	Payroll taxes, benefits, mandated coverage
4000	Supplies & Consumables	$36,000	Lab supplies, PPE, materials, project consumables
5000	Services & Other Operating	$12,000	Industry certifications, trainers, reporting systems
6000	Capital Outlay	$10,000	Specialized equipment, STEM & trades technology
7000	Indirect / Admin Costs	$8,000	Fiscal management, compliance, insurance
Total Annual Budget	—	**$226,000**	—

D. Five-Year Budget Summary by Object Code

Object Code	5-Year Total
1000 – Certificated Personnel	$470,000
2000 – Classified Personnel	$190,000
3000 – Employee Benefits	$140,000
4000 – Supplies & Consumables	$180,000
5000 – Services & Other Operating	$60,000
6000 – Capital Outlay	$50,000
7000 – Indirect / Admin	$40,000
Total 5-Year Contract	**$1,130,000**

E. Budget Narrative & Cost Justification (By Object Code)

Object Code 1000 – Certificated Personnel

Funds support **2–3 DOJ-cleared instructional staff daily** for each Masterclass, including CTE-certified educators and subject-matter experts delivering hands-on instruction aligned to CA CTE standards, A–G requirements (where applicable), and industry certification preparation.

LAP & RFA Alignment:
Supports *"developmentally appropriate education and workforce preparation"* through qualified instructional personnel.

Object Code 2000 – Classified Personnel

Supports Lead Program & Operations management, mentorship coordination, Work-Based Learning supervision, intern oversight, logistics, and day-to-day implementation. This staffing ensures **consistent service delivery and student engagement**.

LAP & RFA Alignment:
Advances *"system coordination and service quality across partners."*

Object Code 3000 – Employee Benefits

Covers statutory payroll obligations, health contributions, workers' compensation, and required employment benefits, ensuring staff retention and continuity over the five-year term.

LAP & RFA Alignment:
Reduces implementation risk and supports sustainable staffing.

Object Code 4000 – Supplies & Consumables

Includes all instructional materials, PPE, lab supplies, safety equipment, project materials, and consumables required for STEM labs, trades simulations, and entrepreneurship projects.

LAP & RFA Alignment:
Supports hands-on, experiential learning tied to workforce readiness.

Object Code 5000 – Services & Other Operating

Covers industry certification fees (OSHA 10, OSHA Lab Safety, CA Food Handler), specialized trainers, AI-enabled instructional tools, data systems, reporting platforms, and evaluation coordination.

LAP & RFA Alignment:
Advances *"measurable outcomes, credential attainment, and accountability."*

Object Code 6000 – Capital Outlay

Supports acquisition and maintenance of specialized instructional equipment, including robotics kits, construction tools, engineering models, and technology infrastructure reused across cohorts.

LAP & RFA Alignment:
Ensures sustainable, high-quality delivery aligned to labor market demand.

Object Code 7000 – Indirect / Administrative Costs

Covers fiscal oversight, insurance, audit preparation, compliance monitoring, contract administration, and required reporting to the County.

LAP & RFA Alignment:
Ensures compliance, transparency, and responsible stewardship of public funds.

F. Proposed Fee & Payment Schedule (With Dated Quarterly Invoices)

(Aligned to County Fiscal Controls, RFA Requirements & LAP Accountability)

Contract Execution Deposit

- **25% deposit due upon execution of the five-year contract**
- **Deposit Amount: $282,500**

The deposit supports advance curriculum development, DOJ-cleared staffing commitments, equipment and technology procurement, certification reservations, and multi-year coordination with Hillcrest Probation and SMCOE.

Remaining Balance Billed Quarterly

- **Total Remaining Balance:** $847,500
- **Quarterly Invoice Amount: $42,375**
- **Total Quarterly Invoices:** 20 (over five years)

Quarterly invoices are aligned to **standard calendar quarters** to support County fiscal tracking, reporting, and audit requirements.

Quarterly Billing Schedule (January 2026 – December 2030)

Invoice #	Billing Period	Invoice Date	Amount
Q1-2026	Jan–Mar 2026	**April 1, 2026**	$42,375
Q2-2026	Apr–Jun 2026	**July 1, 2026**	$42,375
Q3-2026	Jul–Sep 2026	**October 1, 2026**	$42,375
Q4-2026	Oct–Dec 2026	**January 1, 2027**	$42,375
Q1-2027	Jan–Mar 2027	**April 1, 2027**	$42,375
Q2-2027	Apr–Jun 2027	**July 1, 2027**	$42,375
Q3-2027	Jul–Sep 2027	**October 1, 2027**	$42,375
Q4-2027	Oct–Dec 2027	**January 1, 2028**	$42,375
Q1-2028	Jan–Mar 2028	**April 1, 2028**	$42,375
Q2-2028	Apr–Jun 2028	**July 1, 2028**	$42,375
Q3-2028	Jul–Sep 2028	**October 1, 2028**	$42,375
Q4-2028	Oct–Dec 2028	**January 1, 2029**	$42,375
Q1-2029	Jan–Mar 2029	**April 1, 2029**	$42,375
Q2-2029	Apr–Jun 2029	**July 1, 2029**	$42,375
Q3-2029	Jul–Sep 2029	**October 1, 2029**	$42,375
Q4-2029	Oct–Dec 2029	**January 1, 2030**	$42,375
Q1-2030	Jan–Mar 2030	**April 1, 2030**	$42,375
Q2-2030	Apr–Jun 2030	**July 1, 2030**	$42,375
Q3-2030	Jul–Sep 2030	**October 1, 2030**	$42,375
Q4-2030	Oct–Dec 2030	**January 1, 2031**	$42,375

Total Quarterly Billings: $847,500
Total Contract Value: $1,130,000

G. Cost Reasonableness & Fiscal Integrity Statement

CEA's proposed fees are **reasonable, fixed, and fully inclusive**, reflecting prior County-approved Masterclass budgets and current market conditions. The budget demonstrates **efficient use of YOBG and JJRBG funds**, minimizes administrative burden, and provides the County with **predictable, transparent costs** over the full contract term.

CEA respectfully submits that this Fee Proposal demonstrates **fiscal responsibility, cost reasonableness, and direct alignment to scope and outcomes**. The use of fixed pricing, standard object codes, and a clear payment schedule minimizes risk and provides clarity for all parties, and freezes fees for the 5 year duration with a potential 2 additional year extension.

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[FRESH LIFELINES FOR YOUTH, INC.] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

Fresh Lifelines for Youth, Inc. Response

CONTACT INFORMATION

Company:
Fresh Lifelines for Youth, Inc.

Email:
thayes@flyprogram.org

Contact:
Tiffany Hayes

Address:
330 Twin Dolphin Drive
Suite 105
Redwood City, CA 94065

Phone:
N/A

Website:
https://flyprogram.org/

Submission Date:
Jan 13, 2026 4:39 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

M7D7MGKK2KS3

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

Yes

IS THE PROPOSER A "LOCAL NON-PROFIT"
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

No response submitted

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

FLY_Response_to_RFP_2026-RFP-00118_Technical_Proposal.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

Please see page 4 of the Technical Proposal.

PROJECT APPROACH*
This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

Please see pages 5-11 of the Technical Proposal.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

Please see pages 12-19 of the Technical Proposal.

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

FLY_Proposed_Schedule.pdf

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

Please see pages 26-32 of the Technical Proposal.

PERFORMANCE MEASURES*
Describe a plan for achieving performance measures

Please see pages 33-37 of the Technical Proposal.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

FLY_Firm_Qualifications.pdf

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

FLY_Team_Qualifications.pdf

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

FLY_References.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

FLY_Response_to_RFP_2026-RFP-00118_Fee_Proposal.pdf

FLY Response to RFP No. 2026-RFP-00118

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4.3.9 Team Qualifications	**P. 41-43**
4.3.10 References	**P. 44**
4.3.11 Budget and Budget Narrative	**See Attachment**

CORPORATE
Sobrato Center for Nonprofits
568 Valley Way
Milpitas, CA 95035
Phone: 408.263.2630
Fax: 408.263.2631

SAN MATEO
Sobrato Center for Nonprofits
330 Twin Dolphin Drive, Suite 105
Redwood City, CA 94065
Phone: 408.263.2630
Fax: 650.610.9821

January 13, 2026

To the San Mateo County Probation Department:

Fresh Lifelines for Youth, Inc. (FLY) is pleased to submit this proposal in response to RFP No. 2026-RFP-00118 Juvenile Programs and Services. FLY is a juvenile justice nonprofit dedicated to breaking the cycle of juvenile violence, crime, and incarceration, and disrupting the pipeline to prison. FLY respectfully requests funding for the following proposed programs:

- Juvenile Probation Activities Funding (JPAF) in the amount of $4,212,686 over five years to support Peer Point, Law Program, and Leadership Training Program services including restorative justice interventions, law-related education, mentoring, and case management for at-risk youth.
- Juvenile Justice Crime Prevention Act (JJCPA) in the amount of $1,476,439 over five years to support Law Program and Leadership Training Program services for probation-involved youth, including intensive case management.
- Youthful Offender Block Grant (YOBG) in the amount of $3,933,173 over five years to support Reentry Program services including intensive reentry case management, education and career navigation, and credible messenger mentoring.
- Juvenile Justice Realignment Block Grant (JJRBG) in the amount of $2,920,161 over five years to support the Rehabilitation, Education, and Planning for Success (REPS) Program serving youth ages 18-25 with longer commitments, including. intensive case management, credible messenger mentoring, and specialized programming.

This funding request reflects our shared commitment to sustaining and expanding services amid a challenging national funding climate that underscores the importance of state and local funding. For 18+ years, we have partnered with San Mateo County Probation to advance justice and positive outcomes for system-impacted youth, and we look forward to continuing this work.

For questions regarding FLY's proposal, please contact:
Melissa Poling, Managing Director of Strategic Initiatives & Innovation
Phone: (650) 450-2361 | Email: melissa@flyprogram.org

I am authorized to commit FLY to the terms of the proposal submitted. Thank you for your consideration.

In Community,

Kassa Belay

Kassa Belay, Vice President of Community & Impact
Phone: (408) 386-7387 | Email: kbelay@flyprogram.org

Executive Summary

For more than 25 years, Fresh Lifelines for Youth (FLY) has been a trusted partner to San Mateo County Probation, delivering innovative, trauma-informed programs that disrupt the school-to-prison pipeline and create lasting pathways to success for justice-involved youth. Through this proposal, FLY seeks to expand and deepen our partnership by providing comprehensive services across the full continuum of care, from prevention and early intervention to detention-based programming and intensive reentry support.

Our Approach: FLY's proposed services align with San Mateo County's 2025-2030 Local Action Plan, integrating law-related education, intensive case management, restorative justice practices, career pathways navigation, and credible messenger mentoring to address root causes of justice involvement and build protective factors that support long-term success. **Peer Point** offers restorative justice interventions in schools as an alternative to suspension or expulsion, allowing youth to take accountability, repair harm, and remain engaged in their education. The **Law Program** reaches at-risk youth in schools and community settings before system involvement, teaching legal literacy, critical thinking, and conflict resolution skills through an evidence-based curriculum delivered by trained staff and volunteers. The **Leadership Training Program** provides intensive case management, service-learning opportunities, and wraparound support for probation-involved youth, helping them build leadership skills, strengthen family connections, and achieve educational and career goals. Our **Reentry Program** ensures youth transitioning from custody receive comprehensive support, including in-custody workshops, intensive case management, and credible messenger mentoring to promote successful reintegration and reduce recidivism. Finally, the **REPS Program** provides specialized services for older youth (ages 18-25) facing longer commitments, addressing their unique developmental needs and preparing them for successful reentry.

Over the course of the FY27-31 contract term, FLY will strengthen program quality, relational depth and coordination across institutional and community settings, using performance data, youth feedback and close partnership with the Probation Department to refine service delivery while maintaining stable growth trajectories. FLY's learning infrastructure integrates regular data reviews, staff and youth reflections, and continuous quality improvement processes, to ensure programs adapt over time while remaining grounded in what works for youth.

Why FLY: FLY's model is distinguished by cultural responsiveness, and the integration of credible messengers with lived justice system experience, and evidence-based practices that have demonstrated measurable outcomes. In San Mateo County, FLY serves over 650 youth annually through partnerships with schools, probation, the Youth Services Center, and community organizations. Our staff reflect the communities we serve, many bring personal experience navigating systems of poverty, racism, and justice involvement. This representation builds trust and enables the relationships that drive lasting change. FLY maintains strong collaborative partnerships across San Mateo County and our data practices support continuous quality improvement and transparent reporting.

By investing in FLY's programs, San Mateo County invests in safer communities, reduced recidivism, improved educational outcomes, stronger families, and a more equitable justice system that gives every young person the opportunity to thrive.

4.3.2 Statement of Minimum Qualifications

Fresh Lifelines for Youth (FLY) fully meets all minimum qualifications outlined in this RFP.

Similar Services for Minimum of Four Years: FLY is a juvenile justice nonprofit dedicated to disrupting the pipeline to prison for youth. For more than 25 years, FLY has served young people who struggle with the effects of substance abuse, trauma, 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 $11.4 million, a team of nearly 100 staff positions, and approximately 200 volunteers who reach more than 2,400 probation and at-risk youth annually across five Bay Area counties.

Account Manager Experience: Melissa Poling, Managing Director of Innovation, will serve as the primary account manager for this contract. Melissa has over 10 years of progressive leadership experience at FLY, including roles as Director, Associate Director, Law Program Manager, Site Manager, and Program Coordinator. Throughout her tenure at FLY, she has successfully managed complex, multi-faceted juvenile justice programs and maintained strategic partnerships with probation departments and school districts, supervised program staff, ensured contract compliance, and led strategic planning and program innovation initiatives. Her extensive experience serving youth in San Mateo County positions her to serve as account manager for this contract, bringing knowledge of the county's systems, stakeholders, and community of youth-serving partners.

Organizational Leadership: FLY is led by Artavia Berry, President and CEO, who has over 25 years of experience in the social sector with a diverse background in nonprofit management, fundraising, and leadership development. She completed an Executive Fellowship with LeaderSpring Center, a prestigious program that supports social sector leaders in creating systems change. With extensive experience in the fields of community development, youth empowerment, and social justice, she has held leadership roles at At the Crossroads, Multiplying Good, and Public Allies Chicago.

SAM Registration and UEI: FLY is registered with the System for Award Management (SAM). Our Unique Entity ID (UEI) number is M7D7MGKK2KS3.

With more than 35 current government grant contracts from state, county, and city agencies, FLY has earned a reputation as a valued and trusted collaborative partner committed to delivering high-quality, evidence-based services that achieve measurable outcomes for youth and families.

4.3.3 Project Approach

Fresh Lifelines for Youth's (FLY) 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 youth 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.

FLY's approach is to partner with youth, communities, and systems to help young people reach their full potential. FLY's programs are based on the ideas of young people who recommended teaching youth about the law, giving them positive role models, and training them to become positive community leaders. Through comprehensive programming that spans prevention, intervention, detention-based services, and reentry support, FLY serves youth ages 11-25 across the continuum of need in San Mateo County.

———

Proposed Services by Target Population

FLY proposes to serve all four target populations identified in the RFP through an integrated continuum of services that address the diverse needs of San Mateo County youth and families.

Prevention and Early Intervention: At-Risk Youth

Peer Point Program

Peer Point addresses a critical entry point to the pipeline to prison: school discipline. Youth suspended from school are three times more likely to be involved in the justice system, and suspension is linked to a 6.5%-12% lower graduation rate. In San Mateo County, 90% of youth referred to probation are BIPOC, and 48% of incarcerated youth come from underserved areas like East Palo Alto and Redwood City. Peer Point prevents school pushout and justice system involvement, both of which harm long-term educational, economic, and health outcomes.

Peer Point operates as a restorative justice diversion program directly in schools as an alternative to suspension, expulsion, or probation referral. The program allows youth to address the root causes of disciplinary incidents by participating in peer circles for healing, community-building, and accountability. Referred youth receive intensive support from FLY's Peer Point staff through the implementation of individualized restorative plans that focus on skill building, accountability and healing.

Law and Leadership Training Programs

FLY will continue delivering its established Law and Leadership Training Programs, which have served San Mateo County youth for more than 18 years. These programs serve both at-risk youth and youth on probation, providing prevention strategies and intervention through mentoring, vocational support, gang prevention and intervention, and victim impact awareness.

The **Law Program** offers intervention and prevention strategies grounded in evidence-based principles and focused on building pro-social skills that support youth in understanding the dynamics of social groups, decision-making, and developing conflict resolution skills. FLY delivers law-related education (LRE) in weekly workshops over a 12-week period each semester. Youth learn about their rights and responsibilities while building skills like critical thinking, self- and social awareness, and self-advocacy, which are tied to lifelong success.

The **Leadership Training Program** intervenes more intensively with high-need youth—those who are moderate- to high-risk, attend expulsion schools, or are involved in the juvenile justice system. This 10-month program includes monthly group events for leadership training, pro-social activities, and community service projects, along with one-on-one case management averaging 4 hours per month. Youth receive support from a FLY Coach who helps them address individual barriers and needs while honing social-emotional learning skills.

Detention and Reentry Services: Youth in Juvenile Hall

Reentry Program

FLY's Reentry Program supports youth in long-term incarceration through a combination of law-related education while in custody and intensive reentry case management and mentoring as youth transition back to the community. This program serves youth who face the most significant needs and risk factors, providing them with the tools and support to successfully reintegrate and avoid recidivism.

The first component of the Reentry Program is FLY's 12-week law-related education (LRE) course, facilitated in weekly sessions at the Youth Services Center (YSC). Youth participate in interactive workshops covering legal topics such as police encounters, property crimes, substance use, gang involvement, and civic engagement. Each session includes role plays, critical dialogue, and youth-led discussions to build pro-social skills in social- and self-awareness, critical problem-solving, and self-advocacy.

After participating in LRE, youth who are assessed as high-need and high-risk are eligible for the reentry case management component. Youth begin receiving support one to two months pre-release through in-custody case management meetings. Upon release, 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 per month for the next three months, and two hours per month for the final three months, consistent with our approach to prioritize intensive support during transition and a gradual step-down as youth build capacity, stability and community connections . Together, youth and their CM 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.

In addition to case management, youth receive education and career navigation support from FLY's Career Pathways Navigator (CPN). The CPN provides specialized workshops on topics like navigating resources for college, vocational exploration, and resume writing, while also

offering one-on-one coaching to help youth understand their educational rights and build engagement and motivation through career and educational planning.

Credible Messenger Mentor Program

Building on FLY's extensive experience serving youth in detention and reentry, FLY proposes to introduce a **Credible Messenger Mentor (CMM) Program** as a complementary enhancement to the existing REPS/SOARR and Reentry Programs. Through years of working with this population, FLY has identified critical gaps in services—particularly the need for additional relational support from individuals with lived experience who can provide authentic guidance, model positive pathways, and serve as trusted allies during the challenging reentry and carceral period. As we launch this enhancement, FLY intends to explore the feasibility of securing formal court-recognized status for CMMs, modeled after the court-appointed advocate designation held by volunteers in FLY's CAFA program in Santa Clara County. While we have yet to engage the courts in this effort in San Mateo County, in Santa Clara County, this designation has enabled volunteers to offer court reports and testimony in court on behalf of youth in ways that simultaneously provide key information to judges and District Attorney office and build credibility and trust with youth while ensuring this perspective is part of the youth's court record.

The CMM Program targets youth with the highest needs—those in custody at the YSC, youth with multiple charges, out-of-county placements, foster care involvement, or those lacking stability or support systems. These youth receive intensive one-on-one mentoring focused on safety planning, harm reduction strategies, immediate reentry barrier removal (housing, education, employment, healthcare), criminal legal system navigation, skill development workshops, and crisis intervention support. Services run 9-12 months with 2-4 hours per month. CMMs will be deployed selectively, with youth prioritized considering who will best benefit from near-peer support, particularly those navigating housing instability, school re-enrollment challenges, or generally heightened risk of disengagement post-release.

Credible Messenger Mentors are individuals with lived experience of the justice system who have successfully completed coaching, case management, or leadership programs and demonstrate positive peer potential. CMMs are stipended, will receive comprehensive training and work in partnership with FLY Case Managers to provide both supervision and enhanced individualized planning. This near-peer and more seasoned community member support model recognizes that youth often respond more authentically to mentors who have walked similar paths and navigated the same complex systems during periods of transition and can offer practical advice grounded in personal experience. In custodial settings, CMMs support youth with emotional regulation, conflict navigation and decision-making. Their consistent presence has been shown to reduce tension and promote safer and more supportive environments.

Secure Track Services: Older Youth with Extended Commitments

Rehabilitation, Education, and Planning for Success (REPS) Program

FLY proposes to provide specialized services to youth assigned to the Success and Opportunities Aspiring Readiness for Reentry (SOARR) program—young people ages 16-25 facing longer

commitments who have unique developmental needs that require more sustained, cumulative programming to ensure successful reentry.

FLY's plan for REPS includes structured workshops delivered on average four times per month and one-on-one case management and mentoring on a weekly basis. Recognizing that youth with multi-year commitments face greater challenges in developing strong community networks, social-emotional learning skills, and decision-making strategies as they prepare to return to their communities, FLY will deliver age-appropriate supports tailored to both teenage youth and transition-age youth (TAY).

- **Workshops** will cover career readiness topics focusing on pro-social skills development and equipping youth with skills critical to future success upon reentry. Youth can leverage these workshops to explore career interests and gain certifications in various topics including public speaking, restorative justice, mentoring, effective listening, and time management. These certifications provide marketable credentials that support post-release employment goals. The program incorporates guest speakers and career exploration activities, exposing participants to diverse professional pathways and connecting them with role models who can inform their reentry planning.
- **Case Management and Mentoring** will be provided through FLY Case Managers, CMMs, and the Career Pathways Navigator, who will work one-on-one with youth in custody and as they reenter the community for approximately three hours per week. While in custody, staff 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 strong educational, career, and vocational foundations. Upon reentry, intensive coaching will continue with dedicated step-down case management to assist youth with community transition and integration. This programmatic enhancement is informed by FLY's experience supporting youth through this vulnerable transition period. Youth develop and pursue goals, prepare for seamless transition from institutions, work to decrease recidivism and gang involvement, and increase constructive use of time through school and employment engagement. This enhanced reentry support includes juvenile justice systems navigation and advocacy. CMMs do not replace case management or curriculum based offerings, but strengthen relational continuity before, during and after critical transition periods.

Since most SOARR youth will be transition-age by the time of their reentry, FLY will engage its STAY FLY case management and coaching model, 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 is 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.

Responsive Program Development

FLY's REPS programming was developed through a collaborative process with youth and system stakeholders, including the San Mateo County Probation Department, the Courts, the District Attorney's Office, the Private Defender's Office, and Behavioral Health and Recovery Services, to identify the unique needs of youth facing longer commitments. This stakeholder-informed

approach ensures services address the most critical skills necessary for successful reentry from long-term detention while providing youth with opportunities to demonstrate growth, build agency and self-efficacy, and show readiness for increased opportunities and eventual community supervision.

Evidence-Based and Evidence-Informed Practices

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. These methodologies are integrated throughout all FLY programs, since no single approach is sufficient on its own:

- **Motivational Interviewing (MI):** An evidence-based intervention to assess client readiness for change and 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, provide a safe environment, and build 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. 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 similar experiences occur 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. FLY focuses on four key SEL skills: self-awareness, social awareness, critical thinking, and self-advocacy.
- **Strengths-Based Case Management:** Strengths-Based Case Management strives to focus on the individual's strengths and utilizes informal support networks and assets that clients already possess. Application of Strengths-Based Case Management has been utilized in diverse fields, including substance abuse treatment, mental health services, school counseling, and elder care.
- **Critical Time Intervention (CTI):** CTI is an evidence-based intervention designed to support vulnerable populations through transitions, recognizing needs during significant life changes. 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. This approach uses a phased reduction in direct support as key milestones are met, reflecting increasing stability and capacity building. Over time, FLY staff shift from primary support to lighter coaching and linkage roles, reinforcing youth autonomy while strengthening connection to community and family systems of care.

- **Harm Reduction:** Harm Reduction encompasses behaviors and strategies that reduce the risk of harm associated with certain activities. This approach centers the needs and strengths of the person engaged in 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.
- **Mentoring (Credible Messenger Model)**: FLY utilizes an evidence-based mentoring approach that closely follows the principles outlined in MENTOR's *Elements of Effective Practice for Mentoring*. When delivered by individuals with lived experience, this approach supports positive youth development and reduces recidivism. Research demonstrates that structured mentoring relationships help justice-involved youth build trust, develop pro-social connections, and navigate critical transition periods. The Credible Messenger Model, where mentors share similar backgrounds and life experiences with mentees, has shown particular promise in engaging youth who may be distrustful of traditional service providers. These authentic relationships provide youth with role models who have successfully navigated similar challenges, offering practical guidance and hope for positive futures.
- **Youth Organizing:** Research shows that youth organizing helps young people develop strong connections to their communities, particularly communities of color. These practices engage youth in a process of critical thinking about their communities. Youth plan and execute projects that build pro-social skills and become agents of positive change.

FLY's program models also incorporate other community-defined practices, such as the National Compadres Network Circlekeeper Process and restorative justice frameworks.

Alignment with Scope of Work Requirements

FLY is fully prepared to provide comprehensive services across all four target populations identified in the RFP. FLY programming addresses many of the items outlined in the Scope of Work through trauma-informed and culturally-responsive support that includes:

- **Mentoring, Case Management, and Positive Youth Development:** Access to positive non-parental adults who provide connection, supervision, guidance, skills training, and vocational support through peer mentoring, credible messenger mentoring, and staff-based case management. Mentoring and case management help youth understand and manage social norms, establish and work toward goals to meet their full potential, and develop pro-social skills through law-related education (LRE) that supports critical thinking, self- and social awareness, and self-advocacy—all foundational to educational success, employment readiness, and successful reentry.
- **Gang Prevention and Intervention:** LRE and case management designed to develop responsible and informed decision-making, social and conflict resolution skills, understanding of gang dynamics, and exploration of alternative ways of meeting needs that may currently be met by gang involvement. Activities focus on non-violent conflict resolution, restorative justice, support for gang avoidance or disengagement, and resisting negative peer pressure.

- **Victim Impact Awareness:** Youth build awareness of their communities and their responsibilities under the law through LRE and restorative justice practices embedded in the Peer Point program and throughout FLY's curriculum. Youth engage in discussions about the impact of their actions on others and participate in accountability processes that center healing and responsibility.
- **Academic Support and Career Preparation:** Mentoring and case management help youth re-enroll and engage in school, while workshops and individual system navigation consultation increase access to academic services, knowledge about available resources and educational laws, and build engagement and motivation through career and educational planning. FLY's Career Pathways Navigator maintains expert knowledge of local educational systems and rights, building networks focused on education and career readiness.
- **Vocational Training:** Case management and systems navigation support help youth with job searches and college admissions, connecting them to resources and developing time management skills. Workshops cover resume building, interview preparation, job search strategies, financial literacy, and understanding the connection between education and workplace opportunities.
- **Emotional Regulation and Coping Skills:** Structured LRE and case management activities, such as role plays focusing on problem-solving and leadership, support youth in developing healthy coping mechanisms. SEL skill-building is integrated throughout all programming, with particular emphasis on conflict resolution, emotional awareness, and effective communication.
- **Reentry Services and Aftercare:** Comprehensive support for successful community and school reentry is provided both for community-based youth on probation and for youth after release from Juvenile Hall. Youth receive support with justice system and school advocacy and engagement, learn important social-emotional skills such as self-advocacy, work toward individualized education and career goals, and receive one-on-one case management and mentorship during the critical reentry period. The tiered Credible Messenger Mentor model provides additional layers of support matched to individual need and risk level.
- **Restorative Justice Practices:** Through the Peer Point program, youth participate in peer-led restorative circles that emphasize taking accountability for harm caused, healing for all people involved, and creation of restorative plans that support community involvement, connection, and growth. This approach provides alternatives to punitive disciplinary responses and helps youth address root causes of problematic behavior.

3.4 Scope of Work Tasks/Milestones

FLY will deliver comprehensive, evidence-based services across all four target populations outlined in the RFP: at-risk youth, youth on probation, youth in detention facilities and transitioning back to the community, and older youth with extended commitments. This section details the referral processes, step-by-step service delivery, and collaboration with partners to ensure youth receive comprehensive support.

All FLY services are grounded in trauma-informed, culturally-responsive practices and emphasize youth voice, family engagement, and systems collaboration with service delivery structured to meet youth where they are. The proposed services by target population are as follows:

_____

At-Risk Youth (JPAF Funding)

Peer Point Program

Referral and Intake: Schools or partner agencies refer youth when they have engaged in behavior that would typically result in suspension, expulsion, or disciplinary action. A Peer Point Specialist contacts the youth and family to conduct an intake interview and assessment, explain the program process, and obtain consent from both parent and youth. The referring agency is notified when youth enter the program.

Service Delivery:

- *Phase 1: Trust-Building and Preparation:* Youth participate in initial restorative circles with skilled adult navigators and peer advocate circle members to build trust, understand the process, and create a safe environment for sharing.
- *Phase 2: Restorative Plan Development:* Youth collaborate with the Peer Point Specialist and peer advocates to identify needs and root causes of harmful behavior. Together, they create a personalized restorative plan incorporating youth's interests, strengths, and goals. Youth present and commit to their plan in a peer circle, initiating collaborative healing practices.
- *Phase 3: Restorative Plan Implementation (Up to 5 Months):* The Peer Point Specialist provides continual support and troubleshooting as youth implement plans. Youth return for 2-5 peer circle sessions during implementation to check in on progress, receive peer support, and maintain accountability. Direct services may include law-related education workshops, case management and life coaching, pro-social peer activities, and connections to external services as needed.
- *Phase 4: Program Completion and Sustained Involvement:* Upon plan completion, youth celebrate achievements in circle and choose next steps, which may include becoming peer circle members, joining the Youth Leadership Team, engaging in further FLY programs, or continuing personal goal work independently. Graduates are encouraged to remain involved in peer circles, providing support and mentorship to new youth with shared experiences and community understanding

Service Locations: Delivered directly in schools and community-based locations across San Mateo County

Law Program

Referral and Enrollment: Youth are referred by schools, probation, or community partners. FLY conducts outreach and enrollment at school sites, obtaining parent/guardian consent for participation.

Service Delivery: Classes meet once per week for two hours over a 12-week semester (Fall: September-December; Spring: January-May). Each session includes interactive workshops with multimedia presentations, role plays, critical dialogue, and youth-led discussions designed to build pro-social skills.Youth progress through FLY's nationally recognized curriculum with topics including police encounters, property crimes, drugs and alcohol, gang involvement, unlawful sex and consent, and hate crimes. Content is delivered in a developmental sequence that builds on prior learning.

Baseline Assessment: Youth are assessed using FLY's two-part Baseline Assessment, a needs assessment designed to evaluate needs and risk factors and identify youth who are eligible for more intensive support through the Leadership Training Program.

Recognition: Program concludes with a recognition ceremony for youth, families, and friends to acknowledge each youth's accomplishments.

Service Locations: Multiple sites across San Mateo County, including traditional high schools, alternative/continuation high schools, and community-based locations in East Palo Alto, Redwood City/North Fair Oaks, South San Francisco/San Bruno, Daly City, and other high-need areas.

Leadership Training Program

Eligibility and Selection: Youth identified as moderate- to high-need through Baseline Assessment results, those attending expulsion schools, or those involved in the juvenile justice system are invited to participate.

Service Delivery:

- *Wilderness Retreat (August):* The 10-month program launches with a wilderness retreat where participants develop leadership skills, learn community service approaches, and bond with FLY staff and peers. This immersive experience establishes group cohesion and peer mentorship foundation.
- *Individualized Service Planning:* Following the retreat, youth work with their Case Manager to design a service plan around educational, vocational, and health goals using FLY's Intake Assessment (Self-Sufficiency Matrix with DAP, BERS-2, and PYDI measures).
- *Three Phase Program Model*

- *Phase 1 - Foundational Support:* Youth receive intensive support to build competencies for achieving goals while participating in monthly pro-social and community service group activities. Focus is on cultivating social awareness.
- *Phase 2 - Skill Application:* Youth continue working toward goals while taking on increased responsibility in designing elements of service-learning projects. They deepen understanding of social issues affecting their communities.
- *Phase 3 - Leadership and Agency:* Youth design and implement their own service-learning projects, building authentic leadership and deepening political and cultural awareness. They demonstrate mastery of SEL skills and become role models for newer participants.

Case Management (CM): Throughout all phases, CMs provide support averaging 3 hours per month for achieving goals such as getting off probation, obtaining employment, or completing school. CMs attend school and probation meetings and court dates to provide input on youth progress.

Peer Mentorship: Youth who have successfully completed the program provide peer mentorship, offering critical social support, encouragement, and role modeling to first-time participants.

Career Pathways Navigation: Youth access FLY's Career Pathways Navigator through workshops on educational rights, college applications, and financial literacy, plus one-on-one system navigation support.

Service Locations: Case Managers meet with Leadership Training Program youth where they live, work, and go to school, removing barriers to service delivery by meeting youth where they are.

Youth on Probation (JJCPA Funding)

Youth on probation are served through the same Law and Leadership Training Programs described above for at-risk youth. The curriculum, delivery model, assessment processes, and case management structure remain consistent, as both populations benefit from the same evidence-based interventions focused on building pro-social skills, reducing recidivism, and increasing educational engagement.

Enhanced Systems Navigation: While the program model is identical, youth on probation often require additional systems navigation support and advocacy. FLY Case Managers maintain regular communication with probation officers, attend court hearings to provide progress updates, and coordinate with schools and families to ensure youth successfully meet the terms of their probation. This collaborative approach ensures that youth receive wraparound support from all systems involved in their lives.

Youth in Detention and Reentry (YOBG Funding)

Reentry Program: In-Custody Services

Referral and Enrollment: All youth incarcerated at the Youth Services Center (YSC) are eligible for law-related education. Youth are enrolled upon entry to the facility.

Service Delivery:

Law-Related Education: The 12-week LRE course is facilitated in weekly 1-2 hour sessions, with scheduling adapted to facility operations and youth availability. FLY staff facilitate interactive workshops including role plays, critical dialogue, and youth-led discussions, adapted for custody environment restrictions. Youth build rapport with FLY staff during this phase, establishing trust that carries forward into community-based reentry services.

Pre-Release Case Management: Youth identified as high-need and high-risk through assessment begin receiving case management support 1-2 months prior to release (approximately 2 hours per month). Case Manager conducts comprehensive Case Management Assessment to understand youth's strengths, needs, risk factors, and reentry goals. Together, they begin developing an individualized service plan addressing anticipated challenges related to housing stability, family reunification, school re-enrollment, and employment.

Service Location: San Mateo County Youth Services Center

Reentry Program: Community-Based Services

Service Delivery:

Phased Case Management Model: Upon release, youth receive nine months of intensive case management with phased dosage:

- Months 1-3: 4 hours per month (highest intensity during critical transition period)
- Months 4-6: 3 hours per month (as youth build stability)
- Months 7-9: 2 hours per month (as youth build self-sufficiency)

This phased approach aligns with Critical Time Intervention principles, recognizing the critical nature of transition periods while building sustainable support systems.

Case Management Activities: Case Managers meet youth in their homes, communities, schools, and workplaces. One-on-one meetings focus on goal setting and progress monitoring, problem-solving challenges and identifying resources, skill-building activities using SEL tools, crisis intervention and safety planning, and celebrating successes.

Systems Advocacy Coordination: Case Managers serve as advocates and navigators, attending:

- Court hearings to provide progress updates and advocate for youth
- School meetings (IEPs, 504 plans, re-enrollment conferences) to support educational engagement

- Probation meetings and check-ins to coordinate services and share progress information
- Family meetings to strengthen support systems and address family dynamics

Case Managers also connect youth and families to community resources, make referrals to complementary services, and coordinate with other providers.

Career Pathways Navigation: Youth access the Career Pathways Navigator through approximately twice-monthly group workshops on educational rights, financial literacy, college/vocational exploration, resume building, and job search strategies. Workshops utilize human-centered design, continuously adapting based on youth feedback. Youth also access one-on-one "office hours" for personalized guidance.

Pro-Social Activities: Quarterly pro-social events bring reentry youth together for positive experiences including college campus tours, cultural events, recreational outings, or community service projects. These serve multiple purposes: practicing social skills in positive contexts, building connections with pro-social peers, strengthening relationships with FLY staff, and exposure to new experiences.

Service Locations: In-custody services at YSC; community services delivered where youth live, work, and attend school.

Credible Messenger Mentor Program

The Credible Messenger Mentor (CMM) Program complements the Reentry and REPS Programs by providing an additional layer of relational support from individuals with lived experience of the justice system. Through years of serving youth in detention and reentry, FLY identified the need for mentors who have successfully navigated similar challenges and can offer authentic guidance, practical strategies, and hope grounded in personal experience.

Youth Selection and Matching: Youth with the highest needs—those in custody at the YSC, youth with multiple charges, out-of-county placements, foster care involvement, or those lacking stability or support systems. These youth face the greatest barriers to successful reentry and require the most intensive support. CMMs will be deployed selectively, with youth prioritized considering who will best benefit from near-peer support, particularly those navigating housing instability, school re-enrollment challenges, or generally heightened risk of disengagement post-release.

Service Delivery:

- *Triad Meeting Model:* Youth participate in structured meetings with both their Credible Messenger Mentor and FLY Coach, combining lived experience authenticity with structured support. Meetings focus on safety planning and harm reduction strategies.
- *One-on-One Mentoring:* CMMs provide 4 hours per month of relationship-building, developing realistic goals, and addressing immediate reentry barriers including housing, education, employment, healthcare, and basic necessities.
- *Criminal Legal System Navigation:* CMMs provide preparation for and accompaniment to court appearances when possible, helping youth understand proceedings and advocate for themselves.

- *Skill Development Workshops*: Tailored workshops cover financial literacy, job readiness, social-emotional skills, and social capital building/networking based on individual needs.
- *Crisis Intervention*: CMMs serve as available contacts during crises, providing emergency support and de-escalation.

Mentor Recruitment, Training, and Support: Credible Messenger Mentors are individuals, 21 years of age or older, who have lived experience with the justice system and have successfully completed coaching, case management, or leadership programs (not necessarily FLY programs). CMMs are nominated by FLY staff or staff from partner organizations based on demonstrated positive peer potential and commitment to supporting others.

All CMMs complete a comprehensive 12-hour initial training covering: mentoring best practices and boundaries, trauma-informed approaches, harm reduction strategies, safety planning, Motivational Interviewing techniques, and mandated reporting and ethical responsibilities.

CMMs receive ongoing support, supervision, and follow-up training from FLY's CMM Program Manager and Lead Coach. Regular debriefing sessions, case consultations, and mentor community-building activities ensure CMMs feel supported in their roles and can process the emotional demands of mentoring work.

Service Locations: In-custody services at YSC; community services delivered where youth live, work, and attend school.

Secure Track Services: Older Youth with Extended Commitments (JJRBG Funding)

Rehabilitation, Education, and Planning for Success (REPS) Program

REPS Program: In-Custody Services

Eligibility and Enrollment: Youth ages 16-25 assigned to the Success and Opportunities Aspiring Readiness for Reentry (SOARR) program are automatically enrolled in REPS services.

Workshop Delivery: FLY delivers structured workshops approximately four times per month covering career and education navigation topics. Workshops focus on career readiness and pro-social skill development, equipping youth with competencies essential for successful reentry. Through these sessions, youth explore career interests and earn certifications in areas such as public speaking, restorative justice, mentoring, effective listening, and time management, providing marketable credentials that support post-release employment. Guest speakers and career exploration activities further expose participants to diverse professional pathways and connect them with role models who inform reentry planning.

Career and education navigation workshops cover educational laws and rights, financial literacy, college search and applications, vocational exploration, resume building, interview preparation, and job search strategies,. Workshops are continuously adapted based on youth feedback.

Case Management and Coaching Workflow: FLY Case Managers and Career Pathways Navigator provide weekly one-hour individual sessions while youth are in custody. Meetings focus on:

- Identifying personal, educational, and vocational goals
- Reflecting on opportunities and challenges
- Debriefing recent struggles and successes
- Building critical social-emotional learning skills
- Developing concrete reentry plans and timelines
- Establishing connections to community resources and supports

Staff help youth work toward achievable goals during incarceration (completing educational credits, learning new skills, practicing conflict resolution) while simultaneously preparing for community transition.

Service Locations: Youth Services Center (YSC)

REPS Program: Community-Based Reentry Services

Transition Process: Since most SOARR youth are transition-age youth (TAY) by time of release, FLY employs its STAY FLY case management model, recognizing that TAY are both more capable and have fewer formal supports than high school-age youth.

STAY FLY Case Management Approach: Case management is designed to have TAY take greater lead and ownership of their support systems while benefiting from a coach/partner who supports accountability and problem-solving. Case Managers work collaboratively with TAY rather than directing choices.

Service Delivery:

- Weekly one-on-one meetings (tapering as youth build stability)
- Goal development and progress monitoring around housing, employment, education, family relationships, and health
- Systems navigation for accessing housing programs, employment services, educational opportunities, healthcare, and other adult services
- Advocacy in court, with probation, with schools/training programs, and with employers
- Crisis intervention and problem-solving support
- Connection to community resources and peer supports

Career Pathways Navigation (CPN): TAY continue accessing the Career Pathways Navigator in the community through workshops and one-on-one coaching. The CPN helps TAY navigate complex systems (community colleges, vocational training, workforce development, financial aid) and build networks supporting educational and career goals.

Pro-Social Activities: REPS youth are invited to quarterly pro-social activities providing opportunities to practice skills in positive contexts, build connections with pro-social peers and mentors, and experience community engagement.

Service Locations: Where youth live, work, and attend school or training programs.

Connecting Youth to Comprehensive Supports

FLY recognizes that no single organization can meet all needs of justice-involved youth and families. When youth require services beyond FLY's scope—including behavioral health treatment, substance abuse services, family therapy, housing support, or legal services—Case Managers and the Career Pathways Navigator make warm referrals to partner organizations. Staff identify appropriate providers, facilitate introductions, help youth navigate intake processes, and coordinate with partners to align support strategies. This collaborative approach ensures youth receive comprehensive, coordinated support while allowing FLY to focus on core competencies in youth development, mentoring, and justice system navigation.

4.3.5 Proposed Schedule

FLY will deliver services to all four target populations on a consistent, year-round basis throughout the five-year contract period (July 1, 2026 - June 30, 2031). The proposed program schedule and timeline of services for each target population are as follows:

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At-Risk Youth (JPAF Funding)

Peer Point Program:

- **Timing:** Year-round, responsive to school referrals
- **Restorative Circles:** Completed for each referral youth
- **Implementation Support:** Up to 5 months per youth
- **Direct Services:** Restorative justice trainings, case management sessions (1-2 hours per week),
- **Youth Served:** 30-40 in case management and 50-100 peer advocates trained annually
- **Staffing:** Peer Point Program Manager, Peer Point Restorative Coaches, Peer Point Coordinator

Law Program:

- **Timing:** Two semesters annually
    - Fall Semester: September - December (12 weeks)
    - Spring Semester: January - May (12 weeks)
- **Frequency:** Weekly 2-hour sessions per site
- **Sites:** 10 sites annually (5 per semester)
- **Youth Served:** At least 225 youth annually
- **Staffing:** Law Program Manager, Law Program Site Manager, Law Program Coordinator, Law Program Evaluation Specialist, volunteers

Leadership Training Program:

- **Timing:** 10-month cohort model beginning annually in August
- **Wilderness Retreat:** August (2-day intensive)
- **Monthly Group Activities:** September - June (leadership training, pro-social events, community service)
- **Case Management:** 3 hours per month per youth (ongoing throughout 10 months)
- **Service-Learning Projects:** Designed and implemented Phases 2-3 (approximately months 4-10)
- **Career Pathways Workshops:** Bi-monthly (6 per cohort annually)
- **Youth Served:** 26 youth annually
- **Staffing:** Leadership Program Manager, Leadership Program Lead Case Manager, Leadership Program Case Manager, Career Pathways Navigator, supporting program staff

Youth on Probation (JJCPA Funding)

Services delivered through same schedule as Law and Leadership Training Programs above, with additional systems coordination activities integrated throughout:

- **Probation Officer Check-ins:** Bi-weekly or as needed
- **Court Appearances:** As scheduled by Juvenile Court
- **MDT Meetings:** Monthly or as scheduled by Probation Department
- **Youth Served:** 30 youth annually
- **Staffing:** Same as Law and Leadership Training Programs

Youth in Detention and Reentry (YOBG Funding)

Reentry Program - In-Custody:

- **LRE Course Timing:** Ongoing year-round, adapted to facility schedules and youth population
    - Approximately 4 cohorts annually (one per quarter)
    - 12 weeks per cohort
    - Weekly 1-2 hour sessions
- **Locations:** Youth Services Center (YSC)
- **Pre-Release Case Management:** Begins 1-2 months prior to release
    - 2 hours per month per youth
    - Assessment and service planning
- **Youth Served:** 90-150 youth annually in LRE (depending on facility occupancy); 45 high-need youth in reentry case management
- **Staffing:** Reentry Program Manager, Reentry Lead Case Manager, Reentry Case Managers, Reentry Program Coordinator

Reentry Program - Community:

- **Duration:** 9 months per youth
- **Phased Dosage:**
    - Months 1-3: 4 hours per month
    - Months 4-6: 3 hours per month
    - Months 7-9: 2 hours per month
- **Career Pathways Workshops:** Twice monthly (24 annually)
- **Office Hours/Individual CPN Sessions:** Weekly availability, scheduled as needed
- **Pro-Social Activities:** Quarterly (4 annually)
- **Systems Advocacy:** Ongoing as needed (court, school meetings, probation check-ins, family meetings)
- **Youth Served:** 45 youth annually (rolling enrollment)
- **Staffing:** Reentry Program Manager, Reentry Lead Case Manager, Reentry Case Managers, Reentry Program Coordinator, Career Pathways Navigator

Credible Messenger Mentor Program:

- **Launch Timeline:**
    - Year 1-2: Program establishment, CMM recruitment and training, serve 15-20 youth
    - Year 3-5: Program expansion, serve 30-40 youth
- **CMM Training:**
    - Initial 12-hour training: Quarterly as new CMMs recruited
    - Ongoing training and supervision: Monthly
- **Service Dosage:** 4 hours per month per youth, 9-12 months
- **Youth Served:**
    - Years 1-2: 15-20 youth annually
    - Years 3-5: 30-40 youth annually
- **Staffing:**
    - Years 1-2: CMM Program Manager, CMM Lead Coach, 7 trained CMMs
    - Years 3-5: CMM Program Manager, CMM Lead Coach, CMM Coach, 15-20 trained CMMs

Secure Track Services: Older Youth with Extended Commitments (JJRBG Funding)

REPS - In-Custody:

- **Workshops:** Twice monthly (24 annually)
    - LRE content (high school curriculum or STAY FLY for TAY)
    - Career/education navigation topics
- **Case Management/Coaching:** Weekly 1-hour sessions per youth (ongoing while in custody)
- **Youth Served:** Up to 6 youth at a time
- **Staffing:** Secure Track Program Manager, Secure Track Lead Case Manager, REPS Case Manager, CMM Program Manager, CMM Lead Coach

REPS - Community:

- **Duration:** Variable based on youth sentence length and reentry timeline
- **Case Management:** Weekly meetings (1 hour), tapering as stability builds
- **Career Pathways Support:** Ongoing workshops and individual sessions
- **Pro-Social Activities:** Quarterly
- **Youth Served:** 6 youth annually
- **Staffing:** STAY FLY Site Manager, STAY FLY Case Manager, Career Pathways Navigator

Administrative Support and Oversight

Program Management and Supervision

San Mateo County programs are overseen by the Managing Director of Strategic Initiatives and Innovation, who provides strategic direction, maintains relationships with county partners, and ensures program quality and contract compliance. The Associate Director provides day-to-day operational oversight, supervises program managers, and coordinates across program teams.

Program Managers (Law Program Manager, Reentry Program Manager, Leadership & STAY FLY Programs Manager, and CMM Program Manager) supervise direct service staff, conduct weekly case conferences, monitor service delivery and dosage, ensure fidelity to program models, and provide coaching and professional development.

Data Collection and Program Evaluation

FLY's four-person Evaluation & Learning (E&L) Department provides comprehensive support for data collection, quality assurance, and reporting:

- **Data Entry:** Direct service staff enter all youth touchpoints into Efforts to Outcomes (ETO) database in real-time
- **Monthly Data Audits:** E&L Department conducts quality assurance reviews
- **Assessment Administration:** Intake and closure assessments (Self-Sufficiency Matrix, DAP, BERS-2, PYDI measures) administered by direct service staff
- **Progress Monitoring:** Ongoing tracking of attendance, dosage, youth outcomes
- **Reporting:** Quarterly reports to San Mateo County Probation Department

Billing and Finance

FLY's Finance & Operations Department oversees all billing and contract compliance:

- **Expense Tracking:** Ongoing documentation of direct personnel costs, operating costs, and indirect costs
- **Invoice Preparation:** Quarterly invoicing with supporting documentation
- **Budget Monitoring:** Regular review of expenditures against approved budgets
- **Contract Compliance:** Ensuring adherence to all county contractual requirements

Staff Training and Professional Development

All FLY staff receive comprehensive training to ensure high-quality, consistent service delivery:

Onboarding (30+ hours):

- FLY organizational overview, mission, values, and theory of change
- Trauma-informed care principles and practices
- Motivational Interviewing fundamentals
- Strengths-based case management approaches
- Social-emotional learning frameworks

- Harm reduction strategies
- Cultural responsiveness and equity
- Youth development best practices
- Safety protocols and crisis response
- ETO database training and data collection procedures
- Mandated reporting requirements

Annual Training:

- Motivational Interviewing refresher and skill-building
- Advanced trauma-informed practices
- Cultural humility and implicit bias
- Updated evidence-based practices in youth development
- Program-specific curricula training (LRE, STAY FLY, Leadership)
- Assessment administration and interpretation
- De-escalation and conflict resolution

Ongoing Professional Development:

- Weekly case conferences and peer consultation
- Monthly supervision with program managers
- Quarterly all-staff meetings and training sessions
- Access to external training opportunities and conferences
- Credible Messenger Mentors receive specialized ongoing training and supervision

Quality Assurance and Continuous Improvement

FLY employs multiple strategies to ensure consistent, high-quality service delivery:

Program Fidelity:

- Standardized curricula and service protocols
- Regular observation and feedback from program managers
- Case conferences to review youth progress and problem-solve challenges
- Adherence to evidence-based practices and program models

Service Continuity:

FLY maintains several practices to ensure uninterrupted service delivery and adherence to the proposed schedule:

- Staff are cross-trained to provide coverage during absences, with clear protocols for case transfers when needed
- In-custody programming maintains flexibility to adapt to facility schedule changes while preserving curriculum integrity
- Multiple points of contact for youth (Case Manager, CPN, mentors) and flexible meeting arrangements ensure youth can access services consistently despite changing schedules or circumstances

Youth Voice and Feedback:

- Exit evaluation surveys administered to all program participants
- Youth advisory input on program design and improvements
- Regular check-ins with youth about their experience and needs
- Responsive adjustments to programming based on youth feedback

Stakeholder Collaboration:

- Regular meetings with San Mateo County Probation Department
- Coordination with schools, courts, and community partners
- Participation in Multi-Disciplinary Team (MDT) meetings
- Quarterly progress reports and data sharing

Continuous Learning:

- Annual program evaluation and outcome analysis
- Staff debrief sessions to identify lessons learned
- Integration of best practices from research and field
- Adaptation of services based on data and experience

4.3.6 Innovations

FLY's approach to serving San Mateo County youth is grounded in evidence-based practices while remaining innovative, adaptive, and responsive to the evolving needs of youth and communities. Below are creative strategies, promising practices, and lessons learned that strengthen FLY's program design and improve outcomes for youth and families.

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Innovative Program Elements

Credible Messenger Mentor Program: Bridging Gaps Through Lived Experience

The Credible Messenger Mentor (CMM) Program is an innovation in FLY's service delivery model, developed from lessons learned serving youth in detention and reentry over more than two decades in San Mateo County.

The Need: Through years of providing reentry case management and support, FLY staff consistently heard from youth that while they valued their relationships with Case Managers, they also craved connections with people who had "been there"—individuals who had personally navigated the justice system, faced similar challenges, and successfully rebuilt their lives. Youth expressed that mentors with lived experience could offer a unique form of authenticity, hope, and practical wisdom that complemented professional case management but filled a distinct relational gap.

The Innovation: Rather than simply adding mentoring as an auxiliary service, FLY designed the CMM Program as an integrated model where mentors with lived experience work alongside professional staff to provide comprehensive support. The innovation extends beyond the mentoring relationships themselves to include:

- **Near-Peer Support Model:** CMMs are closer in age and experience to the youth they serve than traditional staff, creating natural rapport and relatability
- **Triad Structure for Highest-Need Youth:** CMMs work in partnership with FLY Coaches in structured triad meetings, combining lived experience authenticity with professional guidance
- **Comprehensive Training and Support:** CMMs receive 12-hour initial training and ongoing supervision, professionalizing the role while honoring the unique value of lived experience
- **Court Integration:** As FLY launches this enhancement, FLY intends to explore the feasibility of securing formal court-recognized status for CMMs, modeled after the court-appointed advocate designation held by volunteers in FLY's Court Appointed Friend and Advocate (CAFA) program in Santa Clara County. The CAFA model is a year-long program that provides support for persistently court-involved youth both in the community and in the courtroom through a combination of case management, mentoring, and court advocacy. While FLY has yet to engage the courts in this effort in San Mateo County, in Santa Clara County this designation has enabled volunteers to offer court reports and testimony in court on behalf of youth in ways that simultaneously provide key

information to judges and the District Attorney's office and build credibility and trust with youth while also including this perspective as part of the court record.
- **Career Pathways for System-Impacted Young Adults:** The CMM Program creates meaningful employment opportunities for young adults with justice system involvement, disrupting cycles of unemployment and economic instability while building community capacity

Responsive Program Development: The REPS Collaborative Design Process

FLY's approach to developing the Rehabilitation, Education, and Planning for Success (REPS) program for SOARR youth demonstrates responsive, stakeholder-informed program design.

The Challenge: Youth assigned to the SOARR program face unique challenges that distinguish them from youth served in FLY's traditional reentry programs. With longer commitments often extending into transition-age years, these young people require sustained, cumulative programming that addresses not only immediate reentry needs but also long-term skill development, identity formation during extended incarceration, and preparation for adult responsibilities upon release.

The Process: Rather than assuming that existing program models could simply be extended or replicated, FLY engaged in a comprehensive collaborative design process with multiple stakeholders including SOARR youth themselves, the San Mateo County Probation Department, Juvenile Court Judges, the District Attorney's Office, the Private Defenders Program, Behavioral Health and Recovery Services, educational partners, and community-based organizations.

This design process included:

- **Youth Voice at the Center:** Focus groups and individual interviews with SOARR youth to understand their lived experiences, needs, and recommendations
- **System Stakeholder Engagement:** Structured conversations with judges, attorneys, probation staff, and behavioral health providers to identify critical skills for reentry readiness and opportunities for demonstrating growth
- **Environmental Scan:** Research on best practices for serving youth with extended commitments, including examination of models from other jurisdictions
- **Gap Analysis:** Assessment of existing FLY programming to identify what was working, what needed adaptation, and what was missing entirely
- **Iterative Development:** Testing and refining services based on real-time feedback from youth and partners

The Outcome: The collaborative process resulted in REPS programming that strategically combines proven interventions (skill building curriculum, case management, career navigation) with adaptations specifically designed for longer-term commitments (age-appropriate STAY FLY curriculum for TAY, extended dosage while in custody, emphasis on building portfolios of skill development that demonstrate readiness). Critically, the process itself strengthened relationships between FLY and system partners, creating shared ownership of youth success and aligned expectations for outcomes.

FLY approaches REPS as an evolving program rather than a fixed model, continuing to gather data, solicit feedback from youth and partners, and make adjustments to ensure services remain responsive to the unique and changing needs of the SOARR population.

Peer Point: Restorative Justice as Prevention

Peer Point represents an emerging practice in school-based diversion, bringing restorative justice principles directly into educational settings as an alternative to punitive disciplinary responses that fuel the school-to-prison pipeline.

The Innovation: Peer Point operates at the critical juncture where youth behavior intersects with institutional responses that can either redirect young people toward positive pathways or push them further toward system involvement. By offering restorative circles, youth-driven accountability processes, and individualized support plans as alternatives to suspension and expulsion, Peer Point prevents school pushout while addressing root causes of behavior.

Key innovative elements include:

- **Peer-Led Model:** Youth who have successfully completed the program serve as peer advocates in circles, offering credibility, relatability, and hope to new participants
- **Genuine Youth Agency:** Rather than adults determining consequences and solutions, youth themselves design restorative plans that reflect their strengths, interests, and goals
- **Integration with FLY Services:** Youth in Peer Point can access the full continuum of FLY supports (LRE, case management, leadership development) as part of their restorative plans, creating pathways from diversion to positive youth development
- **System Change Focus:** Beyond serving individual youth, Peer Point aims to shift school culture toward restorative approaches and build capacity among educators, administrators, and families

Alignment with Research: Peer Point aligns with growing evidence that restorative practices reduce suspensions, improve school climate, and strengthen relationships between youth and adults. By preventing early justice system contact, Peer Point addresses a critical risk factor for long-term system involvement.

Best Practices and Evidence-Based Approaches

FLY integrates multiple evidence-based and evidence-informed practices across all programs (detailed in Section 3.3), including Motivational Interviewing, Cognitive-Behavioral approaches, Social-Emotional Learning, Critical Time Intervention, Harm Reduction, and Strengths-Based Case Management. Beyond implementing these established methodologies, FLY's best practices include:

Trauma-Informed and Culturally-Responsive Integration

While many organizations claim trauma-informed approaches, FLY goes beyond training to embed trauma-informed and culturally-responsive principles into every aspect of service delivery—from hiring practices that prioritize staff whose backgrounds reflect youth served, to

program design that honors diverse family structures and community networks, to ongoing examination of implicit bias and centering of equity in resource allocation. FLY partners with community organizations rooted in the communities served to ensure cultural relevance and community accountability.

Youth Organizing and Leadership Development

FLY's Leadership Training Program incorporates youth organizing principles, engaging youth in critical analysis of systems affecting their lives and supporting them to design and implement service-learning projects that build leadership, political consciousness, and community connection. Research demonstrates that youth organizing is particularly effective for youth of color, building protective factors including critical thinking skills, civic engagement, and sense of purpose and belonging.

Adaptability and Responsiveness

Human-Centered Design

FLY employs human-centered design principles, particularly in the Career Pathways Navigation work and workshop development. Rather than predetermined curricula, the CPN continuously solicits feedback from youth about topics they want and need, adapts content based on what resonates and what falls flat, and tailors resources to individual youth circumstances. This responsive approach ensures services remain relevant and engaging rather than becoming stale or disconnected from youth realities.

Flexibility in Service Delivery

FLY has demonstrated adaptability in response to changing circumstances, including:

- **COVID-19 Pandemic Response:** Rapidly pivoting to virtual service delivery when facilities closed and in-person meetings were restricted, maintaining connections with youth through phone, video, and socially-distanced outdoor meetings
- **Facility Schedule Changes:** Adjusting in-custody programming to accommodate facility operations, youth movements, and security protocols
- **Individual Youth Needs:** Meeting youth where they are literally (homes, schools, community locations) and figuratively (adapting case management approaches based on youth readiness and circumstances)
- **System Partner Coordination:** Flexibly scheduling around court dates, probation meetings, school schedules, and family commitments to ensure wraparound support

Continuous Learning and Improvement

FLY maintains a culture of continuous learning, using data, youth feedback, and staff insights to identify what is working and what needs adjustment. Weekly case conferences provide structured opportunities for staff to share challenges, problem-solve together, and develop strategies for youth who are struggling. Annual program evaluations examine outcomes data to identify trends, celebrate successes, and surface areas for improvement. FLY's leadership actively seeks out

emerging research and best practices from the field, incorporating new knowledge into training and program development.

Technology and Youth Engagement

FLY is partnering with Design for Good to develop a mobile application tailored to the needs and preferences of justice-involved youth. The app will allow youth to consistently engage with FLY on an ongoing basis by housing law related education curriculum, supporting real-time goal tracking with automated reminders, and enabling case managers to securely message and support youth more efficiently between meetings. The goal is to reduce barriers to accessing support while increasing youth engagement and improving outcomes.

Equity and Access

Removing Barriers to Participation

FLY intentionally designs services to minimize barriers that prevent youth and families from accessing support:

- **Meeting Youth Where They Are:** Case Managers travel to youth in their homes, schools, and communities rather than requiring youth to come to FLY offices
- **Flexible Scheduling:** Evening and weekend availability to accommodate school, work, and family schedules
- **Transportation Support:** Assistance with transportation costs and accompaniment to appointments when needed
- **Language Access:** Staff who speak Spanish and other languages spoken by youth and families
- **Technology Access:** Providing devices and internet access to support virtual engagement when needed
- **Family Engagement:** Welcoming family members into programming, providing translation, and honoring diverse family structures

Addressing Disproportionate System Impact

FLY explicitly acknowledges and addresses the reality that youth of color—particularly Black and Latinx youth—are disproportionately impacted by the justice system due to systemic racism, biased policing, and inequitable policies. FLY's programs aim to disrupt these patterns by:

- Building critical consciousness so youth understand the systems that impact their lives
- Developing self-advocacy skills so youth can assert their rights and challenge injustice
- Providing support to successfully complete probation and avoid future system involvement
- Creating alternatives to incarceration and school pushout through diversion programs
- Partnering with communities most impacted to ensure services are culturally relevant and community-accountable

Economic Mobility and Opportunity

FLY recognizes that economic instability is both a driver of justice system involvement and a barrier to successful reentry. Career Pathways Navigation explicitly focuses on connecting youth to educational and vocational opportunities that support economic mobility. The CMM Program creates employment opportunities for adults with justice system involvement, modeling pathways to economic stability. FLY provides tangible supports (assistance with driver's license fees, work clothes, school supplies, graduation gifts) that remove financial barriers to youth success.

Lessons Learned

Through more than 25 years of serving justice-involved youth, FLY has learned critical lessons that inform current programming and continue to shape innovation.

The Power of Relationship

Across all FLY programs, the consistent finding is that relationship is the foundation of positive change. Youth need to feel genuinely cared about, respected, and supported by adults who believe in them and remain committed even when youth struggle. This finding has reinforced FLY's commitment to relationship-based models (case management, mentoring) and to hiring and retaining high-quality staff who can build authentic connections with youth. This lesson directly informed the development of the CMM Program, which recognizes that different types of relationships, including staff and near-peer mentors, meet different youth needs.

Meeting Youth Where They Are

FLY has learned that services must meet youth where they are—both literally in terms of location and figuratively in terms of readiness for change. Rigid expectations, office-based services, and one-size-fits-all approaches consistently fail. Youth need flexibility, choices, and individualized support that honors their unique circumstances and builds on their strengths.

The Value of Lived Experience

The development of the CMM Program reflects FLY's learning that lived experience has unique value that cannot be replicated by professional training alone. Youth connect differently with mentors who have walked similar paths, and credible messengers bring authenticity, hope, and practical wisdom that complement case management. FLY has learned to honor and integrate lived experience as a core asset rather than viewing it as secondary to formal credentials.

Systems Change Requires Youth Voice

FLY has learned that sustainable systems change requires centering youth voice and leadership. Programs designed by adults for youth, no matter how well-intentioned, often miss the mark. The most effective interventions, from Peer Point's restorative model to the CMM Program's tiered structure, emerged from listening to youth about what they need and want. FLY remains committed to authentic youth engagement in program design, implementation, and evaluation.

Family Engagement Enhances Outcomes

FLY has learned that engaging families strengthens youth outcomes. When families understand FLY's services, feel welcomed and respected, and are supported in their own needs, youth are more likely to engage consistently, achieve their goals, and sustain positive changes. FLY continues to strengthen family engagement strategies across all programs.

4.3.7 Performance Measures

FLY employs a comprehensive approach to assessment and data collection across all programs, utilizing validated tools and robust data systems to inform service planning, track youth progress, and measure outcomes.

Case Management Assessment (CMA):

For the Reentry Program, REPS program, and Leadership Training Program, FLY uses the relevant version of our Case Management Assessment (CMA), which was developed by FLY's Evaluation and Learning Team (E&L), utilizing a framework laid out by an industry standard tool, the Self-Sufficiency Matrix (created by United Way), and with questions and approaches adapted from the Developmental Assets Profile (DAP), Behavioral and Emotional Rating Scale: Second Edition (BERS-2), and Positive Youth Development Inventory (PYDI). The CMA process is similar across all of FLY's case management programs and follows the process below:

Youth, with their FLY Coach, complete a strengths-based intake assessment to identify and prioritize needs, set youth-driving goals, and develop a collaborative approach to service delivery. A closure assessment is used to assess progress as well as continued needs (for ongoing programming or outside referral). The intake and closure assessments collect information in eight domains including general information, education & employment, community, social relations, family & housing, health & wellness, legal history, and safety. The inclusion of a Likert-scale survey allows the measurement of FLY’s impact on youth’s social-emotional learning skill development in four areas (self-awareness, social awareness, critical thinking, and self-advocacy). These tools are used to assess impact and to gauge each youth’s needs for ongoing support at the end of the program year.

Baseline Assessment:

Youth completing the Law Program are assessed using FLY's two-part Baseline Assessment, 1) a needs assessment designed to evaluate needs and risk factors and 2) identify youth who are eligible for more intensive support through the Leadership Training Program.

Efforts to Outcomes (ETO) Database:

FLY utilizes ETO, a comprehensive web-based database, for all data collection, case management documentation, and outcomes tracking. Direct service staff enter all youth touchpoints into ETO in real-time, including law-related education course attendance, one-on-one meetings with youth, attendance at pro-social events, assessment data, and youth advocacy efforts. ETO enables comprehensive tracking, automated reporting and data visualization, quality assurance through monthly data audits conducted by the E&L Department, and coordination across programs and sites.

Outcome Measures:

Through these rigorous data collection efforts, FLY measures increases in social-emotional learning (SEL) or pro-social skills, academic progress (school enrollment, attendance, credit accumulation, grade matriculation, graduation), and decreases in justice system involvement

(completion of probation, avoiding new offenses, reduced recidivism). FLY also collects program exit evaluation surveys using Likert scales to gauge programs' impact on skill-building and youth satisfaction. Additionally, FLY works closely with probation and other juvenile justice system partners to monitor recidivism measures and with school systems to monitor educational progress.

Performance Measures

Peer Point Program					
Performance Measures	**FY26-27 Target**	**FY27-28 Target**	**FY28-29 Target**	**FY29-30 Target**	**FY30-31 Target**
The percentage of youth referred to the Peer Point Program who increase their social emotional learning skills	80%	80%	80%	80%	80%
The percentage of youth referred to the Peer Point Program who increase their education attainment	80%	80%	80%	80%	80%

Law Program					
Performance Measures	**FY26-27 Target**	**FY27-28 Target**	**FY28-29 Target**	**FY29-30 Target**	**FY30-31 Target**
The percentage of youth enrolled in the Law Program report that the program gave them access to positive adult role models	80%	80%	80%	80%	80%
The percentage of youth enrolled in the Law Program who report they are less likely to break the law after being in FLY	80%	80%	80%	80%	80%
The percentage of youth enrolled in the Law Program report that the program gave them more confidence to make healthier choices	80%	80%	80%	80%	80%

Leadership Program					
Performance Measures	**FY26-27 Target**	**FY27-28 Target**	**FY28-29 Target**	**FY29-30 Target**	**FY30-31 Target**
The percentage of youth enrolled in the Law Program report that the program gave them access to positive adult role models	80%	80%	80%	80%	80%
The percentage of youth enrolled in the Law Program who report they are less likely to break the law after being in FLY	80%	80%	80%	80%	80%
The percentage of youth enrolled in the Law Program report that the program gave them more confidence to deal with negative peer pressure	80%	80%	80%	80%	80%
Recidivism: The percentage of youth enrolled in the Leadership Program who did not sustain a new charge during the program year	75%	75%	75%	75%	75%
Education Improvement: The percentage of eligible seniors in the Leadership Program who attained a GED or HS diploma	80%	80%	80%	80%	80%

Reentry Program					
Performance Measures	**FY26-27 Target**	**FY27-28 Target**	**FY28-29 Target**	**FY29-30 Target**	**FY30-31 Target**
Youth will report that they now have access to positive adult role model (Law Program)	80%	80%	80%	80%	80%
Youth will be less likely to commit crimes and more likely to make	75%	75%	75%	75%	75%

healthy choices (Law Program)					
Youth will gain the skills to resist negative peer pressure (Law Program)	80%	80%	80%	80%	80%
The percentage of youth enrolled in case management who increase their social emotional learning skills	75%	75%	75%	75%	75%
The percentage of youth enrolled in case management who did not sustain a new charge during the program year	75%	75%	75%	75%	75%
The percentage of youth enrolled in case management who increase their educational attainment	75%	75%	75%	75%	75%

Credible Messenger Mentor Program					
Performance Measures	**FY26-27 Target**	**FY27-28 Target**	**FY28-29 Target**	**FY29-30 Target**	**FY30-31 Target**
Youth report CMM Program connected them to a relatable role model from their community	85%	85%	85%	85%	85%
The percentage of youth enrolled in the CMM Program who increase their social emotional learning skills	80%	80%	80%	80%	80%
The percentage of youth enrolled in the CMM Program who did not sustain a new charge during the program year	75%	75%	75%	75%	75%

REPS Program					
Performance Measures	**FY26-27 Target**	**FY27-28 Target**	**FY28-29 Target**	**FY29-30 Target**	**FY30-31 Target**
Youth will show an increase in career readiness indicators	80%	80%	80%	80%	80%
Youth report that they are confident that they have the skills and support they need to reenter society successfully	80%	80%	80%	80%	80%
Youth report that they have hope for the future and want to make positive changes	80%	80%	80%	80%	80%
Youth who will enroll and complete case management will achieve at least three goals from their service plans*	90%	90%	90%	90%	90%

*Service plans are personalized to each SOARR youth and include major goals such as education/career advancement, completion of probation, social-emotional skill building, etc. Goals are designed to align with protective factors against later incarceration.

4.3.8 Firm Qualifications

FLY is a juvenile justice nonprofit with more than two decades of experience delivering evidence-based, law-related education, restorative justice, case management, and leadership development services to justice-involved and at-risk youth across the Bay Area. FLY partners closely with county probation departments, schools, and local government agencies to implement trauma-informed, culturally responsive programming that centers youth voice, strengthens protective factors, and supports positive youth development. FLY's work emphasizes prevention, rehabilitation, accountability, and systems collaboration to reduce recidivism and support successful transitions to adulthood for system-involved and transitional age youth.

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Project 1: California Violence Intervention and Prevention (CalVIP) – Leadership Program

Client / Agency: California Board of State and Community Corrections (BSCC)
Contact / Reference: Tony Knapp
Telephone: (925) 313-4087
Email: Tony.Knapp@bscc.ca.gov

Contract Amount: $1,776,323
Contract Period: July 1, 2022 – December 31, 2025

Primary Staff Involved:
Director of Contra Costa County; Leadership Program Manager; Leadership Program Lead Case Managers; Leadership Program Case Managers; Leadership Program Coordinators

Project Summary:
Through CalVIP funding, FLY delivered Leadership Program services focused on violence prevention, leadership development, and positive youth engagement for adolescents and young adults at risk of justice system involvement. Programming included individualized case management, leadership development activities, law-related education, service-learning projects, and structured pro-social programming designed to strengthen protective factors and reduce risk behaviors.

FLY implemented the Leadership Program using trauma-informed, culturally responsive, and evidence-based practices that emphasize accountability, decision-making, and community connection. The program operated in collaboration with schools, community partners, and local systems to support youth development and prevent deeper system involvement. This project demonstrates FLY's capacity to deliver prevention-focused programming aligned with County juvenile justice priorities and supports an integrated service approach spanning prevention, intervention, and system collaboration.

Project 2: California Community Reinvestment Grants Program (CalCRG)

Client / Agency: Governor's Office of Business and Economic Development (GO-Biz)
Contact / Reference: Elizabeth Witthans
Telephone: (877) 345-4633
Email: Elizabeth.Witthans@gobiz.ca.gov; CalCRG@gobiz.ca.gov

Contract Amount: $2,094,942
Contract Period: June 1, 2024 – May 31, 2027

Primary Staff Involved:
County Directors; County Associate Directors; STAY FLY Program Managers; STAY FLY Lead Case Managers; STAY FLY Case Managers; Career Pathways Navigators

Project Summary:
Under the California Community Reinvestment Grants Program (CalCRG), FLY provides navigation and supportive services to transitional age youth disproportionately impacted by past federal and state drug policies across multiple Bay Area counties, including San Mateo County. Services include individualized navigation, case management, referrals, and coordination with local systems and community-based partners to reduce system involvement and promote youth stability.

FLY manages this multi-year, multi-county contract in alignment with state performance, reporting, and compliance requirements. Responsibilities include program oversight, fiscal management, staff supervision, outcomes tracking, and continuous quality improvement. This project demonstrates FLY's capacity to administer large-scale government contracts, coordinate services across jurisdictions, and deliver structured, culturally responsive programming that supports prevention, rehabilitation, and successful community integration.

Project 3: SMC Jail STAY FLY Workshop Series

Client / Agency: San Mateo County Probation Department
Contact / Reference: Melissa Wagner
Telephone: (650) 599-3017
Email: mwagner@smcgov.org

Contract Amount: $34,880
Contract Period: November 5, 2025 – June 30, 2026

Primary Staff Involved:
Director of San Mateo County; STAY FLY Site Manager; Stay FLY Lead Coach

Project Summary:
The SMC Jail STAY FLY Workshop Series delivers law-related education workshops to transitional age youth housed in San Mateo County jail facilities. Workshops focus on decision-making, accountability, civic engagement, and preparation for successful reentry, using trauma-informed and culturally responsive instructional methods.

FLY coordinates closely with San Mateo County Probation to ensure programming aligned with facility protocols and youth needs. This project demonstrates FLY's experience delivering services within secure settings, collaborating with County systems, and engaging justice-involved youth in structured programming that supports rehabilitation and successful transition back to the community.

4.3.9 Team Qualifications

FLY's programs are delivered by an experienced, multidisciplinary team with expertise in law-related education, juvenile justice, reentry, and youth development led by Melissa Poling, Managing Director of Strategic Initiatives & Innovation, who reports to the Vice President of Community and Impact. Staff bring a strong combination of professional training, lived experience, and community connection, with many reflecting the linguistic and cultural backgrounds of the communities served.

Leadership & Management

Staff Name	Position Title	Program(s) Supported	Relevant Experience	Role / Reporting Structure
Melissa Poling	Managing Director, Strategic Initiatives & Innovation	All Juvenile Programs	15+ years nonprofit leadership; systems collaboration; 10 years at FLY	Lead Project Manager; Oversight of strategy; County liaison; Supervises Assoc. Director and Initiative PMs
Maria Delgado	Associate Director, San Mateo County	All Juvenile Programs	8+ years juvenile justice & reentry; in-custody youth; 8.5 years at FLY	Contract compliance; Supervises Program Managers
Joshua Orcine	Law & Reentry Programs Manager	Law; Reentry	13+ years justice-impacted youth; law-related education; 13.5 years at FLY	Day-to-day program management; supervises Law & Reentry staff
Lilliana Chisler	Leadership & STAY FLY Programs Manager	Leadership; STAY FLY	5+ years youth development & career pathways; 3 months at FLY	Day-to-day program management; supervises Leadership &

				STAY FLY staff
Luc Gnamien	Peer Point Program Manager	Peer Point	8+ years restorative justice & diversion; 3.5 years at FLY	Program management; supervises Peer Point staff
Harold Atkins	Secure Track Manager	Secure Track/ REPS	10+ years supporting incarcerated & reentering youth; 2.5 years at FLY	Oversees in-custody programming; supervises REPS staff
Laura Rivano	Law Site Manager (San Mateo County)	Law Program	5+ years justice-related youth services; 3 years at FLY	Site supervision; curriculum fidelity; partner coordination

Direct Service Staff

Staff Name	Position Title	Program(s) Supported	Relevant Experience	Role / Reporting Structure
Paola Saavedra Ramirez	Temporary Leadership Lead Case Manager IV	Leadership	4+ years case management; SEL-based youth support; 2 years at FLY	Supervises case managers; grant reporting; maintains caseload
Stephen Ho	Reentry Case Manager	Reentry	16+ years legal & reentry services; in-custody programming; 3 months at FLY	Reentry case management; job readiness; bilingual support
Desiree Paz	Leadership Case Manager (SMC)	Leadership	3+ years youth development & case management; 2 years at FLY	Direct case management; youth goal planning

Carlos Castaneda	Transitional-Age Youth Coach	Reentry	5+ years youth coaching & mentoring; 1 year at FLY	Direct coaching; goal planning
Tati Castaneda	Secure Track Lead Coach	Secure Track / REPS	7+ years youth coaching & in-custody support; 2 years at FLY	Direct service delivery; coaching
Rachel Ikeda	Career Pathways Navigator	Career Pathways	6+ years education & workforce navigation; 1 year at FLY	Education and employment support
Karina Morales	Peer Point Specialist	Peer Point	6+ years restorative justice & youth facilitation; 4 years at FLY	Direct facilitation; diversion programming

Program Coordination Staff

Staff Name	Position Title	Program(s) Supported	Relevant Experience	Role / Reporting Structure
Azucena Duran	Law & Reentry Program Coordinator	Law; Reentry	4+ years community development & justice-adjacent work; 1.5 years at FLY	Program coordination; volunteer management; data tracking
Anastacia Duenas	Leadership & STAY FLY Program Coordinator	Leadership; STAY FLY	4+ years youth engagement & reentry support; 1.5 years at FLY	Operations support; events; data entry
Mariana Trejo	Leadership & STAY FLY Coordinator	Leadership; STAY FLY	8+ years youth development & crisis-informed care; 2.5 years at FLY	Program coordination; participant support

The key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval.

4.3.10 References

1. **Contact Name**: Dennie Marenco
   Title: Principal of Thornton High School **Phone Number:** (650) 550-7840
   Email Address: dmarenco@jeffersonunion.net
   Services Provided: Law Program

2. **Contact Name:** Josue Tunchez
   Title: Youth
   Phone Number: (415) 524-5644
   Email Address: Phone preferred
   Services Provided: Law & Leadership Program

3.5. Proposed schedule

Please see pages 20-25 of the Technical Proposal.

3.8. Firm Qualifications

Please see pages 38-40 of the Technical Proposal.

3.9. Team Qualifications

Please see pages 41-43 of the Technical Proposal.

3.10. References

Please see page 44 of the Technical Proposal.

JPAF 5-YEAR BUDGET: Peer Point, Law Program, Leadership Training Program for At-Risk Youth in Schools and Communities						
Direct Costs: Personnel	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Law Program Evaluation Specialist San Mateo County	$ 3,996.00	$ 4,116.00	$ 4,239.00	$ 60,942.00	$ 62,770.00	$ 136,063.00
Law & Reentry Programs Coordinator	$ 8,269.00	$ 8,517.00	$ 8,773.00	$ 64,298.00	$ 66,227.00	$ 156,084.00
Law Program Site Manager San Mateo County	$ 19,629.00	$ 20,218.00	$ 20,825.00	$ 21,450.00	$ 22,094.00	$ 104,216.00
Law Programs Manager San Mateo County	$ 38,441.00	$ 39,594.00	$ 40,782.00	$ 42,005.00	$ 43,265.00	$ 204,087.00
Leadership Program Case Manager San Mateo County	$ 12,666.00	$ 13,046.00	$ 13,437.00	$ 13,840.00	$ 14,255.00	$ 67,244.00
Leadership Program Lead Case Manager San Mateo County	$ 25,604.00	$ 26,372.00	$ 27,163.00	$ 27,978.00	$ 28,817.00	$ 135,934.00
Leadership & STAY FLY Programs Manager San Mateo County	$ 39,636.00	$ 40,825.00	$ 42,050.00	$ 43,312.00	$ 44,611.00	$ 210,434.00
Leadership and STAY FLY Program Coordinator San Mateo County	$ 8,469.00	$ 8,723.00	$ 8,985.00	$ 9,255.00	$ 9,533.00	$ 44,965.00
SMC Peer Point Restorative Plan Specialist	$ 41,044.00	$ 42,275.00	$ 43,543.00	$ 44,849.00	$ 46,194.00	$ 217,905.00
SMC Peer Point Manager	$ 57,418.00	$ 59,141.00	$ 60,915.00	$ 62,742.00	$ 64,624.00	$ 304,840.00
Peer Point Coordinator	$ 55,500.00	$ 57,165.00	$ 58,880.00	$ 60,646.00	$ 62,465.00	$ 294,656.00
Peer Point Case Manager	$ 43,980.00	$ 60,399.00	$ 62,211.00	$ 64,077.00	$ 65,999.00	$ 296,666.00
Associate Director of Programs San Mateo County	$ 14,723.00	$ 15,165.00	$ 15,620.00	$ 16,089.00	$ 16,572.00	$ 78,169.00
Director of San Mateo County	$ -	$ -	$ -	$ 112,364.00	$ 115,735.00	$ 228,099.00
Career Pathways Navigator San Mateo County	$ 8,254.00	$ 8,502.00	$ 8,757.00	$ 9,020.00	$ 9,291.00	$ 43,824.00
Managing Director of Strategic Initiatives & Innovation	$ 26,368.00	$ 27,159.00	$ 27,974.00	$ 28,813.00	$ 29,677.00	$ 139,991.00
Contract Management Associate	$ 3,047.00	$ 3,138.00	$ 3,232.00	$ 3,329.00	$ 3,429.00	$ 16,175.00
Managing Director (All Counties)	$ 5,801.00	$ 5,975.00	$ 6,154.00	$ 6,339.00	$ 6,529.00	$ 30,798.00
Vice President of Community Impact	$ 5,629.00	$ 5,798.00	$ 5,972.00	$ 6,151.00	$ 6,336.00	$ 29,886.00
Associate Director of Evaluation and Learning	$ 3,843.00	$ 3,958.00	$ 4,077.00	$ 4,199.00	$ 4,325.00	$ 20,402.00
Fringe Benefits	$ 114,025.00	$ 121,523.00	$ 125,169.00	$ 189,458.00	$ 195,141.00	$ 745,318.00
Personnel Subtotal	**$ 536,342.00**	**$ 571,609.00**	**$ 588,758.00**	**$ 891,156.00**	**$ 917,889.00**	**$ 3,505,756.00**
Direct Costs: Other	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Transportation	$ 3,684.00	$ 3,795.00	$ 3,909.00	$ 4,026.00	$ 4,147.00	$ 19,561.00
Program Supplies & Activities	$ 16,762.00	$ 17,265.00	$ 17,783.00	$ 18,316.00	$ 18,865.00	$ 88,991.00
Client Costs	$ 9,210.00	$ 9,486.00	$ 9,771.00	$ 10,064.00	$ 10,366.00	$ 48,897.00
Other Direct Costs Subtotal	**$ 29,656.00**	**$ 30,546.00**	**$ 31,463.00**	**$ 32,406.00**	**$ 33,378.00**	**$ 157,449.00**
Indirect Costs	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Indirect Costs Subtotal	**$ 84,899.70**	**$ 90,323.25**	**$ 93,033.15**	**$ 138,534.30**	**$ 142,690.05**	**$ 549,480.75**
GRAND TOTAL	**$ 650,897.70**	**$ 692,478.25**	**$ 713,254.15**	**$ 1,062,096.30**	**$ 1,093,957.05**	**$ 4,212,685.75**

JJPCA 5-YEAR BUDGET: Law Program and Leadership Training Program for Youth on Probation						
Direct Costs: Personnel	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Law Program Evaluation Specialist San Mateo County	$ 999.00	$ 1,029.00	$ 1,060.00	$ 1,092.00	$ 1,125.00	$ 5,305.00
Law & Reentry Programs Coordinator	$ 8,269.00	$ 8,517.00	$ 8,773.00	$ 64,298.00	$ 66,227.00	$ 156,084.00
Law Program Site Manager San Mateo County	$ 6,543.00	$ 6,739.00	$ 6,941.00	$ 7,149.00	$ 7,363.00	$ 34,735.00
Law Programs Manager San Mateo County	$ 12,813.00	$ 13,197.00	$ 13,593.00	$ 14,001.00	$ 14,421.00	$ 68,025.00
Leadership Program Case Manager San Mateo County	$ 12,666.00	$ 13,046.00	$ 13,437.00	$ 13,840.00	$ 14,255.00	$ 67,244.00
Leadership Program Lead Case Manager San Mateo County	$ 25,604.00	$ 26,372.00	$ 27,163.00	$ 27,978.00	$ 28,817.00	$ 135,934.00
Leadership & STAY FLY Programs Manager San Mateo County	$ 19,818.00	$ 20,413.00	$ 21,025.00	$ 21,656.00	$ 22,306.00	$ 105,218.00
Leadership and STAY FLY Program Coordinator San Mateo County	$ 8,469.00	$ 8,723.00	$ 8,985.00	$ 9,255.00	$ 9,533.00	$ 44,965.00
Associate Director of Programs San Mateo County	$ 14,723.00	$ 15,165.00	$ 15,620.00	$ 16,089.00	$ 16,572.00	$ 78,169.00
Director of San Mateo County	$ 9,450.00	$ 9,734.00	$ 10,026.00	$ 10,327.00	$ 10,637.00	$ 50,174.00
Career Pathways Navigator San Mateo County	$ 8,254.00	$ 8,502.00	$ 8,757.00	$ 9,020.00	$ 9,291.00	$ 43,824.00
Contract Management Associate	$ 3,047.00	$ 3,138.00	$ 3,232.00	$ 3,329.00	$ 3,429.00	$ 16,175.00
Managing Director (All Counties)	$ 5,801.00	$ 5,975.00	$ 6,154.00	$ 6,339.00	$ 6,529.00	$ 30,798.00
Vice President of Community Impact	$ 5,629.00	$ 5,798.00	$ 5,972.00	$ 6,151.00	$ 6,336.00	$ 29,886.00
Associate Director of Evaluation and Learning	$ 3,843.00	$ 3,958.00	$ 4,077.00	$ 4,199.00	$ 4,325.00	$ 20,402.00
Fringe Benefits	$ 39,400.00	$ 40,582.00	$ 41,800.00	$ 57,975.00	$ 59,714.00	$ 239,473.00
Personnel Subtotal	**$ 185,328.00**	**$ 190,888.00**	**$ 196,615.00**	**$ 272,698.00**	**$ 280,880.00**	**$ 1,126,411.00**
Direct Costs: Other	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Transportation	$ 3,684.00	$ 3,795.00	$ 3,909.00	$ 4,026.00	$ 4,147.00	$ 19,561.00
Program Supplies & Activities	$ 16,762.00	$ 17,265.00	$ 17,783.00	$ 18,316.00	$ 18,865.00	$ 88,991.00
Client Costs	$ 9,210.00	$ 9,486.00	$ 9,771.00	$ 10,064.00	$ 10,366.00	$ 48,897.00
Other Direct Costs Subtotal	**$ 29,656.00**	**$ 30,546.00**	**$ 31,463.00**	**$ 32,406.00**	**$ 33,378.00**	**$ 157,449.00**
Indirect Costs	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Indirect Costs Subtotal	**$ 32,247.60**	**$ 33,215.10**	**$ 34,211.70**	**$ 45,765.60**	**$ 47,138.70**	**$ 192,579.00**
GRAND TOTAL	**$ 247,231.60**	**$ 254,649.10**	**$ 262,289.70**	**$ 350,869.60**	**$ 361,396.70**	**$1,476,439.00**

YOBG 5-YEAR BUDGET: Reentry Program and Credible Messenger Mentor Program for Youth in Juvenile Hall and Reentry Services						
Direct Costs: Personnel	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Reentry Programs Manager San Mateo County	$ 82,026.00	$ 84,487.00	$ 87,022.00	$ 89,633.00	$ 92,322.00	$ 435,490.00
Reentry Program Case Manager	$ 58,635.00	$ 60,394.00	$ 62,206.00	$ 64,072.00	$ 65,994.00	$ 311,301.00
Reentry Case Manager SMC	$ 62,712.00	$ 64,593.00	$ 66,531.00	$ 68,527.00	$ 70,583.00	$ 332,946.00
Lead Reentry Case Manager	$ 62,707.00	$ 64,588.00	$ 66,526.00	$ 68,522.00	$ 70,578.00	$ 332,921.00
Associate Director of Programs San Mateo County	$ 14,723.00	$ 15,165.00	$ 15,620.00	$ 16,089.00	$ 16,572.00	$ 78,169.00
Director of San Mateo County	$ 23,625.00	$ 24,334.00	$ 25,064.00	$ 25,816.00	$ 26,590.00	$ 125,429.00
Career Pathways Navigator San Mateo County	$ 8,254.00	$ 8,502.00	$ 8,757.00	$ 9,020.00	$ 9,291.00	$ 43,824.00
Law & Reentry Programs Coordinator	$ 8,269.00	$ 8,517.00	$ 8,773.00	$ 16,074.50	$ 16,557.00	$ 58,190.50
Contract Management Associate	$ 3,047.00	$ 3,138.00	$ 3,232.00	$ 3,329.00	$ 3,429.00	$ 16,175.00
Managing Director (All Counties)	$ 5,801.00	$ 5,975.00	$ 6,154.00	$ 6,339.00	$ 6,529.00	$ 30,798.00
Vice President of Community Impact	$ 5,629.00	$ 5,798.00	$ 5,972.00	$ 6,151.00	$ 6,336.00	$ 29,886.00
Associate Director of Evaluation and Learning	$ 3,843.00	$ 3,958.00	$ 4,077.00	$ 4,199.00	$ 4,325.00	$ 20,402.00
Credible Messenger Mentor Manager	$ 41,013.00	$ 42,243.00	$ 84,487.00	$ 87,022.00	$ 89,633.00	$ 344,398.00
Credible Messenger Mentor Lead Coach	$ 23,515.13	$ 30,199.50	$ 31,105.00	$ 32,038.00	$ 32,999.00	$ 149,856.63
Fringe Benefits	$ 109,025.00	$ 113,910.00	$ 128,392.00	$ 134,144.00	$ 138,169.00	$ 623,640.00
Personnel Subtotal	**$ 512,824.13**	**$ 535,801.50**	**$ 603,918.00**	**$ 630,975.50**	**$ 649,907.00**	**$ 2,933,426.13**
Direct Costs: Other	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Transportation	$ 14,814.00	$ 15,258.00	$ 15,716.00	$ 16,187.00	$ 16,673.00	$ 78,648.00
Program Supplies & Activities	$ 15,438.00	$ 15,901.00	$ 16,378.00	$ 16,869.00	$ 17,375.00	$ 81,961.00
Client Costs	$ 18,669.00	$ 19,229.00	$ 19,806.00	$ 20,400.00	$ 21,012.00	$ 99,116.00
Staff Training and Professional Development	$ 3,000.00	$ 3,090.00	$ 50,000.00	$ 51,500.00	$ 53,045.00	$ 160,635.00
Stipends for Credible Messengers	$ 12,500.00	$ 12,875.00	$ 13,261.00	$ 13,659.00	$ 14,069.00	$ 66,364.00
Other Direct Costs Subtotal	**$ 64,421.00**	**$ 66,353.00**	**$ 115,161.00**	**$ 118,615.00**	**$ 122,174.00**	**$ 486,724.00**
Indirect Costs	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Indirect Costs Subtotal	**$ 86,586.77**	**$ 90,323.18**	**$ 107,861.85**	**$ 112,438.58**	**$ 115,812.15**	**$ 513,022.52**
GRAND TOTAL	**$663,831.89**	**$ 692,477.68**	**$ 826,940.85**	**$ 862,029.08**	**$ 887,893.15**	**$ 3,933,172.64**

JJRBG 5-YEAR BUDGET: REPS Program and Credible Messenger Mentor Program for Older Youth Serving Longer Commitments in Juvenile Hall						
Direct Costs: Personnel	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Secure Track Lead Case Manager	$ 62,712.00	$ 64,593.00	$ 66,531.00	$ 68,527.00	$ 70,583.00	$ 332,946.00
Secure Track Program Manager	$ 82,026.00	$ 84,487.00	$ 87,022.00	$ 89,633.00	$ 92,322.00	$ 435,490.00
Associate Director of Programs San Mateo County	$ -	$ -	$ 19,984.00	$ 20,584.00	$ 21,202.00	$ 61,770.00
Director of San Mateo County	$ 9,450.00	$ 9,734.00	$ 10,026.00	$ 10,327.00	$ 10,637.00	$ 50,174.00
Career Pathways Navigator San Mateo County	$ 4,127.00	$ 4,251.00	$ 4,379.00	$ 4,510.00	$ 4,645.00	$ 21,912.00
Managing Director of Strategic Initiatives & Innovati	$ 26,368.00	$ 27,159.00	$ 27,974.00	$ 28,813.00	$ 29,677.00	$ 139,991.00
Contract Management Associate	$ 3,047.00	$ 3,138.00	$ 3,232.00	$ 3,329.00	$ 3,429.00	$ 16,175.00
Managing Director (All Counties)	$ 5,801.00	$ 5,975.00	$ 6,154.00	$ 6,339.00	$ 6,529.00	$ 30,798.00
Vice President of Community Impact	$ 5,629.00	$ 5,798.00	$ 5,972.00	$ 6,151.00	$ 6,336.00	$ 29,886.00
Associate Director of Evaluation and Learning	$ 3,843.00	$ 3,958.00	$ 4,077.00	$ 4,199.00	$ 4,325.00	$ 20,402.00
REPS Case Manager	$ 43,976.00	$ 60,394.00	$ 62,206.00	$ 64,072.00	$ 65,994.00	$ 296,642.00
Credible Messenger Mentor Manager	$ 41,013.00	$ 42,243.00	$ 43,510.00	$ 44,815.00	$ 46,159.00	$ 217,740.00
Credible Messenger Mentor Lead Coach	$ 23,515.13	$ 30,199.50	$ 31,105.00	$ 32,038.00	$ 32,999.00	$ 149,856.63
Fringe Benefits	$ 84,106.00	$ 92,320.00	$ 100,486.00	$ 103,500.00	$ 106,605.00	$ 487,021.00
Personnel Subtotal	**$ 395,613.13**	**$ 434,249.50**	**$ 472,658.00**	**$ 486,837.00**	**$ 501,442.00**	**$ 2,290,803.63**
Direct Costs: Other	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Transportation	$ 6,450.00	$ 6,644.00	$ 6,843.00	$ 7,048.00	$ 7,259.00	$ 34,244.00
Program Supplies & Activities	$ 2,150.00	$ 2,215.00	$ 2,281.00	$ 2,349.00	$ 2,419.00	$ 11,414.00
Client Costs	$ 23,700.00	$ 24,411.00	$ 25,143.00	$ 25,897.00	$ 26,674.00	$ 125,825.00
Staff Training and Professional Development	$ 2,000.00	$ 2,060.00	$ 2,122.00	$ 2,186.00	$ 2,252.00	$ 10,620.00
Stipends for Credible Messengers	$ 12,500.00	$ 12,875.00	$ 13,261.00	$ 13,659.00	$ 14,069.00	$ 66,364.00
Other Direct Costs Subtotal	**$ 46,800.00**	**$ 48,205.00**	**$ 49,650.00**	**$ 51,139.00**	**$ 52,673.00**	**$ 248,467.00**
Indirect Costs	**Request Y1**	**Request Y2**	**Request Y3**	**Request Y4**	**Request Y5**	**Grand Total**
Indirect Costs Subtotal	**$ 66,361.97**	**$ 72,368.18**	**$ 78,346.20**	**$ 80,696.40**	**$ 83,117.25**	**$ 380,890.59**
GRAND TOTAL	**$508,775.09**	**$ 554,822.68**	**$ 600,654.20**	**$ 618,672.40**	**$ 637,232.25**	**$2,920,161.22**

3.11 Fee Proposal

Budget Narrative

This budget reflects FLY's commitment to delivering high-quality, evidence-based programming across the continuum of prevention, intervention, detention-based services, and reentry support for San Mateo County youth and families. In a challenging national climate that has created uncertainty around federal funding streams, state and local government investment becomes increasingly vital to ensuring sustainable, consistent programming that advances the goals of the 2025-2030 Local Action Plan and creates measurable impact for the young people we collectively serve.

JUVENILE PROBATION ACTIVITIES FUNDING (JPAF)

DIRECT PERSONNEL COSTS ALLOCATED TO JPAF

Law Program Staff

Law Program Evaluation Specialist (0.4 FTE): This position administers assessments to youth in Law Program sessions and completes ongoing data collection for youth in the program, including attendance and exit evaluations. FLY estimates 0.33 hours of data collection/entry per youth served per month. Five-Year Total: $136,063 (FY27: $3,996 | FY28: $4,116 | FY29: $4,239 | FY30: $60,942 | FY31: $62,770)

Law & Reentry Programs Coordinator (0.25 FTE): This position coordinates Law Program activities, manages site relationships, and ensures quality implementation of law-related education curriculum across community sites. The coordinator also supports volunteer recruitment and training efforts. Five-Year Total: $156,084 (FY27: $8,269 | FY28: $8,517 | FY29: $8,773 | FY30: $64,298 | FY31: $66,227)

Law Program Site Manager (0.75 FTE): This position manages day-to-day operations at Law Program community sites, supervises site-level staff, coordinates with school partners, and ensures fidelity to FLY's evidence-based curriculum model. Five-Year Total: $104,216 (FY27: $19,629 | FY28: $20,218 | FY29: $20,825 | FY30: $21,450 | FY31: $22,094)

Law & Reentry Programs Manager (0.75 FTE): This position provides strategic oversight of Law Program implementation across San Mateo County, manages programmatic partnerships with schools and community organizations, leads staff supervision and professional development, and ensures alignment with evidence-based practices and outcome goals. Five-Year Total: $204,087 (FY27: $38,441 | FY28: $39,594 | FY29: $40,782 | FY30: $42,005 | FY31: $43,265)

Leadership Training Program Staff

Leadership Program Case Manager (0.31 FTE): This position provides 1:1 intensive case management, court advocacy, meetings with parents, school meetings, or other systems advocacy meetings. Each youth receives 2-4 hours of case management per month over 10 months. JPAF will support a portion of the caseload. Five-Year Total: $67,244 (FY27: $12,666 | FY28: $13,046 | FY29: $13,437 | FY30: $13,840 | FY31: $14,255)

Leadership Program Lead Case Manager (0.37 FTE): This position provides advanced case management services for youth with more complex needs, mentors other case managers, and leads the development of individualized service plans that integrate educational supports, career pathways, and family engagement strategies. Five-Year Total: $135,934 (FY27: $25,604 | FY28: $26,372 | FY29: $27,163 | FY30: $27,978 | FY31: $28,817)

Leadership & STAY FLY Programs Manager (0.5 FTE): This position oversees all Leadership Training Program activities, supervises case management staff, facilitates program activities including retreats and service-learning projects, and ensures program quality and outcome achievement. Five-Year Total: $210,434 (FY27: $39,636 | FY28: $40,825 | FY29: $42,050 | FY30: $43,312 | FY31: $44,611)

Leadership and STAY FLY Program Coordinator (0.25 FTE): This position coordinates logistics for Leadership Program activities including monthly service-learning and team-building events, manages youth schedules and communications, and supports case managers with resource navigation and systems advocacy. Five-Year Total: $44,965 (FY27: $8,469 | FY28: $8,723 | FY29: $8,985 | FY30: $9,255 | FY31: $9,533)

Peer Point Staff

Peer Point Restorative Plan Specialist (0.7 FTE): This position works directly with youth referred to Peer Point to develop individualized restorative plans, facilitates restorative conferences with youth and impacted parties, coordinates with schools and families, and provides ongoing coaching to ensure youth complete their restorative agreements. Five-Year Total: $217,905 (FY27: $41,044 | FY28: $42,275 | FY29: $43,543 | FY30: $44,849 | FY31: $46,194)

Peer Point Manager (0.7 FTE): This position provides overall management of the Peer Point restorative justice program, supervises program staff, maintains partnerships with referring schools and agencies, ensures program fidelity to restorative justice principles, and oversees data collection and reporting. Five-Year Total: $304,840 (FY27: $57,418 | FY28: $59,141 | FY29: $60,915 | FY30: $62,742 | FY31: $64,624)

Peer Point Coordinator (1.0 FTE, To Be Hired): This position coordinates intake and referral processes for Peer Point, schedules restorative conferences, manages communication with schools and families, tracks youth progress through restorative plans, and provides administrative support to ensure timely completion of program requirements. Five-Year Total: $294,656 (FY27: $55,500 | FY28: $57,165 | FY29: $58,880 | FY30: $60,646 | FY31: $62,465)

Peer Point Case Manager (1.0 FTE, To Be Hired): This position provides direct case management services to Peer Point youth, conducts needs assessments, connects youth and families to community resources, monitors youth engagement with restorative plans, and provides ongoing support to prevent future justice system involvement. Five-Year Total: $296,666 (FY27: $43,980 | FY28: $60,399 | FY29: $62,211 | FY30: $64,077 | FY31: $65,999)

Administrative and Support Staff

Associate Director of Programs (0.2 FTE): This position provides programmatic oversight for all San Mateo County services funded through JPAF, ensures quality implementation and continuous improvement, supports staff development, and serves as a liaison between direct service staff and executive leadership. Five-Year Total: $78,169 (FY27: $14,723 | FY28: $15,165 | FY29: $15,620 | FY30: $16,089 | FY31: $16,572)

Director of San Mateo County (0.1 FTE): This position provides executive leadership and strategic direction for all FLY services in San Mateo County, maintains relationships with key county stakeholders and funders, ensures alignment with county priorities and FLY's mission, and oversees organizational development efforts. Note: This position begins allocation in Year 4. Five-Year Total: $228,099 (FY27: $0 | FY28: $0 | FY29: $0 | FY30: $112,364 | FY31: $115,735)

Career Pathways Navigator (0.2 FTE): This position provides specialized career and education navigation services to youth across programs, conducts career assessments, facilitates connections to internships and employment opportunities, and coordinates with educational institutions to support youth's academic and vocational goals. Five-Year Total: $43,824 (FY27: $8,254 | FY28: $8,502 | FY29: $8,757 | FY30: $9,020 | FY31: $9,291)

Managing Director of Strategic Initiatives and Innovation (0.2 FTE): This position provides executive leadership and strategic direction for FLY services in San Mateo County, drives innovation in program design and service delivery, maintains relationships with key county stakeholders and funders, ensures alignment with county priorities and FLY's mission, and oversees continuous quality improvement efforts across all San Mateo County programs. Five-Year Total: $139,991 (FY27: $26,368 | FY28: $27,159 | FY29: $27,974 | FY30: $28,813 | FY31: $29,677)

Contract Management Associate (0.05 FTE): This position from FLY's Finance & Operations Department oversees billing for this contract, including tracking expenses and supporting documentation, verifying data, and processing invoices. Estimated at 10 hours per quarter. Five-Year Total: $16,175 (FY27: $3,047 | FY28: $3,138 | FY29: $3,232 | FY30: $3,329 | FY31: $3,429)

Managing Director of Programs (0.05 FTE): This position provides regional leadership across all FLY counties, ensures program coordination and knowledge sharing, supports strategic planning and organizational development, and maintains oversight of operational excellence. Five-Year Total: $30,798 (FY27: $5,801 | FY28: $5,975 | FY29: $6,154 | FY30: $6,339 | FY31: $6,529)

Vice President of Community Impact (0.05 FTE): This position leads FLY's programmatic strategy across all regions, ensures evidence-based practice implementation, oversees quality assurance and continuous improvement initiatives, and guides innovation in service delivery.

Five-Year Total: $29,886 (FY27: $5,629 | FY28: $5,798 | FY29: $5,972 | FY30: $6,151 | FY31: $6,336)

Associate Director of Evaluation and Learning (0.05 FTE): This position from FLY's Evaluation & Learning Department oversees 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. Five-Year Total: $20,402 (FY27: $3,843 | FY28: $3,958 | FY29: $4,077 | FY30: $4,199 | FY31: $4,325)

Fringe Benefits (27%): Fringe benefits cover health insurance, retirement contributions, payroll taxes, and other employee benefits in accordance with FLY's organizational policies and applicable employment laws. Five-Year Total: $745,318 (FY27: $114,025 | FY28: $121,523 | FY29: $125,169 | FY30: $189,458 | FY31: $195,141)

Personnel Subtotal: $3,505,756 (FY27: $536,342 | FY28: $571,609 | FY29: $588,758 | FY30: $891,156 | FY31: $917,889)

DIRECT OPERATING COSTS ALLOCATED TO JPAF

Transportation: Total transportation costs related to providing services under this contract, including local transportation to and from community sites for Law Program and Leadership Program activities, transportation for youth during case management activities and Peer Point conferences, and mileage for staff attending stakeholder meetings. Reimbursed at the federal mileage rate (currently $0.70 per mile in FY27). Five-Year Total: $19,561 (FY27: $3,684 | FY28: $3,795 | FY29: $3,909 | FY30: $4,026 | FY31: $4,147)

Program Supplies & Activities: Costs for program activities including Law Program curriculum materials, Leadership Program retreat and service-learning supplies, Peer Point conference materials, activity supplies for prosocial events, outreach flyers, handouts, and other materials necessary for high-quality program implementation. Five-Year Total: $88,991 (FY27: $16,762 | FY28: $17,265 | FY29: $17,783 | FY30: $18,316 | FY31: $18,865)

Client Costs: Direct costs for youth participating in programs, including costs associated with Leadership Program activities (approximately $20 per youth per month), graduation recognition items, incentives for program completion, and materials youth need to successfully engage in educational and career development activities. Five-Year Total: $48,897 (FY27: $9,210 | FY28: $9,486 | FY29: $9,771 | FY30: $10,064 | FY31: $10,366)

Other Direct Costs Subtotal: $157,449 (FY27: $29,656 | FY28: $30,546 | FY29: $31,463 | FY30: $32,406 | FY31: $33,378)

INDIRECT COSTS (15%)

Indirect Costs: Indirect costs cover organizational infrastructure that supports program delivery, including facilities, technology systems, human resources, financial management, legal services, organizational leadership, and other administrative functions essential to maintaining high-quality, compliant service delivery. The 15% indirect rate reflects FLY's actual costs of

maintaining organizational capacity. Five-Year Total: $549,481 (FY27: $84,900 | FY28: $90,323 | FY29: $93,033 | FY30: $138,534 | FY31: $142,690)

JPAF FUNDING STREAM TOTAL: $4,212,686

Year-by-Year Breakdown: FY27: $650,898 | FY28: $692,478 | FY29: $713,254 | FY30: $1,062,096 | FY31: $1,093,957

Note: FTE allocations and corresponding costs increase in later years of the contract as existing grant funding concludes and staff are reallocated to JPAF to ensure continuity of high-quality services to San Mateo County youth and families.

JUVENILE JUSTICE CRIME PREVENTION ACT (JJCPA)

DIRECT PERSONNEL COSTS ALLOCATED TO JJCPA

Law Program Staff

Law Program Evaluation Specialist (0.1 FTE): This position administers assessments to youth in Law Program sessions and completes ongoing data collection for youth in the program, including attendance and exit evaluations. FLY estimates 0.33 hours of data collection/entry per youth served per month. Five-Year Total: $5,305 (FY27: $999 | FY28: $1,029 | FY29: $1,060 | FY30: $1,092 | FY31: $1,125)

Law & Reentry Programs Coordinator (0.25 FTE): This position coordinates Law Program activities, manages site relationships, and ensures quality implementation of law-related education curriculum across community sites. The coordinator also supports volunteer recruitment and training efforts. Five-Year Total: $156,084 (FY27: $8,269 | FY28: $8,517 | FY29: $8,773 | FY30: $64,298 | FY31: $66,227)

Law Program Site Manager (0.25 FTE): This position manages day-to-day operations at Law Program community sites, supervises site-level staff, coordinates with school partners, and ensures fidelity to FLY's evidence-based curriculum model. Five-Year Total: $34,735 (FY27: $6,543 | FY28: $6,739 | FY29: $6,941 | FY30: $7,149 | FY31: $7,363)

Law & Reentry Programs Manager (0.25 FTE): This position provides strategic oversight of Law Program implementation across San Mateo County, manages programmatic partnerships with schools and community organizations, leads staff supervision and professional development, and ensures alignment with evidence-based practices and outcome goals. Five-Year Total: $68,025 (FY27: $12,813 | FY28: $13,197 | FY29: $13,593 | FY30: $14,001 | FY31: $14,421)

Leadership Training Program Staff

Leadership Program Case Manager (0.31 FTE): This position provides 1:1 intensive case management, court advocacy, meetings with parents, school meetings, or other systems advocacy meetings. Each youth receives 2-4 hours of case management per month over 10 months. JJCPA will support a portion of youth on probation who participate in the Leadership Program. Five-Year Total: $67,244 (FY27: $12,666 | FY28: $13,046 | FY29: $13,437 | FY30: $13,840 | FY31: $14,255)

Leadership Program Lead Case Manager (0.37 FTE): This position provides advanced case management services for youth with more complex needs, mentors other case managers, and leads the development of individualized service plans that integrate educational supports, career pathways, and family engagement strategies. Five-Year Total: $135,934 (FY27: $25,604 | FY28: $26,372 | FY29: $27,163 | FY30: $27,978 | FY31: $28,817)

Leadership & STAY FLY Programs Manager (0.25 FTE): This position oversees all Leadership Training Program activities, supervises case management staff, facilitates program activities including retreats and service-learning projects, and ensures program quality and outcome

achievement. Five-Year Total: $105,218 (FY27: $19,818 | FY28: $20,413 | FY29: $21,025 | FY30: $21,656 | FY31: $22,306)

Leadership and STAY FLY Program Coordinator (0.25 FTE): This position coordinates logistics for Leadership Program activities including monthly service-learning and team-building events, manages youth schedules and communications, and supports case managers with resource navigation and systems advocacy. Five-Year Total: $44,965 (FY27: $8,469 | FY28: $8,723 | FY29: $8,985 | FY30: $9,255 | FY31: $9,533)

Administrative and Support Staff

Associate Director of Programs (0.2 FTE): This position provides programmatic oversight for all San Mateo County services funded through JJCPA, ensures quality implementation and continuous improvement, supports staff development, and serves as a liaison between direct service staff and executive leadership. Five-Year Total: $78,169 (FY27: $14,723 | FY28: $15,165 | FY29: $15,620 | FY30: $16,089 | FY31: $16,572)

Director of San Mateo County (0.1 FTE): This position provides executive leadership and strategic direction for all FLY services in San Mateo County, maintains relationships with key county stakeholders and funders, ensures alignment with county priorities and FLY's mission, and oversees organizational development efforts. Five-Year Total: $50,174 (FY27: $9,450 | FY28: $9,734 | FY29: $10,026 | FY30: $10,327 | FY31: $10,637)

Career Pathways Navigator (0.2 FTE): This position provides specialized career and education navigation services to youth across programs, conducts career assessments, facilitates connections to internships and employment opportunities, and coordinates with educational institutions to support youth's academic and vocational goals. Five-Year Total: $43,824 (FY27: $8,254 | FY28: $8,502 | FY29: $8,757 | FY30: $9,020 | FY31: $9,291)

Contract Management Associate (0.05 FTE): This position from FLY's Finance & Operations Department oversees billing for this contract, including tracking expenses and supporting documentation, verifying data, and processing invoices. Estimated at 10 hours per quarter. Five-Year Total: $16,175 (FY27: $3,047 | FY28: $3,138 | FY29: $3,232 | FY30: $3,329 | FY31: $3,429)

Managing Director of Programs (0.05 FTE): This position provides regional leadership across all FLY counties, ensures program coordination and knowledge sharing, supports strategic planning and organizational development, and maintains oversight of operational excellence. Five-Year Total: $30,798 (FY27: $5,801 | FY28: $5,975 | FY29: $6,154 | FY30: $6,339 | FY31: $6,529)

Vice President of Community Impact (0.05 FTE): This position leads FLY's programmatic strategy across all regions, ensures evidence-based practice implementation, oversees quality assurance and continuous improvement initiatives, and guides innovation in service delivery. Five-Year Total: $29,886 (FY27: $5,629 | FY28: $5,798 | FY29: $5,972 | FY30: $6,151 | FY31: $6,336)

Associate Director of Evaluation and Learning (0.05 FTE): This position from FLY's Evaluation & Learning Department oversees 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. Five-Year Total: $20,402 (FY27: $3,843 | FY28: $3,958 | FY29: $4,077 | FY30: $4,199 | FY31: $4,325)

Fringe Benefits (27%): Fringe benefits cover health insurance, retirement contributions, payroll taxes, and other employee benefits in accordance with FLY's organizational policies and applicable employment laws. Five-Year Total: $239,473 (FY27: $39,400 | FY28: $40,582 | FY29: $41,800 | FY30: $57,975 | FY31: $59,714)

Personnel Subtotal: $1,126,411 (FY27: $185,328 | FY28: $190,888 | FY29: $196,615 | FY30: $272,698 | FY31: $280,880)

DIRECT OPERATING COSTS ALLOCATED TO JJCPA

Transportation: Total transportation costs related to providing services under this contract, including local transportation to and from community sites for Law Program and Leadership Program activities, transportation for youth during case management activities, and mileage for staff attending stakeholder meetings. Reimbursed at the federal mileage rate (currently $0.70 per mile in FY27). Five-Year Total: $19,561 (FY27: $3,684 | FY28: $3,795 | FY29: $3,909 | FY30: $4,026 | FY31: $4,147)

Program Supplies & Activities: Costs for program activities including Law Program curriculum materials, Leadership Program retreat and service-learning supplies, activity supplies for prosocial events, outreach flyers, handouts, and other materials necessary for high-quality program implementation. Five-Year Total: $88,991 (FY27: $16,762 | FY28: $17,265 | FY29: $17,783 | FY30: $18,316 | FY31: $18,865)

Client Costs: Direct costs for youth participating in programs, including costs associated with Leadership Program activities (approximately $20 per youth per month), graduation recognition items, incentives for program completion, and materials youth need to successfully engage in educational and career development activities. Five-Year Total: $48,897 (FY27: $9,210 | FY28: $9,486 | FY29: $9,771 | FY30: $10,064 | FY31: $10,366)

Other Direct Costs Subtotal: $157,449 (FY27: $29,656 | FY28: $30,546 | FY29: $31,463 | FY30: $32,406 | FY31: $33,378)

INDIRECT COSTS (15%)

Indirect Costs: Indirect costs cover organizational infrastructure that supports program delivery, including facilities, technology systems, human resources, financial management, legal services, organizational leadership, and other administrative functions essential to maintaining high-quality, compliant service delivery. The 15% indirect rate reflects FLY's actual costs of maintaining organizational capacity. Five-Year Total: $192,579 (FY27: $32,248 | FY28: $33,215 | FY29: $34,212 | FY30: $45,766 | FY31: $47,139)

JJCPA FUNDING STREAM TOTAL: $1,476,439

Year-by-Year Breakdown: FY27: $247,232 | FY28: $254,649 | FY29: $262,290 | FY30: $350,870 | FY31: $361,397

Note: FTE allocations and corresponding costs increase in later years of the contract as existing grant funding concludes and staff are reallocated to JJCPA to ensure continuity of high-quality services to San Mateo County youth and families.

YOUTHFUL OFFENDER BLOCK GRANT (YOBG)

DIRECT PERSONNEL COSTS ALLOCATED TO YOBG

Reentry Program Staff

Reentry Programs Manager (1.0 FTE): This position provides overall management and strategic direction for FLY's reentry services in San Mateo County, supervises reentry case management staff, maintains partnerships with Probation and community stakeholders, ensures program fidelity to evidence-based reentry practices, and oversees continuous quality improvement and outcome achievement. Five-Year Total: $435,490 (FY27: $82,026 | FY28: $84,487 | FY29: $87,022 | FY30: $89,633 | FY31: $92,322)

Reentry Program Case Manager (1.0 FTE): This position provides intensive 1:1 case management services to youth transitioning from custody to the community, conducts comprehensive needs assessments, develops individualized reentry plans, coordinates with families and service providers, and provides ongoing support to ensure successful reintegration and reduce recidivism. Five-Year Total: $311,301 (FY27: $58,635 | FY28: $60,394 | FY29: $62,206 | FY30: $64,072 | FY31: $65,994)

Reentry Case Manager (1.0 FTE): This position provides direct case management services to reentry youth, facilitates connections to educational and employment opportunities, provides advocacy in schools and court settings, coordinates wraparound services with community partners, and maintains regular contact with youth and families throughout the reentry process. Five-Year Total: $332,946 (FY27: $62,712 | FY28: $64,593 | FY29: $66,531 | FY30: $68,527 | FY31: $70,583)

Lead Reentry Case Manager (1.0 FTE): This position provides advanced case management services for youth with complex needs, mentors and supports other reentry case managers, leads the development of individualized service plans, coordinates multi-system collaboration for youth with higher risk factors, and ensures quality implementation of evidence-based reentry practices. Five-Year Total: $332,921 (FY27: $62,707 | FY28: $64,588 | FY29: $66,526 | FY30: $68,522 | FY31: $70,578)

Credible Messenger Staff

Credible Messenger Mentor Manager (0.5 FTE, To Be Hired): This position manages FLY's Credible Messenger Mentor program, recruits and supervises credible messengers with lived experience, provides training and professional development, ensures mentors maintain positive relationships with youth, and coordinates mentor activities across both reentry and secure track programs. Five-Year Total: $344,398 (FY27: $41,013 | FY28: $42,243 | FY29: $84,487 | FY30: $87,022 | FY31: $89,633)

Credible Messenger Mentor Lead Coach (0.5 FTE, To Be Hired): This position provides direct coaching and support to credible messenger mentors, facilitates peer learning and reflection sessions, monitors mentor-youth relationships for quality and safety, provides crisis support to mentors, and ensures credible messengers effectively support youth's positive identity

development and community connections. Five-Year Total: $149,857 (FY27: $23,515 | FY28: $30,200 | FY29: $31,105 | FY30: $32,038 | FY31: $32,999)

Administrative and Support Staff

Associate Director of Programs (0.2 FTE): This position provides programmatic oversight for all San Mateo County services funded through YOBG, ensures quality implementation and continuous improvement, supports staff development, and serves as a liaison between direct service staff and executive leadership. Five-Year Total: $78,169 (FY27: $14,723 | FY28: $15,165 | FY29: $15,620 | FY30: $16,089 | FY31: $16,572)

Director of San Mateo County (0.25 FTE): This position provides executive leadership and strategic direction for all FLY services in San Mateo County, maintains relationships with key county stakeholders and funders, ensures alignment with county priorities and FLY's mission, and oversees organizational development efforts. Five-Year Total: $125,429 (FY27: $23,625 | FY28: $24,334 | FY29: $25,064 | FY30: $25,816 | FY31: $26,590)

Career Pathways Navigator (0.2 FTE): This position provides specialized career and education navigation services to reentry youth, conducts career assessments, facilitates connections to internships and employment opportunities, coordinates with educational institutions to support youth's academic and vocational goals, and helps youth develop concrete plans for their futures. Five-Year Total: $43,824 (FY27: $8,254 | FY28: $8,502 | FY29: $8,757 | FY30: $9,020 | FY31: $9,291)

Law & Reentry Programs Coordinator (0.25 FTE): This position coordinates activities across reentry and law-related education programs, manages relationships with detention facilities and community sites, ensures quality implementation of curriculum and service delivery, and supports data collection and reporting requirements. Five-Year Total: $58,191 (FY27: $8,269 | FY28: $8,517 | FY29: $8,773 | FY30: $16,075 | FY31: $16,557)

Contract Management Associate (0.05 FTE): This position from FLY's Finance & Operations Department oversees billing for this contract, including tracking expenses and supporting documentation, verifying data, and processing invoices. Estimated at 10 hours per quarter. Five-Year Total: $16,175 (FY27: $3,047 | FY28: $3,138 | FY29: $3,232 | FY30: $3,329 | FY31: $3,429)

Managing Director (0.05 FTE): This position provides regional leadership across all FLY counties, ensures program coordination and knowledge sharing, supports strategic planning and organizational development, and maintains oversight of operational excellence. Five-Year Total: $30,798 (FY27: $5,801 | FY28: $5,975 | FY29: $6,154 | FY30: $6,339 | FY31: $6,529)

Vice President of Community Impact (0.05 FTE): This position leads FLY's programmatic strategy across all regions, ensures evidence-based practice implementation, oversees quality assurance and continuous improvement initiatives, and guides innovation in service delivery. Five-Year Total: $29,886 (FY27: $5,629 | FY28: $5,798 | FY29: $5,972 | FY30: $6,151 | FY31: $6,336)

Associate Director of Evaluation and Learning (0.05 FTE): This position from FLY's Evaluation & Learning Department oversees 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. Five-Year Total: $20,402 (FY27: $3,843 | FY28: $3,958 | FY29: $4,077 | FY30: $4,199 | FY31: $4,325)

Fringe Benefits (27%): Fringe benefits cover health insurance, retirement contributions, payroll taxes, and other employee benefits in accordance with FLY's organizational policies and applicable employment laws. Five-Year Total: $623,640 (FY27: $109,025 | FY28: $113,910 | FY29: $128,392 | FY30: $134,144 | FY31: $138,169)

Personnel Subtotal: $2,933,426 (FY27: $512,824 | FY28: $535,802 | FY29: $603,918 | FY30: $630,976 | FY31: $649,907)

DIRECT OPERATING COSTS ALLOCATED TO YOBG

Transportation: Total transportation costs related to providing reentry services under this contract, including transportation to and from Youth Services Center and Camp Kemp for program delivery, transportation for youth during case management activities in the community, mileage for staff attending court hearings and advocacy meetings, and youth transportation to employment sites and educational programs during reentry. Reimbursed at the federal mileage rate (currently $0.70 per mile in FY27). Five-Year Total: $78,648 (FY27: $14,814 | FY28: $15,258 | FY29: $15,716 | FY30: $16,187 | FY31: $16,673)

Program Supplies & Activities: Costs for program activities including law-related education curriculum materials for in-custody workshops, supplies for prosocial activities that reinforce positive behaviors and peer connections, reentry planning materials, activity supplies for community-based events, and other materials necessary for high-quality program implementation. Five-Year Total: $81,961 (FY27: $15,438 | FY28: $15,901 | FY29: $16,378 | FY30: $16,869 | FY31: $17,375)

Client Costs: Direct costs for youth participating in reentry services, calculated at approximately $20 per youth per month for 30 youth on a rolling basis. Client costs cover driver's license fees, graduation recognition items, professional clothing for job interviews and employment, educational supplies, application fees for programs or schools, food during case management sessions and the Law Recognition Ceremony, and other direct supports youth need to successfully reintegrate into the community. Five-Year Total: $99,116 (FY27: $18,669 | FY28: $19,229 | FY29: $19,806 | FY30: $20,400 | FY31: $21,012)

Staff Training and Professional Development: Costs to train staff in new methodologies or interventions and to implement ongoing professional development activities. This includes training in trauma-informed practices, evidence-based reentry strategies, youth development approaches, and continuous learning to ensure staff maintain the highest quality service delivery. Five-Year Total: $160,635 (FY27: $3,000 | FY28: $3,090 | FY29: $50,000 | FY30: $51,500 | FY31: $53,045)

Stipends for Credible Messengers: Stipends for four credible messengers who provide mentoring and coaching to youth based on their own lived experience with the justice system. These

individuals serve as role models and provide culturally responsive support that helps youth develop positive identities and community connections. Five-Year Total: $66,364 (FY27: $12,500 | FY28: $12,875 | FY29: $13,261 | FY30: $13,659 | FY31: $14,069)

Other Direct Costs Subtotal: $486,724 (FY27: $64,421 | FY28: $66,353 | FY29: $115,161 | FY30: $118,615 | FY31: $122,174)

INDIRECT COSTS (15%)

Indirect Costs: Indirect costs cover organizational infrastructure that supports program delivery, including facilities, technology systems, human resources, financial management, legal services, organizational leadership, and other administrative functions essential to maintaining high-quality, compliant service delivery. The 15% indirect rate reflects FLY's actual costs of maintaining organizational capacity. Five-Year Total: $513,023 (FY27: $86,587 | FY28: $90,323 | FY29: $107,862 | FY30: $112,439 | FY31: $115,812)

YOBG FUNDING STREAM TOTAL: $3,933,173

Year-by-Year Breakdown: FY27: $663,832 | FY28: $692,478 | FY29: $826,941 | FY30: $862,029 | FY31: $887,893

Note: FTE allocations and corresponding costs increase in later years of the contract as existing grant funding concludes and staff are reallocated to YOBG to ensure continuity of high-quality services to San Mateo County youth and families. The increase in Staff Training and Professional Development costs in FY29-FY31 reflect the expansion of the Credible Messenger Mentor program and the specialized training required to ensure credible messengers effectively support youth through their lived experience and trauma-informed approaches.

JUVENILE JUSTICE REALIGNMENT BLOCK GRANT (JJRBG)

DIRECT PERSONNEL COSTS ALLOCATED TO JJRBG

REPS (Secure Track) Program Staff

Secure Track Lead Case Manager (1.0 FTE): This position provides intensive case management services to youth serving longer commitments in Youth Services Center, conducts comprehensive assessments of youth needs and strengths, develops individualized service plans addressing education, mental health, family relationships, and reentry preparation, and coordinates services across multiple systems to support youth during extended detention and successful community reintegration. Five-Year Total: $332,946 (FY27: $62,712 | FY28: $64,593 | FY29: $66,531 | FY30: $68,527 | FY31: $70,583)

Secure Track Program Manager (1.0 FTE): This position provides overall management and strategic direction for the REPS program serving youth ages 18-25 with longer commitments, supervises secure track staff, maintains partnerships with Youth Services Center leadership and community reentry providers, ensures program fidelity to evidence-based practices for older youth in secure settings, and oversees program quality and outcome achievement. Five-Year Total: $435,490 (FY27: $82,026 | FY28: $84,487 | FY29: $87,022 | FY30: $89,633 | FY31: $92,322)

REPS Case Manager (1.0 FTE): This position provides direct case management services to REPS youth, facilitates individual and group sessions addressing social-emotional development and life skills, coordinates educational and vocational programming, maintains regular communication with families, and supports youth's preparation for successful reentry to the community after extended commitments. Five-Year Total: $296,642 (FY27: $43,976 | FY28: $60,394 | FY29: $62,206 | FY30: $64,072 | FY31: $65,994)

Credible Messenger Staff

Credible Messenger Mentor Manager (0.5 FTE): This position manages FLY's Credible Messenger Mentor program, recruits and supervises credible messengers with lived experience, provides training and professional development, ensures mentors maintain positive relationships with youth, and coordinates mentor activities across both reentry and secure track programs. Five-Year Total: $217,740 (FY27: $41,013 | FY28: $42,243 | FY29: $43,510 | FY30: $44,815 | FY31: $46,159)

Credible Messenger Mentor Lead Coach (0.5 FTE): This position provides direct coaching and support to credible messenger mentors, facilitates peer learning and reflection sessions, monitors mentor-youth relationships for quality and safety, provides crisis support to mentors, and ensures credible messengers effectively support youth's positive identity development and community connections. Five-Year Total: $149,857 (FY27: $23,515 | FY28: $30,200 | FY29: $31,105 | FY30: $32,038 | FY31: $32,999)

Administrative and Support Staff

Associate Director of Programs (0.2 FTE): This position provides programmatic oversight for all San Mateo County services funded through JJRBG, ensures quality implementation and continuous improvement, supports staff development, and serves as a liaison between direct service staff and executive leadership. Note: This position begins allocation in Year 3. Five-Year Total: $61,770 (FY27: $0 | FY28: $0 | FY29: $19,984 | FY30: $20,584 | FY31: $21,202)

Director of San Mateo County (0.1 FTE): This position provides executive leadership and strategic direction for all FLY services in San Mateo County, maintains relationships with key county stakeholders and funders, ensures alignment with county priorities and FLY's mission, and oversees organizational development efforts. Five-Year Total: $50,174 (FY27: $9,450 | FY28: $9,734 | FY29: $10,026 | FY30: $10,327 | FY31: $10,637)

Career Pathways Navigator (0.1 FTE): This position provides specialized career and education navigation services to REPS youth, conducts career assessments tailored to older youth, facilitates connections to age-appropriate internships and employment opportunities, coordinates with educational institutions and workforce development programs, and helps youth develop concrete plans for educational and career success post-release. Five-Year Total: $21,912 (FY27: $4,127 | FY28: $4,251 | FY29: $4,379 | FY30: $4,510 | FY31: $4,645)

Managing Director of Strategic Initiatives and Innovation (0.2 FTE): This position provides executive leadership and strategic direction for FLY services in San Mateo County, drives innovation in program design and service delivery for older youth in secure settings, maintains relationships with key county stakeholders and funders, ensures alignment with county priorities and FLY's mission, and oversees continuous quality improvement efforts across all San Mateo County programs. Five-Year Total: $139,991 (FY27: $26,368 | FY28: $27,159 | FY29: $27,974 | FY30: $28,813 | FY31: $29,677)

Contract Management Associate (0.05 FTE): This position from FLY's Finance & Operations Department oversees billing for this contract, including tracking expenses and supporting documentation, verifying data, and processing invoices. Estimated at 10 hours per quarter. Five-Year Total: $16,175 (FY27: $3,047 | FY28: $3,138 | FY29: $3,232 | FY30: $3,329 | FY31: $3,429)

Managing Director (0.05 FTE): This position provides regional leadership across all FLY counties, ensures program coordination and knowledge sharing, supports strategic planning and organizational development, and maintains oversight of operational excellence. Five-Year Total: $30,798 (FY27: $5,801 | FY28: $5,975 | FY29: $6,154 | FY30: $6,339 | FY31: $6,529)

Vice President of Community Impact (0.05 FTE): This position leads FLY's programmatic strategy across all regions, ensures evidence-based practice implementation, oversees quality assurance and continuous improvement initiatives, and guides innovation in service delivery. Five-Year Total: $29,886 (FY27: $5,629 | FY28: $5,798 | FY29: $5,972 | FY30: $6,151 | FY31: $6,336)

Associate Director of Evaluation and Learning (0.05 FTE): This position from FLY's Evaluation & Learning Department oversees 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. Five-Year Total: $20,402 (FY27: $3,843 | FY28: $3,958 | FY29: $4,077 | FY30: $4,199 | FY31: $4,325)

Fringe Benefits (27%): Fringe benefits cover health insurance, retirement contributions, payroll taxes, and other employee benefits in accordance with FLY's organizational policies and applicable employment laws. Five-Year Total: $487,021 (FY27: $84,106 | FY28: $92,320 | FY29: $100,486 | FY30: $103,500 | FY31: $106,605)

Personnel Subtotal: $2,290,804 (FY27: $395,613 | FY28: $434,250 | FY29: $472,658 | FY30: $486,837 | FY31: $501,442)

DIRECT OPERATING COSTS ALLOCATED TO JJRBG

Transportation: Total transportation costs related to providing REPS services under this contract, including transportation to and from Youth Services Center for program delivery, transportation for staff attending stakeholder meetings and advocacy sessions on behalf of REPS youth, and mileage for case managers supporting youth's connections to community resources and reentry planning. Reimbursed at the federal mileage rate (currently $0.70 per mile in FY27). Five-Year Total: $34,244 (FY27: $6,450 | FY28: $6,644 | FY29: $6,843 | FY30: $7,048 | FY31: $7,259)

Program Supplies & Activities: Costs for REPS program activities including curriculum materials for workshops focused on education and career navigation, supplies for group activities that build pro-social skills and positive peer relationships, materials for individualized case management sessions, and other resources necessary for high-quality program implementation with older youth in secure settings. Five-Year Total: $11,414 (FY27: $2,150 | FY28: $2,215 | FY29: $2,281 | FY30: $2,349 | FY31: $2,419)

Client Costs: Direct costs for REPS youth participating in the program, calculated at approximately $300 per youth per year to cover costs of clothing appropriate for court appearances and job interviews, educational supplies including materials for vocational training, fees for applications to educational programs or employment opportunities, and other direct supports youth need during their extended commitments and transition planning. Five-Year Total: $125,825 (FY27: $23,700 | FY28: $24,411 | FY29: $25,143 | FY30: $25,897 | FY31: $26,674)

Staff Training and Professional Development: Costs to train staff in new methodologies or interventions specific to serving older youth in secure settings and to implement ongoing professional development activities. This includes training in trauma-informed practices, evidence-based strategies for youth with longer commitments, positive youth development for emerging adults, and continuous learning to ensure staff maintain the highest quality service delivery for this unique population. Five-Year Total: $10,620 (FY27: $2,000 | FY28: $2,060 | FY29: $2,122 | FY30: $2,186 | FY31: $2,252)

Stipends for Credible Messengers: Stipends for credible messengers who provide mentoring and coaching to REPS youth based on their own lived experience with the justice system. These individuals serve as role models and provide culturally responsive support that is particularly important for older youth facing longer commitments, helping them develop positive identities

and maintain hope for successful reintegration. Five-Year Total: $66,364 (FY27: $12,500 | FY28: $12,875 | FY29: $13,261 | FY30: $13,659 | FY31: $14,069)

Other Direct Costs Subtotal: $248,467 (FY27: $46,800 | FY28: $48,205 | FY29: $49,650 | FY30: $51,139 | FY31: $52,673)

INDIRECT COSTS (15%)

Indirect Costs: Indirect costs cover organizational infrastructure that supports program delivery, including facilities, technology systems, human resources, financial management, legal services, organizational leadership, and other administrative functions essential to maintaining high-quality, compliant service delivery. The 15% indirect rate reflects FLY's actual costs of maintaining organizational capacity. Five-Year Total: $380,891 (FY27: $66,362 | FY28: $72,368 | FY29: $78,346 | FY30: $80,696 | FY31: $83,117)

JJRBG FUNDING STREAM TOTAL: $2,920,161

Year-by-Year Breakdown: FY27: $508,775 | FY28: $554,823 | FY29: $600,654 | FY30: $618,672 | FY31: $637,232

Note: FTE allocations and corresponding costs increase in later years of the contract as existing grant funding concludes and staff are reallocated to JJRBG to ensure continuity of high-quality services to San Mateo County youth and families.

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[LIVE IN PEACE] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

Live In Peace Response

CONTACT INFORMATION

Company:
Live In Peace

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laura@liveinpeace.org

Contact:
Laura Gross

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East Palo Alto, CA 94303

Phone:
(303) 667-6154

Website:
liveinpeace.org

Submission Date:
Jan 13, 2026 2:51 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

HU3EMMN5KDW4

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

Yes

IS THE PROPOSER A "LOCAL NON-PROFIT"
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

Self_Attestation_Non_Profit.pdf

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

No response submitted

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

Intro_Letter_and_Executive_Summary.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in **Minimum Qualifications** of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

Live In Peace meets and exceeds all minimum qualifications outlined in the RFP:

Organizational Experience and Capacity
Live In Peace has provided direct services to justice-involved youth and young adults for over 15 years, with deep expertise in detention-based programming, reentry support, workforce development, and long-term mentorship. Our organization has successfully managed multi-year contracts with public agencies, maintained strong fiscal health, and demonstrated the administrative infrastructure necessary to support complex service delivery and rigorous reporting requirements.

Justice System Experience
Live In Peace has a proven track record of serving youth involved in the juvenile and criminal justice systems, including youth in detention, on probation, and transitioning from custody to community. Our staff have worked inside correctional facilities, collaborated with probation officers and institutional staff, and navigated the unique dynamics of providing services in secure environments. We understand facility protocols, security requirements, confidentiality standards, and the importance of maintaining strong working relationships with institutional partners.

Cultural Competence and Community Rootedness
Live In Peace is deeply embedded in the San Mateo County communities most impacted by juvenile justice involvement, particularly East Palo Alto, Belle Haven, Redwood City, and North Fair Oaks. Our staff reflect the racial, ethnic, and linguistic diversity of the youth

we serve. Many team members have personal experience navigating the justice system, poverty, educational barriers, and community violence—creating a level of authenticity and trust that is foundational to effective youth engagement. We provide services in English and Spanish and are prepared to connect youth and families to interpretation services for additional languages as needed.

Evidence-Informed Programming

Live In Peace utilizes evidence-based and evidence-informed curricula and practices, including Alive & Free, Project WITH restorative justice methodologies, trauma-informed care principles, motivational interviewing, and positive youth development frameworks. Our workforce development programs align with industry-recognized standards and provide certifications accepted by employers and unions. All programming is grounded in research on adolescent development, trauma recovery, and effective reentry practices

Collaborative Partnership Approach

Live In Peace has established relationships with key community partners, including schools, workforce development agencies, community-based organizations, behavioral health providers, and justice system stakeholders. We actively participate in collaborative initiatives, attend interagency meetings, share data in accordance with confidentiality requirements, and approach partnership with transparency and accountability. We are committed to functioning as a team player within the broader County system.

Data and Evaluation Capacity

Live In Peace maintains internal data systems to track participant demographics, service delivery, attendance, outcomes, and follow-up. We have experience participating in third-party evaluations, submitting regular performance reports, and using data for continuous quality improvement. Our team is prepared to align data collection with County requirements and to participate fully in all evaluation activities.

Insurance and Compliance

Live In Peace maintains all required insurance coverage, including general liability, professional liability, workers' compensation, and automobile insurance as applicable. We comply with all applicable federal, state, and local laws, regulations, and licensing requirements. Our organization is committed to maintaining Safe Environment standards, including background checks for all staff working with youth, adherence to mandated reporting requirements, and ongoing training in youth safety protocols.

Fiscal Responsibility

Live In Peace operates with sound fiscal management practices, including annual audits, transparent budgeting, appropriate internal controls, and timely financial reporting. We have successfully managed grants and contracts from multiple funding sources and have no history of fiscal mismanagement or contract non-compliance.

Live In Peace is fully qualified and operationally ready to deliver the proposed services with excellence, accountability, and cultural responsiveness.

PROJECT APPROACH*
This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

The Agency of Change

Live In Peace's approach is rooted in a simple yet powerful belief: all young people have the inherent capacity to heal, grow, and thrive, but the ultimate catalyst for that growth is each individual's choice to change. Our model is trauma-informed and deeply relational, acknowledging that the youth we serve in San Mateo County face systemic inequities, including structural racism, poverty, and disrupted education. However, we do not allow these external barriers to define a young person's future or excuse their potential.

In the **Alive and Free** methodology, we act as practitioners who diagnose the "disease" of violence and provide a life-saving "prescription" **New Rules for Living**. While our staff will show up with unyielding consistency to help navigate systemic barriers, we are clear with our youth: the Practitioner cannot take the medicine for the Patient. We reject deficit-based narratives but embrace high expectations. We teach that **"Change begins with the individual."** Our role is to provide the "New Rules," emotional support for processing "Anger, Fear, and Pain (AFP)," and pathways to opportunity. The youth's role is to **"Take the Prescription"** by deprogramming their own thinking and making the conscious decision to choose life-affirming behaviors over the **"Commandments of the Hood"**. This is an ongoing and cyclical process of exposure, examination, and relearning.

Simultaneous Barrier Removal and Skill Acquisition

As young people adopt the new norms of being **Alive and Free**, we provide the tools necessary for success while aggressively removing structural barriers. Our trained life coaches work with each individual to assess specific hurdles — such as reading levels, chemical dependency, and anger management- and create an actionable pathway to address them.

A Seamless Reentry Ecosystem

We leverage current programming and diverse funding streams to ensure a seamless transition from custody into the community. Our high school, college, and trade programs are fully staffed and operational, allowing reentering youth to immediately join a community of peers already "on the move. Success is most sustainable when students are integrated into a healthy community where they can apply new mindsets in real time, supported by a specialized justice-impacted life coach.

Vocational Pathways and Evidence-Based Certifications

A critical component of the Live In Peace methodology is transforming lived experience into professional assets. We do not just provide "activities"; we provide tiered vocational pathways that allow youth to earn industry-recognized certifications while in custody and complete them upon reentry. This ensures that the "medicine" of the program also becomes the youth's "career".

The Youth Peer Mentor Program (YPMP) Tiered Model

In partnership with **Continuity Consulting** and **Tarzana Treatment Centers College (TTCC),** we implement a three-tier professional development track focused on behavioral health and substance use disorder (SUD) services:

- **Tier 1: Mindfully Exploring Substance Use (MBSAT)**: Youth begin with a 12-session, evidence-based curriculum that uses mindfulness and meditation to build self-awareness and perspective-taking.
    - **The Evidence Base**: MBSAT is listed on the National Registry of Evidence-Based Programs and Practices (NREPP). Randomized control trials with incarcerated youth show that this intervention results in **decreased impulsiveness**, **significant increases in decision-making skills**, and a **significant decrease in behavioral outbursts**.
    - **The Approach**: Youth move from "Reacting to Responding" by examining their relationship with triggers, cravings, and the brain's physiological response to drugs.
- **Tier 2: Medi-Cal Peer Support Specialist Certification**: Upon release, youth are fast-tracked into a certification program that covers 17 core competencies, including trauma-informed care, psychiatric rehabilitation skills, and conflict resolution. This credential prepares them for immediate employment in recovery services. In 2022, our partners graduated the **first cohort in the State of California** to receive this certification, and all 14 graduates were from our program.
- **Tier 3: SUD Counselor Apprenticeship**: For youth pursuing long-term careers, we provide the educational component and clinical supervision needed for addiction counseling. This program includes integrated field experience and specialized courses in the **Physiology and Pharmacology of Alcohol and Other Substances**, **Law and Ethics**, and **Case Management**.

The Youth Employment Initiative (YEI): Paid Work Experience

Through the **YEI grant**, Live In Peace offers "adult forms of compensation" for incarcerated youth, shifting from facility-only rewards like "SOAR bucks" to actual wages.

- **Meaningful Work**: Youth engage in food services, landscaping, and facility maintenance, using industrial tools and earning high school or college credit through Career Technical Education (CTE).

- Professional Readiness: LIP provides the "job coaching," including soft skills training, interview preparation, and HR support through Amity.
- Financial Stabilization: To ensure safety and long-term benefit, all earnings are applied to a debit card issued upon release, providing immediate financial security for reentry.

Relational Restoration: Project WITH

To complement vocational training, we utilize Project WITH, a story-based program designed to rebuild the healthy relationship skills often interrupted by justice involvement.

- Narrative Journey: Participants travel through 12 powerful stories and poems, comparing them to their own experiences to gain insight into their families, peers, and partners.
- Skill Building: The curriculum teaches youth to set goals, recognize elements of healthy connections, and consider the consequences of their decisions before acting.

The Role of the "Connective Tissue"

Through these certifications and paid experiences, Live In Peace serves as the "connective tissue" between institutional systems and community partners. By providing a safe, generative space for innovation, we ensure that youth are not just "reentering" society, but are entering it as certified, paid professionals equipped to help others navigate the same paths they have traveled.

Radical Consistency and Neighborhood Rootedness

Because our staff are from or live within the communities we serve, this work is deeply personal; we are serving our neighbors, our friends' children, and our own family members. We refuse to define our youth by their worst moments; instead, we recognize them as complex human beings with undeniable worth and potential. We approach our work with a realistic understanding of the "revolving door" of the justice system, acknowledging that the path to change often involves a cycle of learning, applying, and practicing new behaviors. While we strive for immediate transformation, we are prepared to "go the distance" with every young person through a core philosophy of persistent delivery. We recognize that while some youth adopt new mindsets immediately and others may take longer—or never—we cannot predict who each student will become. Because we do not know which encounter will be the catalyst for change, we provide good advice, good instruction, good examples, good opportunities, and good energy every single time we engage. We provide these high-quality "germs" of health consistently, while remaining clear that the youth is ultimately responsible for choosing their own pathway.

Strategic Partnership for Systemic Impact.
Finally, Live In Peace is designed to partner. We build deep relationships with schools, industry, and the justice system so that each stakeholder plays their unique role in a youth's success. We work alongside San Mateo County Probation, both in and out of custody, and are grateful for the innovative vision and partnership of their leadership. Together, we move young people toward their best selves.

The breakdown of Alive and Free methodology that coincides with Live In Peace's programming:

1. Defining the Pathology (The "Diagnostic" Language)
In the methodology section, you can use these specific definitions to explain *what* you are treating. Reviewers often look for a clear problem statement; these terms provide it:

- The Infection: Define violence as Social HIV (Hood Infectious Virus), which, if untreated, leads to AIDS (Addiction to Incarceration and Death Syndrome).
- The Transmission: Explain that the disease is spread through "Germs" (Bad Information, Bad Examples, Bad Advice, and Bad Instruction).
- The Symptoms: Use the identified symptoms like "Mean Mugging," "Pants Sagging," and "Set Tripping" as clinical indicators that a youth's "social immune system" has been compromised by the environment.

2. Deepening the "Simultaneous Barrier Removal" Section
In your draft, you mentioned reading and drugs. You can now use the MBSAT Evidence to prove *why* your methodology works:

- Scientific Validation: State that through randomized control trials with incarcerated youth, your chosen MBSAT curriculum resulted in a significant decrease in behavioral outbursts and a significant increase in decision-making skills.
- Behavioral Outcomes: Specifically cite that this intervention improved self-regulation and self-esteem, which directly supports your principle that "Change begins with the Individual".

3. Operationalizing the "Deprogramming" Pillar
Use the "Commandments of the Hood" list to provide a concrete example of the "thinking" you are deprogramming:

- The Commandments: List the specific rules youth follow without question, such as "Thou Shalt Be Down for Your Set, Your Hood, or Your Crew" and "Thou Shalt Carry a Gun for Protection".
- The Risk Factors: Detail the "Risk Factors" you work to eliminate, such as the "O-Dog/Zooman" (I don't care) attitude and the confusion between "Fearship vs. Friendship".

4. Finalizing the "New Rules" (The Prescription)

Ensure your "New Rules for Living" are listed exactly as they appear in the clinical framework to maintain consistency:

A. There is nothing more valuable than an individual's life.
B. Respect comes from within.
C. Change begins with the individual.
D. A friend will never lead you to danger.

Alignment with Local Action Plan Goals

Every element of the Live In Peace program model directly supports the priorities outlined in the 2025-2030 Local Action Plan:

Youth Social, Emotional & Behavioral Well-Being: Life coaching, crisis intervention, restorative justice practices, and wellness activities all support emotional regulation, healthy coping, trauma recovery, and positive identity development.

Substance Use Prevention & Intervention: Structured AOD education, individual follow-up coaching, and harm reduction strategies reduce substance-related risk and support recovery.

Educational Success: Academic tutoring, college preparation, and school reengagement planning ensure youth stay connected to education pathways.

Career Pathways & Economic Mobility: Workforce development, trades training, certifications, and employment placement create tangible economic opportunity and reduce system involvement.

Family Engagement & Strengthening: Life planning includes family communication strategies, and reentry support includes family coordination where appropriate and safe.

Reducing Racial Disparities: Culturally responsive, relationship-centered programming delivered by staff who reflect the communities most impacted by justice involvement directly addresses the trust gaps and service barriers that perpetuate disparities.

System Coordination & Collaboration: Daily presence, consistent communication with Probation staff, and participation in County evaluation efforts ensure strong interagency alignment.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

Live In Peace (LIP) will deliver the following integrated services in strict alignment with the RFP's eligible service categories and San Mateo County's Local Action Plan (LAP) priorities. Our proposal seeks to bridge the gap between incarceration and long-term economic sovereignty by funding three distinct, yet interconnected programs with the respective scopes of work below:

A. In-Custody Clinical & Cognitive Services: Strengthening and expanding our current facility-based mentorship, primarily focusing on the emerging adult population (ages 17–25).
B. Comprehensive Reentry & Continuity Services: Providing a seamless "warm handoff" upon release to ensure that the academic, vocational, and clinical progress made in custody is sustained through long-term community support.
C. In-Custody Trades & Workforce Program: Implementing a new, robust vocational track that provides "adult forms of compensation" and industry-recognized certifications through hands-on technical training.

SECTION 1 - In-Custody Services at Juvenile Hall (Current & Expanding)Our facility-based mentorship primarily focuses on the emerging adult population (ages 17–25), providing the clinical and cognitive "prescription" for change.1. Life Coaching & Reentry Planning

- Description: One-on-one sessions focused on goal setting, emotional regulation, and comprehensive reentry planning to build the internal skills necessary for successful reintegration.
- Key Activities:
    - Intake assessment and individualized life plan development.

- Weekly sessions (30-45 minutes) focusing on emotional regulation, decision-making, and conflict resolution.
- WOWI Assessment for career interest mapping.
- Financial literacy (budgeting, credit, and avoiding scams) and reentry planning for housing and education.

- Curriculum: Alive & Free curriculum, motivational interviewing, and trauma-informed tools.
- Staff: Life Coaches with experience in youth mentorship, justice system navigation, and trauma-informed practice
- LAP Alignment: Youth social/emotional well-being, educational success, career pathways, reducing disparities

2. Alcohol and Other Drug (AOD) Education & Support

- Description: Evidence-based group Mindfulness-Based Substance Abuse Treatment (MBSAT) combined with non-punitive individual coaching.
- Research-Backed Outcomes: MBSAT results in decreased stress and impulsiveness, improved self-regulation, significant increases in self-esteem and decision-making, and significant decreases in behavioral outbursts.
- Key Activities:
  - Weekly group sessions covering the brain and drugs, triggers, cravings, and harm reduction.
  - Mindfully exploring substance use through meditation and perspective-taking.
  - Career Pathway: Completion of Tier 1 classes makes youth eligible for further training toward professional job opportunities in the SUD field.
- Staff: Certified AOD educators and Life Coaches trained in substance use intervention (MBSAT)
- LAP Alignment: Substance use prevention and intervention, youth well-being, and reducing recidivism, job training and skill building

3. Crisis Intervention

- Description: On-call, responsive support using trauma-informed, non-coercive approaches to de-escalate emotional crises or interpersonal conflicts.
- Key Activities:
  - Immediate response to emotional distress or peer conflict.
  - Conflict mediation and grounding techniques to avoid disciplinary consequences.
  - Follow-up coaching to process events and build coping skills.
  -
- Framework: Trauma-informed crisis response, de-escalation techniques, emotional regulation strategies
- Staff: Juvenile Hall Manager and Life Coaches trained in crisis intervention and de-escalation.
- LAP Alignment: Youth social/emotional well-being, behavioral health support, trauma-informed care

4. Restorative Justice & Healing Circles

- Description: Facilitated space for accountability, reflection, and community repair.
- Key Activities:
  - Bi-weekly healing circles for youth cohorts using the Project WITH curriculum.
  - Narrative journey through 12 powerful stories and poems to broaden perspective and insights.
  - Setting goals and recognizing elements of healthy relationships.
- Curriculum/Framework: Project WITH restorative justice best practices, Alive & Free healing methodologies, trauma-informed facilitation
- Staff: Trained restorative justice facilitators and in the project WITH curriculum with experience in juvenile justice settings.
- LAP Alignment**: Youth social/emotional well-being, accountability, community connection, reducing recidivism

5. Academic UPGRADE: College & Trade Preparation

- Description: Intensive support to address chronic under-education and ensure post-secondary re-engagement upon release.
- Key Activities:
  - One-on-one tutoring with CASA Testing to actively bring up reading levels.
  - College readiness workshops, FAFSA completion, and scholarship identification.
  - Support for online trade and college classes to maintain our track record of college graduation at 14 times the national average.
- Staff: Academic support specialists, college counselors, and volunteer tutors
- LAP Alignment: Educational success, postsecondary pathways, reducing barriers to opportunity

6. Physical Education & Wellness

- Description: Structured fitness and mindfulness supporting discipline and stress management.
- Key Activities:
  - Weekly strength training, conditioning, and recreational routines.
  - Mindfulness practices, breathing exercises, and meditation integrated with holistic wellness education.
- Staff: Physical education instructors and wellness coaches
- LAP Alignment: Youth social/emotional well-being, healthy coping strategies, behavioral health

7. Integrated Workforce Development See Current Opportunities

- Key Activities:
  - Weekly classes on Job Exploration & Counseling: Interview skills, workplace job relationships, workplace norms, workplace jargon, workplace dress etc
  - Work-Based Learning: Participation in meaningful, paid work—such as food service and landscaping—earning actual wages. Through the Youth Employment Initiative (YEI) grant, Live in Peace (LIP) has been contracted to provide paid work experiences for incarcerated youth who qualify for Department of Rehabilitation services at Hillcrest. This includes high

school students 16 years and older, as well as graduates and young adults up to age 22. The scope and delivery of these services can be implemented in stages as we build capacity towards offering more in-depth CTE and work experience opportunities. The ideal situation would include Career Technical Education (CTE) learning that earns high school or college credit, combined with meaningful paid work experience opportunities. Since many youth already participate in structured work activities that enable the facility's daily operations, we can use this as a foundational opportunity to implement the structures needed to qualify this work for paid work experience. Probation already has a system in place for monitoring the work that youth are doing. Some of these activities that would qualify for paid work experience opportunities:

  - Financial Management: All earnings are managed via debit cards issued upon release. Creating budgets and “spending” aligned to real wages.

- Staffing: Live in Peace workforce development staff and Juvenile Hall Staff
- LAP Alignment: Career pathways and economic mobility, reentry readiness, reducing recidivism through employment, addressing disparities by providing access to living-wage career pathways

SECTION 2 - Comprehensive Reentry & Continuity Services

Post-Release Community-Based Services: The "Warm Handoff"

To eliminate the "reentry cliff," youth transition immediately to Live In Peace’s East Palo Alto reentry program, maintaining continuity with the same trusted staff who supported them during detention. This model serves as the "connective tissue" between the justice system and the community, ensuring that the clinical and vocational progress made in custody is not lost.

Service Continuum

- Relational Continuity: Ongoing life coaching and long-term mentorship provided by neighborhood-rooted staff.
- Academic Progression: Tutoring, college follow-up, and FAFSA/scholarship support through our College Initiative.
- Career Advancement: Direct placement into entry-level trades, paid internships, and enrollment in YPMP Tiers Two and Three for professional SUD Counselor certification.
- Vocational Skill Maintenance: Continued access to the trades training lab, bike shop, Tech-Style Labz, and media production facilities.

- Wraparound Support: Strategic referrals and navigation for behavioral health, housing, legal aid, and family engagement.

Service Intensity & Duration

- Critical First 90 Days: While services are flexible and youth-driven, we provide intensive, high-frequency support during the first 90 days to stabilize reentry.
- Minimum Engagement: A baseline of weekly contact is maintained to ensure accountability to the "New Rules for Living".
- No Artificial Time Limits: In alignment with our "go the distance" philosophy, services continue as long as the youth remains engaged.
- Long-Term Community Adoption: Participants often remain connected to the LIP ecosystem for multiple years, transitioning from students to peer leaders within the community.

SECTION 3 - In-Custody Trades & Workforce Program

16-week trades training proposal that could be offered up to 3 times a year. We are particularly excited to offer this opportunity as a viable career option for young people upon release from Hillcrest, with a living wage and multiple certificates. Our program is particularly suited for Hilcrest for several reasons.

● First, we have designed this program to be scalable, allowing those who are interested to increase their skill level.

● Second, our staff live in the community of EPA, Belle Haven, or RWC and have over decades of experience training justice-involved young adults and providing opportunities for career development throughout their lives.

● Third, upon release, we have wrap-around services and partner companies (including one owned by our lead staff) that are willing to hire young adults trained by Live In Peace.

● Fourth, we have strong partnerships with local unions that are working with us to create pipelines to their unions.

Staff Lead

Dawn Adams is a seasoned builder and dedicated mentor with over twenty-five years of experience building in the Bay Area. She began her career with the local Habitat for Humanity, where she led the construction and renovation of over 150 homes. Known for her exceptional ability to train beginners, Dawn has worked extensively with apprentices, interns, and volunteers—many with no prior experience—guiding them through hands-on learning in residential construction. A critical part of her work involved partnering with

Camp Glenwood to provide incarcerated youth with valuable training in various trades, helping them build not only homes but also confidence and practical skills. She also created and led multiple internship programs designed to prepare participants for long-term success in the trades. Since 2022, Dawn has operated her own company, La Madrugada Construction, where she continues to combine high-quality construction with her passion for workforce development and community service. Her current projects include ADUs, remodels, and renovations, all of which are built with a small team of beginner- and intermediate-level crew members who benefit daily from her mentorship. Deeply committed to training the next generation, Dawn focuses especially on supporting young people who are seeking a path forward through meaningful, pride-worthy work in the trades.

Labor: Two crews/two structures/two 4-hours shifts per day, 3 days/week: Provide labor to train and supervise/direct two groups of 4 to 6 incarcerated youth in the construction of one 12-foot by 12- foot structure each (per attached plan and elevation) on-site at the Juvenile Hall facility over a 16-233k period. (That is, each group builds its own structure.) Includes:

- Labor for Contractor plus one helper for 8 hours/day, 3 days/week (Monday, Wednesday, Friday) for the duration of the 16-week program

- Deconstruction and removal of the training structure in week 16; re-usable materials to be salvaged for re-use in future iterations of the program; these materials will be left onsite unless other arrangements are made in advance

- Power tools needed for all work described

- Skills training as follows:

Week 1: Mob, basic safety and tools, measuring and cutting, framing intro

Week 2: Mud sills, frame floor; subfloor

Week 3: Layout for walls, frame walls, plate walls

Week 4: Layout roof, stack rafters, fascia

Week 5: Roof deck, felt, roofing

Week 6: Shear wall training, sheathing, pickup framing

Week 7: Draining plane training, house wrap, windows

Week 8: Front door and exterior trim, siding

Week 9: (Siding), rough electrical, insulation

Week 10: Hang drywall

Week 11: Finish drywall

Week 12: Exterior paint prep and paint

Week 13: Int. doors, casings, sills, and interior paint

Week 14: Elec. trim, LVP floor, baseboard

Week 15: Trim paint, punch out

Week 16: Deconstruction and demo/demob.

Educational outcomes: Upon completing this program, participants will have achieved a basic level of competency in general tasks related to residential construction sites. They will be well-equipped to work as laborers or begin more extensive training in almost any trade associated with residential

construction. Examples of the skills they will need to master to complete the project include jobsite safety, jobsite maintenance/housekeeping, proper use of basic hand tools, measuring and fractions, safe use of small power tools (such as drills and various saws).

Juvenile Hall Training Structure: 16-Week Program/ 3 Days per Week
Weekly Lesson Plan

Week 1 Scope: Mobilization of the project with job site setup; introduction to tools, measuring, and framing; cutting and installation of mudsills

- Safety Training: General safety training includes topics such as lifting, fall prevention, PPE (Personal Protective Equipment), and tool usage.
- General Jobsite training: setting up a jobsite, material handling and storage, daily roll-out and wrap-up procedures
- Tool trainings vary depending on skill level and security constraints, and may include: ○ Hand tools: tape measure, hammer, utility knife, cat's paw, speed square, chalk line, crescent wrench, end wrench, hand saw

○ Power tools: drill, impact driver, miter saw (chop saw), circular saw (skil saw)

○ Trade-specific trainings: framing introduction, squaring up (Pythagorean Theorem and 3-4-5 Triangles), layout and installation of mudsills; if time and interest level allow: foundations (theoretical- no hands-on), plan reading

○ Construction Vocabulary: mobilization, anchor bolts, mudsills, layout, tongue & groove/ T&G plywood, footprint, building line, dimensional lumber, treated lumber, batter boards, tolerances, fixed point, plan view, elevation

○ Skills targets:

● Beginner Level (first-time participants): can stage lumber, can perform daily setup & lockup procedures, can read a tape measure (with fractions if needed), can measure and mark lumber, can use a miter saw, drive screws, snap lines.

● Intermediate Level (repeat participants): can read a tape measure without fractions, can lead beginners in material staging, can lay out and drill anchor bolts, can determine dimensions of footprint from plans

● Advanced Level (repeat participants who have mastered Intermediate Skills): can make crosscuts with a circular saw, can lay out the footprint of a structure from plans and batter boards

Week 2 Scope: Construct the floor frame, with insulation and subfloor.

● Safety trainings: respirators, safety with fiberglass insulation, air compressor safety, nail gun safety* (*if allowed)

● Tool trainings:

○ Hand tools: tape measure, hammer, utility knife, cat’s paw, speed square, chalk line, hand saw, staple gun, lineman pliers, torpedo level

○ Power tools: drill, impact driver, miter saw, circular saw, reciprocating saw, framing nailer, air compressor, palm nailer"

● Trade-specific trainings: Floor framing, fiberglass batt insulation installation, subfloor installation

● Construction Vocabulary: joist, rim joist, blocking, face nail, toenail, various framing nails (common/sinker/ box; bright/ vinyl coated/ HDG; 8d, 10d, 16d), crown, batt insulation, diaphragm, nail schedule, crawl space, vapor barrier, tacking, subfloor, plywood, OSB, “on-center”

● Skills Targets:

○ Beginner Level: can measure and cut lumber from a cut list, proficient with a hammer in face nailing and in toenailing (with pre-drilling), can read joist layout and install joists, install batt insulation, and install subfloor

○ Intermediate Level: can toenail without pre-drilling, can determine floor frame dimensions from plans

○ Advanced Level: can generate a cut list from field measurements, layout ○ joists, cut plywood for subfloor, and walk comfortably on open joists"

Week 3 Scope: Construct Walls

- Safety Training: Ladder safety, bracing walls, nail gun safety
- Tool Training:

○ Hand tools: tape measure, hammer, utility knife, cat's paw, speed square, chalk line, hand saw, level, sledgehammer, crowbar, dry line, rope

○ Power tools: drill, impact driver, miter saw, circular saw, reciprocating saw, framing nailer, air compressor, palm nailer, laser level

○ Trade-specific trainings: Wall Framing with "Anatomy of a Wall," Top-plating, ○ Plumbing & Lining

○ Construction Vocabulary: bottom plate, top plate, double top plate, stud, king stud, trimmer, header, jack stud, rough sill, cripple, bracing, plumb, level, plumbing & lining, wracking, splice, nailer

○ Skills Targets

○ Beginner Level: can interpret wall layout, build and stand walls according to layout, and install double top plates

○ Intermediate Level: can create cut lists from wall layout and assist with plumbing & lining of walls

○ Advanced Level: can interpret wall layout and create cut lists including pre-attached top plates; can square up walls and pre-attach sheathing; can plumb & line walls unassisted; Most advanced: can layout deck and wall plates from plans

Week 4 Scope: Install wall sheathing, with shear wall training.

- Safety Training: Ladder safety, nail gun safety* (*if allowed)
- Tool trainings:

○ Hand tools: tape measure, hammer, utility knife, cat's paw, speed square, chalk line, level"

○ Power tools: drill, impact driver, circular saw, reciprocating saw, framing nailer, air compressor, palm nailer, router

○ Trade-specific trainings: Shear Walls, sheathing installation; if time allows: modular framing and OVE (optimum value engineering)

○ Construction Vocabulary: Shear wall, lateral force, load path, anchor bolts, hold downs, uplift, modular

○ Skills Targets:

○ Beginner Skills Targets: can properly nail off sheathing and tack sheathing with assistance

○ Intermediate Skills Targets: can tack up sheathing unassisted, cut out wall openings with Sawzall, and install hold downs

○ Advanced Skills Targets: can cut out wall openings with a router and pre-apply wall sheathing before standing walls

Week 5 Scope: Construct the roof frame with fascia

- Safety Training: Scaffold safety, struck-by hazards
- Tool trainings:

○ Hand tools: tape measure, hammer, utility knife, cat's paw, speed square, chalk line, hand saw, framing square, paint brush

○ Power tools: drill, impact driver, miter saw, circular saw, reciprocating saw, framing nailer, air compressor, palm nailer

○ Trade-specific trainings: Roof framing, rafter layout, scaffold erecting

○ Construction Vocabulary: Pitch, truss, rafter, common rafter, ridge, gable roof, gable end, hip roof, hip rafter, shed roof, fascia, overhang, eave, seat cut, bird's mouth cut, hypotenuse, rise, run, outrigger, ladder frame, bracing, kicker, ceiling joist, collar tie, nail plate, hurricane clip, frieze block, attic venting, butt joint, compound miter, dormer, valley, California framing ○ Skills Targets:

○ Beginner Level: successfully construct site-built trusses, roll trusses, and install fascia with butt joints

○ Intermediate Level: can mark angled cuts for roof framing components with speed square and/ or framing square and cut with skill saw, can construct gable walls from laid out plates, can install rafters and fascia with blocking and bracing

○ Advanced Level: lay out roof framing, can cut and frame a roof with more complicated configurations (hip roof, roof with dormer, etc.), can install fascia with compound miters

Week 6 Scope: Complete roof construction, including roof deck and shingling. ● Safety Training: Fall arrest systems, roofing safety

● Tool trainings:

○ Hand tools: tape measure, hammer, utility knife, cat's paw, speed square, chalk line, framing square, crimper, pop riveter, tin snips

○ Power tools: drill, impact driver, miter saw, circular saw, reciprocating saw, framing nailer, air compressor, roofing nailer

○ Trade-specific trainings: Roof sheathing, Roofing with asphalt shingles, pick-up framing ○ Construction Vocabulary: pickup framing, composition shingles, underlayment, flashing, roofing nails, drip line, architectural sheet metal, gutter, downspout

○ Skills Targets:

○ Beginner Level: can install roof sheathing cut by others, proficient in installing comp shingles on gable roof or shed roof (with underlayment.)

○ Intermediate Level: can cut roof sheathing, including pre-cutting and trimming in place, and can install roof flashings.

○ Advanced Level: can install shingles for more complicated roof configurations (including hip, valley, and/or side wall conditions) with flashings.

Week 7 Scope: Install windows and house wrap.

● Safety Trainings: ladders, material handling, MSDS

● Tool trainings:

○ Hand tools: tape measure, hammer, utility knife, cat's paw, speed square, chalk line, framing square, level, caulk gun, tin snips

○ Power tools: drill, impact driver, reciprocating saw

○ Trade-specific trainings: Flashing window & door openings, setting windows, proper drainage plane detailing

○ Construction Vocabulary: rough opening, drainage plane, SAFM (self-adhesive flashing membrane, WRB (weather-resistant barrier,) glider/ slider, single hung, double hung, casement, awning, tempered glass, nail fin, reverse lap

- Skills Targets:
- Beginner Level: Can set a small window with flashing and sealant, can install house wrap and other components of dthe rainage plane with guidance
- Intermediate Level: Can install windows and drainage plane components unsupervised, including window trim and z-bar flashing
- Advanced Level: Can diagnose and problem-solve drainage plane defects

Week 8 Scope: Install siding with exterior trim and front door

- Safety Training: saw safety
- Tool trainings:
  - Hand tools: tape measure, hammer, utility knife, cat's paw, speed square, chalk line, nail set, level, caulk gun, tin snips,
  - Power tools: drill, impact driver, miter saw, circular saw, jigsaw, table saw
  - Trade-specific trainings: Siding installation, exterior trim carpentry
  - Construction Vocabulary: siding, fiber cement, exposure, T111, "paint grade," butt joints, mitered joints, z-bar, soffit
  - Skills Targets:
  - Beginner Level: can install corner boards, window and door casing with square profile and butt joints, install z-bar flashing and integrate into drainage plane, and install T111 siding
  - Intermediate Level: can install window and door trim with contoured profiles and mitered joints
  - Advanced Level: can install various siding materials (wood and fiber cement; panel, plank, and/or shiplap,) Install soffit and trim at the overhang

Week 9 Scope: Rough-in electrical work and batt insulation.

- Safety Training: Preventing electrocution
- Tool trainings:

○ Hand tools: tape measure, utility knife, lineman pliers, wire strippers, hammer ○ Power tools: drill, impact driver

- Trade-specific trainings: Rough electrical wiring, installing batt insulation in walls and ceilings
- Construction Vocabulary: NMC, Romex, wire gauge, homerun, panel, subpanel, breaker, GFCI, hot, neutral, ground wire
- Skills Targets:

○ Beginner Level: can install rough-in boxes and drill holes according to layout provided by others, can run Romex, can install faced or unfaced batt insulation in walls and ceiling

○ Intermediate Level: demonstrates familiarity with conventions and code requirements for placement of electrical devices

○ Advanced Level: can lay out framing for rough electrical based on plans, conventions and code; can perform quality control inspection for insulation installation

Week 10 Scope: Hang drywall.

- Safety Training: Preventing Back Injuries
- Tool trainings:

○ Hand tools: tape measure, utility knife, hammer, chalk line, T-square, keyhole saw, hand saw, rasp

○ Power tools: drill/ screw gun, rotozip

- Trade-specific training: Drywall hanging
- Construction Vocabulary: drywall, gypsum, tapered edge, butt joint, “clicker” ● Skills Targets:

○ Beginner Level: Can measure, cut, and hang drywall on walls and ceiling ○ Intermediate Level: Can determine the best locations for drywall joints and plan the sequence for hanging a space

○ Advanced Level: can lead less experienced workers in hanging drywall

Week 11 Scope: Complete Drywall Finishing

- Safety Training: skin protection
- Tool trainings:

○ Hand tools: joint knives, hand sanders, screw drivers

○ Power tools: drill, sander

● Trade-specific training: Drywall finishing

● Construction Vocabulary: joint compound/ mud, hot mud

● Skills Targets:

○ Beginner Level: Can bed tape and finish drywall to level 2 finish

○ Intermediate Level: Can finish drywall to a level 3 finish

○ Advanced Level: Can finish drywall to a level 4 finish; can apply a sprayed or hand-applied texture to drywall.

Week 12 Scope: Paint exterior of structure and interior finish carpentry training. ● Safety Training: Eye Protection

● Tool trainings:

○ Hand tools: caulk gun, putty knife, roller, paint brush, hand masker, hand sander, tape measure, nail punch, utility knife, combination square, block plane

○ Power tools: miter saw, table saw, jig saw, belt sander, finish nailer, air compressor, pinner

● Trade-specific trainings: Painting and paint prep, Interior trim: doors & windows ● Construction Vocabulary: paint grade, stain grade, primer, cutting in, cut line, jamb, door stop, casing, reveal, window stool, apron, bore, rout, hollow core, solid core, rail stile ● Skills Targets:

○ Beginner Level: Can prep for exterior paint with caulk, filler, sanding, and masking; can apply paint with roller and brush; can install door casings or window stool and aprons

○ Intermediate Level: Can cut in trim paint without masking; can install door casing and window stool with apron.

○ Advanced Level: can install a pre-hung, hollow core wood door; can rout and bore a blank door slab; can install window casings and jambs.

Week 13 Scope: Interior painting and finish carpentry continued.

- Safety Trainings: (Possible/ advanced: discussion of airless sprayers)
- Tool trainings:
  - Hand tools: caulk gun, putty knife, roller, paint brush, hand masker, hand sander, tape measure, nail punch, utility knife, combination square, block plane
  - Power tools: miter saw, table saw, jig saw, belt sander, finish nailer, air compressor, pinner, (airless sprayer.)
- Trade-specific trainings: Painting and paint prep, Interior trim carpentry: doors & windows ● Construction Vocabulary: paint grade, stain grade, primer, cutting in, cut line, jamb, door stop, casing, reveal, window stool, apron, bore, rout, hollow core, solid core, rail stile ● Skills Targets:
  - Beginner Level: Can prep for interior paint with caulk, filler, sanding, and masking; can apply paint with roller and brush; can install door casings or window stool and apron
  - Intermediate Level: Can cut in trim paint without masking; can install door casing and window stool with apron.
  - Advanced Level: can install a pre-hung, hollow core wood door; can rout and bore a blank door slab; can install window casings and jambs.

Week 14 Scope: Install electrical trim, flooring, and baseboards.

- Safety Trainings: lock-out/ tag-out; knee protection
- Tool trainings:
  - Hand tools: lineman pliers, wire strippers, screw drivers, tape measure, utility knife, finish hammer, mallet, nail punch, block plane, coping saw, pull bar, float, trowel ○ Power tools: drill, screw gun, miter saw, table saw, jig saw
- Trade-specific trainings: Wiring outlets and switches, installing light fixtures, installing vinyl plank flooring, interior trim carpentry: baseboard
- Construction Vocabulary: GFCI, miter joint, coped joint,
- Skills Targets:

○ Beginner Level: Can install standard outlets, switches, and canless recessed lights; can install LVP flooring, can install baseboard (mitered inside corners.)

○ Intermediate Level: Can install GFCI-protected outlets, 3-way switches, dimmer switches, and/or decorative light fixtures

○ Advanced Level: Can install baseboard with coped joints at inside corners; can install alternate flooring materials (TBD, possibly tile)

Week 15 Scope: Paint interior trim and complete punch work.

- Safety Trainings: TBD- as needed
- Tool trainings:
  - ○ Hand tools: caulk gun, putty knife, paint brush, hand masker, hand sander, tape measure, nail punch
  - ○ Power tools: TBD
- Trade-specific trainings: Review of previously completed trainings.
- Construction Vocabulary: punch list.
- Skills Targets:
  - ○ Beginner Level: Can mask flooring and paint baseboard
  - ○ Intermediate Level: Can paint baseboard without masking
  - ○ Advanced Level: Can assess work to create a project punch list

Week 16 Scope: Deconstruction of training structure and demobilization.

- Safety Training: Demolition Safety
- Tool trainings:
  - ○ Hand tools: tape measure, utility knife, hammer, cat's paw, sledgehammer, crowbar, wheelbarrow
  - ○ Power tools: drill/ screw gun, impact driver, reciprocating saw

● Trade-specific trainings: Demolition, Review of previous rough trainings ● Construction Vocabulary: demolition, deconstruction, salvage, demobilize

- Skills Targets:
  - Beginner Level: Can safely strip roof; proficient with cat's paw and crowbar; proficient with drill/ screw gun/ impact driver
  - Intermediate Level: proficient with a reciprocating saw
  - Advanced Level: Able to teach and lead others on demolition

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

Proposed_Schedule_Work_Plan.pdf

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

Innovations and Best Practices

Live In Peace's Juvenile Hall program integrates evidence-informed best practices with innovative, community-rooted strategies that respond directly to the needs of justice-involved youth in San Mateo County. The program goes beyond compliance-based service delivery by centering relationships, continuity of care, and real-world opportunity creation. The following innovations distinguish this proposal from traditional detention-based programming.

1. Continuity of Care from Detention to Community

The Innovation: Youth work with the same Live In Peace staff during detention and after release, eliminating the most common failure point in reentry services—the gap between institutional and community-based care.

Why It Matters: Research consistently shows that the first 30-90 days after release are the highest-risk period for recidivism. Youth who experience discontinuity in services—new providers, new relationships, new expectations—are far more likely to disengage.

Traditional models transfer youth between institutional providers and community providers at release, requiring young people to rebuild trust and re-explain their stories just when they need stability most.

How Live In Peace Does It Differently: Reentry planning begins on day one of detention, not weeks before release. Life Coaches develop relationships during custody, work with youth to identify goals and address barriers, and then continue that exact relationship post-release through Live In Peace's community campus. Youth know their coach will be there when they get out. They don't have to start over. This continuity builds trust, increases engagement, and creates accountability that feels supportive rather than punitive.

Evidence Base: The continuity of care model aligns with research on effective reentry practices, wraparound services, and adolescent development, which emphasizes the critical importance of stable, consistent relationships for youth who have experienced trauma and system involvement.

2. Relationship-Centered Staffing with Lived Experience

The Innovation: Live In Peace prioritizes hiring staff who reflect the cultural backgrounds and lived experiences of the youth served, including individuals who have personally navigated the juvenile justice system, incarceration, poverty, educational barriers, or community violence.

Why It Matters: Trust is the foundation of effective youth work, and trust is built through authenticity and shared understanding. Youth can sense when adults "get it" versus when they're delivering scripted interventions. Staff with lived experience bring credibility, empathy, and cultural fluency that cannot be replicated through training alone. They model transformation, demonstrate that change is possible, and create space for real conversations about challenges, choices, and consequences.

How Live In Peace Does It Differently: Our hiring practices intentionally seek staff who reflect the communities most impacted by justice involvement. Many of our team members are from East Palo Alto, Belle Haven, Redwood City, and surrounding areas. They speak the cultural language of the youth we serve, understand the structural barriers youth face, and can hold youth accountable while maintaining deep respect and care. This is not a diversity checkbox—it is a core program strategy.

Evidence Base: Research on youth mentoring, culturally responsive practice, and justice system engagement consistently shows that shared identity, cultural alignment, and relational authenticity are among the strongest predictors of youth engagement and positive outcomes.

3. Detention as a Point of Transformation, Not Interruption

The Innovation: Live In Peace reframes detention as a critical intervention window rather than a developmental pause or punishment holding period. Programming inside Juvenile Hall is structured, purposeful, and forward-looking.

Why It Matters: Too often, detention is viewed as "dead time" where youth wait for court dates or placement decisions with minimal meaningful engagement. This wastes a critical opportunity for intervention. Youth in detention are a captive audience—literally—and many are open to support and change in ways they might not be in the community, where survival demands and peer dynamics can make engagement harder.

How Live In Peace Does It Differently: From day one, youth are engaged in goal-setting, skill-building, reflection, and planning. Services emphasize:

- Skill-building rather than idle time
- Reflection and accountability rather than passive punishment
- Goal-setting tied to concrete post-release opportunities rather than abstract hopes

Youth leave detention with certifications, plans, relationships, and momentum—not just time served.

Evidence Base: This philosophy aligns with national best practices in juvenile justice reform, including the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI) and models that emphasize rehabilitation over punishment.

4. Integrated Workforce Development Within Custody

The Innovation: Rather than waiting until release to introduce career pathways, Live In Peace delivers industry-aligned workforce training during detention, including a comprehensive 16-week construction and trades training program.

Why It Matters: Employment is one of the strongest protective factors against recidivism, yet most youth leave detention with no marketable skills, no certifications, and no clear path to economic stability. Workforce programming that begins during detention:

- Builds motivation and hope when youth need it most
- Reduces idle time and behavioral incidents
- Creates immediate post-release opportunities rather than vague promises

- Provides identity formation around "I'm learning to be a carpenter" rather than "I'm a kid in juvie"

How Live In Peace Does It Differently: The trades training program is not a token shop class. It is a rigorous, progressive, industry-standard training experience that mirrors real-world jobsite expectations. Youth earn OSHA-10 certification—a credential recognized by every construction employer in the Bay Area. They learn from experienced tradespeople who maintain active employer relationships and can directly place youth into paid work upon release. The program connects to union apprenticeships, paid internships, and living-wage careers.This is economic mobility programming delivered at the moment when youth are most open to it, creating pathways that dramatically shift life trajectories.

Evidence Base: Research on employment and recidivism, including work by the Vera Institute of Justice and the National Institute of Justice, consistently demonstrates that meaningful employment reduces recidivism, increases stability, and supports successful reintegration.

5. Holistic, Multi-Domain Support Model

The Innovation: Live In Peace integrates multiple service domains into a single, coordinated model rather than delivering siloed interventions. Youth receive life coaching, AOD education, restorative justice, academic support, physical education, and workforce development—all delivered by a coordinated team working from shared goals.

Why It Matters: Youth in the justice system rarely have single-issue needs. A young person struggling with substance use is often also dealing with educational gaps, family conflict, trauma symptoms, and economic instability. Siloed services force youth to navigate multiple providers with different philosophies, expectations, and appointment schedules—a recipe for disengagement.

How Live In Peace Does It Differently: Services are not delivered in isolation. Life Coaches collaborate with trades instructors, AOD educators, and academic staff to ensure youth goals are aligned and reinforced across programming. If a youth identifies employment as a priority, their Life Coach coordinates with workforce staff to integrate that goal into their life plan, their AOD education reinforces workplace wellness, and their physical education builds the physical stamina needed for construction work. This integration mirrors wraparound and whole-person care models but is delivered with efficiency and coordination.

Evidence Base: This approach aligns with research on wraparound services, integrated care models, and positive youth development frameworks that emphasize addressing multiple domains simultaneously for sustained impact.

6. Restorative and Trauma-Informed Practices

The Innovation: Live In Peace uses restorative justice practices grounded in Project WITH and Alive & Free methodologies to support accountability, emotional healing, and community repair in ways that are culturally grounded and trauma-responsive.

Why It Matters: Many justice-involved youth have experienced significant trauma—violence, loss, neglect, instability—and their justice involvement is often a manifestation of unhealed pain. Traditional punitive approaches compound trauma and shame without creating space for healing or growth. Restorative practices allow youth to:

- Process trauma and loss in safe, facilitated spaces
- Take responsibility for harm in meaningful, non-shaming ways
- Rebuild self-worth and sense of agency
- Repair relationships and reconnect to community values

How Live In Peace Does It Differently: Healing circles, restorative dialogues, and accountability practices are not add-on activities—they are woven throughout the program. Circles create brave spaces for youth to be vulnerable, honest, and accountable. Facilitators are trained in trauma-informed practice and cultural humility, ensuring circles honor the cultural identities and community values of participants. Youth report that these spaces are among the most meaningful parts of their experience.

Evidence Base: Research on restorative justice in juvenile settings, including studies by the International Institute for Restorative Practices, shows significant reductions in behavioral incidents, improvements in youth well-being, and decreases in recidivism.

7. Data-Informed Practice with Relational Accountability

The Innovation: Live In Peace combines rigorous quantitative data collection with relational, qualitative accountability. Data is used not only for compliance and reporting but also for continuous improvement and youth-centered decision-making.Why It Matters: Data without relationships can become dehumanizing—reducing youth to metrics and outcomes. Relationships without data can lack accountability and miss opportunities for improvement. Live In Peace integrates both.How Live In Peace Does It Differently:

- Quantitative tracking: Attendance, service dosage, certifications earned, employment placements, recidivism indicators
- Qualitative insights: Coaching session reflections, youth voice feedback, staff observations, family input
- Continuous improvement: Monthly data review meetings where staff analyze trends, celebrate successes, and adjust programming based on what youth are telling us and what outcomes are showing us

Data serves the relationship, not the other way around. Youth are involved in reviewing their own progress data and using it to set goals and track growth.

Evidence Base: This approach aligns with continuous quality improvement models, participatory evaluation frameworks, and research on effective program monitoring.

8. Community-Embedded Model with Long-Term Engagement

The Innovation: Live In Peace's work does not end at program completion or case closure. Youth are invited into a broader ecosystem of long-term support that includes education pathways, employment opportunities, enrichment programs, peer networks, and open-door access to staff.

Why It Matters: Research on desistance (the process of moving away from criminal behavior) shows that sustained change requires time, belonging, and ongoing support. Youth need not just a program but a community. When young people can return to a place where they are known, valued, and welcomed—even years after initial involvement—they maintain connections that support long-term success.

How Live In Peace Does It Differently: Youth who complete the Juvenile Hall program remain part of the Live In Peace family. They can drop in for support, access services as needed, attend events, mentor younger youth, and stay connected to staff who know their stories. This community-embedded approach extends the impact of County investments well beyond the formal service period.Evidence Base: Research on desistance theory, long-term mentoring, and community-based protective factors supports the critical importance of sustained connection and belonging for justice-involved youth.

9. Cultural Responsiveness as Strategy, Not Compliance

The Innovation: Cultural responsiveness is not a training checklist for Live In Peace—it is a core operational strategy embedded in hiring, curriculum design, relationship-building, and community partnership.

Why It Matters: Youth of color, particularly Black and Latino youth, are disproportionately represented in San Mateo County's juvenile justice system. These disparities are driven by systemic inequities, not individual pathology. Programming that does not explicitly address structural racism, cultural identity, and community context will perpetuate rather than reduce disparities.

How Live In Peace Does It Differently:

- Staff reflect the communities served and bring cultural insider knowledge

- Curricula integrate cultural history, identity development, and critical consciousness
- Programming validates youth experiences of systemic injustice while holding youth accountable for their choices
- Services are rooted in the actual communities where youth live, not delivered from outside institutions

This is cultural responsiveness as program design principle, not diversity training afterthought.

PERFORMANCE MEASURES*
Describe a plan for achieving performance measures

Live In Peace is committed to rigorous, transparent evaluation in partnership with the San Mateo County Probation Department and the County's third-party evaluator. Our evaluation approach balances accountability with continuous improvement, using data to strengthen programming while maintaining youth voice and relational integrity.

Evaluation Philosophy

Live In Peace views evaluation not as a compliance burden but as a strategic tool for learning, adaptation, and demonstrating impact. We believe effective evaluation must be:

- Youth-centered: Capturing outcomes that matter to youth themselves, not just system metrics
- Culturally responsive: Using methods that honor youth voice and avoid deficit framing
- Action-oriented: Translating findings into immediate program improvements
- Transparent: Sharing successes and challenges openly with partners and funders

Data Collection Framework

Live In Peace will collect and report comprehensive data across multiple domains, aligned with County requirements and LAP outcome priorities.

Participant Demographics:

- Age, gender identity, race/ethnicity
- Zip code/community of residence

- Length of stay in detention
- Offense category and legal status
- Educational status at intake
- Employment status at intake (if applicable)
- Self-reported substance use history
- Prior justice system involvement

Service Delivery Data

- Program entry and exit dates
- Service type and frequency (coaching, AOD, restorative justice, academic, PE, trades, crisis intervention)
- Service dosage (hours/sessions per service type)
- Attendance rates and participation levels
- Staff assignments and continuity
- Assessments administered (intake, progress, exit)
- Certifications and credentials earned
- Individualized life plan completion and updates

Engagement and Progress Indicators

- Consistent attendance (80%+ of scheduled services)
- Active participation in group activities (staff-rated)
- Completion of assigned curricula (AOD, trades modules)
- Progress toward individualized goals (youth-reported and staff-assessed)

- Behavioral incidents/disciplinary actions during detention
- Youth-reported satisfaction and relationship quality with staff

Outcomes Measurement

Live In Peace will track outcomes across short-term, intermediate, and long-term timeframes, recognizing that sustainable change requires time and that early indicators can predict longer-term success.

Short-Term Outcomes (During Detention):

Youth Engagement and Relationship-Building

- 80% of enrolled youth attend 80%+ of scheduled services
- 90% of youth report positive relationship with at least one Live In Peace staff member
- 75% of youth complete individualized life plansSkill Development and Knowledge Gain
- 85% of youth complete assigned AOD education curriculum
- 70% of youth enrolled in trades training complete the full 16-week cycle
- 60% of youth earn OSHA-10 or other industry certification
- 80% of youth demonstrate improved emotional regulation skills (staff-assessed using validated tool)

Reentry Readiness

- 90% of youth have documented reentry plans prior to release
- 75% of youth identify specific post-release education or employment goals
- 80% of youth can articulate concrete steps toward achieving goals

Intermediate Outcomes (0-6 Months Post-Release):

Continuity of Care

- 85% of youth transition to Live In Peace community-based services within 72 hours of release

- 70% of youth maintain weekly contact with Life Coach for first 30 days post-release
- 60% of youth remain engaged in services at 90 days post-release

Education and Employment

- 70% of youth reenroll in school or enroll in GED program within 30 days of release
- 50% of youth secure employment, paid internship, or apprenticeship within 60 days of release
- 40% of youth complete additional workforce training or certification post-release

Behavioral Health and Well-Being

- 60% of youth report reduced substance use or sustained sobriety (self-report)
- 70% of youth report improved family relationships or communication
- 65% of youth report increased sense of purpose and hope for the future (validated scale)

Probation Compliance

- 75% of youth remain compliant with probation conditions at 90 days post-release
- 80% of youth complete required community service hours or restitution payments on schedule

Long-Term Outcomes (6-12+ Months Post-Release):

Reduced Recidivism

- 70% of youth have no new arrests within 6 months of release
- 65% of youth have no new arrests within 12 months of release
- Comparison to County baseline recidivism rates for similar populations

Educational Attainment

- 50% of youth earn high school diploma or GED within 12 months of release

- 30% of youth enroll in college or postsecondary training within 12 months
- 40% of youth remain enrolled in school or training at 12 months post-release

Economic Mobility

- 45% of youth maintain employment for 6+ months
- 35% of youth earn $15+/hour or enter union apprenticeship program
- 50% of youth report economic stability (ability to meet basic needs)

Long-Term Engagement

- 50% of youth maintain connection to Live In Peace services or community at 12+ months
- 40% of youth serve as peer mentors or give back to younger youth

Data Collection Methods

Live In Peace will use multiple data collection methods to ensure accuracy, richness, and youth voice.

Intake Assessments

- Comprehensive intake form capturing demographics, background, goals, and needs
- Strength-based assessment identifying assets, interests, and protective factors
- Risk/need assessment (if required by Probation)
- Youth-reported baseline measures (substance use, educational engagement, hope/purpose scales)

Ongoing Tracking

- Attendance logs and participation records (entered real-time by staff)
- Service delivery documentation (session notes, curriculum completion tracking)
- Progress notes from coaching sessions (structured format with quantitative ratings and qualitative observations)
- Behavioral incident reports (coordination with facility staff)

- Youth reflection journals and self-assessments (monthly)

Exit Assessments

- Exit survey capturing youth satisfaction, perceived growth, relationship quality, and readiness
- Staff assessment of progress toward goals and reentry preparedness
- Certification/credential documentation
- Reentry plan finalization

Post-Release Follow-Up

- 30-day check-in (phone or in-person): educational/employment status, service engagement, probation compliance, youth well-being
- 60-day check-in: same domains plus goal progress
- 90-day check-in: same domains plus relationship quality and future planning
- 6-month follow-up: recidivism, education, employment, sustained engagement
- 12-month follow-up: long-term outcomes and life trajectory indicators

Qualitative Data Collection

- Youth focus groups (quarterly) to gather feedback on programming, staff relationships, and recommendations
- Staff debriefs and case consultation meetings (monthly) to capture qualitative insights and challenges
- Family feedback surveys (as applicable)
- Partner feedback (Probation officers, teachers, employers)

Evaluation Activities and County Collaboration

Live In Peace will participate fully in County-led evaluation efforts, including:

Quarterly Reporting to Probation

- Comprehensive performance reports including:
- Participant demographics and enrollment numbers
- Service delivery data (type, frequency, dosage)
- Attendance and engagement rates
- Outcomes achieved (certifications, placements, recidivism)
- Challenges encountered and programmatic responses
- Qualitative highlights and youth success stories
- Recommendations for continuous improvement

Participation in Third-Party Evaluation

- Provide requested data and documentation in specified formats and timelines
- Participate in site visits, interviews, and focus groups
- Collaborate on evaluation design and refinement
- Review evaluation findings and integrate recommendations

Provider Collaborative Meetings

- Active participation in quarterly or monthly provider meetings convened by County
- Sharing of best practices, challenges, and lessons learned
- Collaborative problem-solving around system-level barriers

Youth Voice Integration

- Collect and share youth feedback with County partners (with appropriate confidentiality protections)
- Elevate youth recommendations for system improvement

- Include youth in evaluation activities where feasible (e.g., youth advisory groups)

Data Use for Continuous Improvement

Live In Peace will not simply collect data for reporting—we will use data actively to strengthen programming in real time.

Monthly Internal Program Review

- Program leadership reviews aggregated data on attendance, engagement, outcomes
- Identifies trends (positive and concerning)
- Discusses qualitative observations from staff
- Makes programmatic adjustments as needed (curriculum modifications, staffing changes, service intensity)

Quarterly Quality Improvement Planning

- Deeper analysis of quarterly data
- Integration of youth feedback from focus groups
- Development of action plans to address identified challenges
- Celebration of successes and documentation of promising practices

Annual Program Evaluation

- Comprehensive review of year-end outcomes
- Comparison to baseline and benchmarks
- Assessment of program model effectiveness
- Development of recommendations for Year 2 improvements
- Report shared with County and stakeholders

Outcome Targets and Benchmarks

Live In Peace commits to achieving or exceeding the outcome targets specified above. We recognize that some outcomes (particularly

recidivism rates) will be influenced by factors outside our control (e.g., systemic barriers, probation practices, community conditions). We commit to transparency about challenges and to collaborative problem-solving when targets are not met.

Our Evaluation Commitment:
Live In Peace will be a data-informed, accountable, and continuously improving partner. We will track what matters, report transparently, learn from our data, and adjust our approach to maximize impact for justice-involved youth.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

Firm_Qualifications.pdf

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

Team_Qualifications.pdf

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

References.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

Budget_and_Budget_Narrative.pdf

San Mateo County Local Preference Self-Attestation Form

Chapter 2.89 of Title 2 of the San Mateo County Ordinance Code allows a 5% preference on goods and services solicitations submitted by local businesses.

The County of San Mateo defines:

- "Local Business" as any for-profit business which has its principal place of business, or is headquartered, in San Mateo County.
- "Local Non-Profit" as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County.

If you are applying for the 5% local business preference, please answer the following question:

1. Is your business or non-profit organization principal office located, or headquartered, in San Mateo County?

- ■ Yes
- ☐ No
- ☐ Other: _____

The County shall have the sole discretion to determine whether satisfactory proof of eligibility for a preference has been provided. In addition to any other penalties provided by law, any business that falsely claims a preference pursuant to Chapter 2.89 shall be ineligible for consideration for County contracts for a period of not less than one year from the date of discovery of the false certification.

The Local Business Preference Certification form must be completed and submitted with your bid/proposal response if you are applying for the 5% local business preference. Upon request, vendor agrees to provide additional information to substantiate this self-attestation. Vendor certifies information provided is true and accurate under penalty of perjury.

Business or Non-Profit Organization Name Live In Peace, Inc.

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box) 321 Bell Street, East Palo Alto, CA 94303

Website (if available) liveinpeace.org

Telephone Number 510-772-8917

E-Mail heather@liveinpeace.org

Title of Authorized Representative Executive Director

Signature of Authorized Representative

Date 1/13/2026

Dear Selection Committee,

Live In Peace (LIP) respectfully submits this proposal to expand our partnership with the San Mateo County Probation Department. For over 15 years, LIP has operated at the intersection of justice and opportunity, partnering with the communities most impacted by the legal system—particularly East Palo Alto, Belle Haven, Redwood City, and North Fair Oaks.

Our proposal outlines a comprehensive detention-based and reentry-aligned program at the Youth Services Center (YSC) designed to meet the 2025-2030 Local Action Plan priorities. While many programs offer temporary interventions, Live In Peace provides a permanent community ecosystem. Our staff not only are trained in best practices but also reflect the lived experiences and cultural backgrounds of the youth we serve, allowing us to build the authentic trust necessary to move a young person from "inmate" to "apprentice" and "leader".

Live In Peace brings proven expertise in managing complex reentry transitions and maintaining multi-year relationships with youth who initially enter our programs through justice system referrals. This proposal represents more than a service contract—it represents a partnership investment in the future of San Mateo County's youth. We are prepared to collaborate closely with Probation staff, participate fully in County evaluation efforts, and adapt our approach based on data and youth voice. We are committed to the long-term success of this initiative, ensuring successful reentry and measurable reductions in recidivism. We appreciate the opportunity to be considered as a partner in this critical work.

Respectfully submitted,



Heather Starnes-Logwood, Executive Director
heather@liveinpeace.org, 510-772-8917

Contact for Proposal Communication:
Laura Gross, Development Manager
laura@liveinpeace.org, 303-667-6154

The Vision: Live In Peace (LIP) seeks to strengthen our impact at the San Mateo County Youth Services Center (YSC) by integrating facility-based clinical services with a robust, community-aligned workforce model. This proposal bridges our longstanding mentorship work with the **Youth Employment Initiative (YEI)**—a strategic partnership with the Department of Rehabilitation (DOR), Amity Foundation, and County Probation. By aligning these resources, we offer a seamless transition from clinical deprogramming in custody to professional certification and community success.

A Proven Track Record of Success LIP's methodology consistently defies national trends for justice-impacted youth:

- **99% High School Graduation Rate**: Our participants consistently achieve secondary education milestones.
- **14x National Average for College Graduation**: LIP students complete post-secondary degrees at a rate fourteen times higher than the national average for system-involved youth.
- **Vocational Excellence**: Through YPMP and YEI, youth earn "adult forms of compensation" and industry-recognized certifications.

Three-Pillar Scope of Work: Our proposal is organized into three interconnected scopes of work designed to move youth from "inmate" to "apprentice" and "leader":

- **Section 1: Expanded In-Custody Clinical Services**: Strengthening our current facility-based mentorship for the emerging adult population (ages 17–25). This includes **Life Coaching**, **Restorative Justice circles (Project WITH)**, and the evidence-based **MBSAT** curriculum, which is proven to reduce behavioral outbursts and improve decision-making.
- **Section 2: Workforce Development & Trades Training**: A new, 16-week intensive construction trades program within Juvenile Hall. Youth earn **OSHA-10 certifications** and participate in **paid work experience** (landscaping, food service), earning actual wages managed via reentry debit cards.
- **Section 3: Post-Release Community-Based Services**: A guaranteed "warm handoff" to our East Palo Alto campus. Youth continue working with the same trusted staff to complete **SUD Counselor Apprenticeships** and secure long-term career placement.

The Agency of Change: Our approach is driven by the **Alive and Free** methodology, treating violence as a treatable social disease. We diagnose the "germs" of bad information and the "risk factors" that lead to incarceration. Central to our philosophy is **Radical Personal Agency**. We provide the tools to navigate systemic barriers, but we hold youth accountable to "take the prescription" and own their individual transformation. By eliminating the "reentry cliff," Live In Peace ensures that the academic, vocational, and clinical progress made in custody is sustained. We are not merely reducing recidivism; we are scaling a proven pipeline of young leaders who are **Alive and Free, Positive and Productive**.

Live In Peace will implement the Juvenile Hall programs with clearly defined phases that ensure timely launch, consistent service delivery, and ongoing evaluation. The work plan reflects strong coordination with the San Mateo County Probation Department and allows for flexibility to respond to youth needs and facility schedules. This structure is designed to repeat for those who are new and grow with those who have longer sentences.

Phase 1: Program Start-Up & Coordination (Months 1–2)*

Activity	**Description**	**Responsible Staff**	**Timeline**
Contract Execution and Kickoff	Finalize contract, participate in County kickoff meetings, confirm reporting requirements	Executive Director, Juvenile Hall Manager	Month 1
Staffing and Onboarding	Assign Juvenile Hall Manager; onboard life coaches, instructors, and trades staff	Executive Director, Program Leadership	Months 1
Facility Coordination	Coordinate schedules, security clearance, space usage, and service flow with Juvenile Hall staff	Juvenile Hall Manager	Months 1-2
Curriculum Alignment	Finalize curricula for life coaching, AOD, restorative practices, PE, academic support, and trades training	Program Leadership	Month 1
Data and Reporting Setup	Align data collection tools with Probation and County evaluation requirements.	Operations and Program Staff	Month 2
Community Partnership Coordination	Confirm post-release service coordination with schools, employers, and community partners	Program Leadership	Month 2

**Only required the first year at the startup of the grant contract.*

Key Deliverables:

- Executed contract and documented kickoff meeting
- Fully staffed Juvenile Hall program team with completed background checks and facility clearances
- Approved service schedules coordinated with Juvenile Hall operations
- Finalized curricula for all service components

- Operational data collection and reporting systems aligned with County requirements
- Confirmed partnerships for post-release coordination

LAP Goal Alignment

- System Coordination and Collaboration: Establishes strong interagency alignment and operational readiness
- Equitable Access to Services: Ensures services are structured to reach youth most impacted by system involvement
- Accountability and Continuous Improvement: Builds infrastructure for consistent data collection and evaluation

Phase 2: In-Custody Service Delivery (Months 2-12)

Activity	**Description**	**Frequency**	**Responsible Staff**
Life Coaching and Re-entry Planning	One-on-one coaching, goal setting, individualized life plans	Ongoing daily	Life Coaches
AOD Education and Support	Group AOD classes and individual follow-up	3 days a week	AOD Facilitators, Life Coaches
Crisis Intervention	De-escalation, emotional regulation, and conflict support	As needed	Juvenile Hall Manager, Life Coaches
Restorative Justice Circles	Healing circles and accountability-focused group sessions	Bi-weekly	Trained Facilitators
Academic and College Support	Tutoring, college prep, FAFSA, and postsecondary planning	Bi-weekly	Academic Support Staff
Physical Education and Wellness	Structured fitness, mindfulness, and wellness activities	Daily tbd	PE Instructors
Workforce Readiness Workshops	Resume building, interview skills, workplace norms	Weekly	Workforce Staff

Key Deliverables:

- Individualized life plans developed for all participating youth
- Documented one-on-one coaching sessions with participation and progress tracking
- Completion of AOD education curriculum by enrolled youth
- Restorative justice circles facilitated with participation logs and qualitative feedback

- Academic and college readiness plans for eligible youth
- Physical education and wellness participation records
- Workforce readiness skill assessments and completion documentation

LAP Goal Alignment:

- Youth Social, Emotional & Behavioral Well-Being: Trauma-informed coaching, restorative practices, crisis intervention, and wellness activities
- Substance Use Prevention & Intervention: Evidence-based AOD education and individualized follow-up
- Educational Success: Academic support, tutoring, and postsecondary planning
- Reducing Racial Disparities: Culturally responsive, relationship-based services for overrepresented youth
- Family Engagement: Life planning includes family communication and reentry coordination

Phase 3: Trades Training Program (Months 3-12)
Live In Peace will operate up to three 16-week cycles of construction and trades training annually, depending on youth availability and facility scheduling.

Activity	**Description**	**Timeline**	**Responsible Staff**
Trades Training Cycle 1	Beginner to intermediate skills, safety training, workforce orientation	Months 3-6	Trades Instructors
Trades Training Cycle 2	Intermediate to advanced skills, certification preparation	Months 6-9	Trades Instructors
Trades Training Cycle 3	Advanced training and transition planning	Months 9-12	Trades Instructors
Certification Testing	OSHA-10 and applicable credentials	End of each cycle	Trades Instructors
Employer and Union Engagement	Coordinate post-release pathways and referrals, and job site visits (virtual or in-person as feasible)	Ongoing	Workforce Staff

Key Deliverables:

- Up to three completed 16-week trades training cycles
- Youth enrollment and active participation tracking for each cycle
- Industry-recognized certifications earned (e.g., OSHA-10)

- Documented workforce readiness assessments and skill development progress
- Established employer, union, or apprenticeship referral pathways with confirmed post-release opportunities

LAP Goal Alignment:

- Career Pathways & Economic Mobility: Workforce training aligned with living-wage employment opportunities
- Reentry Readiness: Skills and credentials tied to immediate post-release economic stability
- Community Safety: Employment pathways that reduce recidivism and system re-involvement
- Reducing Disparities: Access to high-quality career training for youth historically excluded from economic opportunity

Phase 4: Re-entry Transition and Post-Release Services (Months 2-12)

Activity	**Description**	**Timeline**	**Responsible Staff**
Pre-Release Planning	Finalize re-entry plans prior to release	Ongoing	Life Coaches
Warm Hand-off to Community Services	Immediate connection to Live In Peace campus-based services	At release	Juvenile Hall Manager
Post-Release Coaching and Mentorship	Continued life coaching, accountability, and goal tracking	Weekly	Life Coaches
Education Continuation	School enrollment, college support, tutoring	Ongoing	Academic Staff
Employment Placement	Job referrals, paid internships, apprenticeships	Ongoing	Workforce Staff
Family Engagement	Family coordination, communication support, family events and activities	As appropriate	Life Coaches, Family liasions

Key Deliverables:

- Completed reentry plans for all youth prior to release
- Warm hand-offs to community-based services within 72 hours of release (100% of youth)
- Post-release coaching and mentoring session documentation

- School reengagement, college enrollment, or workforce placement within 30 days of release
- Sustained participation in community-based enrichment programming
- Qualitative feedback from youth and families on reentry experience

LAP Goal Alignment:

- Successful Reentry & Stability: Seamless transition from custody to community with no service gaps
- Education & Workforce Continuity: Sustained engagement in education or employment pathways
- Family & Community Connection: Supportive, community-rooted programming that rebuilds family and peer relationships
- Reducing Recidivism: Long-term mentorship and opportunity creation that reduces likelihood of re-involvement

Phase 5: Monitoring, Evaluation, and Continuous Improvement (Months 1-12)

Activity	**Description**	**Frequency**	**Responsible Staff**
Data Collection	Track participation, services delivered, outcomes	Ongoing	Program Staff
Internal Program Review	Review data and adjust programming	Monthly	Program Leadership
Reporting to Probation	Submit required reports	Quarterly	Juvenile Hall Manager
County Evaluation Participation	Collaborate with third-party evaluator	As required	Program Leadership
Quality Improvement	Incorporate feedback from youth, staff, and partners	Ongoing	All Staff
Youth Voice and Feedback	Collect youth input through surveys, focus groups, youth voice project, and one-on-one conversations; integrate feedback into programming	Quarterly	Life Coaches, Program Leadership

Key Deliverables:

- Quarterly performance reports submitted to Probation Department

- Full participation in County-led evaluation activities and site visits
- Outcome tracking dashboards (engagement rates, certification attainment, employment placement, recidivism indicators)
- Documented program improvement actions based on data and stakeholder feedback
- Youth feedback synthesis reports with programmatic responses
- Annual program evaluation summary with recommendations for Year 2

LAP Goal Alignment:

- Data-Driven Decision Making: Rigorous outcome tracking and continuous evaluation
- System Accountability: Transparent reporting and collaborative problem-solving with County partners
- Program Effectiveness & Sustainability: Evidence-based quality improvement processes

Implementation Readiness

Live In Peace is prepared to launch services immediately upon contract execution. The organization brings:

- **Existing, proven curricula** ready for facility-based implementation
- **Trained staff** with juvenile justice experience and facility clearances (or ability to obtain quickly)
- **Established community partnerships** for seamless reentry coordination
- **Strong collaborative relationships** with Probation and community stakeholders
- **Operational infrastructure** for data collection, reporting, and evaluation

The phased work plan ensures both structure and adaptability, allowing Live In Peace to meet County objectives while responding to the real-time needs of justice-involved youth. We are ready to be a committed, accountable partner from day one.

Firm Qualifications

Organizational History and Mission

Live In Peace was created in response to escalating youth violence in East Palo Alto and the urgent need for community-driven alternatives to incarceration. For more than 15 years, Live In Peace has served as a trusted anchor organization in East Palo Alto, Belle Haven, and surrounding San Mateo County communities, working at the intersection of youth development, violence prevention, education, and justice system transformation.

Live In Peace exists to interrupt cycles of violence and incarceration by providing young people and young adults with education, employment, and mentorship pathways that lead to stability, self-determination, and long-term success. Since its founding, Live In Peace has evolved from grassroots violence prevention and reentry efforts into a comprehensive, multi-program organization serving 300 youth and young adults annually. Our work is grounded in three core principles:

1. Relationships First: Sustainable change occurs through consistent, trusting relationships with adults who show up, listen, and remain present over time.
2. Opportunity Creation: Young people require concrete pathways to education, employment, and economic mobility—not solely counseling or supervision.
3. Community Accountability: We are accountable first to the communities we serve, centering youth voice, family partnership, and cultural responsiveness in all programming.

These principles guide our work within Juvenile Hall and throughout the reentry continuum.

Relevant Experience Serving Justice-Involved Youth

Live In Peace has extensive, demonstrated experience serving youth involved in the juvenile justice system, including detention-based programming, reentry planning, and probation-aligned services.

Detention-Based and Facility Services

Live In Peace currently provides workforce development, life skills, and substance use education programming within San Mateo County Juvenile Hall, delivering structured group sessions and individualized case management to youth in custody. Services are designed to support behavioral change, future planning, and continuity of care upon release.

- Services delivered: Workforce readiness, education and career planning, substance use education, life planning, and reentry preparation
- Key outcomes: Increased engagement in education and employment planning; improved readiness for reentry; continuity of care post-release

Reentry and Probation Support

Live In Peace has a long history of supporting youth and young adults transitioning from custody back into the community. Our reentry services emphasize individualized planning, warm handoffs, and sustained engagement.

- Development of education, career, and employment plans
- Coordination with probation officers, schools, workforce systems, and families
- Ongoing case management to reduce recidivism and technical violations
- Support for youth navigating multiple system requirements simultaneously

Violence Prevention and Intervention

Originating as a violence prevention organization, Live In Peace brings deep expertise in engaging youth at the highest risk of justice involvement. Staff utilize relationship-based intervention, conflict mediation, and mentorship to address root causes of violence and system involvement.

Specific Justice System Experience

- Direct service delivery within San Mateo County Juvenile Hall
- Established working relationships with San Mateo County Probation Department, schools, and community partners
- Staff with lived experience of justice system involvement, enhancing credibility and youth engagement
- Proven ability to manage high-need caseloads and complex reentry plans
- Track record of supporting reduced violations and improved post-release outcomes

Evidence-Based and Culturally Responsive Programming

Live In Peace integrates evidence-informed frameworks with culturally responsive practice.

Core Approaches Include:

- Trauma-Informed Care
- Positive Youth Development
- Motivational Interviewing
- Restorative and accountability-centered practices
- Workforce readiness aligned with employer expectations
- Mindfulness-based substance use education for adolescents

Cultural Responsiveness as a Core Strategy

Cultural responsiveness is embedded throughout Live In Peace's organizational culture and programming. This includes hiring staff with lived experience, delivering services in English and Spanish, engaging families as partners, and facilitating explicit conversations about race, justice, identity, and power.

Administrative and Fiscal Capacity

Live In Peace operates with strong fiscal controls and administrative infrastructure.

- Annual Operating Budget: Approximately $2.5 million
- Funding Sources: Government contracts, private foundations, corporate partners, and individual donors
- Fiscal Oversight: Independent audits, internal financial controls, and regular financial reporting
- Grant Management: Extensive experience managing government contracts and complex reporting requirements

- Compliance: 501(c)(3) nonprofit in good standing; mandated reporter training; background checks for all staff

Staffing Capacity and Expertise

Live In Peace employs a multidisciplinary team with expertise in youth development, justice navigation, workforce development, and behavioral health.

- Experienced executive leadership
- Qualified program staff with bachelor's degrees and relevant certifications
- Staff with lived experience reflecting the youth served
- Ongoing professional development in trauma-informed care, de-escalation, and cultural responsiveness
- Strong staff retention supported by supervision and organizational culture

Facilities and Resources

Live In Peace operates a community-based facility in East Palo Alto that serves as a hub for programming and reentry support. The site includes classrooms, meeting spaces, technology resources, and areas for workforce and enrichment activities. The facility is centrally located and accessible via public transportation.

Strategic Partnerships

Live In Peace maintains strong partnerships that enhance service delivery, including:

- Justice System: San Mateo County Probation Department
- Education: Local school districts and community colleges
- Workforce: Employers, training providers, and workforce development entities
- Behavioral Health: Substance use and mental health service providers
- Community-Based Organizations: Culturally specific and faith-based partners

These partnerships allow for warm referrals, coordinated care, and comprehensive reentry support.

Organizational Readiness for This Contract

Live In Peace is fully prepared to implement and manage the proposed Juvenile Hall program.

- Established facility-based experience
- Qualified staff with justice and reentry expertise
- Proven curricula ready for implementation
- Strong probation and community partnerships
- Data systems aligned with County reporting needs
- Fiscal stability and administrative capacity
- Deep cultural credibility with impacted communities

Live In Peace is committed to being an accountable, collaborative, and high-performing partner in advancing positive outcomes for justice-involved youth in San Mateo County.

Live In Peace's Juvenile Hall programming is delivered by a multidisciplinary team with deep community roots, lived experience, and professional expertise in youth development, workforce readiness, substance use education, and re-entry support. Team members bring decades of combined experience working with justice-impacted and system-involved youth, particularly young people of color navigating structural barriers related to education, housing, employment, and family stability. Our staff blend evidence-informed practices with culturally responsive, relationship-centered approaches, and have extensive experience operating within complex systems including schools, probation, behavioral health, and higher education. Together, the team is uniquely qualified to engage youth while in custody and support successful transitions back into the community, with a shared commitment to reducing recidivism and expanding long-term pathways to stability and opportunity.

Team Member	**Title**	**Reporting To**	**Role in Project**
Heather Starnes-Logwood	Executive Director / Lead Project Manager	Board of Directors	Provides overall project leadership and oversight; serves as primary point of contact with the County; ensures compliance with contract requirements; oversees staffing, budgeting, reporting, and quality assurance
Eugene Jackson	Community Liaison / Supervisor	Executive Director	Oversees community engagement and mentorship components; supports youth engagement, accountability, and positive behavior development; coordinates culturally responsive interventions
Stanley Logwood	College and Young Adult Support Specialist / Supervisor	Executive Director	Delivers direct services inside Juvenile Hall, including workforce development, reentry planning, substance use education, and crisis intervention

Andrea Zuniga	Workforce Development Case Manager & Substance Use Education Facilitator	Stanley Logwood	Delivers direct services inside Juvenile Hall, including workforce development, reentry planning, substance use education, and crisis intervention
Roberto Álvarez (“Tito”)	Youth Program Manager	Stanley Logwood	Oversees youth programming, mentorship, academic support, and enrichment activities; supports engagement and leadership development for detained and reentering youth

Heather Starnes-Logwood, Executive Director, Lead Project Manager - Heather Starnes-Logwood, Executive Director of Live In Peace, is a lifelong advocate for young adults and under-resourced communities. Her professional and lived experiences uniquely position her to lead programs serving youth impacted by systemic racism, poverty, and justice involvement. Heather has extensive experience working with multi-barriered youth, developing innovative approaches to economic mobility, and advancing community-centered solutions in housing and workforce development. She is known for her ability to navigate complex systems and build authentic partnerships between community members, public agencies, and civic leaders to drive meaningful change. Heather holds a Master’s degree in Urban Studies and Geography from Temple University and is currently pursuing a Doctorate in Educational Leadership from Saint Mary’s College of California. Her leadership ensures that Live In Peace’s Juvenile Hall programming is grounded in equity, accountability, and long-term impact.

Eugene Jackson, Community Liaison, Supervisor, Reports to Executive Director - Eugene Jackson is a community liaison with deep roots in East Palo Alto and a trusted presence among local youth and families. He is the co-owner of the East Palo Alto Boxing Club, home of Rogue Empire, and an experienced UFC and MMA fighter. Eugene brings a powerful combination of lived experience, discipline, and mentorship to his work with justice-impacted youth. Through boxing and mixed martial arts, Eugene has spent years building confidence, structure, and resilience in young people, while guiding them toward education, job training, and healthier life choices. His ability to connect across age, background, and lived experience allows him to engage youth who are often disconnected from traditional systems of support. At Live In Peace, Eugene leverages strong relationships and credibility to help young people navigate violence, accountability, and personal transformation.

Stanley Logwood, College & Young Adult Support Specialist, Supervisor, Reports to Executive Director - Stan Logwood is a college and young adult support specialist whose work is grounded in authentic relationship-building and consistent mentorship. What began as outreach to a small group of college students quickly grew into a critical support function within Live In Peace's continuum of services. Stan maintains regular contact with students, offering guidance around academic persistence, relationships, financial stress, and life transitions. Known for his reliability and ability to connect across experiences, Stan supports students both on campus and in the community, often filling gaps where traditional systems fall short. His hands-on approach—including campus visits, check-ins, and community-building gatherings—helps young adults remain engaged in their education and focused on long-term goals. Stan plays a key role in ensuring continuity of care for youth transitioning from systems involvement into higher education and independence

Andrea Zuniga, Workforce Development Case Manager & Substance Use Education Facilitator, Reports to Stanley - Andrea Zuniga is a workforce development case manager and substance use education facilitator with extensive experience supporting justice-impacted youth. She began her community work at age 14 as a youth organizer, educating students of color in local high schools on social justice issues and strategies to disrupt the school-to-prison pipeline. As a senior youth organizer, she led community actions and represented youth at civic forums. Andrea holds a Bachelor's degree in Exercise Physiology from CSU Chico and has served as a program coordinator facilitating social justice circles for youth ages 14–22, addressing issues such as immigration, housing, and food insecurity. She also served in the U.S. Army as a Signal Support Specialist. At Live In Peace, Andrea works directly with youth at Juvenile Hall, providing re-entry planning, workforce development, and substance use education. She holds a certification in Mindfulness-Based Substance Abuse Treatment for Adolescents and is completing training toward state accreditation as a Substance Use Disorder Counselor.

Roberto Álvarez "Tito", Youth Program Manager, Reports to Stanley - Roberto Álvarez, known as Tito, is a youth development professional and community organizer with extensive experience designing and leading culturally responsive programs for under-resourced communities. He is the founder of CHASELOVE, a grassroots outreach organization that uplifts youth, local artists, and small businesses through community-centered events and monthly resource distributions in North Fair Oaks. Tito studied Sociology at Cañada College and completed the Year Up program, which led to a full-time role as Program Coordinator for Meta's Global DEI Recruiting Team, where he supported initiatives expanding access to career pathways for underrepresented talent. He later served as Sports and Youth Programs Coordinator at the Redwood City Police Activities League, where he expanded free programming for more than 200 youth and implemented initiatives focused on empowerment, entrepreneurship, and employment. At Live In Peace, Tito oversees youth mentorship, academic support, creative workshops, and community engagement programs that promote leadership, resilience, and positive youth development.

References

Lisa Gauthier, San Mateo County Board of Supervisors
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Mike Calagy, San Mateo County, County Executive Officer
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Gina Sudaria, Ravenswood City School District, Superintendent
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Crystal Leach, Sequoia Union High School District, Superintendent
cleach@seq.org, 650-369-1411

Chief Jeff Liu, City of East Palo Alto Police Department, Chief of Police
jliu@cityofepa.org, 650-853-5904

Mavis Sarabia, Amity Foundation, Project Manager of YEI Grant
MSarabia@amityfdn.org, 213-479-6146

Tyrone Love, Previously Enrolled Justice Impacted Youth from our Program, Successful crane operator
Lovetyrone500@gmail.com, 650-319 -5934,

Fabian Zaragoza, 415-988-4511 Previously Enrolled Justice Impacted Youth from our Program Current Electrician - Boiler Engineer

Tyree Moore, Southern California Edison, Field Planning Technician, Previously Enrolled Justice Impacted Youth from our Program
tyree.moore@sce.com, 323-247-2326

Juvenile Hall Leadership (if not a conflict of interest)

Live In Peace Proposed Budget

Section 1: In-Custory Clinical and Cognitive Services		**$217,020.00**
Section 2: Comprehensize Reentry and Continuity Services		**$160,000.00**
Section 3: In-Custody Trades and Workforce Program		**$327,000.00**
Indirect Service Costs (10%)		**$70,402.00**
TOTAL (maximum costs):		**$704,020.00**

SECTION 1	
Juvenile Hall Services	
Direct Personnel Costs*	$199,020.00
Direct Operating Costs^	$18,000.00
TOTAL	**$217,020.00**

	FY 2025-2026			
***Direct Personnel Costs Detail**	**Hours/Year**		**Rate/Hour**	**Total**
Alcohol and Other Drugs Services	624	4 hours, 3x/week	$75.00	$46,800.00
Life Coaching and Reentry Planning	1248	8 hours, 3x/week	$75.00	$93,600.00
Conditioning, Physical Education, and Wellness	312	2 hours, 3x/week	$35.00	$10,920.00
College and Trade Support	208	2 hours, 2x/week	$75.00	$15,600.00
Crisis Intervention	220	TBD as needed	$75.00	$16,500.00
Workforce Development and Job Training	208	2 hours, 2x/week	$75.00	$15,600.00
Subtotal Direct Personnel Costs				**$199,020.00**

^Direct Operating Costs	
Program Supplies and Activities	$15,000.00
Sports Equipment	$3,000.00
Subtotal Direct Operating Costs	**$18,000.00**

SECTION 2				
Personnel Costs	**Hours/Year**	**Position**	**Rate/Hour**	**Total**
Re-entry Life Coach (off site)	Salary Position	2 full-time	$80,000.00	$160,000.00

SECTION 3			
In-Hall Trades Training Program - 16 week program*		**Additional Cohort 1**	**Additional Cohort 2**
Materials	$30,000.00	$30,000.00	$30,000.00
Labor: Two Crews/Two Structures/Two 4-hour shifts per day, 3days/week	$68,000.00	$68,000.00	$68,000.00
Additional startup cost per student for personal hand tools if provided by Juvenile Hall up to 12 individuals ($2,750 per student):	$33,000.00	N/A	N/A
SUBTOTAL:	**$131,000.00**	**$98,000.00**	**$98,000.00**

**program can run up to three times per year.*

***costs will decrease after initial class, tools can be resued*

DESCRIPTION OF WORK	**COST**
Materials: Two "Training Structures": Cost for Contractor to provide building materials for TWO "training structures" per attached plan and elevation.	$30,000.00
Labor: Two crews/two structures/two 4-hours shifts per day, 3 days/week: Provide labor to train and supervise/direct two groups of 4 to 6 incarcerated youth in the construction of one 12-foot by 12-foot structure each (per attached plan and elevation) on-site at the Juvenile Hall facility over a 16-233k period. (That is, each group builds its own structure.) Includes: - Labor for Contractor plus one helper for 8 hours/day, 3 days/week (Monday, Wednesday, Friday) for the duration of the 16-week program - Deconstruction and removal of the training structure in week 16; re-usable materials to be salvaged for re-use in future iterations of the program; these materials will be left onsite unless other arrangements are made in advance - Power tools needed for all work described - Skills training as follows: Week 1: Mob, basic safety and tools, measuring and cutting, framing intro Week 2: Mud sills, frame floor; subfloor Week 3: Layout for walls, frame walls, plate walls Week 4: Layout roof, stack rafters, fascia Week 5: Roof deck, felt, roofing Week 6: Shear wall training, sheathing, pickup framing Week 7: Draining plane training, house wrap, windows Week 8: Front door and exterior trim, siding Week 9: (Siding), rough electrical, insulation Week 10: Hang drywall Week 11: Finish drywall Week 12: Exterior paint prep and paint Week 13: Int. doors, casings, sills, and interior paint Week 14: Elec. trim, LVP floor, baseboard Week 15: Trim paint, punch out Week 16: Deconstruction and demo/demob. **Educational outcomes:** Upon completing this program, participants will have achieved a basic level of competency in general tasks related to residential construction sites. They will be well-equipped to work as laborers or begin more extensive training in almost any trade associated with residential construction. Examples of the skills they will need to master to complete the project include jobsite safety, jobsite maintenance/housekeeping, proper use of basic hand tools, measuring and fractions, safe use of small power tools (such as drills and various saws).	$68,000.00
Cost per student for personal hand tools if provided by Contractor: (Basic setup - tool belt, personal protective equipment, and small hand tools) This cost is for the purchase of tools, therefore they become the property of the Client (and could possible be re-assigned to a future cohort, or given to the student after release).	$2,750.00
TOTAL: (incudes tools)	**$100,750.00**

Juvenile Hall Services and Workforce Programming
Total Maximum Request: $704,020

Live In Peace proposes a comprehensive, modular service model designed to meet the diverse and evolving needs of youth in custody and those transitioning back into the community. This budget is intentionally structured as a **menu of integrated service components**, allowing the County flexibility to fund **one, two, or all three sections** based on identified priorities, partner coordination, and available resources.

Live In Peace is fully prepared to implement the complete proposal as submitted and is equally capable of delivering any individual section or combination of sections independently, without compromising program quality, fidelity, or outcomes. Each section is operationally sound as a standalone service while also designed to work cohesively as part of a continuum of care.

Budget Summary

- **Section 1: In-Custody Clinical and Cognitive Services**: $217,020
- **Section 2: Comprehensive Reentry and Continuity Services**: $160,000
- **Section 3: In-Custody Trades and Workforce Program**: $327,000
- **Indirect Service Costs (10%)**: $70,402

Total Maximum Program Cost: **$704,020**
Section 1: In-Custody Clinical and Cognitive Services, Total: $217,020

Section 1 supports direct, in-custody services delivered at Juvenile Hall that address substance use, behavioral health, physical wellness, workforce readiness, and reentry preparation. Services are designed to stabilize youth while in custody, reduce behavioral incidents, and prepare participants for successful transitions post-release.

Direct Personnel Costs: $199,020
Personnel costs reflect intensive, scheduled service delivery throughout the year. Hourly rates are consistent with staff expertise and market standards for facility-based youth services.

Alcohol and Other Drugs (AOD) Services – $46,800
(624 hours @ $75/hour; 4 hours, 3 days/week)

Provides structured substance use education and intervention, addressing substance-related risk factors associated with justice involvement and recidivism.

Life Coaching and Reentry Planning – $93,600
(1,248 hours @ $75/hour; 8 hours, 3 days/week)

Supports individualized planning focused on education, employment, housing stability, and compliance with probation requirements. This is a core stabilization and transition service.

Conditioning, Physical Education, and Wellness – $10,920
(312 hours @ $35/hour; 2 hours, 3 days/week)

Promotes physical health, emotional regulation, and positive coping strategies through structured wellness activities.

College and Trade Support – $15,600
(208 hours @ $75/hour; 2 hours, 2 days/week)

Provides exposure to postsecondary education, vocational pathways, and trade opportunities aligned with youth interests and abilities.

Crisis Intervention – $16,500
(220 hours @ $75/hour; delivered as needed)

Funds immediate response and stabilization services for youth experiencing acute emotional or behavioral crises while in custody.

Workforce Development and Job Training – $15,600
(208 hours @ $75/hour; 2 hours, 2 days/week)

Supports job readiness, soft skills development, and alignment with post-release employment and training opportunities.

Direct Operating Costs: $18,000

Program Supplies and Activities – $15,000
Instructional materials, curricula, consumables, and engagement tools required to deliver in-custody programming.

Sports Equipment – $3,000
Durable equipment supporting physical education and wellness programming.

Section 2: Comprehensive Reentry and Continuity Services, Total: $160,000
Section 2 funds **off-site, post-release reentry services** designed to ensure continuity of care for youth transitioning from Juvenile Hall back into the community. This section may be funded independently or in combination with Section 1.

Personnel Costs: $160,000

- **Reentry Life Coaches (2 Full-Time Positions)**
  Provides intensive, ongoing case management for justice-involved youth post-release, including education and employment navigation, probation compliance support, crisis response, and family coordination.

  This staffing model allows Live In Peace to maintain consistent engagement during the high-risk reentry period, significantly reducing the likelihood of technical violations and reoffense.

Section 3: In-Custody Trades and Workforce Program, Total: $327,000

Section 3 supports an **in-custody, hands-on construction trades training program**, structured as a 16-week cohort model and capable of operating **up to three times per year**.

This section is designed to function independently or in coordination with Sections 1 and 2, providing youth with tangible job skills and pathways to employment upon release.

Program Cost Breakdown

Initial Cohort (16 Weeks) – $131,000

- Materials for two training structures: $30,000
- Skilled labor and instruction: $68,000
  Personal hand tools and safety equipment for up to 12 youth: $33,000

Additional Cohort 1 – $98,000

Additional Cohort 2 – $98,000

Costs decrease for subsequent cohorts due to reuse of tools and materials, increasing cost efficiency over time.

The program includes supervised construction of training structures onsite at Juvenile Hall, covering jobsite safety, tool use, framing, roofing, drywall, basic electrical, finishing, and deconstruction. Participants complete the program with foundational competencies aligned with entry-level construction and trade positions.

Indirect Service Costs (10%): $70,402
Indirect costs support essential administrative and operational infrastructure, including fiscal management, payroll, insurance, supervision, data tracking, compliance, and reporting. These

costs are necessary to ensure program accountability and sustainability and are calculated at a modest 10% rate.

Cost Effectiveness and Flexible Implementation
This proposal reflects a **cost-effective, scalable, and flexible service model**. By structuring the budget as a menu of services, Live In Peace enables the County to:

- Award **one, two, or all three sections** based on need and coordination with other providers
- Scale services up or down without loss of program integrity
- Align funding with current facility priorities while preserving future expansion opportunities

Live In Peace is confident in its ability to deliver the full scope of this proposal and is equally prepared to negotiate individual sections to ensure alignment with County goals, partner roles, and available resources.

This budget reflects a high-value investment when compared to the documented costs of youth incarceration and repeated system involvement. The program serves up to 36 youth annually through three 16-week trades training cohorts, while providing year-round in-custody clinical services and comprehensive reentry support to all youth in the facility.

Comparative Cost Analysis:

- **Annual cost of youth incarceration in California:** $150,000–$300,000 per youth
- **Cost per *trades training* participant:** $9,083 per youth (based on $327,000 total investment serving 36 youth through three annual trades traing cohorts)
- **Cost per youth receiving in-custody clinical services:** Significantly lower due to year-round group-based programming serving the broader facility population
- **Potential taxpayer savings:** Preventing the reincarceration of just two youth yields $300,000–$600,000 in avoided incarceration costs alone—exceeding the cost of an entire trades cohort and not accounting for broader social, economic, and community impacts

Multiplier Effect of Three Annual Cohorts:
The three-cohort model maximizes facility resources and contractor efficiency while tripling youth impact. After the initial tool investment of $33,000 in cohort one, subsequent cohorts require only $98,000 each (materials and labor), as tools are reused. This results in a 25% cost reduction for cohorts two and three, demonstrating fiscal prudence and sustainable program design.

Year-Round Service Integration:
Unlike programs that serve only a subset of the population, Live In Peace provides continuous clinical services, life coaching, substance use treatment, and workforce development to all youth in custody throughout the year. The trades program serves as an intensive workforce pathway for participants while the broader clinical services create a supportive facility culture that benefits the entire population.

The integrated service model maximizes value by ensuring that behavioral health support, reentry planning, and workforce training reinforce one another, rather than operating in isolation. Youth do not simply learn construction skills; they address substance use, develop healthy coping strategies, create concrete reentry plans, and build the soft skills employers consistently identify as critical to job retention.

By delivering services in custody, Live In Peace engages youth during a critical window when they have structured time and increased readiness for change. By ensuring seamless connection to post-release supports through two full-time reentry life coaches, the program directly targets the transition period when recidivism risk is highest.

This is not just a budget – it is a comprehensive investment in breaking cycles, building futures, and demonstrating that every young person deserves a real chance at success.

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[MBA PROJECT INC.] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

MBA Project Inc. Response

CONTACT INFORMATION

Company:
MBA Project Inc.

Email:
micah@mbaproject.org

Contact:
Micah Anderson

Address:
2203 San Antonio Ave
Alameda, CA 94501

Phone:
(510) 990-1920

Website:
http://mbaproject.org

Submission Date:
Jan 12, 2026 5:25 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

U886C83PZC75

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

Yes

IS THE PROPOSER A "LOCAL NON-PROFIT"
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

No response submitted

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

MBA_Section_3.1_2026-RFP-00118_Juvenile_Services_and_Programs.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

The Mind Body Awareness Project (MBA) meets and exceeds all of the minimum qualifications as set forth in Section 4.1 of RFP No. 2026-RFP-00118.

1. Providing Similar Services for Minimum of Four (4) Years Within the Last Seven (7) Years

MBA is one of the leading organizations nationally which designs and implements mindfulness-based programming for justice-impacted youth and adults. 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.

In San Mateo County specifically, MBA has provided services at the Youth Services Center for close to 20 years, including:

- **2007-2017:** Services at Hillcrest, Youth Services Center, and Camp Glenwood
- **2017-2020:** Voluntary continuation of services at YSC without contract support
- **2022-Present:** Contracted services under current three-year agreement

MBA's continuous presence in juvenile justice settings across the Bay Area and California over the past 25 years demonstrates deep expertise in the specific population, environment, and service model requested in this RFP. Our work has consistently focused on mindfulness-based mental health programming for youth who are underserved, marginalized, or under-resourced; youth who are

justice-impacted; and youth who are system-involved; precisely the populations and service categories outlined in the 2025-2030 Local Action Plan.

2. Account Manager Has Minimum of Two (2) Years of Experience Within the Last Five (5) Years in Providing Account Services

Husna Mohammadi serves as a Senior Facilitator and primary Account Manager for the San Mateo County Probation contract. Ms. Mohammadi has provided account management services for this specific contract since its inception in June 2022, giving her over three years of direct experience managing San Mateo County Probation services.

3. Firm Registration with System for Award Management (SAM)

MBA has a SAM.gov UEI number and is in the process of completing full registration, as allowed per pre-proposal meeting guidance.

4. Registered Business Name and Unique Entity ID (UEI) Number

Business Name: The MBA Project, Inc.

Tax Status: 501(c)(3) tax-exempt nonprofit organization

UEI Number: U886C83PZC75

PROJECT APPROACH*
This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

Program Overview

The Mind Body Awareness Project (MBA) proposes a comprehensive trauma-informed and mindfulness-based mental health continuum serving justice-impacted youth at the Youth Services Center (YSC), youth who are underserved, marginalized, or under-resourced, and their families. Building on almost two decades of partnership with San Mateo County, MBA offers evidence-based programming that addresses the interconnected needs identified in the 2025-2030 Local Action Plan (LAP): emotional well-being, educational engagement, family support, and coordinated system access. Throughout this proposal, MBA utilizes the key terms defined in the LAP to ensure alignment with the County's shared vision and language.

MBA operates from the understanding that justice-impacted and marginalized youth carry profound resilience alongside their trauma. Our curriculum teaches 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. Through family programming, we extend these skills to the caregivers and loved ones who support youth before, during, and after their time at YSC.

One of the assets that distinguishes MBA's work is our recognition that many young people demonstrate positive behavior change while supported by caring adults and structured programming, yet face significant challenges when their neighborhoods are delimited by scarce resources and they are alone in triggering situations without a mentor or counselor. MBA trains youth to protect their lifelong wellbeing with an internal toolkit that develops skills for emotional regulation, conflict resolution and de-escalation, so that youth are more likely to assess their options to make positive choices, create positive relationships with others, and be less likely to recidivate.

MBA's work is grounded in two complementary frameworks: trauma-informed care and healing-centered engagement. Trauma-informed care provides the essential foundation; establishing physical, psychological, and emotional safety through pacing, choice, and presence before deeper work can begin. We prioritize trustworthiness and transparency, knowing that youth who have experienced trauma can see right through inauthenticity. At the center of this work is mindfulness practice itself; the cultivation of present-moment awareness through breath, body, and focused attention. This simple yet profound practice builds the neurobiological capacity for self-regulation, creating the ground from which healing-centered transformation is born.

While trauma-informed care creates safety, MBA's healing-centered approach goes further. The shift is subtle but can be profound: trauma-informed care says, "we see your pain and we won't add to it." Healing-centered engagement says, "We see your wholeness and we'll help you build on it." This matters deeply in our work with justice-impacted youth, who have often internalized narratives that define them by their trauma or their mistakes. MBA actively counters these narratives through relationship-based practices that reveal inherent capacity, cultural assets, and strength. Our approach is rooted in wholeness rather than deficit, grounded in peer-based learning, forward-looking, and oriented toward service, because when those who have been helped become helpers, transformation deepens and cascades.

Critically, these two frameworks are not a hierarchy but a spectrum. Youth enter their work with MBA at different points based on where they are. Some need more foundational work around safety and nervous system regulation, while others are ready for relational development and leadership. We meet each young person where they are and walk with them along the continuum: from establishing safety, to building regulation skills, to recognizing wholeness, to embodying transformation, to teaching others. At its

core, MBA operates from a deep belief that we are not fixing broken people; we are revealing what was always present and cultivating conditions for belonging, resilience, and connection from within.

These philosophical foundations are operationalized through evidence-based modalities rooted in our core curriculum. As noted in the LAP, MBA utilizes trauma-informed care, and mindfulness-based interventions. In practice, MBA also utilizes five other evidence-based practices described in the LAP: cognitive behavioral therapy (CBT), dialectical behavior therapy (DBT), acceptance and commitment therapy (ACT), motivational interviewing (MI), and social-emotional learning (SEL). Our facilitators integrate elements from across this spectrum: CBT principles inform our curriculum's focus on the connection between thoughts, emotions, and actions; DBT skills address emotional regulation and distress tolerance; ACT supports psychological flexibility and values-based action; MI techniques guide our individual coaching sessions; and SEL underpins our asset-driven, strengths-based philosophy.

Finally, what makes MBA's approach unique is our ability to translate mindfulness-based stress reduction practices into language and metaphors that resonate with the youth we serve. Rather than relying on abstract concepts, we use vivid, memorable imagery that youth can immediately apply to their own lives. For example, one core MBA teaching is Lion Mind vs. Dog Mind. We ask youth to imagine a dog with a bone waved in front of it—the dog can't help but chase it, jumping around, completely distracted. Now imagine a lion: the lion sees the bone but doesn't feel compelled to chase it. The lion notices the distraction, keeps its eye on the bigger picture, and stays focused on its goal. This is mindfulness at its essence. Youth quickly connect this metaphor to their own experience—recognizing the "bones" in their lives that have gotten them into trouble, the things they felt they couldn't say no to. With practice, youth learn to observe and regulate their impulses, making decisions instead of reactions. This kind of accessible, engaging teaching is woven throughout MBA's curriculum, making complex concepts stick and giving youth practical tools they actually use.

Program Alignment with 2025-2030 Youth Local Action Plan 2025-30 (LAP) Strategic Outcomes

MBA's programming directly advances the four desired outcomes identified in the LAP. As an organization recognized in the LAP itself for "tools and curricula that utilize growth mindset approaches, meditation, and mindfulness for youth's self-discovery, regulation, coping, and socioemotional learning," MBA is positioned to deepen our impact as we help the County work toward these goals.

Youth Cultivate Social and Emotional Well-Being

At its core, MBA's programming addresses a top priority from the LAP: youth behavioral and mental health. The plan notes that 68% of surveyed providers ranked this among their top five concerns, with system leaders calling for "more resources and supports for youth to manage their stress and mental well-being." MBA's evidence-based curriculum delivers exactly this—teaching emotional

regulation, self-soothing, and coping strategies that the LAP identifies as critical for youth success in custody and beyond. MBA's most recent program evaluation shows a 4.88 out of 5.0 average across measures of emotional regulation, decision-making, and self-compassion, with youth achieving perfect scores on consequential thinking and healthy stress coping. Youth report having "better tools for handling anger," knowing "how to calm myself down when upset," and being able to "recognize my emotions before they get out of control." These are not abstract outcomes, but skills that translate directly into fewer conflicts, better decisions, and lasting change.

Youth Access a Responsive, Coordinated System

The LAP also identifies a critical reentry gap: "most of the support structure at the YSC-JH is disrupted" upon release, and "not all youth have access to reentry services." MBA's Mindful Bridge program directly addresses this gap by providing continuity of care as youth transition from detention to community supervision. Through pre-release planning, weekly community-based mindfulness circles, and weekly individual coaching sessions, youth will maintain the skills, relationships, and momentum they build at YSC during the vulnerable reentry period. Our proposed SOAAR Community Days program further strengthens this continuum by extending mentorship beyond facility walls through nature-based mindfulness outings, community service, and other reintegration experiences that prepare youth for successful transitions before release.

Moreover, MBA has long responded to the LAP's call for individualized, flexible approaches by serving youth across the full spectrum at YSC—from younger, shorter-stay youth in Forrest units to older transition-age youth in Pine—and will continue adapting our programming to meet each population's developmental needs.

Our facility-based services, combined with expanded reentry programming, will help the County build the robust continuum of care from detention through community reintegration that the LAP envisions. Our strong relationships with YSC staff—built over years of dedicated partnership and reinforced through mindfulness-based stress reduction trainings—position us to continue to deliver all of these services seamlessly. We welcome additional coordination between CBOs and YSC staff and will engage in collaboration opportunities as they arise.

Youth Gain Educational and Career Skills and Hope for the Future.

MBA facilitators are credible messengers who build authentic relationships with youth mentees through shared experience and cultural understanding. The LAP notes that at least 61% of youth served identify as Hispanic/Latino, and that "representation matters in mentorship." MBA's leadership and facilitation team reflect this reality: our Executive Director is Chicano from East Los Angeles, and our facilitators bring diverse backgrounds including lived experience with the justice system and long-term recovery. One of our senior facilitators, for example, is Mexican American—the son of a migrant farmworker—who was justice-impacted as a youth and went on

to become an attorney and senior administrator at Stanford University before joining MBA, modeling the very transformation we seek to inspire. Another senior facilitator is an Afghan-American woman who is active in leading national conferences related to international trauma, and a licensed Speech Language Pathologist.

MBA's adult role models embody real-life success stories that instill hope and inspire youth to envision positive goals for themselves. And to better prepare youth for successful reentry, MBA offers certificate programs in peer facilitation, mindful communication, and senior facilitator training for youth to develop leadership skills and earn tangible credentials that support their futures. Offering a clear pathway for growth to build skills through incentives and formal recognition builds self-worth, self-determination, goals-based forward-thinking, and a belief in one's own capacity to change.

Families Are Engaged and Supported.

Finally, MBA's programming strengthens family connections, which the LAP identifies as essential to youth success. MBA's proposal includes Family Nights programming, a unique MBA offering where youth participate in programming alongside their families, directly addressing the LAP's finding that these events are "highly valued" but inconsistently available.

MBA believes that improving healthy youth-adult communication and repairing broken relationships can reduce justice involvement and recidivism for our target populations through strengthening supportive networks for youth inside and outside YSC. Our Mindful Communication curriculum equips youth with skills that improve family relationships, and our staff trainings teach trauma-informed tools to the officers who work with the youth and their families daily. Introducing mindfulness practice to staff, parents, and caregivers creates a shared language and builds a new bridge for understanding. The social-emotional skills youth develop in our programs ripple outward, helping them communicate more effectively, regulate conflict without escalation, and restore trust with the people who matter most.

Summary of Proposed Services

MBA's proposed scope of work includes a comprehensive suite of mindfulness-based services designed to meet youth where they are—whether in short-term detention, long-term commitment, or transitioning back to the community. All programming is grounded in MBA's evidence-based 10-module curriculum and delivered by trained, trauma-informed facilitators.

Populations and Funding Streams

MBA proposes to serve three distinct populations, each aligned with a specific funding stream:

Population	Funding Stream	Description
Shorter-Term Detention Youth	YOBG	Youth in short-term detention requiring immediate skill-building with flexible entry points
Longer-Term Commitment Youth	JJRBG	Transition-age youth (18-25) in longer-term placement with emphasis on identity formation and reentry planning
Community-Based Reentry Youth	JJCPA	Justice-involved youth transitioning from YSC to community supervision, requiring continuity of care

Below is a summary of services for each population:

- Population 1: Shorter-Term Detention Youth (YOBG) – Weekly Mindfulness Groups, Individual Coaching Sessions, and the Mindful Steps Running Program, serving youth with shorter stays who need immediate skill-building and stabilization. Also included are: Bi-annual Retreats, Certificate Pathways, Family Nights, and Annual Staff Training for probation personnel.
- Population 2: Longer-Term Commitment Youth (JJRBG) – Expanded programming for JJRBG-eligible transition-age youth (ages 18-25), including Weekly Mindfulness Groups adapted for adult developmental needs, Individual Coaching with reentry planning, the Mindful Steps Running Program, and the SOAAR Community Days reintegration program. Also included are: Bi-annual Retreats, Certificate Pathways, Family Nights, and Annual Staff Training for probation personnel.
- Population 3: Community-Based Reentry Youth (JJCPA) – The Mindful Bridge program provides continuity of care for youth transitioning from YSC to community supervision. MBA is uniquely positioned to follow youth from detention into the community, ensuring the mindfulness skills they develop at YSC are sustained and reinforced during the vulnerable reentry period. This six-month program includes Pre-Release Transition Coaching, community-based Weekly Reentry Circles, and Individual Reentry Coaching.

Detailed descriptions of each service, including frequency, format, and milestones, are provided in Section 3.4 Scope of Work.

Conclusion

MBA's outcomes demonstrate the effectiveness of our approach. In our most recent program evaluation, end-of-program satisfaction averaged 4.88 out of 5.0 across all skill domains (managing strong emotions, making better choices, self-compassion, conflict

resolution, and program connection), with 100% of participants rating the program "Excellent" and 100% saying they would recommend it to peers. Our Mindful Steps Running Program achieved similarly strong results: 4.83 out of 5.0 overall satisfaction, with near-perfect scores in emotional regulation (4.94), self-efficacy (4.88), and mindful awareness (4.95).

Most importantly, youth report applying these skills in real-world situations. When asked about using what they learned, multiple youth described de-escalating potential fights: "I was about to fight someone, but I thought about the consequences and did not do it." "When I was going to get into a fight, I regulated myself." "I was able to think before crashing out." These are the moments that matter—when a young person, alone in a triggering situation without a mentor or counselor present, chooses a different path.

MBA's proposed scope of work is aligned with the priorities identified in the 2025-2030 Local Action Plan. We have the services, experience, and relationships to help San Mateo County advance its vision for justice-impacted youth, and we are ready to expand our partnership to fulfill this mandate. At the same time, we recognize that an expanded scope requires additional investment. Should the full continuum of services not be feasible at this time, MBA remains deeply proud of the work we have accomplished under our current contract and is fully prepared to continue delivering our high-quality mindfulness groups, individual coaching, and running programming at YSC. We are grateful for almost two decades of partnership with San Mateo County and look forward to continuing this work—at the scope that best serves the County's youth and resources.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

I. Core Programming (All Facility-Based Youth: YOBG & JJRBG)

A. Weekly Mindfulness Groups

MBA facilitators lead 90-minute sessions utilizing MBA's evidence-based 10-module curriculum. Each session combines educational instruction with experiential practice, allowing youth to learn concepts and immediately apply them through guided meditation, breathwork, and reflective discussion. Sessions use a council circle format that builds community and models social communication skills.

Curriculum Topics: Introduction to Mindfulness, Basic Goodness, Impulse Regulation, Mindful Communication, Emotional Intelligence, Self-Compassion, Trauma and Core Beliefs, Forgiveness, Empathy, Belonging, and Rites of Passage

Population-Specific Adaptations:

- YOBG: Flexible entry points for shorter stays; emphasis on immediate skill-building
- JJRBG: Adapted for transition-age youth; emphasis on identity formation, post-release planning, and sustainable practices

Format: 90-minute sessions; group size 2-15 youth | **Frequency:** 1x per week per unit

Milestones: Youth complete 10-module curriculum cycle; Pre/post assessments administered for each cohort; Graduation ceremonies held quarterly, certificates awarded

B. Individual Coaching Sessions

MBA's skilled trauma-informed mindfulness coaches provide one-on-one sessions for youth needing additional support. These individualized sessions allow facilitators to address specific challenges a youth may be facing, reinforce skills learned in group settings, and provide crisis intervention when needed. Coaches work collaboratively with youth to set personal goals and track progress over time.

Format: 30-minute rotating one-on-one sessions for the entire cohort | **Frequency:** weekly

Milestones: Individual coaching plans developed for high-need youth; Progress documented in session notes; Coordination with probation staff on each youth's development

C. Mindful Steps Running Program

Mindful Steps integrates cardiovascular conditioning with body-based (somatic) mindfulness practices that help youth feel more grounded, reduce stress, and build emotional regulation skills. During 90-minute sessions covering 3-5 miles, youth learn to anchor awareness in breath and sensation with each step—building the mind-body integration that supports nervous system regulation and emotional resilience. During laps, facilitators create an informal space for youth to reflect on their week, process current stressors, and experience genuine connection. Through exercising in community youth build the sense of belonging essential for healing.

Format: 90-minute sessions, group size 2-10 youth | **Frequency:** 1x per week

Milestones: Youth complete progressive running benchmarks; Self-reported stress reduction tracked pre/post runs; Annual field day running event organized by youth; Running sneakers provided to participants

D. Homework Component

Youth receive weekly assignments to build healthy habits and stay emotionally regulated throughout the week: journal prompts related to session content, mindfulness practice exercises, and approximately 30 minutes of individual practice per week.

E. Materials Provided

MBA provides youth with evidence-based written materials to supplement weekly sessions, including: MBA published curriculum, session handouts, posters with mindfulness reminders for units, grounding technique cards, books, individual letters of support, graduation certificates, and graduation celebration meals. Milestones are celebrated to instill a sense of pride and accomplishment in each youth.

II. Enrichment Programming

A. Bi-Annual Retreats (All Facility-Based Youth: YOBG & JJRBG)

Intensive half-day experiences that deepen self-regulation skills and nervous system awareness while strengthening protective peer connections across the facility. The extended format allows youth to go deeper into practice than weekly sessions permit, building sustained attention and emotional regulation capacity through immersive, transformative experiences.

Format: 4-hour intensive with extended meditation, movement, and reflection practices; guest facilitators and specialized content (restorative justice circles, cultural healing practices, creative expression), up to 20 participants | **Frequency:** 2x per year

Milestones: Two retreats completed annually; Participant feedback collected

B. SOAAR Community Days Reintegration Program (Longer-Term Youth: JJRBG)

MBA's community-based reintegration program for eligible longer-term youth directly addresses the LAP's identified "prevention and reentry gaps" and provides the structured community practice essential for successful transitions.

Format: Half-day structured activities; Nature-based mindfulness outings (hiking, trail running); community service and leadership opportunities; skills development and certificate training; supervised community integration experiences; court-mandated data collection on emotional regulation, social functioning, and community safety; Juvenile Institution Officer escort coordination; behavioral data collection for court reviews | **Frequency:** 1-2 outings per quarter for select youth

Milestones: Emotional regulation, social interaction, task engagement, safety behaviors, and responsiveness to coaching documented; Quarterly reports submitted to Probation and court

III. Certificate Pathways (All Facility-Based Youth: YOBG & JJRBG)

MBA's tiered certificate system provides tangible recognition of youth growth and builds leadership capacity. Certifications give youth concrete evidence of their accomplishments and become credentials they can reference in court hearings, share with family members, and include on resumes and job applications.

Certificate Pathways are integrated into MBA's existing service delivery and are not billed as separate programming. When circumstances warrant–for example, a cohort of youth has completed the 10-module curriculum and would benefit from advanced skill-building–facilitators may use regularly scheduled group time to deliver certificate program content. This flexible approach allows MBA to meet youth where they are developmentally while ensuring that youth with longer stays continue to grow and engage rather than repeat foundational content.

A. Lion-Mind Peer Facilitator Certification

Youth who complete MBA's 10-module curriculum and demonstrate leadership potential are invited to pursue this certificate. Training prepares youth to support their peers—co-facilitating group discussions, mentoring newer participants, and modeling mindfulness practices.

Objectives: Group facilitation basics; peer mentoring skills; practice co-facilitating with MBA staff support; reflection on personal growth journey | **Frequency:** 4-6 sessions, by invitation

Milestones: Prerequisite completion; youth co-facilitate minimum 3 sessions; certificate awarded upon competency

B. Enneagram Training Certification

The Enneagram personality framework helps youth understand their core motivations, default patterns, and pathways for growth—particularly valuable for older youth navigating identity formation.

Objectives: Introduction to nine types; self-assessment; stress and growth behaviors; application to relationships and conflict | **Frequency:** 4-6 sessions, individual or small group

Milestones: Self-assessment completed; curriculum completed; certificate awarded

C. Mindful Communication Certification

Participants develop essential communication skills that strengthen family connections and support successful reentry through nonviolent communication principles.

Objectives: Non-violent communication (NVC); identifying feelings and needs; "I" statements; active listening; de-escalation strategies; role-playing difficult conversations | Frequency: 4-6 sessions, individual or small group

Milestones: Curriculum completed; skills demonstrated through role-play; certificate awarded

D. Legacy Leadership Training Certification (Longer-Term Youth: JJRBG & JJCPA)

The highest tier of MBA's certificate pathway, recognizing youth who have moved from participant to practitioner. This advanced program develops facilitation skills and includes supervised community practice through SOAAR.

Objectives: Advanced facilitation techniques; supervised community practice; mentorship of newer participants; professional development coaching (resume building, interview skills, career exploration) | Frequency: 7 sessions, by invitation

Milestones: Prerequisite certificates completed; skill mastery demonstrated; SOAAR practice hours completed; certificate awarded for professional use

IV. Family & Staff Programming

A. Family Nights (All Facility-Based Youth: YOBG & JJRBG)

MBA brings youth and their families together for guided mindfulness exercises, communication skill-building, and relationship strengthening activities. Family Nights create shared language and experience between youth and caregivers—when families learn the same practices youth are using at YSC, they can reinforce these skills at home and during reentry.

Objectives: Youth-led sharing; guided family communication exercises; mindfulness practices for home use; tools for navigating stress and conflict | Frequency: Quarterly (or as scheduled by Probation)

Milestones: Family Nights delivered as scheduled; Family participation tracked; Pre/post feedback collected

B. Staff Training (All Facility-Based Youth: YOBG & JJRBG)

MBA provides annual trauma-informed mindfulness training for probation staff, creating shared language and practice between facility staff and program facilitators. When staff learn the same concepts youth are developing—like nervous system literacy and mindfulness techniques for better decision making—they can reinforce these skills throughout the day. This systemic approach builds

staff capacity to support youth regulation, reduces vicarious trauma and burnout, creates consistency in youth experience, and strengthens facility culture.

Format: Half-day training session for YSC staff | **Frequency:** Annual

Milestones: Training delivered; staff participation documented; pre/post assessments collected

V. Community-Based Reentry Services (JJCPA)A. Mindful Bridge Reentry Circles

MBA's six-month community-based reentry program bridges the gap between institutional programming and community reintegration. The LAP notes that "most of the support structure provided at the YSC-JH is disrupted" upon release, and that "not all youth have access to reentry services." This program ensures that the skills, relationships, and momentum youth build at YSC become the foundation for successful community reintegration. The program includes four components: pre-release planning during the final 30 days at YSC (transition planning sessions, warm hand-off coordination with probation, family engagement and orientation, connection to community resources); weekly community-based mindfulness circles using a cohort model (2-10 youth) with 90-minute sessions led by consistent facilitators from YSC programming; weekly individual coaching (30-minute sessions for goal tracking, accountability, crisis support, and probation coordination); and a Legacy Leadership Pathway where graduates transition into peer mentorship roles as credible messengers with shared lived experience.

Format: 6-month program; weekly group sessions and weekly individual coaching sessions in community settings | **Frequency:** Ongoing enrollment as youth are released from YSC

Milestones: Pre-release plans completed; 6-month program completion tracked; pre/post assessments on emotional regulation and family functioning; peer mentor roles assigned; quarterly reports submitted to Probation

Estimated Capacity: 40-60 youth annually

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

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INNOVATIONS*

Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

MBA's partnership with San Mateo County has been characterized by responsiveness, innovation, and commitment that extends beyond contractual obligations. Our track record demonstrates that we continuously improve our programming incorporating data, participant feedback, and emerging best practices. In this section, we summarize recent innovations that have shown demonstrable results, followed by the innovations and improvements MBA plans to bring to San Mateo County in the coming contract period.

Ongoing Innovations

Voluntary Expansion to Second Unit Despite being contracted for services in only one unit (Forrest 3), MBA recognized the unmet need in Forrest 2 and voluntarily expanded programming to provide alternating groups and individual coaching sessions. This innovation served dozens of additional youth at no cost to the County and demonstrated MBA's commitment to comprehensive care.

Development of Mindful Running Program Recognizing the important connection between physical exercise and mental health, and that youth connect with mindfulness in different ways, MBA developed a specialized running program that teaches meditation through movement. This program has become a cornerstone of Pine 4 services, with youth demonstrating remarkable growth in emotional regulation, peer leadership, and community building. Youth testimonials reveal transformation from "running away from problems" to "running toward the person I want to become."

Certificate Pathways MBA expanded beyond our standard completion certificates to develop a tiered system including peer facilitation, Enneagram training, and mindful communication certificates. These tangible credentials build youth confidence and provide resume-worthy accomplishments for post-release opportunities.

Planned Innovations (2026-2031)

Technology Innovations

Published Participant Curriculum (2025) In 2025, MBA completed a major milestone: updating and publishing our curriculum in a participant-facing format for the first time. Previously, our curriculum materials were written as a "teacher's edition" to guide facilitators through sessions. Now, participants receive their own workbook that includes all curriculum content plus reflection activities corresponding to each of the 10 modules. This innovation was first implemented with our cohorts in the California Department of Corrections and Rehabilitation, and we will bring this enhanced resource to youth at YSC beginning in the new contract period.

Providing youth with their own materials:

- Reinforces learning between sessions
- Gives youth a tangible resource they can keep and reference post-release
- Supports the homework component of our programming
- Creates consistency across all MBA programs statewide

Interactive Digital Curriculum App MBA has partnered with UC Santa Cruz Blueprint, a coalition of numerous colleges committed to using technology for good by helping nonprofits by creating apps and websites. With the partnership, we are digitizing our curriculum and creating an interactive app to supplement the written materials, which is available though a secure website.

This technology innovation will provide youth with:

- Digital access to curriculum content
- Guided audio meditations and breathing exercises
- Interactive reflection exercises

This app will extend MBA's reach beyond scheduled sessions, supporting youth in building sustainable daily practices. The digital platform also creates opportunities for continued engagement during reentry, as youth can access the app on personal devices after release.

Continuous Program Improvement

Regular Curriculum Updates Based on Participant Feedback MBA is committed to continuous improvement through systematic collection and integration of participant feedback. We gather input through multiple channels:

- End-of-program surveys assessing content relevance and delivery
- Informal conversations during sessions and individual coaching
- Focus groups with youth to explore what's working and what could be improved

This feedback directly shapes our programming. For example, when several youth approached facilitators requesting support with communication - navigating conflicts with peers, expressing needs to staff, and preparing for difficult conversations with family - we adapted our adult Mindful Communication module specifically for adolescent developmental stages. We now offer this module both in group settings and through individual sessions, and youth report feeling more equipped to navigate the complex relational landscape of their environment while staff observe measurable improvements in conflict resolution and self-advocacy.

Expanded Programming for San Mateo County

The following innovations bring MBA's proven programming models to new populations in San Mateo County:

SOAAR Community Days Program In response to court requests for reentry data and community safety assessment, MBA developed a structured community reintegration program that combines nature-based mindfulness, leadership development, and supervised community practice. This innovation directly addresses the LAP's identified reentry gaps and creates a scalable model for transition-age youth. MBA has developed this program in full and stands ready to implement it in partnership with Probation.

Mindful Bridge – Reentry Circles This six-month reentry program addresses a critical gap identified in the LAP: many youth at YSC currently lose their mentorship support system upon release. Mindful Bridge provides continuity of care through pre-release planning, weekly community-based circles, weekly individual coaching, and family resilience workshops. This is not a new concept for MBA—we are bringing a proven model to a new population.

Family Nights MBA has previously delivered Family Night programming at Glenwood and in San Mateo County. We propose expand this offering, bringing families into the mindfulness journey alongside their youth. Through guided mindfulness exercises, communication skill-building, and relationship strengthening activities, families develop practical tools and language to navigate stress and conflict together—building the foundation for healthier dynamics during reentry and beyond.

Legacy Leadership Pathway with Peer Mentors Building on MBA's established peer facilitation model, the Legacy Leadership Pathway creates a formal structure for program graduates to transition into mentorship roles. This innovation addresses multiple LAP priorities: it provides workforce development and employment for justice-impacted young adults, creates "credible messenger" mentors with shared lived experience, and builds a sustainable pipeline for program staffing.

Culturally Responsive and Linguistically Appropriate Services that Address Racial Disparities MBA acknowledges that Hispanic/Latino and Black youth are disproportionately represented in San Mateo County's juvenile justice system, and we recognize the importance of linguistic accessibility and cultural responsiveness. Our programming:

- Centers lived experience and validates cultural identity
- Employs organizational leadership and facilitators that represent diverse racial, ethnic, and cultural backgrounds and experiences
- Honors diverse spiritual and cultural traditions without religious framing;
- Uses culturally relevant examples and language
- Addresses systemic impacts of racism and trauma
- Builds critical consciousness alongside emotional regulation skills
- Written materials are available in Spanish
- MBA facilitators have the capacity to deliver Spanish-language curriculum

Sustainability MBA's approach to innovation is designed for long-term sustainability:

- Published curriculum ensures program fidelity and enables scaling
- Legacy Leadership Pathway creates a pipeline of future facilitators from program alumni
- Staff training builds trauma-informed capacity within YSC that persists beyond MBA sessions
- Digital app extends program reach without requiring additional facilitator hours
- Family programming builds support systems that sustain youth growth after formal program completion

MBA is committed to building programming that doesn't just serve youth during their time at YSC, but equips them—and the systems around them—for lasting change.

PERFORMANCE MEASURES*
Describe a plan for achieving performance measures

Overview

MBA is committed to rigorous evaluation and transparent data sharing to demonstrate program effectiveness and support continuous improvement. Our evaluation framework combines validated quantitative assessments, qualitative feedback, and systematic service tracking—a methodology refined through years of partnership with San Mateo County Probation and the County's third-party evaluator, Applied Survey Research. This section outlines our approach to data collection, performance measurement, reporting, and coordination with Probation staff.

Evaluation Framework

MBA employs a comprehensive, multi-method evaluation approach designed to capture both measurable outcomes and the lived experience of youth transformation. Our framework addresses three core questions: Are youth participating consistently in programming? Are they demonstrating growth in targeted skill areas? And how do they describe their own transformation?

Youth-Level Data Collection

Demographics (Collected at program entry)

At intake, MBA collects demographic information for each participant including gender, date of birth, race and ethnicity, and unit placement/housing location. This data enables disaggregated analysis by population characteristics and ensures equitable service delivery across all youth served.

Program Dosage and Frequency (Tracked for each session)

MBA tracks detailed service data for every participant including program entry and exit dates, dates and duration of each service (group sessions, individual coaching, Mindful Steps Running Program, retreats), type of service received, and attendance and engagement levels. This dosage tracking allows us to analyze the relationship between service intensity and outcomes.

Quantitative Assessments (Pre/post each 10-week cycle)

MBA administers a variety of validated, evidence-based assessment instruments published in peer-reviewed journals to measure youth growth across multiple domains. These can include:

- Perceived Stress Scale (PSS-10) – measures subjective stress levels
- Healthy Self-Regulation Scale (HSR) – assesses emotional regulation capacity
- Mindful Attention Awareness Scale (MAAS) – evaluates present-moment awareness

- Rosenberg Self-Esteem Scale (RSE) – measures global self-worth
- Teen Conflict Survey (Impulsivity subscale) – assesses impulse control
- Self-Compassion Scale – evaluates self-kindness and common humanity

In addition to these standardized instruments, MBA administers comprehensive 29-item pre/post assessments measuring growth across six domains aligned with our curriculum: mindfulness, emotional awareness, anger regulation, self-compassion, trauma resilience, and communication. These self-evaluations use a 5-point frequency scale (1=Almost Never to 5=Almost Always).

MBA also administers end-of-program evaluations capturing immediate impact across five skill categories—managing strong emotions, making better choices, self-compassion, conflict resolution, and program connection—using a 5-point Likert scale (1=Not at all true for me to 5=Very true for me) plus open-ended reflections.

Qualitative Data

Quantitative measures tell us whether youth are changing; qualitative data helps us understand how. MBA collects rich qualitative information through:

- Focus group interviews at program completion
- Written reflections and youth testimonials
- Facilitator observations of behavioral change
- Staff feedback on youth progress

This multi-method approach captures not just whether youth improve, but how they describe their transformation in their own words—essential for understanding what resonates and refining our approach.

SOAAR Community Days Evaluation

For the SOAAR Community Days pilot serving transition-age youth, MBA will collect specialized observational and self-report data during each community outing. Facilitators will assess and document:

- Emotional regulation and stress response during outings
- Social interaction quality and communication effectiveness

- Task engagement and follow-through
- Safety behaviors and boundary respect
- Responsiveness to coaching and feedback

This data will be aggregated quarterly for court review and Probation reporting as detailed in the Scope of Work, providing concrete evidence of youth readiness for community reintegration.

Performance Targets

MBA establishes clear, measurable performance targets aligned with the County's LAP outcomes. While specific targets will be finalized in collaboration with Probation, our historical data and program design support the following benchmarks:

Measure	Target
Youth served annually (unduplicated)	Per contract specifications by funding stream
Average attendance rate for enrolled youth	80% or higher
Pre/post assessment completion rate	85% or higher
Youth demonstrating improvement on PSS-10	70% or higher
Youth demonstrating improvement on HSR	70% or higher
Youth reporting skill gains on end-of-program evaluation	80% or higher

Certificate program completion rate	75% of enrolled youth
Quarterly reports submitted on time	100%

MBA will track progress toward these targets monthly and report variance analysis quarterly, identifying both successes and areas requiring programmatic adjustment.

Continuous Improvement

MBA views evaluation not as a compliance exercise but as a genuine partnership in understanding what works for San Mateo County youth. Our commitment extends beyond contractual requirements to actively using data for program refinement:

- Monthly internal review of attendance and engagement trends
- Quarterly analysis of pre/post assessment results to identify curriculum strengths and gaps
- Annual program planning informed by third-party evaluation findings
- Ongoing facilitator debriefs to capture qualitative insights and adapt in real time

The data tells a clear story: mindfulness-based programming delivered by skilled, culturally responsive facilitators within a trauma-informed framework produces measurable improvements in emotional regulation, decision-making, self-worth, and prosocial behavior. Youth not only learn concrete skills—they develop the internal resources needed to navigate challenging circumstances long after program completion.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.

- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

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TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

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REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

MBA_Section_3.10_2026-RFP-00118_Juvenile_Services_and_Programs.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

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January 9, 2026

Dear San Mateo County Probation Department,

The Mind Body Awareness Project (MBA) respectfully submits this proposal for a 5-year contract to provide comprehensive mindfulness-based mental health services at the Youth Services Center and to support the broader San Mateo County community. We propose expanding our current trauma-informed, healing-centered programming for youth across YOBG, JJRBG, and JJCPA funding streams to respond to the needs and gaps identified in the Local Action Plan 2025-30 (LAP).

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 25 years, MBA has been transforming underserved communities— and training those who serve them—with mindfulness-based mental health tools that support healing and transformation. MBA has partnered with San Mateo County for nearly 20 years, providing our evidence-based mindfulness curriculum at YSC and previously at Hillcrest and Camp Glenwood. We have consistently delivered high-quality services while voluntarily expanding programming in response to youth and facility needs.

Through key service expansion focused on LAP outcomes, this RFP offers MBA the opportunity to fulfill our commitment to transforming entire ecosystems—training juvenile hall staff, equipping community providers, navigating family dynamics, preparing youth as peer leaders, and supporting healthy reentry—so that mindfulness becomes a shared language across the systems youth navigate, not just a skill they practice alone.

MBA programming includes weekly mindfulness groups across all housing units, individual coaching for transition-age youth, an expanded mindful running program, nature-based transition support, and quarterly retreats. These services leverage MBA's proprietary evidence-based curriculum, refined over two decades and validated through published research, to help youth develop self-regulation skills, anger management, emotional awareness, and the internal toolkit needed to navigate the challenging circumstances faced by youth and their families.

I am honored to oversee this work and continue our strong partnership with San Mateo County. Please contact me with any questions at micah@mbaproject.org or 510-990-1920.

Respectfully submitted,

Micah Anderson, Clinical Director LMFT #104709

MBA is fully prepared to deliver the proposed scope of work within the County's required timeframe. Our organization has maintained continuous programming at YSC for nearly two decades, and our current staff, systems, and curriculum are ready to continue seamlessly when the new contract begins on July 1, 2026.

This section outlines MBA's proposed service delivery schedule, organized by frequency and population.

Annual Service Delivery Calendar
Weekly Services

Service	Population	Unit(s)	Day/Time	Duration	Annual Sessions
Mindfulness Groups	YOBG	Forrest 2	[TBD with Probation]	90 min	~48/year
Mindfulness Groups	YOBG	Forrest 3	[TBD with Probation]	90 min	~48/year
Mindfulness Groups	JJRBG	Pine	[TBD with Probation]	90 min	~48/year
Mindful Steps Running	YOBG	Forrest 2 & 3	[TBD with Probation]	90 min	~48/year
Mindful Steps Running	JJRBG	Pine	[TBD with Probation]	90 min	~48/year
Individual Coaching	YOBG	Forrest 2 & 3	[TBD with Probation]	30 min	288
Individual Coaching	JJRBG	Pine	[TBD with Probation]	30 min	144

Community Mindfulness Circles	JJCPA	Community	[TBD]	90 min	~48/year
Individual Coaching (Reentry)	JJCPA	Community	[TBD with Probation]	30 min	144

Quarterly Services

Service	Population	Frequency	Duration/Timing	Annual Total
Family Nights	YOBG & JJRBG	Quarterly	[TBD with Probation]	12 events
SOAAR Community Days	JJRBG	Up to 3 per quarter	[TBD with Probation]	4-12 outings
Graduation Ceremonies	YOBG & JJRBG	Quarterly	End of each cohort	4 ceremonies

Bi-Annual Services

Service	Population	Frequency	Timing	Annual Total
Retreats	YOBG & JJRBG	2x per year	Fall & Spring	2 retreats

Annual Services

Service	Population	Frequency	Timing	Annual Total
Staff Training	YSC Staff	Annual	[TBD with Probation]	2 trainings

Ongoing/Rolling Enrollment Services

Service	Population	Format	Duration	Capacity
Certificate Pathways	YOBG & JJRBG	4-7 sessions per certificate	Ongoing, by invitation	As eligible
Pre-Release Planning	JJCPA	Final 30 days at YSC	30 days	All transitioning youth
Mindful Bridge Program	JJCPA	6-month post-release	Rolling enrollment	40-60 youth/year
Legacy Leadership Pathway	JJRBG & JJCPA	Ongoing	Continuous	By invitation

Scheduling Flexibility

MBA recognizes that YSC operations require flexibility. All scheduling is subject to coordination with Probation and YSC staff based on:

- Unit schedules and population fluctuations
- Security protocols and facility needs
- Court schedules and youth availability
- Staffing considerations

MBA has demonstrated adaptability throughout our partnership with San Mateo County, including pivoting to virtual services during the pandemic and expanding to additional units upon request. We will continue to work collaboratively with YSC staff to ensure programming is delivered consistently while respecting operational realities.

Summary: Annual Deliverables

Deliverable	Annual Target
Mindfulness Group Sessions (YOBG – F2 & F3)	~96 sessions
Mindfulness Group Sessions (JJRBG – Pine)	~48 sessions
Community Mindfulness Circles (JJCPA)	~48 sessions/cohort
Mindful Steps Running Sessions	~48 sessions
Individual Coaching Sessions	432 sessions
SOAAR Community Days	4-12 outings
Bi-Annual Retreats	2 retreats
Graduation Ceremonies	4 ceremonies
Certificates Awarded	Quarterly
Family Nights	4 events
Staff Training	2 trainings
Community Reentry Youth Served	40-60 youth
Quarterly & Annual Reports Submitted	5 reports

Description of MBA

Founded in 2000, the Mind Body Awareness Project (MBA) is a 501(c)(3) nonprofit organization and early pioneer in adapting mindfulness-based practices for adolescents and justice-impacted populations. MBA's mission is to awaken the intrinsic value of youth through groundbreaking mindfulness-based direct service work that helps young people to overcome trauma, transform negative behaviors, and find real freedom from within.

MBA's curriculum was developed by a working group of experts on applying mindfulness-based rehabilitation strategies to at-risk communities – particularly incarcerated youth. Curriculum Advisory 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, the founder of Mindfulness Based Stress Reduction (MBSR). Dr. Sam Himelstein, MBA's former Executive Director, authored the first published research on mindfulness interventions for incarcerated youth—including studies conducted at San Mateo County's Youth Services Center. His peer-reviewed findings demonstrated significant reductions in stress and improvements in self-regulation among detained adolescents, establishing the empirical foundation that continues to guide MBA's programming today.

Our seasoned team of facilitators—many of whom bring lived experience with incarceration, recovery, or the justice system—provide evidence-based programming grounded in best practices from mindfulness-based stress reduction, social and emotional learning, and restorative justice frameworks.

MBA has operated programming across multiple Bay Area counties, including long-standing partnerships with San Mateo County Probation at the Youth Services Center, Alameda County Juvenile Justice Center, and facilities within the California Department of Corrections and Rehabilitation. In addition to direct service, MBA trains educators, clinicians, and justice service providers nationally and internationally on trauma-informed mindfulness facilitation.

Three Similar Projects

Project 1: California Department of Corrections and Rehabilitation

Client: CDCR Sierra Conservation Center (SCC), Jamestown, CA **Duration:** January 2024 – Present | **Annual Budget:** $71,000 **Reference:** Reiko Craig, Office Technician, Community Resources Manager's Office, SCC, CDCR | P: (209) 984-5291 ext. 5281 | Reiko.Craig@cdcr.ca.gov **MBA Staff:** Micah Anderson, LMFT #104709 (Clinical Director); Mark Jimenez DiPerna (Lead Facilitator); Vinny Ferraro, Kenny Solis, Gene Lushtak, Oscar Medina (Co-Facilitators)

Project Summary: MBA delivers evidence-based mindfulness programming to incarcerated adults at Sierra Conservation Center, demonstrating our capacity for trauma-informed interventions in high-security institutional settings and our innovative peer leadership development model.

Scope & Deliverables:

- *Core Programming:* Three 3-month cohorts annually (35-40 contact hours each); 75 participants served annually; hybrid delivery with weekly virtual sessions plus monthly in-person intensives; 10-module curriculum; pre/post evaluation using validated assessment instruments
- *Peer Facilitator Training:* 8 incarcerated individuals trained annually as certified peer facilitators (40-hour intensive); peer-led weekly practice groups; monthly clinical supervision; sustainable model building internal capacity

Relevance to San Mateo County: Demonstrates that individuals with extensive trauma histories can achieve profound transformation through skilled, evidence-based facilitation. Validates trauma-informed mastery, evaluation rigor, peer leadership development capacity, and adaptive delivery in institutional settings.

Project 2: ASAP Connect – Statewide Expanded Learning Leadership Training

Client: ASAP Connect (California's Technical Assistance Network for Expanded Learning Programs) **Duration:** 2020 – Present (5 consecutive years) | **Annual Budget:** $10,000 **Reference:** Diego Arancibia, Executive Director, ASAP Connect | P: (213) 305-9726 | Darancibia@asapconnect.org **MBA Staff:** Micah Anderson, LMFT #104709 (Clinical Director); Oscar Medina (Executive Director), Husna Mohammadi (Senior Facilitator)

Project Summary: Since 2020, MBA has delivered annual trauma-informed mindfulness and leadership training to ASAP Connect's School of Leadership Fellows—a statewide program developing youth as the next generation of site coordinators serving California's 6,000+ expanded learning programs.

Scope & Deliverables:

- 3-hour in-person workshop plus 90-minute virtual follow-up session
- 30-40 Fellows trained per annual cohort; 150-200 Fellows trained total (2020-2025)
- "Leading from Center: Mindfulness, Stress & Youth Leadership" curriculum
- Hybrid delivery model serving participants statewide

Relevance to San Mateo County: Five consecutive years of annual invitations demonstrate reliability, effectiveness, and consistent service quality. Validates staff training expertise, sustained partnership capacity, and cultural responsiveness with diverse young professionals.

Project 3: Alameda County Sheriff's Office – Santa Rita Jail

Client: Alameda County Sheriff's Office | **Facility:** Santa Rita Jail, Dublin, CA **Duration:** 2023-2024 | **Budget:** $113,300 **Reference:** Captain Marty Neideffer (retired) **MBA Staff:** Micah Anderson, LMFT #104709 (Clinical Director); Vinny Ferraro, Husna Mohammadi, Lisa Cooper (Co-Facilitators)

Project Summary: MBA delivered dual-track programming at Santa Rita Jail: trauma-informed mindfulness cohorts for incarcerated adults and tactical resilience training for sworn Sheriff's deputies, demonstrating our capacity to transform entire institutional ecosystems.

Scope & Deliverables:

- *Incarcerated Adult Programming:* Eight 6-week cohorts (120 individuals total); weekly 2.5-hour sessions; curriculum including MBSR adapted for corrections, emotional intelligence, trauma psychoeducation, and violence prevention; peer facilitator pathway for top graduates
- *Correctional Officer Training:* Trauma-informed mindfulness training for approximately 15 sworn deputies; tactical stress management, burnout prevention, nervous system regulation; first responder-specific framing

Relevance to San Mateo County: Validates dual-track programming capacity (serving both incarcerated individuals and staff), staff training expertise with law enforcement, and multi-jurisdictional adaptability across CDCR, Alameda County, and San Mateo County systems.

Note on San Mateo County Experience

We have assumed the County's familiarity with MBA's work at the Youth Services Center and therefore did not include it among our three representative projects. MBA has maintained a continuous partnership with San Mateo County Probation for nearly two decades, providing trauma-informed mindfulness programming to justice-impacted youth at YSC. Our current contract includes weekly mindfulness groups, individual coaching sessions, and the Mindful Steps running program, serving youth in all units. Should the County desire a reference regarding this work, please contact:

Carmen Ramirez, Institution Services Manager, Probation Department, County of San Mateo P: (650) 312-5217 | Cell: (650) 444-9928 | MCRamirez@smcgov.org

Mind Body Awareness Project/Youth Services Center Project Team



The key individuals listed and identified below will be performing the work and will not be substituted or reassigned without the County's prior approval.

Micah Anderson, LMFT, #132754 – Clinical Director & Lead Project Manager

Micah Anderson is a Licensed Marriage and Family Therapist specializing in trauma-informed, mindfulness-based interventions for justice-impacted youth and adults. As MBA's Clinical Director, he has provided clinical oversight and direct service delivery at San Mateo County's Youth Services Center since 2017, developing programming that has consistently met or exceeded all performance outcomes across five consecutive fiscal years. Micah has been facilitating groups, one-on-ones, and family nights in San Mateo since 2011 at Camp Glenwood and the Youth Services Center.

Beyond juvenile justice work, Micah provides mindfulness-based resilience training to law enforcement, educators, and first responders—adapting contemplative practices for high-stress professions where tactical presence and nervous system regulation are essential. He currently leads MBA's programming at Sierra Conservation Center (CDCR) and maintains a private psychotherapy practice in the Bay Area serving adolescents and adults healing from complex trauma. Micah holds an M.A. in Psychology and Counseling from Sofia University (formerly Institute of Transpersonal Psychology).

Role: Overall program oversight and clinical supervision; Senior facilitator for groups and individual coaching; Weekly supervision of all facilitators; Probation liaison and primary contact; Crisis consultation and mandated reporting; Quarterly evaluation and reporting

Jennie Powe Runde, LMFT #46457, REAT #1726 – Curriculum Development & Clinical Advisor

Jennie Powe Runde is a Licensed Marriage and Family Therapist and Registered Expressive Arts Therapist specializing in trauma-informed, culturally responsive interventions for at-risk youth navigating life's complexities. As MBA's Clinical Director from 2015 to 2018, she established the clinical infrastructure that continues to guide the organization's work—developing supervision protocols, refining trauma-informed curriculum, and

providing direct service delivery at San Mateo County's Youth Services Center serving high-risk youth in detention.

Jennie's clinical approach integrates expressive arts modalities—visual art, movement, and narrative writing—with evidence-based frameworks including Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), Narrative Therapy, and Mindfulness-Based interventions. Jennie holds an M.A. in Counseling Psychology with specialized training in Expressive Arts Therapy and maintains a private practice serving adolescents and adults healing from complex trauma, with particular expertise supporting individuals navigating mixed-heritage and multicultural identities.

Role: Supervision protocols & curriculum development; Organizational standards for cultural responsiveness; Evaluation systems & outcome measurement; Clinical oversight & evidence-based fidelity; Strategic consultation

Husna Mohammadi M.S., CCC-SLP – Account Manager & Senior Facilitator

Husna Mohammadi is a licensed Speech-Language Pathologist and Senior Facilitator specializing in relational, culturally responsive communication programming for adolescents in justice-impacted settings. Since 2019, she has led and facilitated MBA curriculum at the Youth Services Center, delivering instruction grounded in structured group dialogue and collaborative learning.

Her facilitation explicitly aligns with Educational State Standards for Speaking and Listening (SL.9–12.1), supporting students to prepare for and engage in effective group discussions through evidence-based participation, respectful turn-taking, active listening, and goal-oriented collaboration. In addition to her facilitation role, Husna supports program operations and coordination for county-based partnerships, ensuring high-quality, standards-aligned service delivery.

Role: Senior facilitator for groups and individual coaching; Program coordination and logistics; Data collection and management; Materials preparation and distribution; Quarterly evaluation and reporting; Female-specific programming leadership; Conversational in Farsi

Mark Jimenez DiPerna, JD – Senior Facilitator

Mark Jimenez DiPerna serves as a Senior Facilitator for the MBA, bringing a unique combination of professional expertise, lived experience, and personal commitment to the organization's mission. As someone in long-term recovery, Mark understands firsthand the transformative power of mindfulness practices. Mark has served as a volunteer facilitator at YSC since June of 2024 and has helped develop mindfulness-based curricula now being used in groups he co-leads in adult prisons within the California Department of Corrections and Rehabilitation.

Prior to MBA, Mark served as Assistant Vice Provost and Deputy Dean of Students at Stanford University, where he led strategic operations that focused on student mental health and well-being and directed high-level case management for students facing challenges including substance abuse, mental health crises, and behavioral concerns. He also completed Harvard Graduate School of Education's program on Mental Health in Higher Education. Before transitioning into education, Mark spent seven years as an attorney at an international law firm in San Francisco. Mark holds a BA in Philosophy from Boston College (magna cum laude) and a Juris Doctor from the University of California College of the Law, San Francisco (cum laude).

Role: Senior facilitator for groups and individual coaching; Curriculum delivery and adaptation; Peer mentor training; Certificate program coordination; Conversational in Spanish

Kevin DeBastos – Mindful Steps Facilitator

Kevin is an MBA facilitator who co-created the "Mindful Steps" running program at the Youth Services Center. Drawing on his personal practice as a competitive ultrarunner, experienced meditation practitioner, and his professional background in finance, Kevin brings a grounded, practical approach to helping incarcerated youth develop self-awareness, emotional regulation, and resilience through contemplative practices and physical activity. Kevin holds a Bachelor of Science in Finance from Oakland University.

Role: Mindful running program facilitation; Physical wellness and embodied awareness instruction; Youth athletic mentorship; Curriculum delivery and adaptation; Individual coaching sessions

Joanna Dablantes, MA – Mindful Steps Facilitator

Joanna is an MBA Mindful Steps Facilitator at YSC and the Dean of Student Support at a high school in San Lorenzo. She holds a bachelor's from UC Berkeley and a master's in Special Education from CSU East Bay. Originally from Baja California, Mexico, she moved to California at sixteen. Outside of her professional and volunteer commitments, she has completed three half marathons, a Tough Mudder, and a full marathon.

Role: Mindful running program facilitation; Female youth athletic mentorship; Curriculum delivery and adaptation; Individual coaching sessions; SOAAR Community Days coordination; Female-specific programming leadership; Fluent in Spanish

Marg Tobias, JD – Facilitator

Marg Tobias is a long-time mindfulness practitioner and meditator. She completed the Mindfulness Meditation Teacher Certification Program with Jack Kornfield and Thomas Hubl's Collective Trauma Facilitator Training. She has studied the enneagram extensively and has completed the personal mastery program offered by CP Enneagram.

Role: Group co-facilitation; Curriculum delivery and adaptation; Individual coaching sessions; Certificate program lead; Female-specific programming leadership

The following individuals can speak to MBA's capacity to deliver high-quality, trauma-informed mindfulness programming in institutional and community settings.

Reference 1: Reiko Craig, Office Technician, Community Resources Manager's Office
Sierra Conservation Center, California Department of Corrections and Rehabilitation,
P.O. Box 497, Jamestown, CA 95327
Phone: (209) 984-5291 ext. 5281
Email: Reiko.Craig@cdcr.ca.gov

Reference 2: Diego Arancibia, Executive Director, ASAP Connect
Phone: (213) 305-9726
Email: Darancibia@asapconnect.org

MBA Fee Structure Proposal 2026-2031: MBA believes that a robust continuum of services from early childhood to young adulthood is essential for healthy youth development and thriving communities. Our service proposal is deeply aligned with the needs and outcomes in the Local Action Plan 2025-2030 (LAP). Accordingly, MBA proposes to expand on our existing scope of work to incorporate reentry services and family events that bolster the continuum of support and better prepare youth for success in the community.

MBA proposes to serve three distinct populations and funding streams, each with detailed five-year budgets attached. The proposed direct program costs (excluding indirect costs) to San Mateo County for the 5-year contract period:

- YOBG Shorter-Term Detention Youth: $454,197
- JJRBG Longer-Term Detention Youth: $331,556
- JJCPA Community-Based Reentry Youth: $296,250

TOTAL Direct Program Costs All Years/ All Funding Streams: $1,082,003

MBA would be pleased to address any questions regarding proposed scope of services and budget proposal to support or amend this request based on the County's needs.

NOTES a) Budgets include total cost per year broken out by quarter including hourly costs by service, frequency, numbers of youth served, program supplies, and indirect costs with detailed line item calculations. All services are described in the narrative Scope of Work. Core services are offered to every population along with tailored supports that meet specific needs for each population.

b) For consistency and seamless continuation of services throughout the proposed 5-year period, the annual scopes of service remain identical across all years and all populations. MBA has included annual 3% Cost of Living Adjustments (COLA) based on past 10 years of federal rates (3.1%[1]).

c) MBA based costs on our expectations of County requirements. For example, we included annual PREA training costs in the YOBG budget for all staff working across all funding streams to save duplicative costs. If retraining is unnecessary each year, these costs can be adjusted down. We have also included Quarterly CBO Meetings in the YOBG budget only. Please note attendance for required trainings are charged at a reduced rate of 50% of our direct services rate.

LONG-TERM VISION: By the end of the 5-year project period, MBA envisions our work as impacting lasting cultural change at YSC with mindfulness practice and improved communication between youth and adults that moves beyond a "client and system" perspective through institutionalizing positive healing practices into everyday interactions within the facility.

[1] https://www.ssa.gov/oact/cola/colaseries.html

MIND BODY AWARENESS PROJECT	YOBG PROPOSED BUDGET	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	ALL YEARS
	PROPOSED YOBG BUDGET	FY 2026-27 Total	FY 2027-28 Total	FY 2028-29 Total	FY 2029-30 Total	FY 2030-31 Total	Project Total
	A. Direct Personnel Costs Total	$64,050.00	$65,971.50	$67,950.65	$69,989.16	$72,088.84	$340,050.15
	B. Direct Operating Costs Total	$21,500.00	$22,145.00	$22,809.35	$23,493.63	$24,198.44	$114,146.42
	Total Direct Program Costs (A + B)	$85,550.00	$88,116.50	$90,760.00	$93,482.79	$96,287.28	$454,196.57
	C. Indirect Costs Total (15%)	$12,832.50	$13,217.48	$13,614.00	$14,022.42	$14,443.09	$68,129.49
	TOTAL PROGRAM BUDGET	$98,382.50	$101,333.98	$104,373.99	$107,505.21	$110,730.37	$522,326.05

MIND BODY AWARENESS PROJECT			YOBG BUDGET	YEAR 1	FISCAL YEAR 2026-27 (July 1, 2026 - June 30, 2027)			
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
Weekly Mindfulness Group F2	1	$150.00	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Weekly Mindfulness Group F3	1	$150.00	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Weekly Individual Coaching sessions F2	1	$150.00	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Weekly Individual Coaching sessions F3	1	$150.00	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Mindful Steps Running Program	1	$150.00	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Bi-Annual Retreats	2	$150.00	Number of Clients	20	0	20	0	
			Number of Hours	8	0	8	0	16
			Amount (Rate * Hours * Staff)	$2,400.00	$0.00	$2,400.00	$0.00	$4,800.00
Annual Staff Training	1	$150.00	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$450.00	$0.00	$0.00	$0.00	$450.00
Family Nights	2	$150.00	Number of Clients	30	30	30	30	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$4,800.00
			A. Direct Personnel Costs Total	$17,550.00	$14,700.00	$17,100.00	$14,700.00	$64,050.00
B. Direct Operating Costs								
Item			Indicator	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
Data Collection, Evaluation, and Preparation (1 hour per week $150)			Amount	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
Food, meeting supplies ($25 per week)			Amount	$300.00	$300.00	$300.00	$300.00	$1,200.00
Program materials ($41.67 per week)			Amount	$500.00	$500.00	$500.00	$500.00	$2,000.00
Quarterly CBO Meeting (1 hour per quarter at $75- reduced admin rate)			Amount	$75.00	$75.00	$75.00	$75.00	$300.00
PREA Training ($75 reduced training rate x 8 x 6 people)			Amount	$3,600.00				$3,600.00
Clinical Group Supervision (1 hour per week at $150)			Amount	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
			B. Direct Operating Costs Total	$8,075.00	$4,475.00	$4,475.00	$4,475.00	$21,500.00
			TOTAL COSTS YEAR 1	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
			A. Direct Personnel Costs Total	$17,550.00	$14,700.00	$17,100.00	$14,700.00	$64,050.00
			B. Direct Operating Costs Total	$8,075.00	$4,475.00	$4,475.00	$4,475.00	$21,500.00
			Total Direct Program Costs (A + B)	$25,625.00	$19,175.00	$21,575.00	$19,175.00	$85,550.00
			C. Indirect Costs (15%)	$3,843.75	$2,876.25	$3,236.25	$2,876.25	$12,832.50
			TOTAL FY 2026-27 BUDGET	$29,468.75	$22,051.25	$24,811.25	$22,051.25	$98,382.50

MIND BODY AWARENESS PROJECT			YOBG BUDGET	YEAR 2	FISCAL YEAR 2027-28 (July 1, 2027 - June 30, 2028)			
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
Weekly Mindfulness Group F2	1	$154.50	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72

			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Weekly Mindfulness Group F3	1	$154.50	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Weekly Mindful coaching sessions F2	1	$154.50	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Weekly Mindful coaching sessions F3	1	$154.50	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Mindful Steps Running Program	1	$154.50	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Bi-Annual Retreats	2	$154.50	Number of Clients	20	0	20	0	
			Number of Hours	8	0	8	0	16
			Amount (Rate * Hours * Staff)	$2,472.00	$0.00	$2,472.00	$0.00	$4,944.00
Annual Staff Training	1	$154.50	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$463.50	$0.00	$0.00	$0.00	$463.50
Family Nights	2	$154.50	Number of Clients	30	30	30	30	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	$1,236.00	$1,236.00	$1,236.00	$1,236.00	$4,944.00
			A. Direct Personnel Costs Total	**$18,076.50**	**$15,141.00**	**$17,613.00**	**$15,141.00**	**$65,971.50**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
Data Collection, Evaluation, and Preparation (1 hour per week $154.50)	Amount	$1,854.00	$1,854.00	$1,854.00	$1,854.00	$7,416.00
Food, meeting supplies ($25.75 per week)	Amount	$309.00	$309.00	$309.00	$309.00	$1,236.00
Program materials ($42.92 per week)	Amount	$515.00	$515.00	$515.00	$515.00	$2,060.00
Quarterly CBO Meeting (1 hour per quarter at $77.25 reduced admin rate)	Amount	$77.25	$77.25	$77.25	$77.25	$309.00
PREA Training ($77.25 reduced training rate x 8 x 6 people)	Amount	$3,708.00				$3,708.00
Clinical Group Supervision (1 hour per week at $154.25)	Amount	$1,854.00	$1,854.00	$1,854.00	$1,854.00	$7,416.00
	B. Direct Operating Costs Total	**$8,317.25**	**$4,609.25**	**$4,609.25**	**$4,609.25**	**$22,145.00**

	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
TOTAL COSTS YEAR 2					
A. Direct Personnel Costs Total	$18,076.50	$15,141.00	$17,613.00	$15,141.00	$65,971.50
B. Direct Operating Costs Total	$8,317.25	$4,609.25	$4,609.25	$4,609.25	$22,145.00
Total Direct Program Costs (A + B)	$26,393.75	$19,750.25	$22,222.25	$19,750.25	$88,116.50
C. Indirect Costs (15%)	$3,959.06	$2,962.54	$3,333.34	$2,962.54	$13,217.48
TOTAL FY 2027-28 BUDGET	**$30,352.81**	**$22,712.79**	**$25,555.59**	**$22,712.79**	**$101,333.98**

MIND BODY AWARENESS PROJECT			YOBG BUDGET	YEAR 3	FISCAL YEAR 2028-29 (July 1, 2028 - June 30, 2029)			
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate ($/hr/staff)**	**Indicator**	**Quarter 1 (7/1/28 - 9/30/28)**	**Quarter 2 (10/1/28 - 12/31/28)**	**Quarter 3 (1/1/29 - 3/31/29)**	**Quarter 4 (4/1/29 - 6/30/29)**	**FY 2028-29 Total**
Weekly Mindfulness Group F2	1	$159.14	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Weekly Mindfulness Group F3	1	$159.14	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Weekly Mindful coaching sessions F2	1	$159.14	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Weekly Mindful coaching sessions F3	1	$159.14	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Mindful Steps Running Program	1	$159.14	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72

			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Bi-Annual Retreats	2	$159.14	Number of Clients	20	0	20	0	
			Number of Hours	8	0	8	0	16
			Amount (Rate * Hours * Staff)	$2,546.16	$0.00	$2,546.16	$0.00	$5,092.32
Annual Staff Training	1	$159.14	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$477.41	$0.00	$0.00	$0.00	$477.41
Family Nights	2	$159.14	Number of Clients	30	30	30	30	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	$1,273.08	$1,273.08	$1,273.08	$1,273.08	$5,092.32
			A. Direct Personnel Costs Total	**$18,618.80**	**$15,595.23**	**$18,141.39**	**$15,595.23**	**$67,950.65**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
Data Collection, Evaluation, and Preparation (1 hour per week $159.14)	Amount	$1,909.62	$1,909.62	$1,909.62	$1,909.62	$7,638.48
Food, meeting supplies ($26.52 per week)	Amount	$318.27	$318.27	$318.27	$318.27	$1,273.08
Program materials ($44.20 per week)	Amount	$530.45	$530.45	$530.45	$530.45	$2,121.80
Quarterly CBO Meeting (1 hour per quarter at $79.57 reduced admin rate)	Amount	$79.57	$79.57	$79.57	$79.57	$318.27
PREA Training ($79.57 reduced training rate x 8 x 6 people)	Amount	$3,819.24				$3,819.24
Clinical Group Supervision (1 hour per week at $159.14)	Amount	$1,909.62	$1,909.62	$1,909.62	$1,909.62	$7,638.48
	B. Direct Operating Costs Total	**$8,566.77**	**$4,747.53**	**$4,747.53**	**$4,747.53**	**$22,809.35**

	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
TOTAL COSTS YEAR 3					
A. Direct Personnel Costs Total	$18,618.80	$15,595.23	$18,141.39	$15,595.23	$67,950.65
B. Direct Operating Costs Total	$8,566.77	$4,747.53	$4,747.53	$4,747.53	$22,809.35
Total Direct Program Costs (A + B)	$27,185.56	$20,342.76	$22,888.92	$20,342.76	$90,760.00
C. Indirect Costs (15%)	$4,077.83	$3,051.41	$3,433.34	$3,051.41	$13,614.00
TOTAL FY 2028-29 BUDGET	**$31,263.40**	**$23,394.17**	**$26,322.26**	**$23,394.17**	**$104,373.99**

MIND BODY AWARENESS PROJECT			**YOBG BUDGET**	**YEAR 4**	**FISCAL YEAR 2029-30 (July 1, 2029 - June 30, 2030)**			
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate** ($/hr/staff)	**Indicator**	**Quarter 1** (7/1/29 - 9/30/29)	**Quarter 2** (10/1/29 - 12/31/29)	**Quarter 3** (1/1/30 - 3/31/30)	**Quarter 4** (4/1/30 - 6/30/30)	**FY 2029-30 Total**
Weekly Mindfulness Group F2	1	$163.91	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Weekly Mindfulness Group F3	1	$163.91	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Weekly Mindful coaching sessions F2	1	$163.91	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Weekly Mindful coaching sessions F3	1	$163.91	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Mindful Steps Running Program	1	$163.91	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Bi-Annual Retreats	2	$163.91	Number of Clients	20	0	20	0	
			Number of Hours	8	0	8	0	16
			Amount (Rate * Hours * Staff)	$2,622.54	$0.00	$2,622.54	$0.00	$5,245.09
Annual Staff Training	1	$163.91	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$491.73	$0.00	$0.00	$0.00	$491.73
Family Nights	2	$163.91	Number of Clients	30	30	30	30	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	$1,311.27	$1,311.27	$1,311.27	$1,311.27	$5,245.09
			A. Direct Personnel Costs Total	**$19,177.36**	**$16,063.09**	**$18,685.63**	**$16,063.09**	**$69,989.16**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/29 - 9/30/29)	Quarter 2 (10/1/29 - 12/31/29)	Quarter 3 (1/1/30 - 3/31/30)	Quarter 4 (4/1/30 - 6/30/30)	FY 2029-30 Total
Data Collection, Evaluation, and Preparation (1 hour per week $163.91)	Amount	$1,966.91	$1,966.91	$1,966.91	$1,966.91	$7,867.63
Food, meeting supplies ($27.32 per week)	Amount	$327.82	$327.82	$327.82	$327.82	$1,311.27
Program materials ($45.53 per week)	Amount	$546.36	$546.36	$546.36	$546.36	$2,185.45
Quarterly CBO Meeting (1 hour per quarter at $81.95 reduced admin rate)	Amount	$81.95	$81.95	$81.95	$81.95	$327.82
PREA Training ($81.95 reduced training rate x 8 x 6 people)	Amount	$3,933.82				$3,933.82
Clinical Group Supervision (1 hour per week at $163.91)	Amount	$1,966.91	$1,966.91	$1,966.91	$1,966.91	$7,867.63
	B. Direct Operating Costs Total	**$8,823.77**	**$4,889.95**	**$4,889.95**	**$4,889.95**	**$23,493.63**
	TOTAL COSTS YEAR 4	**Quarter 1** (7/1/29 - 9/30/29)	**Quarter 2** (10/1/29 - 12/31/29)	**Quarter 3** (1/1/30 - 3/31/30)	**Quarter 4** (4/1/30 - 6/30/30)	**FY 2029-30 Total**
	A. Direct Personnel Costs Total	$19,177.36	$16,063.09	$18,685.63	$16,063.09	$69,989.16
	B. Direct Operating Costs Total	$8,823.77	$4,889.95	$4,889.95	$4,889.95	$23,493.63
	Total Direct Program Costs (A + B)	$28,001.13	$20,953.04	$23,575.59	$20,953.04	$93,482.79
	C. Indirect Costs (15%)	$4,200.17	$3,142.96	$3,536.34	$3,142.96	$14,022.42
	TOTAL FY 2029-30 BUDGET	**$32,201.30**	**$24,096.00**	**$27,111.92**	**$24,096.00**	**$107,505.21**

MIND BODY AWARENESS PROJECT			**YOBG BUDGET**	**YEAR 5**	**FISCAL YEAR 2029-30 (July 1, 2029 - June 30, 2030)**			
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate** ($/hr/staff)	**Indicator**	**Quarter 1** (7/1/30 - 9/30/30)	**Quarter 2** (10/1/30 - 12/31/31)	**Quarter 3** (1/1/31 - 3/31/31)	**Quarter 4** (4/1/31 - 6/30/31)	**FY 2030-31 Total**
Weekly Mindfulness Group F2	1	$168.83	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Weekly Mindfulness Group F3	1	$168.83	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Weekly Mindful coaching sessions F2	1	$168.83	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Weekly Mindful coaching sessions F3	1	$168.83	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Mindful Steps Running Program	1	$168.83	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Bi-Annual Retreats	2	$168.83	Number of Clients	20	0	20	0	
			Number of Hours	8	0	8	0	16
			Amount (Rate * Hours * Staff)	$2,701.22	$0.00	$2,701.22	$0.00	$5,402.44
Annual Staff Training	1	$168.83	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$506.48	$0.00	$0.00	$0.00	$506.48
Family Nights	2	$168.83	Number of Clients	30	30	30	30	
			Number of Hours	4	4	4	4	16
			Amount (Rate * Hours * Staff)	$1,350.61	$1,350.61	$1,350.61	$1,350.61	$5,402.44
			A. Direct Personnel Costs Total	**$19,752.68**	**$16,544.98**	**$19,246.20**	**$16,544.98**	**$72,088.84**
B. Direct Operating Costs								
Item			**Indicator**	**Quarter 1** (7/1/30 - 9/30/31)	**Quarter 2** (10/1/30 - 12/31/31)	**Quarter 3** (1/1/31 - 3/31/31)	**Quarter 4** (4/1/31 - 6/30/31)	**FY 2030-31 Total**
Data Collection, Evaluation, and Preparation (1 hour per week $168.83)			Amount	$2,025.92	$2,025.92	$2,025.92	$2,025.92	$8,103.66
Food, meeting supplies ($28.14 per week)			Amount	$337.65	$337.65	$337.65	$337.65	$1,350.61
Program materials ($46.90 per week)			Amount	$562.75	$562.75	$562.75	$562.75	$2,251.02
Quarterly CBO Meeting (1 hour per quarter at $84.41 reduced admin rate)			Amount	$84.41	$84.41	$84.41	$84.41	$337.65
PREA Training ($84.41 reduced training rate x 8 x 6 people)			Amount	$4,051.83				$4,051.83
Clinical Group Supervision (1 hour per week at $168.83)			Amount	$2,025.92	$2,025.92	$2,025.92	$2,025.92	$8,103.66
			B. Direct Operating Costs Total	**$9,088.48**	**$5,036.65**	**$5,036.65**	**$5,036.65**	**$24,198.44**
			TOTAL COSTS YEAR 5	**Quarter 1** (7/1/30 - 9/30/31)	**Quarter 2** (10/1/30 - 12/31/31)	**Quarter 3** (1/1/31 - 3/31/31)	**Quarter 4** (4/1/31 - 6/30/31)	**FY 2030-31 Total**
			A. Direct Personnel Costs Total	$19,752.68	$16,544.98	$19,246.20	$16,544.98	$72,088.84
			B. Direct Operating Costs Total	$9,088.48	$5,036.65	$5,036.65	$5,036.65	$24,198.44

			Total Direct Program Costs (A + B)	$28,841.16	$21,581.63	$24,282.85	$21,581.63	$96,287.28
			C. Indirect Costs (15%)	$4,326.17	$3,237.24	$3,642.43	$3,237.24	$14,443.09
			TOTAL FY 2030-31 BUDGET	**$33,167.34**	**$24,818.88**	**$27,925.28**	**$24,818.88**	**$110,730.37**

MIND BODY AWARENESS PROJECT	JJRBG 5-YR BUDGET	FISCAL YEARS 2026 - 2031					
	PROPOSED JJRBG BUDGET	FY 2026-27 Total	FY 2027-28 Total	FY 2028-29 Total	FY 2029-30 Total	FY 2030-31 Total	Project Total
	A. Direct Personnel Costs Total	$44,850.00	$46,195.50	$47,581.37	$49,008.81	$50,479.07	$238,114.74
	B. Direct Operating Costs Total	$17,600.00	$18,128.00	$18,671.84	$19,232.00	$19,808.96	$93,440.79
	Total Direct Program Costs (A + B)	*$62,450.00*	*$64,323.50*	*$66,253.21*	*$68,240.80*	*$70,288.03*	*$331,555.53*
	C. Indirect Costs Total at 15%	$9,367.50	$9,648.53	$9,937.98	$10,236.12	$10,543.20	$49,733.33
	TOTAL PROGRAM BUDGET	$71,817.50	$73,972.03	$76,191.19	$78,476.92	$80,831.23	$381,288.86

MIND BODY AWARENESS PROJECT	JJRBG BUDGET DETAIL			YEAR 1	FISCAL YEAR 2026-27 (July 1, 2026 - June 30, 2027)			
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
Weekly Mindfulness Group Pine 4	1	$150.00	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Individual Coaching (incl. Pre-Release Planning) Pine	1	$150.00	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Mindful Steps Running Program	1	$150.00	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Bi-Annual Retreats	2	$150.00	Number of Clients	20	0	20	0	
			Number of Hours	4	0	4	0	8
			Amount (Rate * Hours * Staff)	$1,200.00	$0.00	$1,200.00	$0.00	$2,400.00
Annual Staff Training	1	$150.00	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$450.00	$0.00	$0.00	$0.00	$450.00
Family Nights	2	$150.00	Number of Clients	30	30	30	30	
			Number of Hours	2	2	2	2	8
			Amount (Rate * Hours * Staff)	$600.00	$600.00	$600.00	$600.00	$2,400.00
SOAAR Community Days	1	$150.00	Number of Clients	3	3	3	3	
			Number of Hours	12	12	12	12	48
			Amount (Rate * Hours * Staff)	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
			A. Direct Personnel Costs Total	**$12,150.00**	**$10,500.00**	**$11,700.00**	**$10,500.00**	**$44,850.00**

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
Data Collection, Evaluation & Preparation (one hour per week @$150)	Amount	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
Food, meeting supplies ($25 per week)	Amount	$300.00	$300.00	$300.00	$300.00	$1,200.00
Program materials, printing, books, notebooks ($41.67 per week)	Amount	$500.00	$500.00	$500.00	$500.00	$2,000.00
Clinical Group Supervision (1 hour per week at $150)	Amount	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
	B. Direct Operating Costs Total	**$4,400.00**	**$4,400.00**	**$4,400.00**	**$4,400.00**	**$17,600.00**

TOTAL COSTS YEAR 1	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
A. Direct Personnel Costs Total	$12,150.00	$10,500.00	$11,700.00	$10,500.00	$44,850.00
B. Direct Operating Costs Total	$4,400.00	$4,400.00	$4,400.00	$4,400.00	$17,600.00
Total Direct Program Costs (A + B)	$16,550.00	$14,900.00	$16,100.00	$14,900.00	$62,450.00
C. Indirect Costs (15%)	$2,482.50	$2,235.00	$2,415.00	$2,235.00	$9,367.50
TOTAL FY 2026-27 BUDGET	**$19,032.50**	**$17,135.00**	**$18,515.00**	**$17,135.00**	**$71,817.50**

MIND BODY AWARENESS PROJECT	JJRBG BUDGET DETAIL			YEAR 2	FISCAL YEAR 2027-28 (July 1, 2027 - June 30, 2028)			
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
Weekly Mindfulness Group Pine 4	1	$154.50	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Individual Coaching (incl. Pre-Release Planning) Pine	1	$154.50	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Mindful Steps Running Program	1	$154.50	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Bi-Annual Retreats	2	$154.50	Number of Clients	20	0	20	0	
			Number of Hours	4	0	4	0	8
			Amount (Rate * Hours * Staff)	$1,236.00	$0.00	$1,236.00	$0.00	$2,472.00

Annual Staff Training	1	$154.50	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$463.50	$0.00	$0.00	$0.00	$463.50
Family Nights	2	$154.50	Number of Clients	30	30	30	30	
			Number of Hours	2	2	2	2	8
			Amount (Rate * Hours * Staff)	$618.00	$618.00	$618.00	$618.00	$2,472.00
SOAAR Community Days	1	$154.50	Number of Clients	3	3	3	3	
			Number of Hours	12	12	12	12	48
			Amount (Rate * Hours * Staff)	$1,854.00	$1,854.00	$1,854.00	$1,854.00	$7,416.00
			A. Direct Personnel Costs Total	**$12,514.50**	**$10,815.00**	**$12,051.00**	**$10,815.00**	**$46,195.50**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
Data Collection, Evaluation & Preparation (one hour per week at $154.50)	Amount	$1,854.00	$1,854.00	$1,854.00	$1,854.00	$7,416.00
Food, meeting supplies ($25.75 per week)	Amount	$309.00	$309.00	$309.00	$309.00	$1,236.00
Program materials, printing, books, notebooks ($42.92 per week)	Amount	$515.00	$515.00	$515.00	$515.00	$2,060.00
Clinical Group Supervision (1 hour per week at $154.50)	Amount	$1,854.00	$1,854.00	$1,854.00	$1,854.00	$7,416.00
	B. Direct Operating Costs Total	**$4,532.00**	**$4,532.00**	**$4,532.00**	**$4,532.00**	**$18,128.00**

TOTAL COSTS YEAR 2	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
A. Direct Personnel Costs Total	$12,514.50	$10,815.00	$12,051.00	$10,815.00	$46,195.50
B. Direct Operating Costs Total	$4,532.00	$4,532.00	$4,532.00	$4,532.00	$18,128.00
Total Direct Program Costs (A + B)	$17,046.50	$15,347.00	$16,583.00	$15,347.00	$64,323.50
C. Indirect Costs (15%)	$2,556.98	$2,302.05	$2,487.45	$2,302.05	$9,648.53
TOTAL FY 2027-28 BUDGET	**$19,603.48**	**$17,649.05**	**$19,070.45**	**$17,649.05**	**$73,972.03**

MIND BODY AWARENESS PROJECT	JJRBG BUDGET DETAIL		YEAR 3	FISCAL YEAR 2028-29 (July 1, 2028 - June 30, 2029)				
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate ($/hr/staff)**	**Indicator**	**Quarter 1 (7/1/28 - 9/30/28)**	**Quarter 2 (10/1/28 - 12/31/28)**	**Quarter 3 (1/1/29 - 3/31/29)**	**Quarter 4 (4/1/29 - 6/30/29)**	**FY 2028-29 Total**
Weekly Mindfulness Group Pine 4	1	$159.14	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Individual Coaching (incl. Pre-Release Planning) Pine	1	$159.14	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Mindful Steps Running Program	1	$159.14	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Bi-Annual Retreats	2	$159.14	Number of Clients	20	0	20	0	
			Number of Hours	4	0	4	0	8
			Amount (Rate * Hours * Staff)	$1,273.08	$0.00	$1,273.08	$0.00	$2,546.16
Annual Staff Training	1	$159.14	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$477.41	$0.00	$0.00	$0.00	$477.41
Family Nights	2	$159.14	Number of Clients	30	30	30	30	
			Number of Hours	2	2	2	2	8
			Amount (Rate * Hours * Staff)	$636.54	$636.54	$636.54	$636.54	$2,546.16
SOAAR Community Days	1	$159.14	Number of Clients	3	3	3	3	
			Number of Hours	12	12	12	12	48
			Amount (Rate * Hours * Staff)	$1,909.62	$1,909.62	$1,909.62	$1,909.62	$7,638.48
			A. Direct Personnel Costs Total	$12,889.94	$11,139.45	$12,412.53	$11,139.45	$47,581.37

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
Data Collection, Evaluation & Preparation (one hour per week at $159.14)	Amount	$1,909.62	$1,909.62	$1,909.62	$1,909.62	$7,638.48
Food, meeting supplies ($26.52 per week)	Amount	$318.27	$318.27	$318.27	$318.27	$1,273.08
Program materials, printing, books, notebooks ($44.20 per week)	Amount	$530.45	$530.45	$530.45	$530.45	$2,121.80
Clinical Group Supervision (1 hour per week at $159.14)	Amount	$1,909.62	$1,909.62	$1,909.62	$1,909.62	$7,638.48
	B. Direct Operating Costs Total	**$4,667.96**	**$4,667.96**	**$4,667.96**	**$4,667.96**	**$18,671.84**

TOTAL COSTS YEAR 3	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
A. Direct Personnel Costs Total	$12,889.94	$11,139.45	$12,412.53	$11,139.45	$47,581.37
B. Direct Operating Costs Total	$4,667.96	$4,667.96	$4,667.96	$4,667.96	$18,671.84

			Total Direct Program Costs (A + B)	$17,557.90	$15,807.41	$17,080.49	$15,807.41	$66,253.21
			C. Indirect Costs (15%)	$2,633.68	$2,371.11	$2,562.07	$2,371.11	$9,937.98
			TOTAL FY 2028-29 BUDGET	**$20,191.58**	**$18,178.52**	**$19,642.56**	**$18,178.52**	**$76,191.19**

MIND BODY AWARENESS PROJECT	JJRBG BUDGET DETAIL			YEAR 4	FISCAL YEAR 2029-30 (July 1, 2029 - June 30, 2030)			
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate** ($/hr/staff)	**Indicator**	**Quarter 1** (7/1/29 - 9/30/29)	**Quarter 2** (10/1/29 - 12/31/29)	**Quarter 3** (1/1/30 - 3/31/30)	**Quarter 4** (4/1/30 - 6/30/30)	**FY 2029-30 Total**
Weekly Mindfulness Group Pine 4	1	$163.91	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Individual Coaching (incl. Pre-Release Planning) Pine	1	$163.91	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Mindful Steps Running Program	1	$163.91	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Bi-Annual Retreats	2	$163.91	Number of Clients	20	0	20	0	
			Number of Hours	4	0	4	0	8
			Amount (Rate * Hours * Staff)	$1,311.27	$0.00	$1,311.27	$0.00	$2,622.54
Annual Staff Training	1	$163.91	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$491.73	$0.00	$0.00	$0.00	$491.73
Family Nights	2	$163.91	Number of Clients	30	30	30	30	
			Number of Hours	2	2	2	2	8
			Amount (Rate * Hours * Staff)	$655.64	$655.64	$655.64	$655.64	$2,622.54
SOAAR Community Days	1	$163.91	Number of Clients	3	3	3	3	12
			Number of Hours	12	12	12	12	48
			Amount (Rate * Hours * Staff)	$1,966.91	$1,966.91	$1,966.91	$1,966.91	$7,867.63
			A. Direct Personnel Costs Total	**$13,276.63**	**$11,473.63**	**$12,784.91**	**$11,473.63**	**$49,008.81**
B. Direct Operating Costs								
Item			**Indicator**	**Quarter 1** (7/1/29 - 9/30/29)	**Quarter 2** (10/1/29 - 12/31/29)	**Quarter 3** (1/1/30 - 3/31/30)	**Quarter 4** (4/1/30 - 6/30/30)	**FY 2029-30 Total**
Data Collection, Evaluation & Preparation (one hour per week at $163.91)			Amount	$1,966.91	$1,966.91	$1,966.91	$1,966.91	$7,867.63
Food, meeting supplies ($27.31 per week)			Amount	$327.82	$327.82	$327.82	$327.82	$1,311.27
Program materials, printing, books, notebooks ($45.53 per week)			Amount	$546.36	$546.36	$546.36	$546.36	$2,185.45
Clinical Group Supervision (1 hour per week at $163.91)			Amount	$1,966.91	$1,966.91	$1,966.91	$1,966.91	$7,867.63
			B. Direct Operating Costs Total	**$4,808.00**	**$4,808.00**	**$4,808.00**	**$4,808.00**	**$19,232.00**
			TOTAL COSTS YEAR 4	**Quarter 1** (7/1/29 - 9/30/29)	**Quarter 2** (10/1/29 - 12/31/29)	**Quarter 3** (1/1/30 - 3/31/30)	**Quarter 4** (4/1/30 - 6/30/30)	**FY 2029-30 Total**
			A. Direct Personnel Costs Total	$13,276.63	$11,473.63	$12,784.91	$11,473.63	$49,008.81
			B. Direct Operating Costs Total	$4,808.00	$4,808.00	$4,808.00	$4,808.00	$19,232.00
			Total Direct Program Costs (A + B)	$18,084.63	$16,281.63	$17,592.90	$16,281.63	$68,240.80
			C. Indirect Costs (15%)	$2,712.69	$2,442.24	$2,638.94	$2,442.24	$10,236.12
			TOTAL FY 2029-30 BUDGET	**$20,797.33**	**$18,723.88**	**$20,231.84**	**$18,723.88**	**$78,476.92**

MIND BODY AWARENESS PROJECT	JJRBG BUDGET DETAIL			YEAR 5	FISCAL YEAR 2030-31 (July 1, 2030 - June 30, 2031)			
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate** ($/hr/staff)	**Indicator**	**Quarter 1** (7/1/30 - 9/30/30)	**Quarter 2** (10/1/30 - 12/31/30)	**Quarter 3** (1/1/31 - 3/31/31)	**Quarter 4** (4/1/31 - 6/30/31)	**FY 2030-31 Total**
Weekly Mindfulness Group Pine 4	1	$168.83	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Individual Coaching (incl. Pre-Release Planning) Pine	1	$168.83	Number of Clients	15	15	15	15	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Mindful Steps Running Program	1	$168.83	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Bi-Annual Retreats	2	$168.83	Number of Clients	20	0	20	0	
			Number of Hours	4	0	4	0	8
			Amount (Rate * Hours * Staff)	$1,350.61	$0.00	$1,350.61	$0.00	$2,701.22
Annual Staff Training	1	$168.83	Number of Clients	20	0	0	0	
			Number of Hours	3	0	0	0	3
			Amount (Rate * Hours * Staff)	$506.48	$0.00	$0.00	$0.00	$506.48

Family Nights	2	$168.83	Number of Clients	30	30	30	30	
			Number of Hours	2	2	2	2	8
			Amount (Rate * Hours * Staff)	$675.31	$675.31	$675.31	$675.31	$2,701.22
SOAAR Community Days	1	$168.83	Number of Clients	3	3	3	3	12
			Number of Hours	12	12	12	12	48
			Amount (Rate * Hours * Staff)	$2,025.92	$2,025.92	$2,025.92	$2,025.92	$8,103.66
			A. Direct Personnel Costs Total	**$13,674.93**	**$11,817.84**	**$13,168.45**	**$11,817.84**	**$50,479.07**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/30 - 9/30/30)	Quarter 2 (10/1/30 - 12/31/30)	Quarter 3 (1/1/31 - 3/31/31)	Quarter 4 (4/1/31 - 6/30/31)	FY 2030-31 Total
Data Collection, Evaluation & Preparation (one hour per week at $168.83)	Amount	$2,025.92	$2,025.92	$2,025.92	$2,025.92	$8,103.66
Food, meeting supplies ($28.14 per week)	Amount	$337.65	$337.65	$337.65	$337.65	$1,350.61
Program materials, printing, books, notebooks ($46.90 per week)	Amount	$562.75	$562.75	$562.75	$562.75	$2,251.02
Clinical Group Supervision (1 hour per week at $168.83)	Amount	$2,025.92	$2,025.92	$2,025.92	$2,025.92	$8,103.66
	B. Direct Operating Costs Total	**$4,952.24**	**$4,952.24**	**$4,952.24**	**$4,952.24**	**$19,808.96**

TOTAL COSTS YEAR 5	Quarter 1 (7/1/30 - 9/30/30)	Quarter 2 (10/1/30 - 12/31/30)	Quarter 3 (1/1/31 - 3/31/31)	Quarter 4 (4/1/31 - 6/30/31)	FY 2030-31 Total
A. Direct Personnel Costs Total	$13,674.93	$11,817.84	$13,168.45	$11,817.84	$50,479.07
B. Direct Operating Costs Total	$4,952.24	$4,952.24	$4,952.24	$4,952.24	$19,808.96
Total Direct Program Costs (A + B)	$18,627.17	$16,770.08	$18,120.69	$16,770.08	$70,288.03
C. Indirect Costs (15%)	$2,794.08	$2,515.51	$2,718.10	$2,515.51	$10,543.20
TOTAL FY 2030-31 BUDGET	**$21,421.25**	**$19,285.59**	**$20,838.80**	**$19,285.59**	**$80,831.23**

MIND BODY AWARENESS PROJECT	JJCPA	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	ALL YEARS
	PROPOSED COSTS	FY 2026-27 Total	FY 2027-28 Total	FY 2028-29 Total	FY 2029-30 Total	FY 2030-31 Total	Project Total
	A. Direct Personnel Costs Total	$27,000.00	$27,810.00	$28,644.30	$29,503.63	$30,388.74	$143,346.67
	B. Direct Operating Costs Total	$28,800.00	$29,664.00	$30,553.92	$31,470.54	$32,414.65	$152,903.11
	Total Direct Program Costs (A + B)	***$55,800.00***	***$57,474.00***	***$59,198.22***	***$60,974.17***	***$62,803.39***	***$296,249.78***
	C. Indirect Costs Total at 15%	$8,370.00	$8,621.10	$8,879.73	$9,146.12	$9,420.51	$44,437.47
	TOTAL PROGRAM BUDGET	**$64,170.00**	**$66,095.10**	**$68,077.95**	**$70,120.29**	**$72,223.90**	**$340,687.24**

MIND BODY AWARENESS PROJECT			JJCPA BUDGET DETAIL	YEAR 1	FISCAL YEAR 2027-28 (July 1, 2027 - June 30, 2028)			
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
Pre Release Transition Coaching (Facility-Based)	1	$150.00	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Community Reentry Circles	1	$150.00	Number of Clients	5	5	5	5	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
Individual Reentry Coaching (Community-Based)	1	$150.00	Number of Clients	5	5	5	5	
			Number of Hours	9	9	9	9	36
			Amount (Rate * Hours * Staff)	$1,350.00	$1,350.00	$1,350.00	$1,350.00	$5,400.00
			A. Direct Personnel Costs Total	**$6,750.00**	**$6,750.00**	**$6,750.00**	**$6,750.00**	**$27,000.00**
B. Direct Operating Costs								
Item			Indicator	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
Data Collection, Evaluation & Preparation (one hour per week at $150)			Amount	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
Food, Meeting supplies ($50 per week)			Amount	$600.00	$600.00	$600.00	$600.00	$2,400.00
Program materials, printing, books, notebooks ($41.67 per week)			Amount	$500.00	$500.00	$500.00	$500.00	$2,000.00
Clinical Group Supervision (1 hour per week at $150)			Amount	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
Transportation and other participant incentives ($108.33 per week)			Amount	$1,300.00	$1,300.00	$1,300.00	$1,300.00	$5,200.00
Facility Costs ($100 per week meeting space rental)			Amount	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$4,800.00
			B. Direct Operating Costs Total	**$7,200.00**	**$7,200.00**	**$7,200.00**	**$7,200.00**	**$28,800.00**
			TOTAL COSTS YEAR 1	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
			A. Direct Personnel Costs Total	$6,750.00	$6,750.00	$6,750.00	$6,750.00	$27,000.00
			B. Direct Operating Costs Total	$7,200.00	$7,200.00	$7,200.00	$7,200.00	$28,800.00
			Total Direct Program Costs (A + B)	$13,950.00	$13,950.00	$13,950.00	$13,950.00	$55,800.00
			C. Indirect Costs (15%)	$2,092.50	$2,092.50	$2,092.50	$2,092.50	$8,370.00
			TOTAL FY 2026-27 BUDGET	**$16,042.50**	**$16,042.50**	**$16,042.50**	**$16,042.50**	**$64,170.00**

MIND BODY AWARENESS PROJECT			JJCPA BUDGET DETAIL	YEAR 2	FISCAL YEAR 2027-28 (July 1, 2027 - June 30, 2028)			
A. Direct Personnel Costs								
Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
Pre Release Transition Coaching (Facility-Based)	1	$154.50	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Community Reentry Circles	1	$154.50	Number of Clients	5	5	5	5	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,781.00	$2,781.00	$2,781.00	$2,781.00	$11,124.00
Individual Reentry Coaching (Community-Based)	1	$154.50	Number of Clients	5	5	5	5	
			Number of Hours	9	9	9	9	36
			Amount (Rate * Hours * Staff)	$1,390.50	$1,390.50	$1,390.50	$1,390.50	$5,562.00
			A. Direct Personnel Costs Total	**$6,952.50**	**$6,952.50**	**$6,952.50**	**$6,952.50**	**$27,810.00**
B. Direct Operating Costs								
Item			Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
Data Collection, Evaluation & Preparation (one hour per week @$154.50)			Amount	$1,854.00	$1,854.00	$1,854.00	$1,854.00	$7,416.00
Food, Meeting supplies ($51.50 per week)			Amount	$618.00	$618.00	$618.00	$618.00	$2,472.00
Program materials, printing, books, notebooks ($42.92 per week)			Amount	$515.00	$515.00	$515.00	$515.00	$2,060.00
Clinical Group Supervision (1 hour per week at $154.50)			Amount	$1,854.00	$1,854.00	$1,854.00	$1,854.00	$7,416.00
Transportation and other participation incentives ($111.58 per week)			Amount	$1,339.00	$1,339.00	$1,339.00	$1,339.00	$5,356.00
Facility Costs ($103 per week meeting space rental)			Amount	$1,236.00	$1,236.00	$1,236.00	$1,236.00	$4,944.00
			B. Direct Operating Costs Total	**$7,416.00**	**$7,416.00**	**$7,416.00**	**$7,416.00**	**$29,664.00**

			TOTAL COSTS YEAR 2	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/27 - 6/30/28)	FY 2027-28 Total
			A. Direct Personnel Costs Total	$6,952.50	$6,952.50	$6,952.50	$6,952.50	$27,810.00
			B. Direct Operating Costs Total	$7,416.00	$7,416.00	$7,416.00	$7,416.00	$29,664.00
			Total Direct Program Costs (A + B)	$14,368.50	$14,368.50	$14,368.50	$14,368.50	$57,474.00
			C. Indirect Costs (15%)	$2,155.28	$2,155.28	$2,155.28	$2,155.28	$8,621.10
			TOTAL FY 2027-28 BUDGET	**$16,523.78**	**$16,523.78**	**$16,523.78**	**$16,523.78**	**$66,095.10**

MIND BODY AWARENESS PROJECT			JJCPA BUDGET DETAIL	YEAR 3	FISCAL YEAR 2028-29 (July 1, 2028 - June 30, 2029)			
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate ($/hr/staff)**	**Indicator**	**Quarter 1 (7/1/28 - 9/30/28)**	**Quarter 2 (10/1/28 - 12/31/28)**	**Quarter 3 (1/1/29 - 3/31/29)**	**Quarter 4 (4/1/29 - 6/30/29)**	**FY 2028-29 Total**
Pre Release Transition Coaching (Facility-Based)	1	$159.14	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Community Reentry Circles	1	$159.14	Number of Clients	5	5	5	5	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,864.43	$2,864.43	$2,864.43	$2,864.43	$11,457.72
Individual Reentry Coaching (Community-Based)	1	$159.14	Number of Clients	5	5	5	5	
			Number of Hours	9	9	9	9	36
			Amount (Rate * Hours * Staff)	$1,432.22	$1,432.22	$1,432.22	$1,432.22	$5,728.86
			A. Direct Personnel Costs Total	**$7,161.08**	**$7,161.08**	**$7,161.08**	**$7,161.08**	**$28,644.30**
B. Direct Operating Costs								
Item			**Indicator**	**Quarter 1 (7/1/28 - 9/30/28)**	**Quarter 2 (10/1/28 - 12/31/28)**	**Quarter 3 (1/1/29 - 3/31/29)**	**Quarter 4 (4/1/29 - 6/30/29)**	**FY 2028-29 Total**
Data Collection, Evaluation & Preparation (one hour per week at $159.14)			Amount	$1,909.62	$1,909.62	$1,909.62	$1,909.62	$7,638.48
Food, Meeting supplies ($53.04 per week)			Amount	$636.54	$636.54	$636.54	$636.54	$2,546.16
Program materials, printing, books, notebooks ($44.20 per week)			Amount	$530.45	$530.45	$530.45	$530.45	$2,121.80
Clinical Group Supervision (1 hour per week at $159.14)			Amount	$1,909.62	$1,909.62	$1,909.62	$1,909.62	$7,638.48
Transportation and other participation incentives ($114.93 per week)			Amount	$1,379.17	$1,379.17	$1,379.17	$1,379.17	$5,516.68
Facility Costs ($106.09 per week meeting space rental)			Amount	$1,273.08	$1,273.08	$1,273.08	$1,273.08	$5,092.32
			B. Direct Operating Costs Total	**$7,638.48**	**$7,638.48**	**$7,638.48**	**$7,638.48**	**$30,553.92**

			TOTAL COSTS YEAR 3	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
			A. Direct Personnel Costs Total	$7,161.08	$7,161.08	$7,161.08	$7,161.08	$28,644.30
			B. Direct Operating Costs Total	$7,638.48	$7,638.48	$7,638.48	$7,638.48	$30,553.92
			Total Direct Program Costs (A + B)	$14,799.56	$14,799.56	$14,799.56	$14,799.56	$59,198.22
			C. Indirect Costs (15%)	$2,219.93	$2,219.93	$2,219.93	$2,219.93	$8,879.73
			TOTAL FY 2028-29 BUDGET	**$17,019.49**	**$17,019.49**	**$17,019.49**	**$17,019.49**	**$68,077.95**

MIND BODY AWARENESS PROJECT			JJCPA BUDGET	YEAR 4	FISCAL YEAR 2029-30 (July 1, 2029 - June 30, 2030)			
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate ($/hr/staff)**	**Indicator**	**Quarter 1 (7/1/29 - 9/30/29)**	**Quarter 2 (10/1/29 - 12/31/29)**	**Quarter 3 (1/1/30 - 3/31/30)**	**Quarter 4 (4/1/30 - 6/30/30)**	**FY 2029-30 Total**
Pre Release Transition Coaching (Facility-Based)	1	$163.91	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Community Reentry Circles	1	$163.91	Number of Clients	5	5	5	5	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$2,950.36	$2,950.36	$2,950.36	$2,950.36	$11,801.45
Individual Reentry Coaching (Community-Based)	1	$163.91	Number of Clients	5	5	5	5	
			Number of Hours	9	9	9	9	36
			Amount (Rate * Hours * Staff)	$1,475.18	$1,475.18	$1,475.18	$1,475.18	$5,900.73
			A. Direct Personnel Costs Total	**$7,375.91**	**$7,375.91**	**$7,375.91**	**$7,375.91**	**$29,503.63**
B. Direct Operating Costs								
Item			**Indicator**	**Quarter 1 (7/1/29 - 9/30/29)**	**Quarter 2 (10/1/29 - 12/31/29)**	**Quarter 3 (1/1/30 - 3/31/30)**	**Quarter 4 (4/1/30 - 6/30/30)**	**FY 2029-30 Total**
Data Collection, Evaluation & Preparation (one hour per week at $163.91)			Amount	$1,966.91	$1,966.91	$1,966.91	$1,966.91	$7,867.63
Food, Meeting supplies ($54.64 per week)			Amount	$655.64	$655.64	$655.64	$655.64	$2,622.54
Program materials, printing, books, notebooks ($45.53 per week)			Amount	$546.36	$546.36	$546.36	$546.36	$2,185.45
Clinical Group Supervision (1 hour per week at $163.91)			Amount	$1,966.91	$1,966.91	$1,966.91	$1,966.91	$7,867.63
Transportation and other participation incentives ($114.93 per week)			Amount	$1,420.55	$1,420.55	$1,420.55	$1,420.55	$5,682.18
Facility Costs ($109.27 per week meeting space rental)			Amount	$1,311.27	$1,311.27	$1,311.27	$1,311.27	$5,245.09
			B. Direct Operating Costs Total	**$7,867.63**	**$7,867.63**	**$7,867.63**	**$7,867.63**	**$31,470.54**

			TOTAL COSTS YEAR 4	Quarter 1 (7/1/29 - 9/30/29)	Quarter 2 (10/1/29 - 12/31/29)	Quarter 3 (1/1/30 - 3/31/30)	Quarter 4 (4/1/30 - 6/30/30)	FY 2029-30 Total
			A. Direct Personnel Costs Total	$7,375.91	$7,375.91	$7,375.91	$7,375.91	$29,503.63
			B. Direct Operating Costs Total	$7,867.63	$7,867.63	$7,867.63	$7,867.63	$31,470.54
			Total Direct Program Costs (A + B)	$15,243.54	$15,243.54	$15,243.54	$15,243.54	$60,974.17
			C. Indirect Costs (15%)	$2,286.53	$2,286.53	$2,286.53	$2,286.53	$9,146.12
			TOTAL FY 2029-30 BUDGET	**$17,530.07**	**$17,530.07**	**$17,530.07**	**$17,530.07**	**$70,120.29**

MIND BODY AWARENESS PROJECT			JJCPA BUDGET	YEAR 5	FISCAL YEAR 2030-31 (July 1, 2030 - June 30, 2031)			
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate ($/hr/staff)**	**Indicator**	**Quarter 1 (7/1/30 - 9/30/30)**	**Quarter 2 (10/1/30 - 12/31/30)**	**Quarter 3 (1/1/31 - 3/31/31)**	**Quarter 4 (4/1/31 - 6/30/31)**	**FY 2030-31 Total**
Pre Release Transition Coaching (Facility-Based)	1	$168.83	Number of Clients	10	10	10	10	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Community Reentry Circles	1	$168.83	Number of Clients	5	5	5	5	
			Number of Hours	18	18	18	18	72
			Amount (Rate * Hours * Staff)	$3,038.87	$3,038.87	$3,038.87	$3,038.87	$12,155.50
Individual Reentry Coaching (Community-Based)	1	$168.83	Number of Clients	5	5	5	5	
			Number of Hours	9	9	9	9	36
			Amount (Rate * Hours * Staff)	$1,519.44	$1,519.44	$1,519.44	$1,519.44	$6,077.75
			A. Direct Personnel Costs Total	**$7,597.18**	**$7,597.18**	**$7,597.18**	**$7,597.18**	**$30,388.74**
B. Direct Operating Costs								
Item			**Indicator**	**Quarter 1 (7/1/30 - 9/30/30)**	**Quarter 2 (10/1/30 - 12/31/30)**	**Quarter 3 (1/1/31 - 3/31/31)**	**Quarter 4 (4/1/31 - 6/30/31)**	**FY 2030-31 Total**
Data Collection, Evaluation & Preparation (one hour per week at $168.83			Amount	$2,025.92	$2,025.92	$2,025.92	$2,025.92	$8,103.66
Food, Meeting supplies ($56.28 per week)			Amount	$675.31	$675.31	$675.31	$675.31	$2,701.22
Program materials, printing, books, notebooks ($46.90 per week)			Amount	$562.75	$562.75	$562.75	$562.75	$2,251.02
Clinical Group Supervision (1 hour per week at $168.83)			Amount	$2,025.92	$2,025.92	$2,025.92	$2,025.92	$8,103.66
Transportation and other participation incentives ($121.93 per week)			Amount	$1,463.16	$1,463.16	$1,463.16	$1,463.16	$5,852.65
Facility Costs ($112.55 per week meeting space rental)			Amount	$1,350.61	$1,350.61	$1,350.61	$1,350.61	$5,402.44
			B. Direct Operating Costs Total	**$8,103.66**	**$8,103.66**	**$8,103.66**	**$8,103.66**	**$32,414.65**
			TOTAL COSTS YEAR 5	**Quarter 1 (7/1/30 - 9/30/30)**	**Quarter 2 (10/1/30 - 12/31/30)**	**Quarter 3 (1/1/31 - 3/31/31)**	**Quarter 4 (4/1/31 - 6/30/31)**	**FY 2030-31 Total**
			A. Direct Personnel Costs Total	$7,597.18	$7,597.18	$7,597.18	$7,597.18	$30,388.74
			B. Direct Operating Costs Total	$8,103.66	$8,103.66	$8,103.66	$8,103.66	$32,414.65
			Total Direct Program Costs (A + B)	$15,700.85	$15,700.85	$15,700.85	$15,700.85	$62,803.39
			C. Indirect Costs (15%)	$2,355.13	$2,355.13	$2,355.13	$2,355.13	$9,420.51
			TOTAL FY 2030-31 BUDGET	**$18,055.98**	**$18,055.98**	**$18,055.98**	**$18,055.98**	**$72,223.90**

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[THE BEAT WITHIN] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

The Beat Within Response

CONTACT INFORMATION

Company:
The Beat Within

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Lisa Lavaysse

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San Francisco, CA 94134

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Website:
www.thebeatwithin.org

Submission Date:
Jan 12, 2026 3:57 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

N1DRRKACUKG4

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

Yes

IS THE PROPOSER A "LOCAL NON-PROFIT"
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

No response submitted

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

TheBeatWithinRFPNo.2026-00118_Letter_of_Introduction.pdf
TheBeatWithinRFPNo.2026-00118_ExecutiveSummary.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

The Beat Within (TBW) meets and exceeds all minimum qualifications required by San Mateo County for the provision of juvenile programming. As an organization with 29 years of experience, we possess the institutional knowledge, staffing capacity, and fiscal stability necessary to continue to fulfill the requirements of this RFP. TBW was founded in San Francisco in 1996 by visionary David Inocencio, then an assistant director of the Detention Diversion Advocacy Program, who sought to fill the void of self-expression within juvenile detention. The program printed its very first publication following the murder of Tupac Shakur, providing a 6-page platform for young people to process their intense grief. In 2023, the TBW family faced a profound transition when David Inocencio succumbed to cancer. However, the mission never faltered. Lisa Lavaysse, David's wife and dedicated work partner for 14 years, stepped forward to keep The Beat on course as Executive Director. Having worked hand-in-hand with David to scale the organization, Lisa's leadership ensures that TBW's family legacy remains both stable and vibrant. Under her guidance, TBW achieved independent 501(c)(3) nonprofit status in 2025, marking a new strategic era of growth and continued impact.

1. Organizational Experience and Proven Track Record

- **Decades of Service:** Founded in 1996, TBW has nearly three decades of experience providing literacy and creative arts programming to justice-involved youth.

- **Regional Presence:** We serve over 7,500 youth annually across 12 California counties, including San Francisco, Alameda, Santa Clara, and Los Angeles.
- **San Mateo Partnership:** TBW has maintained a consistent presence in San Mateo County for over nine years, continuing operations without interruption through the COVID-19 pandemic.
- **Recognition:** Our methodology has been honored with the Justice Trailblazer Award from the John Jay College of Criminal Justice and the Cesar Chavez Day Hero Award for community service.
- **Validation of Voice:** For many participants, having their work published in a 15,000-copy distribution network is their first experience with positive recognition and the realization that their voice is worthy of an audience.
- **Consistency:** We operate 48 weeks annually, providing a unique "workshop-to-publication" process that no other program in the region offers to build supportive relationships and foster literacy.

2. Qualified Staffing and Safety Protocols

- **Specialized Facilitators:** Our team consists of diverse facilitators who are specifically trained to work with high-risk, incarcerated populations.
- **Rigorous Screening:** All employees and volunteers are live-scanned, fingerprinted, and background-checked to comply with detention facility security protocols.
- **Dedicated Capacity:** For the San Mateo County workshops, TBW designates a specific team of 2 Full-Time (FTE) and 2 Part-Time (PTE) employees, with the capacity to scale up to four workshops per week as needed.

3. Administrative and Fiscal Capacity

- **Legal Status:** TBW is an independent 501(c)(3) nonprofit organization.
- **Financial Stability:** The organization operates on an annual budget of **$480,000**, with **$450,000** specifically allocated to the program requesting funding, ensuring ample resources to meet the commitments of this RFP.
- **Liability Insurance:** TBW is insured to meet the requirements of the RFP.

PROJECT APPROACH*

This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

Project Approach and Methodology

The Beat Within (TBW) operates on the foundational belief that incarceration often strips a young person of their identity, reducing them to a case number or a set of charges. The Beat Within's methodology goes beyond standard literacy; it is a practical, high-impact application of the Positive Youth Development (PYD) model. Our program is designed to counteract this "institutional erasure." We use the artistry of the written word—poetry, prose, and storytelling—as a vehicle for Emotional Regulation and Coping Skills. Our methodology is rooted in Positive Youth Development (PYD). Instead of a deficit-based model that asks, "What is wrong with this youth?", we ask, "What is this youth's story, and how can they use it to build a better future?" By focusing on the "6 Cs"—Competence, Confidence, Connection, Character, Caring, and Contribution—we provide a framework for youth to reimagine themselves as assets to their community. In an environment that often defines young people solely by their mistakes, TBW shifts the narrative to their potential. By engaging in critical thinking and creative expression, participants practice emotional regulation and self-advocacy in real-time. When a youth sees their writing published and read by others, they gain a sense of agency and belonging. This cognitive shift—from passive recipient of punishment to active contributor of culture—is the foundation for responsible decision-making and a successful return to community life.

The strength of our approach lies in its resilience. Founded in 1996 by the late David Inocencio, TBW was founded in the San Francisco Juvenile Justice Center. In 2023, following David's passing, the organization underwent a profound but seamless transition. Lisa Lavaysse, who worked alongside David for 14 years, assumed the role of Executive Director. This was not merely a change in title, but a continuing commitment to The Beat Within's continuity. In 2025, TBW achieved independent 501(c)(3) status, signifying a new era of strategic stability. For San Mateo County, this means partnering with an organization that has the institutional memory of a three-decade legacy and the fresh agility of a newly independent nonprofit.

At the core of The Beat Within (TBW) is the belief that writing is a form of cognitive behavioral intervention. For an incarcerated youth, the act of putting pen to paper is often the first time they are asked to slow down and process the "why" behind their actions.

TBW mentoring empowers youth to use the creative and literary arts to develop positive coping skills and emotional regulation. By transcribing their internal chaos into structured poetry or prose, youth gain a sense of mastery over their own narratives. Participation in TBW is a journey toward three primary milestones:

A. The Reclamation of Self-Esteem: We build self-esteem by proving to youth that their voices matter—not just in a classroom, but in a published forum.
B. Prosocial Connection: We facilitate meaningful, consistent connections between incarcerated youth and adult mentors from the community, creating a stable relational bridge that smooths the transition back to the community.
C. Sustainable Literacy: We develop a literacy practice that isn't focused on test scores, but on the power of communication as a survival skill.

Our presence and dedication are more than just a service; they are a powerful tool in the struggle to bolster self-worth in a place that is designed to be isolating and lonely. TBW amplifies these stories to empower healing, reflection, and better life choices. What sets TBW apart is our proximity. Our unique group of dedicated staff, volunteers, and system partners allows us to be proximate to these youth in a way few other programs can. We operate "on the unit," meeting youth where they are, physically and emotionally. Because we have shown up every week for over nine years in San Mateo County—even through the height of the pandemic—we have retained the hard-earned trust of the youth, their families, and the Probation Department.

The impact of TBW extends far beyond the walls of the Youth Service Center. Our distribution network ensures that the public, elected officials, activists, and organizers can hear the experiences of incarcerated youth directly. This is a critical component of restorative justice. By sharing the stories of the voiceless—those who are often "under the radar" of traditional support systems—we allow incarcerated young people to continue a constructive, non-violent dialogue with their community. When a community reads the words of a young person in The Beat Within, the stereotype of the "offender" is replaced by the reality of a human being in the process of transformation. This dialogue is the foundation upon which successful re-entry is built, ensuring that when our youth return home, they are returning to a community that is ready to hear them and support their progress toward a healthy, productive life.

The Methodology: The "Workshop-to-Publication" Loop

The "magic" of TBW lies in our unique, iterative service delivery model. Unlike programs that offer a one-time class or a standard lecture, TBW operates a Closed-Loop System that ensures every youth receives tangible, public recognition for their effort within days of participation.

1. The Weekly Immersive Workshop

We operate **48-50 weeks a year**, ensuring that the program remains a constant in a highly unstable environment.

- **Safe Space Creation:** Workshops are held on-unit in a "circle" format to dismantle the traditional hierarchy of the detention facility. This creates a "brave space" where youth feel safe to share vulnerable truths.
- **The Prompts:** Facilitators present a set of topics (in English and Spanish) that bridge the personal and the political. We cover themes like "The Weight of the Past," "Letters to My Future Self," and "The Meaning of Accountability."
- **Real-Time Mentorship:** As youth write, facilitators circulate, offering one-on-one "desk-side" mentoring. This is where the literacy intervention happens—helping a youth find the right word to describe a feeling or encouraging a non-writer to start with a single sentence.

2. The Editorial Response and Transcription

After the workshop, the facilitators take the raw, hand-written pages (often written in pencil on yellow pads) back to our editorial office.

- **Transcription:** Every word is typed exactly as written, preserving the youth’s authentic voice.
- **Personalized Feedback:** This is a critical best practice. Every single submission receives a written response from an editor. This feedback isn't just "Good job"; it is a deep engagement with the youth's ideas, validating their perspective and encouraging further reflection.

3. Professional Publication: The Magazine

Every two weeks, these submissions are compiled into a professionally designed magazine.

- Public Audience: By publishing the work in a magazine distributed in over 15,000 copies—to other facilities, families, and community stakeholders—we move the youth's work from a private diary to a public discourse.
- Validation of Voice: When the new issue is delivered back to the unit, the youth see their name in print. For many, this is the first time they have ever seen their name associated with something positive. It provides a "pro-social" high that no other program can replicate.
- Editorial Excellence & Publication: Beyond the workshop, our editorial team manages the rigorous production of The Beat Within magazine, publishing two issues per month. This comprehensive process includes digital transcription, professional bilingual translation (English/Spanish), and a meticulous security screening to ensure all content meets safety and appropriateness standards for correctional environments. By transforming raw workshops into a polished, recurring publication, we provide youth with a tangible platform for their voices while maintaining the highest levels of institutional integrity.

III. Operational Excellence in San Mateo County

TBW's operational model is designed for the high-security, high-fluctuation reality of the Youth Service Center.

- Modular "Inclusive by Design" Curriculum: Because the detention population is fluid, our curriculum is non-sequential. A youth can join for a single session or participate for two years. Each workshop is a complete unit of service, ensuring that even a youth who is only in custody for 48 hours experiences a moment of self-reflection.
- Staffing Consistency: We deploy a dedicated team of 2 Full-Time (FTE) and 2 Part-Time (PTE) employees to San Mateo. These facilitators become the "consistent adults" in these youths' lives—a rare and powerful commodity in the justice system.
- TAY (Transitional Age Youth) Readiness: With the closure of the Division of Juvenile Justice (DJJ), San Mateo County has seen a shift where Transitional Age Youth (TAY), aged 18–25, are returning to county-level units at the Youth Service Center. TBW is

uniquely prepared to address this shift. TBW has scaled its operations to provide developmentally appropriate prompts for this older population, focusing on "Fatherhood," "Employment Re-entry," and "Repairing Community Harm", to ensure age-appropriate mentorship and reflection. We have seen the number of program participants trend upward as TAY youth have returned to the count level probation supervision offering 1-2 weekly workshops for this population.

- Bilingual Program Delivery: To ensure deep cultural inclusivity, all workshop curricula are delivered in both English and Spanish. Furthermore, youth submissions are published in a side-by-side bilingual format, honoring the participants' native languages while fostering cross-cultural dialogue.

IV. Impact on Re-entry and Recidivism

- The ultimate goal of our methodology is to build a "Habit of Reflection." By the time a youth is released, they have practiced the act of pausing, thinking, and writing about their choices. This "mental muscle memory" can allow them to begin to make different decisions when faced with conflict in the community.

Through the magazine, TBW constructs a bridge between the incarcerated youth and the community that awaits them. We aren't just teaching writing; we are facilitating a constructive dialogue between the "inside" and the "outside," ensuring that San Mateo's youth return home not as stereotypes, but as human beings with voices and visions for their future. Our philosophy is simple but profound: by giving a "voice to the voiceless," we compel empathy for a misunderstood population and provide youth with a safe space to realize an identity beyond their criminal records. We construct bridges between incarcerated youth and the community, ensuring that the lessons they learn behind walls resonate throughout the society they will eventually rejoin.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

Scope of Work: The Beat Within (TBW) Service Model

The Beat Within (TBW) provides a comprehensive, high-impact literacy and mentorship program for incarcerated youth and Transitional Age Youth (TAY) in San Mateo County. At the heart of TBW's mission is the "Culture of Consistency." In an environment often defined by transience and isolation, TBW provides a reliable, weekly platform for creative expression and publication. By pairing rigorous creative writing workshops with professional mentorship, TBW empowers participants to develop the literacy skills, self-esteem, and capacity for self-reflection necessary for successful community re-entry and long-term behavioral change.

Service Delivery

TBW's operational scope is divided into two primary pillars: immersive workshop facilitation and professional editorial production.

A. The Weekly Creative Workshop:

TBW commits to providing 48 weeks of consistent, hands-on programming annually. These workshops are tailored to meet the specific developmental needs of two distinct cohorts:

- General Population (YOBG):TBW will conduct 100 immersive, one-hour workshops annually for youth housed at the Youth Service Center. These sessions focus on foundational literacy, emotional regulation, and fostering a sense of belonging within a creative community.
- Transitional Age Youth (JJRBG): TBW will conduct 50 "TAY-Responsive" workshops annually specifically for the 18–25-year-old population. This curriculum is specialized to address the complexities of early adulthood, including fatherhood, adult legal accountability, workforce readiness, and comprehensive re-entry planning.
- Methodology: Facilitated in groups of 10–15, youth engage with curated writing prompts that bridge personal experience with global, civic, and environmental themes. Facilitators provide one-on-one "desk-side" coaching, ensuring that even participants with significant educational gaps receive the support needed to translate their thoughts into written word.

B. Editorial, Safety, and Publication:

Unlike traditional programs, TBW maintains a rapid-response feedback loop that validates the youth's voice through professional publication.

- Transcription & Response: Within a 14-day cycle, TBW staff transcribes every handwritten submission and provides a personalized, written response to each participant, ensuring every youth feels heard and acknowledged.
- Editorial Excellence & Publication: Beyond the workshop, our editorial team manages the rigorous production of The Beat Within magazine, publishing two issues per month. This comprehensive process includes digital transcription, professional bilingual translation (English/Spanish), and a meticulous security screening to ensure all content meets safety and appropriateness standards for correctional environments. By transforming raw workshops into a polished, recurring publication, we provide youth with a tangible platform for their voices while maintaining the highest levels of institutional integrity.
- Multi-Tiered Safety Screening: TBW serves as a vital safety partner for the facility. Staff meticulously screen all content for "masked" communication, gang identifiers, or safety threats, providing a secondary layer of security before any text moves to publication.
- Magazine Production: TBW will produce 800-900 copies of a new magazine twice monthly. We provide enough magazines for each youth as needed.

This professional publication serves as a "living portfolio" of the participants' growth and a platform for pro-social dialogue across the facility.

Distribution: TBW ensures 100% of workshop participants receive a physical copy of the magazine, turning their private reflections into a tangible, public contribution to their community.

Program Goals: Impact and Transformation

The TBW scope of work is designed to move beyond basic activity and toward measurable behavioral and educational outcomes.

Literary and Educational Growth: This scope aims to move youth toward a daily literary practice. By engaging with complex weekly topics and reading the work of their peers in the bi-monthly magazine, youth become more connected to the world around them. This habit-building is designed to increase the literary practice of 48% of workshop participants. Through these activities, youth move beyond isolation and begin to participate in a broader community of writers and thinkers.

Self-Esteem and Personal Agency: Ultimately, this programming serves as a catalyst for personal transformation. By using the artistry of the written word, youth are empowered to connect with their inner voices and process the actions and situations that led to their incarceration. In every session, facilitators guide youth to transcribe their thoughts on paper to reflect on their community impact. The outcome is that 100% of participants will write about personal situations, using the act of writing to connect inwardly and develop the capacity to make different, more positive decisions for their futures.

Mentorship and Pro-social Connection: A central goal of this work is to facilitate meaningful connections between incarcerated youth and community adults. Through the act of shared writing and conversation, TBW connects at-risk youth with consistent mentors, helping them learn to trust adults and work toward positive change. This activity is designed to yield measurable results: 87% of youth are expected to report a positive relationship with TBW staff, and 87% of participants will show an increase in self-esteem. By providing youth with a platform for reflection and mentoring, TBW provides a vital sense of worth to those who are often overlooked.

Behavioral Reflection and Decision-Making: 100% of participants are encouraged to use the written word as a catalyst for self-reflection. By transcribing their thoughts on paper, youth are empowered to process the actions that led to their incarceration, ultimately increasing their capacity to make positive, non-violent decisions in the future.

Summary of Milestones in Scope of Work:

Metric	Target
Annual Workshops (General Population)	100 Sessions
Annual Workshops (TAY Population)	50 Sessions

Magazine Production	24 New Issues
Participant Positive Relationship Rate	87%
Individualized Response Rate	100% of submitted pieces
Self-Esteem Improvement Rate	87%

By championing the literary arts and promoting active literacy, The Beat Within (TBW) empowers youth with a profound capacity for self-reflection and a deeper understanding of the choices that shaped their lives. The Beat Within occupies a singular niche in the San Mateo County juvenile justice landscape. We are the only provider that integrates real-time publication with long-term mentorship.

Our program is specifically designed to support the county's most vulnerable demographics: 90% of our participants are young men of color and 78% are current or former foster youth. By providing a professional-grade platform for these often-overlooked voices, TBW demonstrates an unwavering belief in the potential of every youth to transcend their circumstances and contribute meaningfully to society. Our radical consistency—showing up 48 weeks a year—serves as the ultimate restorative tool for youth who have grown accustomed to systemic abandonment.

TBW remains the only program of its kind. We occupy a unique space in the juvenile justice landscape, providing not only weekly creative writing workshops but also a rapid-response publication cycle. Unlike any other initiative, after the in person workshops TBW transcribes, edits, and publishes youth submissions of writing and art into a professional magazine every two weeks. This immediate feedback loop ensures that participants see their voices validated and returned to them in print, transforming their private reflections into a tangible public contribution.

Our programming is a catalyst for pro-social development. Through consistent mentorship and creative immersion, youth build trusting relationships, self-esteem, master emotional regulation, and develop positive coping mechanisms. TBW constructs a vital

bridge between disconnected transitional-age youth and a community dedicated to their progress. We encourage San Mateo County's highest-risk youth to reclaim their narrative, participate in global discourse, and engage in a comprehensive process of reflection—spanning the personal, the familial, and the communal.

TBW's most significant achievement is our radical consistency. In an environment defined by isolation and transience, we show up every week, without fail. For youth who have grown accustomed to abandonment, our steady presence is a powerful restorative tool. By refusing to look away, TBW demonstrates an unwavering belief in the potential of California's most at-risk youth to transcend their circumstances and make a lasting, positive contribution to the community.

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

TheBeatWithinRFPNo.2026-00118_ProposedSchedule.pdf

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

Innovations and Best Practices: The Beat Within (TBW)

In the landscape of juvenile justice and reentry, innovation is often misidentified as a purely technological pursuit. At The Beat Within (TBW), we define innovation through the refinement of human systems, the efficiency of editorial production, and the sustainability of mentorship. Our service model represents a significant evolution in how arts-based interventions are delivered in San Mateo County. By anchoring our work in national standards—specifically Positive Youth Development (PYD), Cognitive-Behavioral Intervention, and Trauma-Informed Care—TBW provides a modern, evidence-based approach to restorative justice that remains effective regardless of technological barriers.

Innovation in Methodology: The Research-Backed "Feedback Loop"

The most notable innovation in TBW's model is the streamlining of the Rapid-Response Editorial Cycle. This process is an innovation in organizational efficiency that aligns with Cognitive-Behavioral "Slow-Down" Techniques, a best practice designed to mitigate impulsive decision-making.

- The 14-Day "Immediate Validation" Cycle: TBW has perfected a high-velocity workflow that ensures handwritten thoughts are transcribed, responded to, and returned in a professional magazine within two weeks. In an environment where youth often feel forgotten, this is a psychological breakthrough. The act of writing serves as a physical mechanism to organize chaotic thoughts, while our feedback loop requires youth to revisit those thoughts 14 days later, facilitating a key cognitive exercise in delayed reflection.
- Dual-Language Pedagogical Access: To meet the Cultural Responsiveness standards of San Mateo County, we have innovated our curriculum to be fully bilingual. By providing 100% of prompts and materials in both English and Spanish, we eliminate the "literacy wall" for English Language Learners (ELL), ensuring equity in service for a population that is 90% African American and Latino. We provide weekly topics in Spanish and youth writing contributions will be published in both Spanish and also translated into English alongside.

Best Practices in TAY-Responsive Programming & Mentorship

Following the successful integration of the post-DJJ population into local facilities in 2025, TBW has evolved its curriculum to meet the specific developmental needs of the Transitional Age Youth (TAY) population (18–25).

- Developmentally Specific Curriculum: While general population workshops focus on foundational self-esteem, our TAY-responsive model (JJRBG) pushes youth to dig deeper given their maturity and process of getting older, positioning youth in a place to be more focused on their own growth and self reflection. Writing topics and self reflection include Fatherhood and Legacy, Civic Responsibility, and Processing Long-Term Incarceration.
- The "Credible Messenger" & Peer Mentorship: Research indicates that youth are most responsive to adults who understand their lived experiences. In 2025, TBW utilizes the magazine as a "peer-mentorship" tool. By publishing reflections from older TAY youth, we provide the general population with credible messengers through the written word, creating a sustainable culture of mentorship that exists on the units 24/7.

Sustainability: Trauma-Informed Success & The "Living Portfolio"

Sustainability at TBW refers to creating a "desistance" from crime that lasts after a youth is released. This is achieved through Trauma-Informed Creative Expression and tangible skill-building.

- **The Living Portfolio:** Every participant builds a professional-grade portfolio of their intellectual growth. This collection serves as a "resume of reflection" for court hearings, reentry planning, or school re-enrollment, proving educational engagement through a strength-based lens.
- **Choice-Based Agency:** A core best practice in trauma-informed care is providing agency. Our prompts are "choice-based," allowing youth to control their emotional boundaries and navigate their personal narratives without re-traumatization. This empowers them to move from a "criminal" self-perception to a pro-social identity as a "Writer" or "Artist."

Operational Innovation: Safety as a Secondary Service

TBW acts as a crucial partner in institutional safety, providing a "Culture of Consistency" that stabilizes facility climate.

- **Multi-Tiered Security Screening:** Our staff acts as a "secondary safety layer" for San Mateo County Probation. Every submission is screened for "masked" communication, gang identifiers, or unit tension. This allows the facility to monitor climate through a non-punitive, creative medium.
- **Radical Consistency as a Stabilizer:** By showing up 48 weeks a year without fail, TBW provides a predictable "pro-social anchor." This consistency is a primary tool for reducing youth anxiety and unit volatility.

Strategic Alignment with Outcomes

The Beat Within (TBW) provides a coordinated continuum of care designed to advance the specific strategic outcomes identified by the Juvenile Justice Coordinating Council (JJCC):

- **Social and Emotional Well-being:** Our workshops utilize creative expression as a tool for resilience and emotional regulation.

- Educational and Career Skills: Through the "Living Portfolio" of published work, youth develop tangible literacy skills and hope for their future academic and vocational paths.
- Reducing Racial Disparities: Our model directly addresses the overrepresentation of Hispanic/Latino and Black youth by providing culturally responsive programming and bilingual facilitators.

Integration of Juvenile Detention Best Practices

Our service model operates at the intersection of research-validated pillars:

A. Positive Youth Development (PYD): We move away from deficit-based models and toward a strength-based approach where youth are identified as "Writers" and "Artists" rather than just "detainees".

B. Trauma-Informed Care: Recognizing that nearly 200 youth in detention face high behavioral health needs, our facilitators are trained to use writing as a safe, regulated outlet for processing trauma.

C. Cognitive-Behavioral Intervention: The act of writing is a physical "slow-down" mechanism. Our feedback loop requires youth to revisit their thoughts 14 days later, facilitating a key cognitive exercise in delayed reflection and accountability.

D. Credible Messenger Mentorship: We provide consistent adult role models who foster a "Culture of Consistency," addressing the top stakeholder need for consistent provider connections.

Compliance with San Mateo County Probation Services Priorities

Best Practice Pillar	TBW Program Element	Impact Metric
Efficiency	Streamlined in house "Write-to-Print" cycle.	High engagement and immediate behavioral reinforcement.

Sustainability	Integration of the "Living Portfolio" for reentry.	Tangible proof of growth for courts and schools.
Skill Building	Alignment with Common Core literacy standards.	48% increase in literary practice and educational re-engagement.
Accountability	Focus on civic and community impact prompts.	100% of participants reflect on personal actions and community harm.

The Beat Within's innovation lies in our ability to take the simple act of writing and professionalize it into a high-impact, facility-wide system of change. Our model meets the high standards of the Juvenile Justice Reform Act (JJRA) by providing a rigorous, evidence-based environment where literacy, safety, and self-reflection intersect. For the TAY and general population youth in the San Mateo Youth Service Center, our program serves as the essential bridge between detention and the personal responsibility required for successful community life.

PERFORMANCE MEASURES*
Describe a plan for achieving performance measures

The Beat Within (TBW) stands as a unique, non-duplicative intervention serving incarcerated youth, Transitional Age Youth (TAY), and the broader community. For 29 years, TBW has utilized the power of narrative to foster healing, critical reflection, and improved decision-making through the creative arts. Our workshop methodology provides a safe, structured environment where participants can process the actions and circumstances that led to their justice involvement. This process grants youth ownership over their personal narratives and promotes meaningful, pro-social dialogue with adult facilitators. TBW utilizes a mixed-methods approach to capture outcome evidence across four key domains: Attendance, Relationships, Trust, and Literacy. Our methodology combines distinct data streams:

- Quantitative Data: We track unduplicated youth counts, program sites, zip codes, and ethnic/demographic backgrounds to ensure equitable service delivery.
- Qualitative Data: Through quarterly surveys, structured interviews, and written feedback, we capture the lived experience of participants.
- Longitudinal Feedback: Beyond initial participation, TBW tracks success stories from former participants who return to the organization as post-release interns, providing a long-term view of program efficacy.

TBW operates in close coordination with San Mateo Youth Services Center staff to ensure data collection respects the privacy and rights of all participants.

- Scope of Service: TBW provides group-based arts programming rather than individual case management, clinical counseling, or 1-on-1 mentoring. As such, TBW does NOT maintain legal authority to access juvenile case files, track individual entry/exit dates, or employ CANS/OYA evaluation methodologies.
- Reporting Commitment: TBW will provide the Probation Department with quarterly reports containing general identification data, including racial/ethnic demographics, zip codes, gender identification, and session dosage (dates, times, and participant counts). We utilize a combination of paper-and-pencil surveys and secure digital databases provided by probation, to ensure data integrity.
- Administrative Transparency: We anticipate no barriers to meeting the reporting requirements of this RFP. Should any challenges arise, TBW staff will engage with Probation Services immediately to resolve issues and ensure the timely submission of all reports.

TBW adheres to the highest standards of data security and confidentiality. Our protocols comply with all applicable federal and state laws, including:

- HIPAA: 45 CFR Parts 160, 162, and 164.
- California Privacy Laws: Civil Code Section 1798 and Sections 56.10 et seq.

- Juvenile Privacy: California Penal Code Section 1203 and Welfare and Institutions Code Section 827 (Juvenile Case File Information).

The following performance measures are supported by TBW's historical data and current outcomes.

Goal 1: Consistency and High-Impact Engagement

- Objective: To continue to deliver consistent weekly programming to all youth in custody including 100 YOBG-funded workshops (General Population) and 50 JJRBG-funded workshops (TAY) annually.
- Proven Outcome: 87% of participants attend TBW workshops on a regular basis, demonstrating the success of our "drop-in" model as a reliable facility anchor.

Goal 2: Literacy Practice and Creative Ownership

- Objective: Increase literary practice and empower youth to see themselves as writers.
- Proven Outcome: While 57% of entering youth do not initially think of themselves as writers, our workshops enable them to explore language in a way that promotes ownership. We aim to increase the literary practice of 48% of participants during their tenure.

Goal 3: Pro-Social Relationship Building

- Objective: Foster trust between disconnected youth and positive community adult role models.
- Proven Outcome: 89% of youth state they have positive relationships with TBW facilitators. These relationships often extend for years beyond the scope of the program.

Goal 4: Self-Reflection and Behavioral Change

- Objective: Use the written word as a catalyst for youth to process actions that led to their incarceration.
- Outcome Target: 100% of participants will write about personal situations, using creative writing to connect inwardly and make more positive future decisions.

The cornerstone of The Beat Within's (TBW) success is our Radical Consistency. In an environment often defined by transience and systemic abandonment, we provide an unwavering presence for youth who are unaccustomed to such dedication. For 29 years, TBW has demonstrated that showing up every week, without fail, is the most powerful restorative tool available in a detention setting. Our program functions as a "drop-in" sanctuary within the facility, providing a positive media platform where youth can transform their pain, ideas, and aspirations into professional-grade literature. By empowering participants with a voice, we facilitate a vital reconnection to their inner selves, their families, and their communities. The impact of TBW extends far beyond the physical walls of the Youth Service Center. We maintain an "open door" policy for continued creative and personal growth, often maintaining mentorship connections and publishing the works of participants for years after their release. By constructing this vital bridge between incarceration and a productive, non-violent future, The Beat Within ensures that San Mateo County's most disconnected youth are not just heard, but are empowered to reclaim their place in society.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

TheBeatWithinRFPNo.2026-00118_FirmQualifications.pdf

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

TheBeatWithinRFPNo.2026-00118_TeamQualifications.pdf

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

TheBeatWithinRFPNo.2026-00118_References.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

TheBeatWithinRFPNo.2026-00118_FeeScheduleNarrative.pdf
TheBeatWithinRFPNo.2026-00118_YOBG_Fee_Schedule.pdf
TheBeatWithinRFPNo.2026-00118_FeeScheduleJJRBG.pdf

The Beat Within
A Weekly Publication of Writing and Art from the Inside

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Yanitxa Albino
Management Analyst
County of San Mateo Probation Department
222 Paul Scannell Drive
San Mateo, CA 94402

January 10, 2026

Dear Ms. Albino:

On behalf of the incarcerated youth at the San Mateo County Youth Service Center, The Beat Within (TBW) is proud to submit this proposal for the Juvenile Programs and Services RFP (No. 2026-RFP-00118). We are requesting $293,698.88 for the five years of funding with a request of $94,000 in the first year of the five year funding period for our creative writing workshops and magazine publication—a cornerstone of rehabilitative programming in this facility for over nine years. For an incarcerated young person, the act of putting pen to paper can be the first step toward a different life.

TBW Workshops and Magazine Publication do more than teach writing; they serve as a critical intervention for system-impacted youth. TBW program utilizes the artistry of the written word—poetry, prose, and storytelling—to help high-risk youth process the actions and circumstances that led to their incarceration. By empowering these young people to find their "inner voice," we foster the emotional regulation, prosocial behavior, and communication skills essential for successful reentry and long-term community safety. Our workshops do more than teach writing; they serve as a catalyst for youth to make positive life decisions and provide a platform for family engagement through our published magazine. TBW has partnered with the juvenile probation department successfully for over nine years and we are able to meet the capacity of the population offering more workshops as the population grows. Currently, we are providing 2-3 workshops for the general population and 1-2 workshops for the TAY population, this number goes up to meet capacity needs and institutional restrictions at the Youth Services Center. As a proven partner, we are fully prepared to continue to perform the commitments outlined in this proposal and affirm that we have remained in full compliance with all RFP terms.

The following individual is authorized to obligate TBW to the commitments contained in this proposal and will serve as the primary point of contact for all communications:

Name: Lisa Lavaysse Title: Executive Director
Phone: 415-890-5641 Fax: 415-626-1636 Email: llava@thebeatwithin.org

We are incredibly proud of our history in San Mateo County and are eager to build upon our nine years of service. I would welcome the opportunity to discuss our program with you further or arrange a visit to a workshop. Thank you for this opportunity.

Sincerely,

Lisa Lavaysse
Executive Director

Executive Summary: The Beat Within Writing Workshops and Magazine Publication
The Beat Within (TBW) is a social justice and youth development organization that has championed empowerment for justice-involved youth since 1996. Recently transitioning to independent 501(c)(3) status in 2025, TBW is entering a new strategic era to meet the fluctuating capacity needs at the sites where we work to serve vulnerable populations within detention facilities.

Mission and Program
The mission of TBW is to amplify the voices and foster the positive development of young people impacted by the justice system. We provide non-negotiable foundations of self-expression, literacy, and community connection through:

- **Weekly Workshops**: Trained facilitators lead weekly workshops in juvenile halls and adult prisons. These sessions provide writing prompts that encourage participants to process trauma, take accountability, and imagine a life beyond incarceration.
- Proven, high-impact workshops held 48 weeks per year at the San Mateo County Youth Service Center in both English and Spanish with work published in both languages.
- Currently meeting San Mateo County's Youth Service Center population capacity and can expand to meet needs of the department.
- Trusted partner of the San Mateo County Probation Department- Juvenile Division.
- **The Beat Within Magazine**: A bi-monthly magazine that publishes a curated selection of the writing and artwork generated in the workshops. This publication is distributed back into the facilities, creating a "conversation" between different units and institutions.
- **Evidence-Based Methodology**: Our "inclusive by design" curriculum utilizes the Positive Youth Development (PYD) model to build the "6 Cs": Competence, Confidence, Connection, Character, Caring, and Contribution. The Beat Within is often praised for its "no-censorship" philosophy (within safety guidelines), which allows participants to speak their truth authentically, a rarity in correctional environments.

Impact
TBW serves as a vital surrogate community, shifting the narrative for incarcerated youth from their mistakes to their potential. TBW is a recognized leader in California's social justice landscape, honored with the Jefferson Award and the Cesar Chavez Day Hero Award.

- **Regional Focus:** In San Mateo County, TBW reaches 120–150 unique youth annually, maintaining consistent engagement through the Youth Service Center.
- **Statewide Scale:** In 2025 alone, TBW empowered over 5,000 California youth, providing a rare platform for self-advocacy and responsible decision-making.
- **Behavioral Growth**: Participants practice emotional regulation, self-advocacy, and responsible decision-making in real-time.
- **Critical Service Bridge:** By serving both general and transitional age youth (TAY), TBW fills a high-priority service gap in the Mid-Peninsula region.

Funding Request and Financials
The Beat Within respectfully requests $293,698.88 over five years with **$94,000 granted in year one** to fund our workshops and magazine publication at the San Mateo County Youth Service Center for both the general population and transitional age youth. This investment directly supports the Mid-Peninsula's most marginalized youth, filling a critical service gap in the region.

- **Total Organization Budget**: $480,000
- **Project Budget**: $450,000

3.5. Proposed Schedule

The Beat Within is prepared to execute this scope of work immediately upon the start of the funding cycle to continue the current weekly programming without interruption. Our organizational history in San Mateo County proves our ability to maintain operations under extreme circumstances:

- **Historical Reliability:** TBW has maintained consistent weekly programming for the last **9 years** without interruption in San Mateo County and for 29 years in San Francisco County.
- **Crisis Adaptation:** In April 2020, TBW was one of the only providers to successfully pivot to synchronous virtual platforms during the COVID-19 lockdown. We successfully transitioned back to 100% in-person programming in February 2022.
- **Operational Readiness:** TBW is currently active within the Youth Service Center. Our staff and volunteer facilitators are cleared, trained, and prepared to fulfill the 48-50-week annual requirement (allowing for two weeks of administrative downtime/holiday facility closures).

Weekly Workshop Rotation

To meet the target of **100-150 annual workshops** (100 YOBG for General Population and 50 JJRBG for TAY as needed to accommodate fluctuating populations).

TBW proposes a weekly schedule that maximizes youth engagement while minimizing facility disruption.

Frequency	Target Population	Program Type	Location	Participant Goal
Weekly	General Population (YOBG)	Creative Writing / Arts-Based	YSC Living Units	7–20 per session
Weekly	Transitional Age Youth (JJRBG)	TAY-Responsive / Re-entry	YSC/Dedicated Units	12–20 per session

Ongoing	All Populations	Mentorship & Literacy Coaching	Facility-wide	25-40 youth weekly

The 14-Day Production & Publication Cycle

TBW operates on a high-velocity editorial schedule to ensure youth receive immediate validation for their work. This cycle runs concurrently with the workshops.

Phase	Timeline	Activity Description
Phase 1: Engagement	**Ongoing weekly**	Facilitators deliver workshops, provide writing prompts (English/Spanish), and collect youth submissions/art.
Phase 2: Transcription	**Days 1-4**	TBW staff transcribes handwritten submissions and performs safety/security screenings for "masked" communication.
Phase 3: Response	**Days 5-7**	Staff and mentors draft personalized, encouraging responses to every youth participant.
Phase 4: Publication	**Days 8-12**	Compilation and layout of a new **bi-monthly magazine**.
Phase 5: Closing Loop	**Week 2**	Delivery of 800-900 magazine copies (annually) to YSC. 100% of participants receive a copy containing their published work.

Scalability for DJR Closure & TAY Integration

With the formal closure of the Division of Juvenile Justice (DJJ), San Mateo County has successfully transitioned Transitional Age Youth (TAY) back to local care. The Beat Within has been a primary partner in this transition throughout 2025, ensuring that these high-risk young adults are met with immediate, structured programming upon their return.

- **Proven Integration:** Throughout 2025, TBW successfully scaled its "TAY-Responsive" model to accommodate the influx of youth formerly housed in state facilities. We have moved from a transitional phase into a steady-state operation where 18–25-year-olds are fully integrated into our weekly workshop cycles.
- **Increased Participation in 2025:** As a result of the DJJ realignment, TBW has seen a marked increase in population. We continue to provide a consistent weekly curriculum to address the more complex needs of this older cohort, specifically focusing on long-term incarceration processing, adult accountability, and the nuances of the California JJRBG requirements.
- **Seamless Scalability:** Our "Radical Consistency" model allowed us to absorb the increased population without any disruption to service. We adapt weekly to the need for 1 or 2 workshops and split populations as needed. We continue to offer dedicated workshops that serve as a bridge for TAY youth as they move from the Youth Service Center back into the community.

Annual Performance Milestones

TBW measures success through consistent completion of the following milestones over the 12-month contract period:

- **Quarter 1:** Complete 36-38 workshops; produce 6 issues of *The Beat Within* magazine.
- **Quarter 2:** Complete 36-38 workshops; facilitate mid-year literacy assessments for long-term participants.
- **Quarter 3:** Complete 36–38 workshops; host collaborative session with Probation/Facility staff to review TAY re-entry themes.
- **Quarter 4:** Complete final workshops (Total 100-150); achieve 100% distribution of "Living Portfolios" for transitioning youth.

As evidenced by our performance during the pandemic and our nine-year history at the Youth Service Center, The Beat Within does not have "start-up" lag. We are currently operational and will maintain this annual 12 month schedule with 100% reliability. We require only the basic infrastructure (tables, chairs, and security support) to turn any unit into a high-functioning creative classroom.

3.8. Firm Qualifications *

The Beat Within (TBW) is a San Francisco-based organization founded in 1996. TBW's mission is to provide incarcerated youth with consistent opportunities to share their ideas and life experiences in a safe space that encourages literacy, self-expression, critical thinking, and healthy relationships with adults and their community. Serving as an effective bridge between incarcerated youth and the community, TBW empowers individuals to transition toward healthy, non-violent, and productive lives. The organization provides high-quality, culturally sensitive detention-based programming rooted in California Visual and Performing Arts Academic Standards and positive youth development best practices. TBW's unique model combines writing, mentoring, and creative arts, culminating in a bi-monthly magazine that publishes youth writing and art to amplify their voices.

For nearly three decades, The Beat Within (TBW) has catalyzed social justice and championed empowerment for justice-involved youth. Founded in 1996 by visionary David Inocencio and sustained by Lisa Lavaysse, our legacy is providing the non-negotiable foundations of self-expression, literacy, and community connection within detention facilities. We are entering a new strategic era. Following decades of impactful work, TBW achieved independent 501(c)(3) status in 2025. This organizational leap fuels our momentum and expands our capacity to address the critical needs of vulnerable youth.

Through 29 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.

The Beat Within maintains a robust operational footprint across twelve California counties, providing a unique vantage point on the state's juvenile justice landscape. Within this network, the programming at the San Francisco Juvenile Justice Center and the San Diego County Juvenile Detention Facilities serves as our primary benchmarks for impact; these sites are closely aligned in organizational size, programmatic scope, and budgetary requirements. Detailed project descriptions and performance metrics for these locations follow, illustrating our capacity to deliver consistent, high-quality interventions across major metropolitan regions. Additional project references and site-specific data are available upon request to further demonstrate our readiness for expanded partnership.

Project 1: San Francisco Juvenile Justice Center

- **Client:** San Francisco Department of Children, Youth and Their Families (DCYF).
- **Reference Contact:** Reina Robinson, Reina.robinson@dcyf.org
- **Primary Staff:** Lisa Lavaysse (Executive Director)
- **Budget:** $100,000/annually
- **Schedule:** Ongoing since 1996. Operates weekly one-hour workshops for 48 weeks annually.
- **Project Summary:** TBW provides weekly writing and conversation workshops for 30-35 youth at the San Francisco Juvenile Justice Center. Facilitators provide writing topics, pencils, paper, and the latest magazine issues. Youth submissions are transcribed, edited, and published in a bi-monthly magazine, fostering literacy and self-worth.

Project 2: San Diego County Juvenile Detention Facilities

- **Client:** County of San Diego Probation Department.
- **Reference Contact:**
  Nathan Head M.Ed., Principal East Mesa SOAR Academy
  San Diego County Office of Education
  T: 858-290-5648

- **Primary Staff:**Lisa Lavaysse (Executive Director).
- **Budget: $**99,999/annually
- **Schedule:** Bi-monthly (twice a month) workshops on all units.
- **Project Summary:** Partnering with San Diego County Office of Education (SDCOE) teachers, TBW provides writing, visual arts, and conversation workshops for youth aged 13-18. SDCOE teachers scan submissions for TBW staff and interns to transcribe and edit for the bi-monthly publication. The project focuses on increasing literacy and building self-esteem through published expression.

The Beat Within (TBW) is an independent 501(c)(3) nonprofit organization founded in 1996. Its mission is to provide incarcerated youth and adults with consistent opportunities to share their ideas and life experiences in a safe space that encourages literacy, self-expression, critical thinking, and healthy relationships with adults and their community.

As a primary service provider, TBW serves as a crucial bridge between incarcerated individuals and the community. The organization specializes in high-quality, culturally sensitive detention-based programming that aligns with California Visual and Performing Arts Academic Standards and positive youth development best practices. TBW's signature model—weekly writing, conversation, and creative arts workshops—culminates in a bi-monthly magazine publication. This platform validates the voices of the participants, fostering a sense of self-worth and providing a constructive medium for dialogue with the outside world.

3.9. Team Qualifications*

The Beat Within celebrates diversity and inclusion, embracing multiple approaches and points of view. Our staff and workshop facilitators reflect the diversity of the community we serve. Our full and part time staff members come from diverse backgrounds and are encouraged to bring their authentic selves and background into the workshops to be real with the youth participants. TBW is a female lead organization. We know from experience that youth are more likely to open up to someone who shares their story, who reflects their background, and who reflects the image they hold of themselves. Thus, TBW strives to bring on facilitators that reflect the communities we serve and where everyone feels empowered to drive equality for all.

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. In addition to the dedicated staff members below, The Beat Within has a team of typing editors made up of part-time staff and volunteers who are critical in the magazine publication process.

Lisa Lavaysse, Executive Director (Lead Project Manager) A San Francisco native and graduate of San Francisco City College, Lisa brings over 14 years of dedicated leadership to TBW. Having served as the protégé of New America Media's Sandy Close, Lisa has mastered the complexities of non-profit administration, reporting, and funding. As Executive Director, she manages all operational aspects of the organization, trains volunteers for secure facility clearance, and maintains a hands-on presence as a weekly facilitator for youth.

Michael Kroll, Workshop Lead Facilitator Michael offers a profound depth of experience in education and social justice. A Peace Corps veteran who taught in Malaysian Borneo, Michael has spent over two decades as a staunch advocate for criminal justice reform. Since 2000, he has

been a pillar of *The Beat Within*, bridging the gap between literacy and justice by conducting workshops in juvenile halls and prisons. His extensive background as a published journalist (notably in *The New York Times* and *The Nation*) provides youth with elite-level editorial guidance.

Manen Pau, Magazine Layout and Design Manen oversees the technical and creative production of *The Beat Within* magazine. Their work ensures that the voices of incarcerated youth are presented with dignity and professional quality, creating a constructive dialogue between the youth and the public, elected officials, and their families.

The following chart outlines the hierarchy for the San Mateo County Youth Service Center project. Lisa Lavaysse serves as the Lead Project Manager, providing a direct line of communication between County stakeholders and the program's execution.

Name	**Project Role**	**Primary Responsibilities**
Lisa Lavaysse	**Lead Project Manager** & Lead Facilitator	Project oversight, administrative management, County reporting, volunteer training, and workshop facilitation.
Michael Kroll	**Workshop Lead Facilitator**	Curriculum delivery, youth mentorship, and editorial content generation within the Youth Service Center.
Manen Pau	**Magazine Layout & Design**	Graphic Artist for the production of *The Beat Within* magazine, transforming youth submissions of writing and art into a professional publication.

The Beat Within provides written assurance that the key individuals identified in this proposal—Lisa Lavaysse, Michael Kroll, and Manen Pau—will be the primary personnel performing the work. These individuals will not be substituted or reassigned to this project without the prior written approval of the County. All of these employees have been working with The Beat Within for over fifteen years.

3.10. References*

Reference 1:
San Francisco County Probation
875 Woodside Ave, San Francisco, CA
Dates of service provided: 29 years of weekly workshop programming and magazines, since 1996 through to the present (including during COVID).

Contact Person 1:
Katherine Weinstein Miller
Chief Juvenile Probation Officer
Office: 415-753-7556
Cell: 415-310-5354
katherine.miller@sfgov.org

Reference 2:
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 1:
Nathan Head M.Ed.
Principal East Mesa SOAR Academy
San Diego County Office of Education
T: 858-290-5648 (no fax)

Contact Person 2:
Mimi Seney, Ed.M.
Education Specialist – Special Education
SOAR Academy – East Mesa
San Diego County Office of Education
Direct 858.290.5461 / Text: 419-405-6464 (MIMI)
Email: mimi.seney@sdjccs.net

3.11. Fee Proposal*

The total projected cost to deliver comprehensive programming in San Mateo County for 2026-2031 is $293,698.88 of which year one of the funding period 2026-2027 is $94,000. This budget accounts for incremental adjustments reflecting current inflation and cost-of-living rates. Utilizing funds from the Youth Offender Block Grant (YOBG) and the Juvenile Justice Realignment Block Grant (JJRBG), The Beat Within (TBW) will provide direct, high-impact services for incarcerated youth at the San Mateo County Youth Service Center.

TBW commits to 48 weeks of programming, delivering a total of 150 workshops at a unit cost of $750 per workshop. TBW can offer these workshops at a bulk unit cost of $626.67 for the purposes of this RFP. This inclusive rate covers all direct service elements: including staff to facilitate workshops in juvenile hall, curriculum materials, PPE, snacks, all typing, editing and we also provide individual responses to every submission, as well as the production of our bi-monthly magazine. Providing every youth in custody with a hard copy of The Beat Within magazine (over 800 magazines annually- one new issue for every youth).

Detailed Line-Item Justification
All fees are calculated based on contractor rates, pro-rated staff salaries, and direct material costs. The following categories represent the full lifecycle of our program impact:

- Programming Preparations & Facilitation: Covers the end-to-end delivery of 150 workshops, including curriculum development, staff travel, and 48 weeks of onsite facilitation in juvenile hall. This ensures a consistent, high-quality experience for every participant.

- Creative Writing & Clinical Processing: Beyond simple facilitation, this covers the critical "Response" phase. Staff meticulously review youth submissions for safety and content appropriateness, transcribe handwritten work for publication, and provide individualized written feedback to every youth—validating their voice and fostering literacy.

- Magazine Layout, Publication & Printing: Supports the technical production of The Beat Within, a hard copy bi-monthly magazine. This includes graphic design, professional layout, and the physical printing costs of a high-quality publication that serves as a permanent record of the participants' growth.

- Magazine Distribution: Ensures that every participant receives a physical copy of the magazine. This process involves precise counting and logistical coordination to navigate facility security protocols, ensuring the "conversation" between units remains active.

- Program Assessment & Reporting: Covers our evidence-based tracking system. This includes the administration of participant surveys and the collection and entry of qualitative and quantitative data to ensure we are meeting Positive Youth Development (PYD) milestones.

- Youth Incentives & Workshop Supplies: * Snack Incentives: Nutritional incentives are a vital tool for building rapport and encouraging consistent attendance in a detention environment, as permitted.

- Operational Materials & Safety: Includes all writing supplies and PPE for staff and volunteers.

- Security Clearances: Process the mandatory background checks and security clearances required for all personnel to maintain safe, authorized access to the facility.

Name of Program: **The Beat Within**

FISCAL YEAR 2026-27 (July 1, 2026 - June 30, 2027)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate** ($/hr/staff)	**Indicator**	**Quarter 1** (7/1/26 - 9/30/26)	**Quarter 2** (10/1/26 - 12/31/26)	**Quarter 3** (1/1/27 - 3/31/27)	**Quarter 4** (4/1/27 - 6/30/27)	**FY 2026-27 Total**
1. Programming Preparations	2	$52.00	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$1,300.00	$1,300.00	$1,300.00	$1,300.00	$5,200.00
2. Creative Writing Workshops	2	$52.00	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	$2,600.00	$2,600.00	$2,600.00	$2,600.00	$10,400.00
3. Processing Workshops: editing and responding to youth's work	2	$52.00	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	$3,900.00	$3,900.00	$3,900.00	$3,900.00	$15,600.00
4. Magazine Layout and Publication	1	$52.00	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	$3,120.00	$3,120.00	$3,120.00	$3,120.00	$12,480.00
5. Magazine Distribution	2	$52.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$624.00	$624.00	$624.00	$624.00	$2,496.00
6. Program Assessment and Reporting	1	$52.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$312.00	$312.00	$312.00	$312.00	$1,248.00
			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	**$11,856.00**	**$11,856.00**	**$11,856.00**	**$11,856.00**	**$47,424.00**

B. Direct Operating Costs						
Item	**Indicator**	**Quarter 1** (7/1/26 - 9/30/26)	**Quarter 2** (10/1/26 - 12/31/26)	**Quarter 3** (1/1/27 - 3/31/27)	**Quarter 4** (4/1/27 - 6/30/27)	**FY 2026-27 Total**
Magazine Printing	Amount	$1,450.00	$1,450.00	$1,450.00	$1,450.00	$5,800.00

Snack Incentives	Amount	$130.00	$130.00	$130.00	$130.00	$520.00
Workshop Supplies: Program Materials and PPE	Amount	$780.70	$780.70	$780.70	$780.70	$3,122.80
						$0.00
	B. Direct Operating Costs Total	**$2,360.70**	**$2,360.70**	**$2,360.70**	**$2,360.70**	**$9,442.80**

	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
A. Direct Personnel Costs Total	$11,856.00	$11,856.00	$11,856.00	$11,856.00	$47,424.00
B. Direct Operating Costs Total	$2,360.70	$2,360.70	$2,360.70	$2,360.70	$9,442.80
Total Direct Program Costs (A + B)	$14,216.70	$14,216.70	$14,216.70	$14,216.70	$56,866.80
C. Indirect Costs (10%)	$1,421.67	$1,421.67	$1,421.67	$1,421.67	$5,686.68
TOTAL FY 2026-27 BUDGET	**$15,638.37**	**$15,638.37**	**$15,638.37**	**$15,638.37**	**$62,553.48**

Name of Program: **The Beat Within**

FISCAL YEAR 2027-28 (July 1, 2027 - June 30, 2028)

Budget Projections

A. Direct Personnel Costs

Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/28 - 6/30/28)	FY 2027-28 Total
1. Programming Preparations	2	$ 54.00	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$1,350.00	$1,350.00	$1,350.00	$1,350.00	$5,400.00
2. Creative Writing Workshops	2	$ 54.00	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	$2,700.00	$2,700.00	$2,700.00	$2,700.00	$10,800.00
3. Processing Workshops: editing and responding to youth's work	2	$ 54.00	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	$4,050.00	$4,050.00	$4,050.00	$4,050.00	$16,200.00
4. Magazine Layout and Publication	1	$ 54.00	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	$3,240.00	$3,240.00	$3,240.00	$3,240.00	$12,960.00
5. Magazine Distribution	2	$ 54.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$648.00	$648.00	$648.00	$648.00	$2,592.00
6. Program Assessment and Reporting	1	$ 54.00	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$324.00	$324.00	$324.00	$324.00	$1,296.00

			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	**$12,312.00**	**$12,312.00**	**$12,312.00**	**$12,312.00**	**$49,248.00**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/28 - 6/30/28)	FY 2027-28 Total
Magazine Printing	Amount	$1,600.00	$1,600.00	$1,600.00	$1,600.00	$6,400.00
Snack Incentives	Amount	$140.00	$140.00	$140.00	$140.00	$560.00
Workshop Supplies: Program Materials and PPE	Amount	$800.00	$800.00	$800.00	$800.00	$3,200.00
						$0.00
	B. Direct Operating Costs Total	**$2,540.00**	**$2,540.00**	**$2,540.00**	**$2,540.00**	**$10,160.00**

	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/28 - 6/30/28)	FY 2027-28 Total
A. Direct Personnel Costs Total	$12,312.00	$12,312.00	$12,312.00	$12,312.00	$49,248.00
B. Direct Operating Costs Total	$2,540.00	$2,540.00	$2,540.00	$2,540.00	$10,160.00
Total Direct Program Costs (A + B)	$14,852.00	$14,852.00	$14,852.00	$14,852.00	$59,408.00
C. Indirect Costs (10%)	$1,485.20	$1,485.20	$1,485.20	$1,485.20	$5,940.80
TOTAL FY 2027-28 BUDGET	**$16,337.20**	**$16,337.20**	**$16,337.20**	**$16,337.20**	**$65,348.80**

Name of Program: **The Beat Within**

FISCAL YEAR 2028-29 (July 1, 2028 - June 30, 2029)

Budget Projections

A. Direct Personnel Costs

Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
1. Programming Preparations	2	56	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$1,400.00	$1,400.00	$1,400.00	$1,400.00	$5,600.00
2. Creative Writing Workshops	2	56	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	$2,800.00	$2,800.00	$2,800.00	$2,800.00	$11,200.00

3. Processing Workshops: editing and responding to youth's work	2	56	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	$4,200.00	$4,200.00	$4,200.00	$4,200.00	$16,800.00
4. Magazine Layout and Publication	1	56	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	$3,360.00	$3,360.00	$3,360.00	$3,360.00	$13,440.00
5. Magazine Distribution	2	56	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$672.00	$672.00	$672.00	$672.00	$2,688.00
6. Program Assessment and Reporting	1	56	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$336.00	$336.00	$336.00	$336.00	$1,344.00
			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	**$12,768.00**	**$12,768.00**	**$12,768.00**	**$12,768.00**	**$51,072.00**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
Magazine Printing	Amount	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
Snack Incentives	Amount	$150.00	$150.00	$150.00	$150.00	$600.00
Workshop Supplies: Program Materials and PPE	Amount	$825.00	$825.00	$825.00	$825.00	$3,300.00
						$0.00
	B. Direct Operating Costs Total	**$2,775.00**	**$2,775.00**	**$2,775.00**	**$2,775.00**	**$11,100.00**

	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
A. Direct Personnel Costs Total	$12,768.00	$12,768.00	$12,768.00	$12,768.00	$51,072.00
B. Direct Operating Costs Total	$2,775.00	$2,775.00	$2,775.00	$2,775.00	$11,100.00
Total Direct Program Costs (A + B)	$15,543.00	$15,543.00	$15,543.00	$15,543.00	$62,172.00
C. Indirect Costs (10%)	$1,554.30	$1,554.30	$1,554.30	$1,554.30	$6,217.20

TOTAL FY 2028-29 BUDGET	$17,097.30	$17,097.30	$17,097.30	$17,097.30	$68,389.20

Name of Program: **The Beat Within**

FISCAL YEAR 2029-30 (July 1, 2029 - June 30, 2030)

Budget Projections

A. Direct Personnel Costs

Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/29 - 9/30/29)	Quarter 2 (10/1/29 - 12/31/29)	Quarter 3 (1/1/30 - 3/31/30)	Quarter 4 (4/1/30 - 6/30/30)	FY 2029-30 Total
1. Programming Preparations	2	58	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$1,450.00	$1,450.00	$1,450.00	$1,450.00	$5,800.00
2. Creative Writing Workshops	2	58	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	$2,900.00	$2,900.00	$2,900.00	$2,900.00	$11,600.00
3. Processing Workshops: editing and responding to youth's work	2	58	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	$4,350.00	$4,350.00	$4,350.00	$4,350.00	$17,400.00
4. Magazine Layout and Publication	1	58	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	$3,480.00	$3,480.00	$3,480.00	$3,480.00	$13,920.00
5. Magazine Distribution	2	58	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$696.00	$696.00	$696.00	$696.00	$2,784.00
6. Program Assessment and Reporting	1	58	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$348.00	$348.00	$348.00	$348.00	$1,392.00
			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	**$13,224.00**	**$13,224.00**	**$13,224.00**	**$13,224.00**	**$52,896.00**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/29 - 9/30/29)	Quarter 2 (10/1/29 - 12/31/29)	Quarter 3 (1/1/30 - 3/31/30)	Quarter 4 (4/1/30 - 6/30/30)	FY 2029-30 Total
Magazine Printing	Amount	$2,000.00	$2,000.00	$2,000.00	$2,000.00	$8,000.00
Snack Incentives	Amount	$155.00	$155.00	$155.00	$155.00	$620.00
Workshop Supplies: Program Materials and PPE	Amount	$845.00	$845.00	$845.00	$845.00	$3,380.00
						$0.00
	B. Direct Operating Costs Total	**$3,000.00**	**$3,000.00**	**$3,000.00**	**$3,000.00**	**$12,000.00**

	Quarter 1 (7/1/29 - 9/30/29)	Quarter 2 (10/1/29 - 12/31/29)	Quarter 3 (1/1/30 - 3/31/30)	Quarter 4 (4/1/30 - 6/30/30)	FY 2029-30 Total
A. Direct Personnel Costs Total	$13,224.00	$13,224.00	$13,224.00	$13,224.00	$52,896.00
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)	$16,224.00	$16,224.00	$16,224.00	$16,224.00	$64,896.00
C. Indirect Costs (10%)	$1,622.40	$1,622.40	$1,622.40	$1,622.40	$6,489.60
TOTAL FY 2028-29 BUDGET	**$17,846.40**	**$17,846.40**	**$17,846.40**	**$17,846.40**	**$71,385.60**

Name of Program: **The Beat Within**

FISCAL YEAR 2030-31 (July 1, 2030 - June 30, 2031)

Budget Projections

A. Direct Personnel Costs

Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/30 - 9/30/30)	Quarter 2 (10/1/30- 12/31/30)	Quarter 3 (1/1/31 - 3/31/31)	Quarter 4 (4/1/31 - 6/30/31)	FY 2030-31 Total
1. Programming Preparations	2	60	Number of Clients	300	300	300	300	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$1,500.00	$1,500.00	$1,500.00	$1,500.00	$6,000.00
2. Creative Writing Workshops	2	60	Number of Clients	300	300	300	300	
			Number of Hours	25	25	25	25	100
			Amount (Rate * Hours * Staff)	$3,000.00	$3,000.00	$3,000.00	$3,000.00	$12,000.00
3. Processing Workshops: editing and responding to youth's work	2	60	Number of Clients	300	300	300	300	
			Number of Hours	37.5	37.5	37.5	37.5	150
			Amount (Rate * Hours * Staff)	$4,500.00	$4,500.00	$4,500.00	$4,500.00	$18,000.00
4. Magazine Layout and Publication	1	60	Number of Clients	300	300	300	300	
			Number of Hours	60	60	60	60	240
			Amount (Rate * Hours * Staff)	$3,600.00	$3,600.00	$3,600.00	$3,600.00	$14,400.00
5. Magazine Distribution	2	60	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$720.00	$720.00	$720.00	$720.00	$2,880.00
6. Program Assessment and Reporting	1	60	Number of Clients	300	300	300	300	
			Number of Hours	6	6	6	6	24
			Amount (Rate * Hours * Staff)	$360.00	$360.00	$360.00	$360.00	$1,440.00
			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	**$13,680.00**	**$13,680.00**	**$13,680.00**	**$13,680.00**	**$54,720.00**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/30 - 9/30/30)	Quarter 2 (10/1/30- 12/31/30)	Quarter 3 (1/1/31 - 3/31/31)	Quarter 4 (4/1/31 - 6/30/31)	FY 2030-31 Total
Magazine Printing	Amount	$2,200.00	$2,200.00	$2,200.00	$2,200.00	$8,800.00
Snack Incentives	Amount	$160.00	$160.00	$160.00	$160.00	$640.00
Workshop Supplies: Program Materials and PPE	Amount	$865.00	$865.00	$865.00	$865.00	$3,460.00
						$0.00
	B. Direct Operating Costs Total	**$3,225.00**	**$3,225.00**	**$3,225.00**	**$3,225.00**	**$12,900.00**

	Quarter 1 (7/1/30 - 9/30/30)	Quarter 2 (10/1/30- 12/31/30)	Quarter 3 (1/1/31 - 3/31/31)	Quarter 4 (4/1/31 - 6/30/31)	FY 2030-31 Total

A. Direct Personnel Costs Total	$13,680.00	$13,680.00	$13,680.00	$13,680.00	$54,720.00
B. Direct Operating Costs Total	$3,225.00	$3,225.00	$3,225.00	$3,225.00	$12,900.00
Total Direct Program Costs (A + B)	$16,905.00	$16,905.00	$16,905.00	$16,905.00	$67,620.00
C. Indirect Costs (10%)	$1,690.50	$1,690.50	$1,690.50	$1,690.50	$6,762.00
TOTAL FY 2028-29 BUDGET	**$18,595.50**	**$18,595.50**	**$18,595.50**	**$18,595.50**	**$74,382.00**

	FY 2026-27 Total	FY 2027-28 Total	FY 2028-29 Total	FY 2029-230 Total	FY 2030-31 Total	Project Total
A. Direct Personnel Costs Total	$47,424.00	$49,248.00	$51,072.00	$52,896.00	$54,720.00	$147,744.00
B. Direct Operating Costs Total	$9,442.80	$10,160.00	$11,100.00	$12,000.00	$12,900.00	$30,702.80
Total Direct Program Costs (A + B)	$56,866.80	$59,408.00	$62,172.00	$64,896.00	$67,620.00	$178,446.80
C. Indirect Costs Total	$5,686.40	$5,940.80	$6,217.20	$6,489.60	$6,762.00	$17,844.68
TOTAL PROGRAM BUDGET	**$62,553.20**	**$65,348.80**	**$68,389.20**	**$71,385.60**	**$74,382.00**	**$196,291.48**

Name of Program: **The Beat Within**

FISCAL YEAR 2026-27 (July 1, 2026 - June 30, 2027)

			Budget Projections					
A. Direct Personnel Costs								
Services (by Type)	**# of Staff**	**Rate** ($/hr/staff)	**Indicator**	**Quarter 1** (7/1/26 - 9/30/26)	**Quarter 2** (10/1/26 - 12/31/26)	**Quarter 3** (1/1/27 - 3/31/27)	**Quarter 4** (4/1/27 - 6/30/27)	**FY 2026-27 Total**
1. Programming Preparations	1	$52.00	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$650.00	$650.00	$650.00	$650.00	$2,600.00
2. Creative Writing Workshops	1	$52.00	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$650.00	$650.00	$650.00	$650.00	$2,600.00
3. Processing Workshops: editing and responding to youth's work	2	$52.00	Number of Clients	125	125	125	125	
			Number of Hours	26	26	26	26	104
			Amount (Rate * Hours * Staff)	$2,704.00	$2,704.00	$2,704.00	$2,704.00	$10,816.00
4. Magazine Layout and Publication	1	$52.00	Number of Clients	125	125	125	125	
			Number of Hours	30	30	30	30	120
			Amount (Rate * Hours * Staff)	$1,560.00	$1,560.00	$1,560.00	$1,560.00	$6,240.00
5. Magazine Distribution	1	$52.00	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$156.00	$156.00	$156.00	$156.00	$624.00
6. Program Assessment and Reporting	1	$52.00	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$156.00	$156.00	$156.00	$156.00	$624.00
			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	**$5,876.00**	**$5,876.00**	**$5,876.00**	**$5,876.00**	**$23,504.00**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
Magazine Printing	Amount	$725.00	$725.00	$725.00	$725.00	$2,900.00
Snack Incentives	Amount	$65.00	$65.00	$65.00	$65.00	$260.00
Workshop Supplies: Program Materials and PPE	Amount	$390.00	$390.00	$390.00	$390.00	$1,560.00
						$0.00
	B. Direct Operating Costs Total	**$1,180.00**	**$1,180.00**	**$1,180.00**	**$1,180.00**	**$4,720.00**

	Quarter 1 (7/1/26 - 9/30/26)	Quarter 2 (10/1/26 - 12/31/26)	Quarter 3 (1/1/27 - 3/31/27)	Quarter 4 (4/1/27 - 6/30/27)	FY 2026-27 Total
A. Direct Personnel Costs Total	$5,876.00	$5,876.00	$5,876.00	$5,876.00	$23,504.00
B. Direct Operating Costs Total	$1,180.00	$1,180.00	$1,180.00	$1,180.00	$4,720.00
Total Direct Program Costs (A + B)	$7,056.00	$7,056.00	$7,056.00	$7,056.00	$28,224.00
C. Indirect Costs (10%)	$705.60	$705.60	$705.60	$705.60	$2,822.40
TOTAL FY 2023-24 BUDGET	**$7,761.60**	**$7,761.60**	**$7,761.60**	**$7,761.60**	**$31,046.40**

Name of Program: **The Beat Within**

FISCAL YEAR 2027-28 (July 1, 2027 - June 30, 2028)

Budget Projections

A. Direct Personnel Costs

Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/28 - 6/30/28)	FY 2027-28 Total
1. Programming Preparations	1	$ 54.00	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$675.00	$675.00	$675.00	$675.00	$2,700.00
2. Creative Writing Workshops	1	$ 54.00	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$675.00	$675.00	$675.00	$675.00	$2,700.00
3. Processing Workshops: editing and responding to youth's work	2	$ 54.00	Number of Clients	125	125	125	125	
			Number of Hours	26	26	26	26	104
			Amount (Rate * Hours * Staff)	$2,808.00	$2,808.00	$2,808.00	$2,808.00	$11,232.00
4. Magazine Layout and Publication	1	$ 54.00	Number of Clients	125	125	125	125	
			Number of Hours	30	30	30	30	120
			Amount (Rate * Hours * Staff)	$1,620.00	$1,620.00	$1,620.00	$1,620.00	$6,480.00
5. Magazine Distribution	1	$ 54.00	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12

			Amount (Rate * Hours * Staff)	$162.00	$162.00	$162.00	$162.00	$648.00
			Number of Clients	125	125	125	125	
6. Program Assessment and Reporting	1	$ 54.00	Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$162.00	$162.00	$162.00	$162.00	$648.00
			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	**$6,102.00**	**$6,102.00**	**$6,102.00**	**$6,102.00**	**$24,408.00**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/28 - 6/30/28)	FY 2027-28 Total
Magazine Printing	Amount	$800.00	$800.00	$800.00	$800.00	$3,200.00
Snack Incentives	Amount	$70.00	$70.00	$70.00	$70.00	$280.00
Workshop Supplies: Program Materials and PPE	Amount	$400.00	$400.00	$400.00	$400.00	$1,600.00
	B. Direct Operating Costs Total	**$1,270.00**	**$1,270.00**	**$1,270.00**	**$1,270.00**	**$5,080.00**

	Quarter 1 (7/1/27 - 9/30/27)	Quarter 2 (10/1/27 - 12/31/27)	Quarter 3 (1/1/28 - 3/31/28)	Quarter 4 (4/1/28 - 6/30/28)	FY 2027-28 Total
A. Direct Personnel Costs Total	$6,102.00	$6,102.00	$6,102.00	$6,102.00	$24,408.00
B. Direct Operating Costs Total	$1,270.00	$1,270.00	$1,270.00	$1,270.00	$5,080.00
Total Direct Program Costs (A + B)	$7,372.00	$7,372.00	$7,372.00	$7,372.00	$29,488.00
C. Indirect Costs (10%)	$737.20	$737.20	$737.20	$737.20	$2,948.80
TOTAL FY 2024-25 BUDGET	**$8,109.20**	**$8,109.20**	**$8,109.20**	**$8,109.20**	**$32,436.80**

Name of Program: **The Beat Within**

FISCAL YEAR 2028-29 (July 1, 2028 - June 30, 2029)

Budget Projections

A. Direct Personnel Costs

Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
			Number of Clients	125	125	125	125	

1. Programming Preparations	1	56	Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$700.00	$700.00	$700.00	$700.00	$2,800.00
2. Creative Writing Workshops	1	56	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$700.00	$700.00	$700.00	$700.00	$2,800.00
3. Processing Workshops: editing and responding to youth's work	2	56	Number of Clients	125	125	125	125	
			Number of Hours	26	26	26	26	104
			Amount (Rate * Hours * Staff)	$2,912.00	$2,912.00	$2,912.00	$2,912.00	$11,648.00
4. Magazine Layout and Publication	1	56	Number of Clients	125	125	125	125	
			Number of Hours	30	30	30	30	120
			Amount (Rate * Hours * Staff)	$1,680.00	$1,680.00	$1,680.00	$1,680.00	$6,720.00
5. Magazine Distribution	1	56	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$168.00	$168.00	$168.00	$168.00	$672.00
6. Program Assessment and Reporting	1	56	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$168.00	$168.00	$168.00	$168.00	$672.00
			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	**$6,328.00**	**$6,328.00**	**$6,328.00**	**$6,328.00**	**$25,312.00**

B. Direct Operating Costs						
Item	**Indicator**	**Quarter 1** (7/1/28 - 9/30/28)	**Quarter 2** (10/1/28 - 12/31/28)	**Quarter 3** (1/1/29 - 3/31/29)	**Quarter 4** (4/1/29 - 6/30/29)	**FY 2028-29 Total**
Magazine Printing	Amount	$900.00	$900.00	$900.00	$900.00	$3,600.00
Snack Incentives	Amount	$75.00	$75.00	$75.00	$75.00	$300.00
Workshop Supplies: Program Materials and PPE	Amount	$412.50	$412.50	$412.50	$412.50	$1,650.00
						$0.00
	B. Direct Operating Costs Total	**$1,387.50**	**$1,387.50**	**$1,387.50**	**$1,387.50**	**$5,550.00**

	Quarter 1 (7/1/28 - 9/30/28)	Quarter 2 (10/1/28 - 12/31/28)	Quarter 3 (1/1/29 - 3/31/29)	Quarter 4 (4/1/29 - 6/30/29)	FY 2028-29 Total
A. Direct Personnel Costs Total	$6,328.00	$6,328.00	$6,328.00	$6,328.00	$25,312.00
B. Direct Operating Costs Total	$1,387.50	$1,387.50	$1,387.50	$1,387.50	$5,550.00
Total Direct Program Costs (A + B)	$7,715.50	$7,715.50	$7,715.50	$7,715.50	$30,862.00
C. Indirect Costs (10%)	$771.55	$771.55	$771.55	$771.55	$3,086.20
TOTAL FY 2025-26 BUDGET	**$8,487.05**	**$8,487.05**	**$8,487.05**	**$8,487.05**	**$33,948.20**

Name of Program: **The Beat Within**

FISCAL YEAR 2029-30 (July 1, 2029 - June 30, 2030)

Budget Projections

A. Direct Personnel Costs

Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/29 - 9/30/29)	Quarter 2 (10/1/29 - 12/31/29)	Quarter 3 (1/1/30 - 3/31/30)	Quarter 4 (4/1/30 - 6/30/30)	FY 2029-30 Total
1. Programming Preparations	1	58	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$725.00	$725.00	$725.00	$725.00	$2,900.00
2. Creative Writing Workshops	1	58	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$725.00	$725.00	$725.00	$725.00	$2,900.00
3. Processing Workshops: editing and responding to youth's work	2	58	Number of Clients	125	125	125	125	
			Number of Hours	26	26	26	26	104
			Amount (Rate * Hours * Staff)	$3,016.00	$3,016.00	$3,016.00	$3,016.00	$12,064.00
4. Magazine Layout and Publication	1	58	Number of Clients	125	125	125	125	
			Number of Hours	30	30	30	30	120
			Amount (Rate * Hours * Staff)	$1,740.00	$1,740.00	$1,740.00	$1,740.00	$6,960.00
5. Magazine Distribution	1	58	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$174.00	$174.00	$174.00	$174.00	$696.00
6. Program Assessment and Reporting	1	58	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$174.00	$174.00	$174.00	$174.00	$696.00
			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	**$6,554.00**	**$6,554.00**	**$6,554.00**	**$6,554.00**	**$26,216.00**

B. Direct Operating Costs

Item	Indicator	Quarter 1 (7/1/29 - 9/30/29)	Quarter 2 (10/1/29 - 12/31/29)	Quarter 3 (1/1/30 - 3/31/30)	Quarter 4 (4/1/30 - 6/30/30)	FY 2029-30 Total
Magazine Printing	Amount	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$4,000.00
Snack Incentives	Amount	$77.50	$77.50	$77.50	$77.50	$310.00
Workshop Supplies: Program Materials and PPE	Amount	$422.50	$422.50	$422.50	$422.50	$1,690.00
						$0.00
	B. Direct Operating Costs Total	**$1,500.00**	**$1,500.00**	**$1,500.00**	**$1,500.00**	**$6,000.00**

	Quarter 1 (7/1/29 - 9/30/29)	Quarter 2 (10/1/29 - 12/31/29)	Quarter 3 (1/1/30 - 3/31/30)	Quarter 4 (4/1/30 - 6/30/30)	FY 2029-30 Total
A. Direct Personnel Costs Total	$6,554.00	$6,554.00	$6,554.00	$6,554.00	$26,216.00
B. Direct Operating Costs Total	$1,500.00	$1,500.00	$1,500.00	$1,500.00	$6,000.00
Total Direct Program Costs (A + B)	$8,054.00	$8,054.00	$8,054.00	$8,054.00	$32,216.00
C. Indirect Costs (10%)	$805.40	$805.40	$805.40	$805.40	$3,221.60
TOTAL FY 2025-26 BUDGET	**$8,859.40**	**$8,859.40**	**$8,859.40**	**$8,859.40**	**$35,437.60**

Name of Program: **The Beat Within**

FISCAL YEAR 2030-31 (July 1, 2030 - June 30, 2031)

Budget Projections

A. Direct Personnel Costs

Services (by Type)	# of Staff	Rate ($/hr/staff)	Indicator	Quarter 1 (7/1/30 - 9/30/30)	Quarter 2 (10/1/30- 12/31/30)	Quarter 3 (1/1/31 - 3/31/31)	Quarter 4 (4/1/31 - 6/30/31)	FY 2030-31 Total
1. Programming Preparations	1	60	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$750.00	$750.00	$750.00	$750.00	$3,000.00
2. Creative Writing Workshops	1	60	Number of Clients	125	125	125	125	
			Number of Hours	12.5	12.5	12.5	12.5	50
			Amount (Rate * Hours * Staff)	$750.00	$750.00	$750.00	$750.00	$3,000.00
3. Processing Workshops: editing and responding to youth's work	2	60	Number of Clients	125	125	125	125	
			Number of Hours	26	26	26	26	104
			Amount (Rate * Hours * Staff)	$3,120.00	$3,120.00	$3,120.00	$3,120.00	$12,480.00
4. Magazine Layout and Publication	1	60	Number of Clients	125	125	125	125	
			Number of Hours	30	30	30	30	120
			Amount (Rate * Hours * Staff)	$1,800.00	$1,800.00	$1,800.00	$1,800.00	$7,200.00
5. Magazine Distribution	1	60	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$180.00	$180.00	$180.00	$180.00	$720.00
6. Program Assessment and Reporting	1	60	Number of Clients	125	125	125	125	
			Number of Hours	3	3	3	3	12
			Amount (Rate * Hours * Staff)	$180.00	$180.00	$180.00	$180.00	$720.00
			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	**$6,780.00**	**$6,780.00**	**$6,780.00**	**$6,780.00**	**$27,120.00**

B. Direct Operating Costs						
Item	Indicator	Quarter 1 (7/1/30 - 9/30/30)	Quarter 2 (10/1/30- 12/31/30)	Quarter 3 (1/1/31 - 3/31/31)	Quarter 4 (4/1/31 - 6/30/31)	FY 2030-31 Total
Magazine Printing	Amount	$1,100.00	$1,100.00	$1,100.00	$1,100.00	$4,400.00
Snack Incentives	Amount	$80.00	$80.00	$80.00	$80.00	$320.00
Workshop Supplies: Program Materials and PPE	Amount	$432.50	$432.50	$432.50	$432.50	$1,730.00
						$0.00
	B. Direct Operating Costs Total	**$1,612.50**	**$1,612.50**	**$1,612.50**	**$1,612.50**	**$6,450.00**

	Quarter 1 (7/1/30 - 9/30/30)	Quarter 2 (10/1/30- 12/31/30)	Quarter 3 (1/1/31 - 3/31/31)	Quarter 4 (4/1/31 - 6/30/31)	FY 2030-31 Total
A. Direct Personnel Costs Total	$6,780.00	$6,780.00	$6,780.00	$6,780.00	$27,120.00
B. Direct Operating Costs Total	$1,612.50	$1,612.50	$1,612.50	$1,612.50	$6,450.00
Total Direct Program Costs (A + B)	$8,392.50	$8,392.50	$8,392.50	$8,392.50	$33,570.00
C. Indirect Costs (10%)	$839.25	$839.25	$839.25	$839.25	$3,357.00
TOTAL FY 2025-26 BUDGET	**$9,231.75**	**$9,231.75**	**$9,231.75**	**$9,231.75**	**$36,927.00**

	FY 2026-27 Total	FY 2027-28 Total	FY 2028-29 Total	FY 2029-230 Total	FY 2030-31 Total	Project Total
A. Direct Personnel Costs Total	$23,504.00	$24,408.00	$25,312.00	$26,216.00	$27,120.00	$73,224.00
B. Direct Operating Costs Total	$4,720.00	$5,080.00	$5,550.00	$6,000.00	$6,450.00	$15,350.00
Total Direct Program Costs (A + B)	$28,224.00	$29,488.00	$30,862.00	$32,216.00	$33,570.00	$88,574.00
C. Indirect Costs Total	$2,822.40	$2,948.80	$3,086.20	$3,221.60	$3,357.00	$8,857.40
TOTAL PROGRAM BUDGET	**$31,046.40**	**$32,436.80**	**$33,948.20**	**$35,437.60**	**$36,927.00**	**$97,431.40**

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[THE REGENTS OF THE UNIVERSITY OF CALIFORNIA] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

The Regents of the University of California Response

CONTACT INFORMATION

Company:
The Regents of the University of California

Email:
seneas@ucanr.edu

Contact:
Sally Neas

Address:
2801 Second Street
Davis, CA 95618

Phone:
(336) 937-3089

Website:
N/A

Submission Date:
Jan 13, 2026 12:02 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

The Regents of the University of California, UEI # K5KAMCPRVED6

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

Yes

IS THE PROPOSER A "LOCAL NON-PROFIT"
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

No response submitted

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

Introduction-letter.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

The California 4-H Program has been providing youth with positive youth development programming for over 100 years. In the last twenty year, the program has made a concerted effort to develop and deliver programs that serve justice-involved and at-risk youth and have several programs across the state that have been doing so for more than seven years. In San Mateo County, the 4-H program has been reaching at-risk youth through afterschool programming (programming which is similar to our proposed programming) for the last ten years, and we started delivering programming catered to justice-involved youth two years ago.

Our account manager, Kathleen Stewart, has been with the organization since 2017. Additionally, she has a team of support from our central office, many of who have been in their positions for over a decade.

Our organization is registered with SAM.

PROJECT APPROACH*
This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

San Mateo County 4-H (SMC 4-H) is proposing three programs, two of which will operate in the Youth Services Center (YSC) for youth who are detained, and one of which will operate at the Phoenix Garden (located across the street from the Youth Services Center) serving youth at-risk for detention as well as those on probation and/or in re-entry (and potentially some long-term youth in the Pine

4 unit of the YSC, described below). While each program has its unique area of focus, they are all grounded in positive youth development, career and vocational training and life skills education, with the broader goal of providing youth with the skills, knowledge and ability to forge meaningful, productive and financially viable careers in order to reduce crime and recidivism. Our programs provide young people with training in horticulture, landscaping, food service and culinary arts that will prepare them with for careers in these respective industries.

All of our programs are grounded in the theory and practice of positive youth development, which asserts that relationships with caring adults through developmentally appropriate programming that uses research-based best practices can lead to long-term positive trajectories for youth[1]. To employ this approach, we emphasize mentoring and strong youth-adult relationships that support positive youth development. All of our programs employ culturally responsive and trauma-informed frameworks to ensure their efficacy, relevance and accessibility to the youth we work with. Furthermore, both cooking and gardening have been shown to have mental health benefits by providing opportunities for social-emotional learning; our programs thus support mental health and well-being. All three programs have been shown to be effective, either from substantial assessment data that we have collected while operating the programs (culinary arts program and the Phoenix Garden Youth Internship) or from a significant base of research that documents efficacy for justice-involved and at-risk youth (gardening programs in juvenile hall).

Given their content areas, these programs operate synergistically; for a youth who has been detained in the YSC, they will have the opportunity to move through a series of classes and programming that given them rich, experiential learning opportunities in cooking and gardening, which they could then continue once they are released through the Phoenix Garden. When paired together, these three programs will prepare youth for a lifetime of healthy cooking and gardening, be it in their career or daily life. At the same time, we understand that funds are limited and competitive and, if the funder is unable to fund all of them, each program is a stand-alone series that can be implemented without the others.

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[1] Arnold, M. E. (2018). From Context to Outcomes: A Thriving Model for 4-H Youth Development Programs. *Journal of Human Sciences and Extension, 6*(1), 11. DOI: https://doi.org/10.54718/NBNL5438

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

San Mateo County 4-H (SMC 4-H) is proposing three programs, two of which will operate in the Youth Services Center for youth who are detained, and one of which will operate at the Phoenix Garden, serving youth at-risk for detention as well as those on probation

and/or in re-entry (with the possibility of engaging long-term youth in the Pine 4 unit of the YSC, described below). These programs are detailed further below:

Programming for youth detained in Youth Services Center:

4-H Culinary Arts Program in Youth Services Center:

This is a continuation of our current culinary arts program, which has been successfully operating in the facility since March of 2024. The program is composed of three different classes that operate concurrently to serve the entire population in the facility, while providing the most programming for the long-term youth in the Pine 4 unit, many of whom have cooking in their individual rehabilitation plans. When possible, we will coordinate with the garden program to use fresh produce from the garden in our classes if it is funded.

Below we further articulate the classes we would like to offer. Most of what is detailed below is a continuation of our current programming, with a few new additions in response to needs expressed by facility staff or youth.

- Culinary Arts Class– Ongoing program geared towards long-term youth focused on skill building and career development in healthy cooking. Weekly classes will focus on basic and advanced cooking techniques, food safety and nutrition knowledge to foster a love for cooking. Participants will gain the skills necessary to cook for themselves and others through culturally relevant and personally meaningful recipes. We will emphasize food safety, and each year, participants will have the opportunity to earn a food handler's license, which enables them to work in commercial kitchens. The program will be organized around 13-week quarters, with each quarter will featuring a different culinary tradition (e.g. Chinese, Italian, Central American, etc.). Each quarter will include a minimum of 10 classes. Twice a year, we will have "cook off" celebration, where youth have the opportunity to select and prepare a recipe on their own; these will be shared with other staff and youth in the facility, who will have the chance to vote on their favorite.
- Breakfast Club program—An early morning program geared towards long-term youth that will focus on cooking and eating a healthy breakfast. Youth will learn a variety of cooking techniques and will get acquainted with diverse culinary traditions around breakfast. This program will also emphasize practices and skills used in the food service industry, such as line cooking and batch preparation, serving as a bridge to potential careers in food service. Additionally, youth and 4-H program staff will eat breakfast together; 4-H staff will leverage this time for mentoring and community building by coming with a prepared reflection question that youth will have the chance to respond to. This program is new, based on a request from Institutional Services Manager Carmen Ramirez to provide additional programming each week. In late January of 2026, we will pilot the

breakfast club once a month; this will allow us to work through the challenges so that we are able to fully launch it with the start of the new contract.

- Monthly Cooking Workshops – One-day cooking workshops offered monthly for short-term youth focused on exposure to and awareness of cooking. The topics are co-developed with youth feedback, and in the past have included topics such as: ice cream making; pupusas and curtido; Sopa de Fideo and pickles.
- When possible, coordinate with garden staff to incorporate garden produce into the above classes.

Key tasks include:

- Continue offering weekly culinary arts classes, in accordance with schedule as agreed upon with Institutional Services Managers (ISM)and other relevant facility staff; this will include 10 classes per quarter.
- Integrate breakfast club for long-term youth in Pine 4, in accordance with schedule as agreed upon with ISM and other relevant facility staff. This will include 10 classes per quarter.
- Continue offering monthly cooking workshops, in accordance with schedule as agreed upon with ISM and other relevant facility staff; this will include 3 per quarter, or on monthly (whichever is more).

Milestones completed each quarter (13-week period):

- Offer 10 culinary arts classes, 10 breakfast club classes and 3 cooking workshops
- Distribute and analyze performance measures survey

Milestones completed each year:

- Host two “cook off challenges”

Gardening program in Youth Services Center:

This would be a program offered in the YSC facility that blends instruction in diversified vegetable, fruit and flower gardening and landscaping with horticultural therapy practices. The program will emphasize preparing youth for jobs in gardening, horticulture and landscaping, as well as emphasizing the mental and physical health benefits of gardening. Based on conversations with YSC facility staff, we will repurpose the old chicken coop area as a gardening space by building raised beds. As per feedback from ISM Carmen

Ramirez, we will also explore the possibility of managing some landscaping tasks within the facility as a way for youth to practice landscaping skills for future careers. We are open to serving short or long-term youth, or if the schedule allows, both; we will work with facility staff to determine this schedule. We know there has been gardening in the facility led by various staff members, but it is hard for them to maintain consistently; thus, as facility staff have time and interest, we will coordinate with them to amplify our mutual efforts.

We are proposing this program because, in conversations with both youth in the facility (short-term and long-term), many of them have expressed interest and enthusiasm in gardening. We also know that some of them list gardening in their individual rehabilitation plans but it has been hard for the facility to arrange for this. Additionally, as further articulated in the "Evidence Base and Innovations" section, gardening is an evidence-based practice that has been demonstrated effective in supporting mental health and wellbeing in justice-involved youth.

The gardening program provides added benefit for youth who are released who then go on to participate in the Phoenix Garden Internship (described below). They will have skills they can apply in the program, building self-efficacy and self-esteem and further developing the potential for employment in landscaping. Also, the same staff member, Julio Contreras, will be working in the YSC garden and the Phoenix Garden, providing continuity and support during their transition.

Key tasks for garden program:

- Work with facility staff to determine a schedule of classes, which units will attend classes and any regular landscaping tasks the youth will complete.
- Offer twice weekly classes with youth. We will provide two classes per week, and at least twenty classes per 13-week quarter, for a total of 80 classes per year. In the beginning, these will focus on garden design and build, including skills such as mapping, building raised beds, installing irrigation and soil remediation. Once the garden is established, other classes will focus on crop planning, plant care, weed and pest management, harvesting and soil management.
- UCCE staff will work closely with facility staff to explore the possibility of using garden produce for meals in the facility; potential opportunities include healthy, seasonal snacks, as an addition to already-scheduled meals and/or using in the 4-H culinary arts program, detailed above.

- Coordination with facility staff to support them in working with youth in the garden. This support will include an annual workshop on gardening and garden education, as well as regular coordination on gardening tasks. A key part of this training we be how to harvest and use fresh produce, including recipes and coordination, to support using the produce in the facility.

Milestones completed each quarter:

- 20 classes offered
- Distribute and analyze survey to assess performance measures
- Regular coordination with facility staff to support additional gardening as they have capacity

Milestones completed each year:

- Annual workshop for facility staff on gardening and garden education

Programming for at-risk, probation and re-entry youth:

Phoenix garden internship program:

The Phoenix Garden is a six-acre therapeutic and educational garden in San Mateo County. It is located across the street from San Mateo County's Youth Services Center, on the land where the previous juvenile hall was, and is used by County agencies, community-based organizations, and individuals from across the county for personal healing and wellness, education, and community empowerment. The Phoenix Garden is jointly managed by SMC's 4-H program, SMC's Behavioral Health and Recovery Services (BHRS) and SMC's Public Health Equity, Policy and Planning (HEPP) Division. In this arrangement, SMC 4-H is a contractor leveraging funding from BHRS and HEPP to maintain the garden and much of its programming in collaboration with these entities.

We are seeking additional funding to expand our flagship program, the Phoenix Garden Youth Internship Program, that serves at-risk, probation and re-entry youth. We first piloted this program in the summer of 2025. It is a paid summer job program for at-risk youth and youth in re-entry or probation. Youth were recruited through targeted channels (the youth probation department and community-based programs such as Fresh Lifelines for Youth and CASA) to ensure we were serving our target population. We recruited ten youth, half of whom had been previously detained in the YSC and half of whom were at risk for detention. The youth were paid to work in the garden two days a week for six weeks over the summer, where they gained hands-on experience in gardening, environmental stewardship, and community building, as well as job skills. Building on the success of the summer, and at

the request of the youth from the summer who wanted to stay engaged, we then launched a fall program that focused on leadership development. The goal of this program is to prepare youth to become youth leaders in the subsequent spring and summer programs.

Our pilot programs were very successful; our assessment data shows significant growth in gardening knowledge, improvement in skills to support positive peer and adult relationships and a reduction in anxiety. Based on the success of the summer, we have developed a seasonal progression to support on-going positive opportunities for these youth. The yearly progression would include:

- Spring introductory program: This will be an introductory program, where we host workshops and service workdays for youth who are eligible for the summer program. We will engage community partners, such as FLY, CASA and local high schools to attend these workdays. The intention of the program will be to provide meaningful service opportunities to at-risk youth and to recruit eligible youth for the summer program. The program will be co-led by youth from the previous summer who stayed on for the fall leadership program (referred to as “leadership track youth” in the rest of the proposal). They will be paid as peer mentors, helping to lead service workdays, and will receive training and leadership opportunities to further develop their leadership skills. The program will have at least eight sessions with leadership track youth, and at least four service workdays with other youth.
- Summer intensive program: This program will host up to 20 youth working part time (18-25 hrs/week) for two months in the garden. Programming will include work time, educational workshops on gardening skills and career development (writing a resume, a mock interview and talks from industry leaders) and intentional personal development and community building time. The program will emphasize personal growth and leadership, with each youth having the opportunity to practice as “manager for the day”, where they will manage group time and work. Towards the end of the program, youth will propose and complete a garden project. Youth will be paid a stipend upon completion of the program, which includes reaching a minimum number of hours and completing their garden project. The program will be co-lead with leadership track youth.
- Fall leadership program: All youth from the summer program will be invited to apply for the fall leadership program. This program will meet after school and will focus on continued skill building and leadership development. Youth will continue getting paid. The youth from this program will become leaders in the subsequent spring and summer programs. There will be at least eight sessions for this program.

As a part of Phoenix Garden programming, we would also like to coordinate more closely with the Community Care Program, a diversion program for justice-involved youth. The program occasionally works in the Phoenix Garden and we coordinate with them to provide tasks. We would like to deepen this partnership so that youth in the Community Care Program are having an enriching

experience in the garden. To deepen our partnership, we would like to establish regular meetings to coordinate garden work and occasionally have the program working alongside other programming we offer.

With approval, support and coordination from the YSC staff and superintendent, we would like to potentially include currently detained youth in Phoenix Garden programming. We know the facility is working on finding opportunities for long-term youth in Pine 4 to integrate into the community while still being detained. Since the Phoenix Garden is across the street, within walking distance, and much of the garden is fenced in with 8-foot high deer fencing, it would provide a safe and convenient opportunity for youth to begin integrating into the community. Additionally, because 4-H also works inside the facility and we have existing relationships with facility staff and youth, we are an ideal party to safely support this new mandate. We could integrate youth into the existing programming above or, if the facility would prefer, coordinate an additional ongoing program just for detained youth. Incorporating the detained youth in the Phoenix Garden programming is not necessary to this grant proposal but rather are offering it as an opportunity to provide further services to all youth.

Additionally, BHRS has submitted an application to the California Department of Health Care Services (DHCS), which proposes repurposing the underutilized Camp Kemp facility at the Youth Services Center into a Youth Crisis Healing Campus focused on healing, stabilization, and recovery. The Camp Kemp site is tangential to the Phoenix Garden, and if funded, BHRS has proposed a strong programmatic connection with the Phoenix Garden, creating a plethora of opportunities to deeply engage at-risk and justice involved youth with transformative therapeutic, nature-based, and culturally responsive programming. We mention this to highlight the potentially synergistic opportunities between the BHRS proposal and our proposal to expand Phoenix Garden programming.

Key tasks include:

- Each year, establish a calendar of programs.
- Refine recruitment channels for summer program, especially by strengthening ties with juvenile probation department. Publicize and promote our opportunities and program calendar.
- Continue to refine program structure and curriculum for each program based on feedback and assessment from previous programs.
- Conduct and analyze assessment for each program.
- Offer each of the above programs (spring introductory program, summer intensive and fall leadership program) annually.

- Coordinate with Community Care Program, providing the youth with valuable gardening opportunities. This includes establishing meetings with CCP leaders to align gardening tasks and workdays.

Yearly milestones include:

- A spring introductory program, which hosts at least four volunteer workdays for at-risk and justice involved youth. These sessions are co-led with youth in the leadership track. We will also have at least four additional sessions with the leadership program youth to improve their leadership skills and knowledge.
- A summer intensive job program that engages 20 youth and is co-led by the leadership program youth. This program will run for six weeks with three workdays per week.
- A fall leadership program that continues to engage 5-7 youth from the summer. This program will run for eight weeks.

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

Project_schedule_and_work_plan.docx

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

Innovations and best practices

Since it’s inception 1902, 4-H has been a leader in field of positive youth development. Our programs draw on over 100 years of research into the theory and practice of positive youth development. Thus, all three of our proposed programs draw on innovative, evidence-based practices to ensure program quality, efficacy and accessibility. We list and further explicate these practices below.

A. Mentoring: All of our proposed programs will take a mentoring approach, where youth are connected with consistent, caring adults who provide steady support and guidance. This strategy has been proven effective by decades worth of research (see Barrera and Prelow 2000; Kerr and King, 2013; Sipe, 2005). In all three of our programs, we will provide the same education staff member each week (with the exception of the cooking workshops for short-term youth, which are staffed by volunteers from the Master Food Preservers Program). These staff members are trained in mentoring and youth development and will

use the structure of the class to teach and model effective problem solving, social and emotional skills and resilience. They will use the natural challenges that can arise in cooking or gardening to help youth self-reflect, practice social skills and develop emotional regulation that supports long-term positive trajectories.

B. Trauma informed practices: Trauma-informed practices are an educational approach rooted in understanding how trauma affects students' emotional, cognitive, and social functioning and then employs practices to create safe, supportive, and empowering learning environments that minimize re-traumatization and foster engagement and resilience. Research suggests that trauma-informed approaches can lead to reduced mental health symptoms in students (Carafo et al., 2023). All of our educators and volunteers are trained in trauma-informed practices and will implement the skills and strategies in all three programs.

C. Career/technical education and jobs programs: All three of our programs—cooking, gardening and the Phoenix Garden Internship—will introduce youth to the opportunities and skills needed for jobs in these industries. Research shows that structured vocational training and supported work opportunities can increase young people in successfully gaining employment (Schaeffer et al., 2014). Youth employment can be effective in reducing crime and recidivism, as poverty and lack of employment are strongly associated with criminality. Additionally, Phoenix Garden is a jobs program, where youth are able to learn and practice job skills, get tailored mentoring and support around employment, and earn a paycheck. Jobs programs enhance work readiness and behavioral outcomes for some juvenile offenders or at-risk youth (Davis and Heller, 2020). Supported summer jobs programs for at-risk youth have shown reductions in violent-crime arrests, indicating that employment-related interventions may influence behavior in meaningful ways beyond employment metrics (Davis and Heller, 2020).

D. Culturally relevant programming: Culturally relevant programs are designed to align programming with the cultural identities, values, and lived experiences of participants, with the goal of improving engagement, trust, and outcomes compared to one-size-fits-all models. Research suggests that integrating cultural competence and adaptations into programming for justice-involved or at-risk youth can enhance their engagement (Varaga et al., 2016). All our education staff is Latino and/or Pacific Islander, reflecting the cultures of the populations we serve. Additionally, we all our staff attends trainings on culturally relevant approaches, and we work collaboratively to ensure our curriculum and approaches integrate cultural relevance. Our programs emphasize culturally relevance by highlighting various cultural traditions in food and gardening, as well as creating space for youth to share, learn about and connect with their culture.

In addition to these practices shared across all programs, each program has demonstrated efficacy as interventions promoting social and emotional growth and mental health. We further articulate those below.

Cooking program: Cooking has been shown to support mental health in several meaningful ways. Participating in cooking activities promotes focus, self-efficacy and a sense of accomplishment, which helps reduce stress and anxiety; they have also been shown to promote mindfulness practice by grounding attention in the present moment (Farmer, Touchton-Leonard & Ross, 2018). Studies and reviews of cooking interventions suggest positive influences on psychosocial outcomes such as improved self-esteem, affect, and socialization (Ibid). Anecdotally, we have found this to be true through our culinary arts program in the facility. The program is very popular among the youth and several of them have told us that it helps them feel calm and relaxed.

Additionally, there is a growing body of evidence documenting a strong connection between nutrition and mental health, highlighting how eating a healthy diet can support brain function, mood regulation, and emotional well-being. Our program focuses on teaching youth to prepare and enjoy balanced meals that emphasize fresh, seasonal produce.

Gardening program: Research suggests that gardening and horticultural programs can offer multiple benefits for justice-involved youth, supporting their emotional well-being, social skills, and personal development in ways that complement traditional rehabilitation efforts. Studies of gardening and horticultural therapy in juvenile detention settings have found that participation can improve peer attachment, social skills, and emotional stability, helping youth build healthier relationships and cope with stress more effectively (Park, Kim & Park, 2022). Additionally, qualitative evaluations indicate that gardening fosters a positive self-concept, responsibility, patience, and emotional regulation, as young participants often report a sense of accomplishment, increased confidence, and calming effects from working with plants and nature (Twill, Purvis and Norris, 2011).

Phoenix Garden Internship: As a gardening program, the Phoenix Garden Internship offers the same evidence-based benefits and practices detailed in the section above. During the pilot program of 2025, we gathered a significant amount of qualitative data that further documents the program's benefit. In this data, nearly all youth mentioned the following impacts of the program: connection to nature, building personal resilience, positive peer and adult relationships, decreased anxiety and improved overall mental health. Furthermore, through a survey we distributed, we found significant growth in youths' knowledge of gardening and connection to nature, which is shown to promote well-being. This data provides further evidence for the efficacy of the program in promoting wellness.

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PERFORMANCE MEASURES*

Describe a plan for achieving performance measures

Performance measures

Each program will have its own performance measures that align with intended programmatic goals and outcomes. For programs in the facility (cooking and gardening), performance measures will be assessed through surveys distributed and analyzed on a quarterly basis, as well as any relevant, well-documented observation from 4-H program staff. The Phoenix Garden will be assessed at the end of each program through a survey and peer interviews, as well as any relevant, well-documented observation from 4-H program staff.

Below we describe the performance measure for each program and how we will ensure we meet the measure.

Cooking program performance measures:

Performance measures will be assessed at the end of each quarter via a survey distributed to all youth who participated regularly in programming (at least 60% of sessions).

- Growth of life skills
  - 75% of participants will report exposure to new foods through the program
    - To meet this metric, each class will include novel ingredients and education about these ingredients, and each quarter will focus on a new culinary tradition around the world. This will open up endless possibilities of new foods.
  - 75% of participants will report interest in cooking for themselves and/or others in the future.
    - To meet this metric, each class will use evidence-based best practices of youth development to ensure that classes are enjoyable, culturally relevant and accessible to youth. We will also emphasize teaching skills to develop confidence and self-efficacy. These practices will increase the likelihood that youth have a sustained interest in cooking.
- Career development
  - 75% of participants will report increased knowledge of cooking skills and techniques
    - To meet this metric, each class will highlight various skills and techniques and will give the participants opportunities to practices these skills with the support of the 4-H educator.
  - 75% of participants will report increased awareness of and/or interest in careers in service

- To meet this metric, we will highlight the career opportunities in cooking throughout each quarter. Furthermore, we will use evidence-based best practices of youth development to ensure that classes are enjoyable, culturally relevant and accessible to youth. This will increase the likelihood that youth have an interest in careers in food service.

Gardening program performance measures:

Performance measures will be assessed at the end of each quarter via a survey distributed to all youth who participated regularly in programming (at least 60% of sessions).

- Mental health benefits
  - 80% of youth who participate regularly will report feeling calm and relaxed while gardening.
    - To meet this metric, we will incorporate evidence-based practices that support stress reduction and promote mental health, such as short meditations, breathing exercises and horticultural therapy practices.
- Growth of life skills
  - 75% of youth who participate regularly will report that they are interested in continuing to garden upon their release.
    - To meet this metric, we will draw on evidence-based practices of youth development, as well as high quality curriculum, to ensure that classes are enjoyable, culturally relevant and accessible to youth. We will also emphasize teaching skills to develop confidence and self-efficacy. This will increase the likelihood that youth have a sustained interest in gardening.
- Career development
  - 80% of youth who participate regularly will report learning at least one new gardening or landscaping skill per quarter.
    - To meet this metric, each gardening class will introduce new gardening and landscaping skills, with time for youth to practice those skills with guidance.
  - 60% of youth who participate regularly will report being interested in a career in gardening or landscaping.

- To meet this metric, we will highlight the career opportunities in this field, as well as aim to make the class enjoyable, so as to encourage interest in these careers.

Phoenix Garden Performance Measures

Summer program: We will distribute a survey on the first and last days of the program to all participating youth (both youth leaders and leadership track youth) to assess for growth in the following domains:

- Professional skills
  - 80% of youth will show significant growth in their knowledge of the following gardening and landscaping skills: installing and maintaining annual and perennial plantings; weed and pest management; caring for fruit and ornamental trees.
    - To meet this metric, we will lead educational workshops on all of these skills and provide youth with ample time to practice them.
  - 80% of youth will show significant growth in their knowledge and confidence with the following career skills: Writing a resume; identifying careers that align with their skills and interests.
    - To meet this metric, we will lead educational workshops on these topics and provide coaching and mentoring with youth to help them with these tasks.
- Social/emotional growth and mental health
  - 80% of youth will show growth in the following domains of social-emotional development: confidence; self-efficacy; emotional regulation; connection; leadership and teamwork. To assess this, we will administer the 4-H Common Measures Social Emotional Development Survey, a standardized evaluation tool used nationally to assess youth outcomes in a consistent, evidence-based way.
    - To ensure we meet these metrics, we will integrate social-emotional learning activities, community building and mentoring to model and build social emotional skills in participants.

Fall and spring program: We will distribute a survey to youth participating in the leadership track at the end of the fall and spring program to assesses their growth in the following domains:

- Career development
  - 80% of youth will report at least one new gardening skill and increased confidence with another skill.
    - To ensure we meet this metric, we will lead educational workshops on new skills and provide youth with ample time to practice them.
  - 80% of youth will report increased confidence in their ability to apply for and successfully maintain a job.
    - To ensure we meet this metric, we will continue offering coaching and mentoring on career development skills.
- Social/emotional growth and mental health
  - 80% of youth will show growth in the following domains of social-emotional development: confidence; self-efficacy; emotional regulation; connection; leadership and teamwork. To assess this, we will administer the 4-H Common Measures Social Emotional Development Survey, a standardized evaluation tool used nationally by 4-H programs to assess youth outcomes in a consistent, evidence-based way.
    - To ensure we meet these metrics, we will integrate social-emotional learning activities, community building and mentoring to model and build social emotional skills in participants.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.
- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

Firm_qualifications.docx

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

Team_qualifications.docx

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

References.docx

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

Juvenile_Programs_and_Services_Budget_Narrative_Final.docx
Juvenile_Programs_and_Services_Combined_Budget_Final.xlsx

Dear Review Committee,

It is with our greatest enthusiasm that The Regents of the University of California, on behalf of the San Mateo County 4-H Youth Development Program**,** submit this proposal for juvenile programs contracted through the San Mateo County Department of Probation. For over one hundred years, 4-H has been a leader in the field of positive youth development. Our programs emphasize skill and career development, mentoring relationships, cultural relevance, and personal empowerment.

In San Mateo County, we have served youth in the Youth Services Center (YSC) for the past two years through our culinary arts program. We have also provided career education through the Phoenix Garden Youth Internship, a jobs program that offers employment, training, and mentoring to at-risk, probation, and re-entry youth. Through this submission, we propose programming that would maintain and expand both the culinary arts program in the YSC and the Phoenix Garden Youth Internship. In addition, we propose a new gardening program to serve youth in the YSC by providing job training and access to healthy food and outdoor environments. All proposed programs draw on evidence-based practices and have demonstrated outcomes supporting mental health, wellbeing, and reductions in crime and recidivism.

For questions of a programmatic nature:

Dr. Sally Neas
4-H Youth Development Advisor
seneas@ucanr.edu | 336-937-3089
1500 Purisima Creek Road
Half Moon Bay, CA 94019

We are deeply committed to our work with justice-involved and at-risk youth in San Mateo County through our ongoing partnership with the Department of Probation, and we look forward to the opportunity to continue and expand this work. If chosen for a grant, please forward to the contact below.

Sincerely,

Chantal Gallegos

Chantal Gallegos, AOR
Contract and Grants Manager
cigallegos@ucanr.edu, ocg@ucanr.edu
2801 Second Street
Davis, CA 95618

Project schedule

Each program we are proposing will have its own schedule and work plan.

Culinary Arts Program:

Time frame	Tasks
YEAR 1: July 1st, 2026-June 30, 2027	
July 1st, 2026-Sept 31st 2026	-Schedule and implement 10 culinary arts classes with new culinary theme for long-term youth* -Schedule and implement 10 breakfast club classes with long-term youth* -Schedule and implement 3 cooking workshops with short-term youth* -Implement and analyze performance measures survey *We have included a sample schedule below.
Oct. 1, 2026-Dec. 30 2027	- Schedule and implement 10 culinary arts classes with new culinary theme for long-term youth -Schedule and implement 10 breakfast club classes with long-term youth -Schedule and implement 3 cooking workshops with short-term youth -Schedule bi-annual "cook off challenge" -Implement and analyze performance measures survey
Jan. 1, 2027-March 31, 2027	-Schedule and implement 10 culinary arts classes with new culinary theme for long-term youth -Schedule and implement 10 breakfast club classes with long-term youth -Schedule and implement 3 cooking workshops with short-term youth -Implement and analyze performance measures survey
April 1, 2027- June 31, 2027	- Schedule and implement 10 culinary arts classes with new culinary theme for long-term youth -Schedule and implement 10 breakfast club classes with long-term youth -Schedule and implement 3 cooking workshops with short-term youth -Schedule bi-annual "cook off challenge" -Implement and analyze performance measures survey
YEARS 2, 3, 4 and 5	*After the first full year of the contract, we will meet with facility staff to discuss the program. This will provide an opportunity for them to give us feedback and for us to collaborative talk through challenges. We will also use the time to make any adjustments to programming and collaboratively create a new program year calendar.

	We will continue this pattern of meeting with facility staff at the end of each program year, to discuss programming, make adjustments and create a few program calendar. This new annual calendar will meet the same metrics as above, unless the contract is amended; those include: -10 culinary arts classes per quarter with a new culinary theme -10 breakfast club classes per quarter -3 cooking workshops per quarter -Implementing and analyzing the performance measures survey each quarter -2 “cook off challenges” per year

To further clarify the quarterly scheduling, we have included a mock schedule of what these quarterly schedules could look like. This is only an example and the schedule will be determined with facility staff.

Date and time	Program	Unit served
July 1, 1-3 PM	Culinary arts: Thai themed food	Pine 4
July 2, 7-8:30 AM	Breakfast club	Pine 4
July 8, 1-3 PM	Culinary arts: Thai themed food	Pine 4
July 9, 7-8:30 AM	Breakfast club	Pine 4
July 15, 1-3 PM	Culinary arts: Thai themed food	Pine 4
July 16, 7-8:30 AM	Breakfast club	Pine 4
July 22, 1-3 PM	Culinary arts: Thai themed food	Pine 4
July 23, 7-8:30 AM	Breakfast club	Pine 4
July 29, 1-3 PM	Cooking workshop	Forest 2 or 3
Aug 5, 1-3 PM	Culinary arts: Thai themed food	Pine 4
Aug 6, 7-8:30 AM	Breakfast club	Pine 4
Aug 12, 1-3 PM	Culinary arts: Thai themed food	Pine 4
Aug 13, 7-8:30 AM	Breakfast club	Pine 4
Aug 19, 1-3 PM	Culinary arts: Thai themed food	Pine 4
Aug 20, 7-8:30 AM	Breakfast club	Pine 4
Aug 26, 1-3 PM	Cooking workshop	Forest 2 or 3

Aug 27, 7-8:30 AM	Breakfast club	Pine 4
Sept 2, 1-3 PM	Culinary arts: Thai themed food	Pine 4
Sept 3, 7-8:30 AM	Breakfast club	Pine 4
Sept 9, 1-3 PM	Culinary arts: Thai themed food	Pine 4
Sept 10, 7-8:30 AM	Breakfast club	Pine 4
Sept 16, 1-3 PM	Culinary arts: Thai themed food *distribute performance measures survey*	Pine 4
Sept 23, 1-3 PM	Cooking workshop	Forest 2 or 3

Gardening program:

Time frame	Tasks
YEAR 1: July 1st, 2026-June 30, 2027	
July 1st, 2026-Sept 31st 2026	-Meet with facility staff to discuss the following: safety protocols, materials and supplies list, what units will participate and to establish schedule -Schedule and implement 20 gardening classes, 2 per week -Begin coordinating with facility staff to encourage use of garden outside of classes -Implement and analyze performance measures survey
Oct. 1, 2026-Dec. 30 2027	-Meet with facility staff to discuss how the program is going, make any necessary adjustments -Schedule and implement 20 gardening classes -On-going coordination with facility staff to support more frequent use of gardening -Implement and analyze performance measures survey
Jan. 1, 2027-March 31, 2027	-Lead annual training with facility staff on gardening and garden education -Schedule and implement 20 gardening classes -On-going coordination with facility staff to support more frequent use of gardening -Implement and analyze performance measures survey
April 1, 2027- June 31, 2027	-Schedule and implement 20 gardening classes -On-going coordination with facility staff to support more frequent use of gardening -Implement and analyze performance measures survey
YEARS 2, 3, 4 and 5	*After the first full year of the contract, we will meet with facility staff to discuss the program. This will provide an

	opportunity for them to give us feedback and for us to collaborative talk through challenges. We will also use the time to make any adjustments to programming and collaboratively create a new program year calendar. We will continue this pattern of meeting with facility staff at the end of each program year, to discuss programming, make adjustments and create a new program calendar. The new program calendar will meet the same metrics as above, unless the contract is amended; those include: - 20 gardening classes per quarter -On-going coordination with facility staff to support more frequent use of gardening -Implementing and analyzing performance measures each quarter -1 training for facility staff on gardening and garden education

Phoenix Garden Internship Program:

Below we describe the work plan for the Phoenix Garden Internship program. **Please note that, although the above programs are describe in quarters, this program is described in trimesters that align with our programming.**

Time frame	Tasks
YEAR 1: July 1st, 2026-July 30, 2027	
July 1st, 2026-Aug 31st 2026 Summer program	*when the contract starts, we will already be in the middle of our 2026 summer intensive program. -Complete summer intensive, including youth-led garden projects -Conduct quantitative and qualitative assessment; analyze results -Recruit 5-10 youth to participate in the fall leadership program -Plan fall leadership program
Sept. 1, 2026-Dec. 30, 2026 Fall leadership program	-Launch fall leadership program; this will include at least 8 afterschool or weekend sessions, with a blend of gardening work time and leadership skill development; and at least one volunteer workday led by the youth -Conduct quantitative and qualitative assessment; analyze results
Jan. 1, 2027-May 31, 2027 Spring introductory program	-Plan introductory spring program; this will include creating a calendar of service workdays for other youth programs. -Begin spring program in March; it will engage the youth in the leadership program for at least 8 afterschool or weekend

	workdays and at least 4 service workdays other youth programs, which will be led by youth in leadership program -Conduct qualitative and quantitative assessment for youth in leadership program; analyze results -Recruit and enroll 20 youth for the summer program -Plan summer program
June 1, 2027- July 31, 2027 Summer intensive program	-Launch summer program, with 20 new youth and 5-10 youth leaders from the leadership program; program will include part-time work (18-25 hours per week) for two months in the summer and youth-led garden projects -Conduct quantitative and qualitative assessment; analyze results -Recruit 5-10 youth to participate in the fall leadership program -Plan fall leadership program
YEARS 2, 3, 4 and 5	*After the first full year of the contract, we will meet with contractor to discuss the program. This will provide an opportunity to share about the program, discuss and collaboratively address challenges and make any necessary adjustments. Based on these conversation, we will plan another year of programming. The new program year will generally follow the same yearly progression and include the same metrics, unless the contract is amended. These metrics include: -Fall leadership program, with at least 8 sessions -Spring introductory program, with at least 8 sessions with leadership program youth and 4 service workdays with other youth programs -Summer intensive program, an eight-week program where youth work 18-15 hours per week, co-led with youth in the leadership program

The proposer is San Mateo County 4-H (SMC 4-H). SMC 4-H is the local county office of the California 4-H Youth Development Program (California 4-H), a statewide program whose mission is to engage youth in reaching their fullest potential while advancing the field of youth development. California 4-H helps young people build skills, confidence, and a sense of belonging through hands-on learning and supportive relationships with caring adults. We engage youth in experiential activities that have been proven to support social-emotional wellbeing, leadership, responsibility, and decision-making, giving youth opportunities necessary to thrive.

California 4-H is situated within the University of California Division of Agriculture and Natural Resources (UC ANR), which provides guidance, collaboration and oversight to 4-H. Because of our affiliation with the University of California, 4-H is a leader in research-backed best practices of youth development. Across the state, we team includes national leaders in career and technical education, life skills development, and positive youth-adult relationships. Because of our structure, with statewide oversight and local implementation, 4-H is able to leverage this statewide expertise, alongside knowledge of our local context in San Mateo, to meet the needs of diverse communities across a variety of settings.

Within our statewide program, the San Mateo County 4-H team are leaders in working with justice-involved and at-risk youth and have been working with other counties to bring 4-H to these populations. We have several projects in similar scope and size which qualify us to successfully carry out the proposed programs. These are:

1. Phoenix Garden Program
    a. Program summary: The Phoenix Garden is a six-acre therapeutic and educational garden in San Mateo County (SMC) across the street from San Mateo County's Youth Services Center. It is used by County agencies, community-based organizations, and individuals from across the county for healing, education, and community empowerment. We host diversion programs for youth and adults, a space for Native and Indigenous community members, and offer a therapeutic space for many throughout the county. In addition to our flagship program, the Phoenix Garden Youth Internship, the Phoenix Garden serves the greater community in a variety of ways: we offer monthly volunteer workdays, where community members can learn gardening skills and build community; we offer several educational workshops throughout the year, all of which are free to the public; we coordinate with the Community Care Program to provide service opportunities for youth being diverted from incarceration; and, being that it is located across the street from the Youth Services Center, we offer a restorative space for families and youth navigating the juvenile justice system.
    b. SMC 4-H role: We have a contract through the County of San Mateo to maintain and operate the garden and its programming. We work closely with a team from Behavioral Health and Recovery Services and Health Equity, Policy and Planning to collaborative manage the garden. Our contract with the County includes maintaining the garden, developing new gardening elements and leading or supporting all programming, which includes a monthly workday, regular educational programming for the community, leading a monthly workgroup meeting to coordinate with the county team and service workdays with organizations. Additionally, SMC 4-H has developed, piloted and implemented the Phoenix Garden Youth Internship Program. The proposal we are writing would be to expand and continue that program.

c. Client: San Mateo County Behavioral Health and Recovery Services and Health Equity, Policy and Planning.
d. References: Ziomara Ochoa, 650-573-3926 and Regina Moreno, 650-888-7325
e. Staff members involved: Dr. Sally Neas, project director; Rosio Almaguer, Program manager and youth program educator; Julio Contreras, garden manager and youth program educator.
f. Budget: The annual operating budget is $185,000 for two years
g. Schedule: The start date of the project was March 1, 2024 and the current contract will end June 30, 2026, although we are already working on renewing the contract. The schedule of deliverables includes:
    i. Weekly: garden maintenance and improvement; daily programming when the Youth Internship is operating.
    ii. Monthly: Once monthly work group meetings and volunteer day. Volunteer day includes an educational workshop, worktime and shared meal.
    iii. Annually: Two grant reports a year, seasonal progression of youth development programs and opportunities (spring introductory program, summer intensive program and fall leadership program) and several community education workshops and service work days hosted each year.

2. 4-H afterschool environmental education program:

    a. Program summary: SMC 4-H runs a series of afterschool environmental education and civic engagement programs for elementary and middle school youth. There are two classes in this program: Water Wizards, a water education program for elementary school youth, and ResilientRoots, a climate justice program to middle school youth. In these programs, we teach youth about local environmental issues and then support them in developing community action projects that build resilience and change within their communities. Youth complete eight to twelve hours of experiential learning, much of which takes place outdoors, and then complete a community action project, where they select, design, and implement a project to address environmental issues in their community.

    We operate the programs through a partnership with the Boys and Girls Club of the Peninsula and the Boys and Girls Club of the Coastside. In this partnership, 4-H education staff delivers the program at Boys and Girls Club sites in East Palo Alto, Redwood City, South San Francisco, Daly City and Half Moon Bay. These sites align with the priority communities in this RFP. We deliver programming at about seven sites a year, reaching about 200 youth a year.

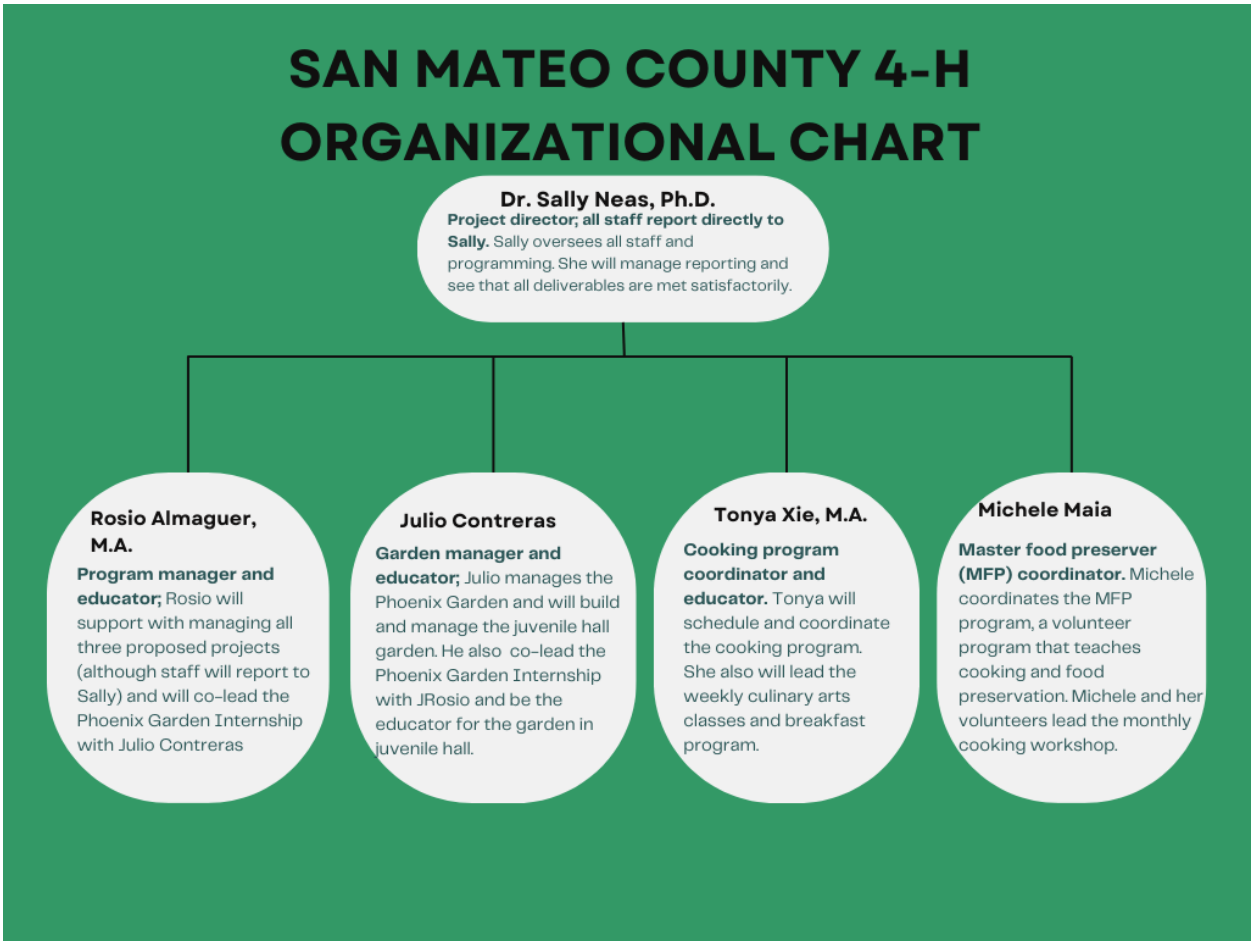
    b. SMC 4-H role: SMC 4-H is the leader of this project. We have secured the funding for the program, led the curriculum development and piloting, have established the partnership with the Boys and Girls Clubs, and we manage and allocate the budget. We also work with the Boys and Girls Club to establish a calendar of programming and deliver that programming weekly.
    c. Client: Boys and Girls Club of the Peninsula, Boys and Girls Club of the Coastside

d. References: Vanessa Aguayo, 626-716-7301 and Diana Ramirez, 650-575-6994 (Boys and Girls Club of the Peninsula); Sandra Sarabia (Boys and Girls Club of the Coastside), 650-712-9710
e. Staff involved: Dr. Sally Neas, project director; Julio Contreras, community educator
f. Budget: $1.75 million over eight years
g. Schedule: Project started on Sept 1, 2021 and will complete on Aug. 31, 2029

Lastly, we want to mention that SMC 4-H is currently running the Cooking Program in the Youth Services Center. We are not listing it as a reference, since the client is the same as the one managing this RFP, but want to note that all of the proposed programs in the Youth Services Center are an extension of what we are already doing. The proposed cooking program is the same as the current one, with a few additions. Although the gardening program is new, it is similar in scope and structure to the current cooking program, with a similar staffing structure, schedule and budget. We feel the success of the cooking program exemplify our capacity to successfully carry out the proposed programs.

Team qualifications.

Below is a chart identifying the project team and reporting structure. Key individuals listed and identified below will be performing the work and will not be substituted or reassigned without the County's prior approval.



1. **Dr. Sally Neas, Ph.D., project director.**

For a decade and a half, Dr. Sally Neas has been working with youth and communities in the fields of youth development, environmental education and community empowerment. She has a Ph.D. in geography and a Masters in community development, both from the University of California at Davis. Her time in graduate school focused on how youth programming can empower disenfranchised youth to engage with and address environmental justice issues facing their communities. Prior to graduate school, she spent over a decade in youth development and environmental education, where she developed, led and managed programs that supported youth to reach their fullest potential.

Since graduate school, she has worked as a the 4-H Youth Development Advisor in San Mateo and San Francisco counties. In this capacity, she uses research and program development to support positive youth development in the region she serves. In her three years with the

organization, she has launched five new programs serving San Mateo County youth and raised over $2 million in funding to support her projects. The programs that she currently directs include for the current 4-H cooking program in the Youth Services Center and the Phoenix Garden program.

2. **Rosio Almaguer, project manager and educator.**

Rosio Almaguer is a first-generation land steward with 15 years of experience leading high-quality community-centered programs and services. They currently hold the position of project manager and educator at the Phoenix Garden. Rosio received a Bachelor of Arts in Chicanx Studies and a minor in Education from the University of California, Santa Barbara, and recently completed their Master's in Urban Planning with a focus in food systems and community development from San Jose State University. Rosio's expertise includes project management, community engagement, facilitation, storytelling, and land stewardship centered in Indigenous knowledge and permaculture design.

In their current role, Rosio manages Phoenix Garden projects and co-delivers youth-centered programming, including the Phoenix Garden Youth Internship program. Rosio's values of healing, community, growth, and joy led them to join this work. They believe in the power of being with the land and have experienced the healing that is possible through land stewardship. Growing up in Oxnard, California, Rosio became aware early on of the impacts gangs and the carceral system left on their communities. Many of their childhood friends were incarcerated or impacted by the carceral system by the time they hit middle school. It was then that Rosio recognized the role family, community support, and healthy relationships play in the health and safety of youth. This awareness ultimately led to their work in community-centered programming and services, which have included: financial and emotional support for families of children diagnosed with cancer, college access support for first-generation youth, and food access. Rosio approaches their work knowing it takes a village and that a systems approach is needed to support our communities holistically. They enjoy working directly with families and youth and using their first language of Spanish to bridge the gap between communities.

3. **Julio Contreras, Phoenix Garden manager and 4-H community educator.**

Julio Contreras is a fifth-generation farmer and beekeeper, and is currently a 4-H community educator and garden manager in the Phoenix Garden. He was the first in my family to attend college, where he earned a Bachelor of Science in Conservation and Resource Studies at University of California at Berkeley. He is an expert in gardening, beekeeping, native gardening and soil health, all topics he has taught to diverse audiences in Alameda, Contra Costa and San Mateo Counties.

In his current role, Julio manages the Phoenix Garden and leads the Phoenix Garden Youth Internship program. Working with incarcerated, immigrant and trauma-impacted youth is close to his heart. As a teen, he was incarcerated in youth juvenile detention facility and benefitted from yoga and art programming. Shortly after his release, he participated in a youth gardening program in the Hayward Community Garden. He has experienced first-hand how connecting to

nature, culture and healthy food support healing and empowerment. Julio is also implementing our elementary and middle school environmental education programs in Redwood, East Palo Alto, South San Francisco, Daly City and Half Moon Bay. In this capacity, he leads workshops with youth across the county on water and climate change issues in their community and then works with them to develop community action plans to address these issues. Julio is passionate about sharing the cultural teachings from his Mexican immigrant family with the youth he works with. He is fluent in Spanish.

4. **Tonya Xie, culinary arts program coordinator and educator.**

Tonya Xie is the current program coordinator and educator for the 4-H Culinary Arts Program at San Mateo County's YSC. She has a Batchelor's of Science in Clinical Nutrition and a minor in Spanish from the University of California at Davis, and recently completed her Masters of Arts in Family and Consumer Sciences with nutrition emphasis at San Francisco State University, where her thesis project focused on refining a food literacy curriculum for high school youth.

In her work with 4-H, she has been weekly cooking classes for the incarcerated youth since August 2024. Her classes focus on developing culinary skills that will help youth succeed in daily life and in the workforce. Tonya appreciates the connection between culture and food, designing her curriculum around the cultural backgrounds of the youth and their interests, while also exposing them to new cultures through new cuisines. She also works with CalFresh Healthy Living as a community education specialist, where she teaches nutrition, cooking, and gardening classes to diverse, underserved populations of all ages from preschool to older adults in various community settings.

5. **Michele Maia, master food preserver program coordinator.**

Michele Maia is a dedicated community educator and program coordinator with over two decades of experience fostering growth and resilience in youth and families. Currently serving as the UC Master Food Preserver Program Coordinator for San Mateo and San Francisco Counties, Michele leads a team of volunteers who teach others essential cooking and food preservation skills in a variety of settings. She specializes in creating inclusive, hands-on education programs that combine technical knowledge with practical life skills.

Her leadership includes many years of experience in non-profit agencies, having served on the Executive Board for CASA of San Mateo County and as a Girl Scout troop leader for 13 years. In her work, Michele uses her background in Nutrition (MS), Agribusiness (MBA) and Early Childhood Education to empower the next generation with the tools for sustainable living, service learning, and leadership. She effectively uses community-based education as an effective method for building confident, capable young citizens.

1. Agency: Behavioral Health and Recovery Services
    I. Contact: Ziomara Ochoa, Deputy Director of Children and Youth Services
    II. Address: 2000 Alameda de las Pulgas, Suite 235, San Mateo, CA 94403
    III. Phone Number: 650-573-3926

2. Agency: Public Health, Policy and Planning
    I. Contact: Justin Watkins, Senior Community Health Planner
    II. Address: 225 37th Ave #11, San Mateo, CA 94403
    III. Phone: (628) 222-3024

Budget Narrative

We are requesting a total of **$1,939,800 over a five-year period** to support three complementary youth development programs:

1. a Culinary Arts Program in the Youth Services Center,
2. a Gardening Program in the Youth Services Center, and
3. the Phoenix Garden Internship Program for at-risk, re-entry, and probation youth.

The proposed budget reflects the full implementation of all three programs as designed. **If funding is awarded at a reduced level or if the funder prefers to support fewer program components, we can modify the scope of work accordingly**, including scaling back program activities, reducing staffing levels proportionally, or implementing one or two of the programs independently while maintaining program quality and compliance with all fiscal and programmatic requirements.

Culinary Arts Program in Youth Services Center

Total: $472,740 (five years)

Personnel

We are requesting a total of **$195,853 over five years** to support personnel costs required to operate and administer the Culinary Arts Program. These costs include:

- **Tonya Xie, Culinary Arts Instructor**
  Tonya will plan and lead weekly culinary arts classes and the weekly breakfast club program. She has a base salary of $66,000 with a 4% annual salary escalation and will dedicate 40% effort to this program.
- **Rosio (Xio) Almaguer, Program Manager**
  Rosio will provide program management and oversight, including grant reporting, staff supervision, and administrative coordination. She has a base salary of $82,000 with a 4% annual escalation and will dedicate 8% effort to this program.
- **Michele Maia, Master Food Preserver Program Coordinator**
  Michele will lead the monthly cooking workshops for youth in short-term units. She has a base salary of $64,000 with a 4% annual escalation and will dedicate 5% effort to this program.

Benefits

We are requesting **$116,102 over five years** for employee benefits. The University of California, ANR Composite Fringe Benefit Rates are annually review and federally approved by the

Department of Health and Human Services (DHHS). The approved rates for those are **59.28% of salary** for all listed personnel.

Travel

We are requesting **$1,350 over five years** ($270 per year) for travel reimbursements. This supports travel between the Half Moon Bay office and the facility (32 miles round trip), reimbursed at **$0.70 per mile**, for twelve monthly cooking workshops per year. Travel reimbursement applies only to staff facilitating the monthly workshops, as the culinary arts instructor's primary worksite is the juvenile hall.

Materials and Supplies

We are requesting **$57,700 over five years** ($11,540 per year) for materials and supplies, including:

- Food for culinary arts program: $4,800 per year
- Food for breakfast club: $4,800 per year
- Food for monthly cooking workshops: $1,440 per year
- Cooking materials and supplies: $500 per year for cookware and related equipment

General, Auto, and Employment Liability (GAEL)

We are requesting **$4,186 over five years** for GAEL, calculated at **$1.95 per $100 of payroll**, based on UC ANR's assessment from the UC Office of the President. GAEL is calculated as an assessment per $100 of payroll.

Indirect Costs

We are requesting **$97,549 in indirect costs** over the five-year period, calculated at **26% of Modified Total Direct Costs (MTDC)** in accordance with our federally negotiated off-campus rate agreement.

Gardening Program in Youth Services Center

Total: $320,638 (five years)

Personnel

We are requesting **$141,543 over five years** for personnel costs, including:

- **Julio Contreras, Garden Coordinator and Instructor**
  Julio will plan and lead twice-weekly gardening classes and maintain the garden. The

estimated base salary is $78,291 with a 4% annual escalation. He will dedicate 25% effort to this program.

- **Rosio (Xio) Almaguer, Program Manager**
  Rosio will provide program oversight, reporting, and administrative management. She will dedicate 8% effort to this program.

Benefits

We are requesting **$83,907 over five years** for employee benefits. The University of California, ANR Composite Fringe Benefit Rates are annually review and federally approved by the Department of Health and Human Services (DHHS). The approved rates for are **59.28% of salary** for all listed personnel.

Materials and Supplies

We are requesting **$26,000 over five years**. This includes $10,000 in the first year to establish the garden (raised beds, irrigation, tools, and infrastructure), followed by $4,000 per year for ongoing maintenance.

GAEL

We are requesting **$3,025 over five years**, calculated using the UC ANR GAEL assessment rate.

Indirect Costs

We are requesting **$66,163 in indirect costs** over five years, calculated at **26% of Modified Total Direct Costs (MTDC)** in accordance with our federally negotiated off-campus rate agreement.

Phoenix Garden Internship Program for At-Risk, Re-Entry, and Probation Youth

Total: $1,146,420 (five years)

Personnel

We are requesting **$391,690 over five years** to support personnel, including:

- **Julio Contreras, Garden Coordinator and Educator**
  Julio will maintain the garden and lead all educational programming. He will work 75% time on the program, though only 40% time is requested under this proposal, with the remaining effort supported by other funding sources.

- **Rosio (Xio) Almaguer, Program Manager**
  Rosio will manage all aspects of youth programming, including recruitment, enrollment, stipend administration, curriculum planning, assessment, budgeting, and facilitation. She will dedicate 50% effort to this program.

Benefits

We are requesting **$232,194 over five years** for employee benefits. The University of California, ANR Composite Fringe Benefit Rates are annually review and federally approved by the Department of Health and Human Services (DHHS). The approved rates for are **59.28% of salary** for all listed personnel.

Other Direct Costs

We are requesting **$267,600 over five years** to provide stipends to participating youth, which is central to the program's paid internship model. Stipends include:

- Youth leader stipends (spring): $23,800
- Youth intern stipends (summer): $150,000
- Youth leader stipends (summer): $70,000
- Youth leader stipends (fall): $23,800

Materials and Supplies

We are requesting **$10,000 over five years** ($2,000 per year) for youth-led garden projects. Ongoing garden maintenance costs are supported through other funding sources.

GAEL

We are requesting **$8,372 over five years**, calculated using the UC ANR GAEL assessment rate.

Indirect Costs

We are requesting **$236,564 in indirect costs** over five years, calculated at **26% of Modified Total Direct Costs (MTDC)** in accordance with our federally negotiated off-campus rate agreement.

Total Costs by Budget Category (Five-Year Period)

The total requested budget of **$1,939,800** reflects the combined costs of personnel, benefits, program operations, participant support, insurance assessments, and indirect costs necessary to implement one or more of the proposed programs. Costs are summarized below by major budget category.

Personnel

Total: $729,086
Personnel costs support instructional staff, program coordination, and program management across all three programs. These positions are essential for curriculum delivery, youth supervision, program administration, compliance, and reporting.

Benefits

Total: $432,203
The University of California, ANR Composite Fringe Benefit Rates are annually reviewed and federally approved by the Department of Health and Human Services (DHHS). The approved rates for are **59.28% of salary** for all listed personnel.

Travel

Total: $1,350
Travel costs support mileage reimbursement for staff facilitating monthly cooking workshops, calculated using the current IRS mileage reimbursement rate.

Materials and Supplies

Total: $93,700
Materials and supplies include food and culinary supplies, cooking equipment, garden construction and maintenance materials, tools, and youth project supplies required to deliver hands-on programming.

Other Direct Costs

Total: $267,600
Participant support costs fund youth stipends for the Phoenix Garden Internship Program. These stipends are a core program component, providing paid workforce development opportunities for at-risk, re-entry, and probation youth.

General, Auto, and Employment Liability (GAEL)

Total: $15,585
GAEL costs are assessed on payroll at **$1.95 per $100 of payroll** and cover insurance for UC ANR employees, volunteers, vehicles, and property, as required by the UC Office of the President.

Indirect Costs

Total: $400,276
Indirect costs are calculated in accordance with UC ANR's **federally negotiated off-campus indirect cost rate of 26%** and applied to Modified Total Direct Costs (MTDC), excluding participant support costs and other unallowable bases. These costs support essential institutional infrastructure, including financial management, compliance, facilities, and administrative services.

Total Project Cost

$1,939,800

County of San Mateo
Probation
John T. Keene, Chief Probation Officer
400 County Center, Redwood City, CA 94063

[YOUNG MENS CHRISTIAN ASSOCIATION OF SAN FRANCISCO (DBA YMCA OF GREATER SAN FRANCISCO)] RESPONSE DOCUMENT REPORT

RFP No. 2026-RFP-00118

Juvenile Programs and Services

RESPONSE DEADLINE: January 13, 2026 at 5:00 pm

Report Generated: Thursday, March 19, 2026

Young Mens Christian Association of San Francisco (DBA YMCA of Greater San Francisco) Response

CONTACT INFORMATION

Company:
Young Mens Christian Association of San Francisco (DBA YMCA of Greater San Francisco)

Email:
ceggers@ymcasf.org

Contact:
Carol Eggers

Address:
169 Steuart St.
San Francisco, CA 94105

Phone:
N/A

Website:
ymcasf.org

Submission Date:
Jan 13, 2026 3:28 PM (Pacific Time)

ADDENDA CONFIRMATION

No addenda issued

QUESTIONNAIRE

1. Minimum Qualifications

HAS PROPOSER HAS BEEN PROVIDING SIMILAR SERVICES FOR A MINIMUM OF FOUR (4) YEARS WITHIN THE LAST SEVEN (7) YEARS?*
Yes

ACCOUNT MANAGER HAS A MINIMUM OF TWO (2) YEARS OF EXPERIENCE WITHIN THE LAST FIVE (5) YEARS IN PROVIDING ACCOUNT SERVICES?*
Yes

PLEASE CONFIRM YOUR FIRM IS REGISTERED WITH SYSTEM FOR AWARD MANAGEMENT (SAM)*
SAM.gov

Confirmed

WHAT IS THE REGISTERED BUSINESS NAME AND UNIQUE ENTITY ID (UEI) NO.?*

- UEI number can be obtained by registering your business through SAM.GOV
- Should you be in the process of obtaining your UEI number, please enter the digits '123' temporarily for your response below in order to proceed with proposal. This temporary number should be replaced with the correct registration number for submission of the proposal.

Young Men's Christian Association of San Francisco. GC5NXVKNMKB4

2. Procurement Preference for Local Businesses and Local Non-Profits

IS THE PROPOSER A "LOCAL BUSINESS"?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Business” means any for-profit business which has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

No response submitted

IS THE PROPOSER A NON-PROFIT?*
A Non-Profit is defined as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes.

Yes

IS THE PROPOSER A "LOCAL NON-PROFIT"
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code, a “Local Non-Profit" means a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County. If this designation applies to the proposer, a self-attestation form must be completed and provided with this response.

Please download the below documents, complete, and upload. If this designation is not applicable, please leave blank.

- SMC_LocalBusiness_self-atte...

2.2.1_YSB_SMC_LocalBusiness_self-attestation_form_120424.pdf

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" BUSINESS?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Business” means any business which holds a Small Business Certification awarded by the California Office of Small Business and Disabled Veteran Business Enterprise Services (OSDS).

“Micro Business” means any Small Business certified by the OSDS which is automatically designated by the OSDS as a Micro Business due to gross annual receipts falling below the OSDS-designated dollar amount.

If the above designations apply, please provide the OSDS provided Certification ID.

If this designation is not applicable, please leave blank.

No response submitted

IS THE PROPOSER A LOCAL "SMALL" OR "MICRO" NON-PROFIT?
As Defined by Chapter 2.89.020 of the San Mateo County Ordinance Code:

“Small Non-Profit" means a Local Non-Profit with an annual revenue of $1,000,000 to $2,500,000 according to its most recently filed IRS Form 990.

“Micro Non-Profit" means a Local Non-Profit with an annual revenue of less than $1,000,000, according to its most recently filed IRS Form 990.

If the above designations apply, please provide your latest filed IRS form 990. A filing from the last two calendar years is acceptable.

If this designation is not applicable, please leave blank.

No response submitted

3. Technical Proposal

INTRODUCTION AND EXECUTIVE SUMMARY *
Submit a letter of introduction and executive summary of the proposal. The letter must contain:

- Name, title and contact information (email, phone, and address) for representative of proposer that is responsible for communication related to this RFP.
- Name, title, contact information, and signature of person authorized to obligate firm to perform the commitment contained in the proposal.

Submission of the letter will constitute a representation by proposer that it is willing and able to perform the commitments contained in the proposal and has not violated the terms of this RFP.

3.1a_YSB_cover_letter_1-8-26.pdf
3.1b_YSB_Executive_Summary.pdf

STATEMENT OF MINIMUM QUALIFICATIONS *
Describe how the proposer meets the minimum qualifications as set forth in Minimum Qualifications of this RFP.

Submission of the Minimum Qualifications checklist is not a substitute for providing a detailed written response.

Mental Health Services YMCA meets all of the qualifications as set for in the RFP. Our Youth Service Bureaus (YSBs) have consistently provided services for youth involved in the justice system since our founding in 1969, when we began working with local police departments on our Juvenile Diversion Program. The Juvenile Sexual Responsibility Program has run since 1983; Victim Awareness Program since 2000; and School Safety Advocates since 2004. The depth and breadth of mental and behavioral health services have continued to evolve since the Youth Services Bureaus joined the YMCA of Greater San Francisco in 1995 as the original programming offered by Urban Services YMCA. In response to community need and in recognition of its growing number of programs, including the YMCA Community Resource Center (a San Mateo County Core Agency), Mental Health Services became its own branch of the YMCA of Greater San Francisco in July 2023.

Mental Health Services YMCA (MHS) is led by Deidra Somerville, PhD, MSW, who has over 25 years of experience in the field. Clinical Director Margaret Hitchcock, LMFT also has 25 years of experience and has led our efforts with Juvenile Programs and Services for more than 10 years. She is assisted by other experienced clinicians.

With the support of larger YMCA of Greater San Francisco (YGSF, with 14 branches spanning 3 counties and a staff of 1,000+), 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 leadership team, hold strong fiscal and administrative capacities, and have proven expertise in working within diverse communities and responding to community needs. We provide 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 with some completely community-based programs 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 the sole provider of the Victim Impact Awareness Program in the County. We provide substance abuse counseling and our First STOP mindfulness-based psycho-social substance abuse group for teens. 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. Probation departments and schools choose to contract with us based on our ability to provide outstanding evidence-based services to a spectrum of at-risk youth.

The YSBs, MHS, and the YGSF 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.

PROJECT APPROACH*

This section should correlate to the Scope of Work . Proposer should give a short summary describing how it will perform the relevant work

The Youth Service Bureau brings a wraparound, holistic approach to our work with youth involved, or at risk of becoming involved, with the San Mateo County Probation Department. We currently offer, and propose to offer, services to three of the four areas of population focus: prevention and intervention for at-risk youth in schools and communities; programs for youth in Juvenile Hall and re-entry; and programs for youth on probation.

We request renewed funding for our existing prevention and intervention program, School Safety Advocates (SSAs); for our Sexual Violence Prevention Program (SVP) at Juvenile Hall and Violence Impact Awareness (VIA) for those on probation. The latter has been expanded to accommodate those previously served by Star Vista. We would like to add First Stop (drug and alcohol education and therapeutic group) at the Hall. We request support to add our Peer Parent Partner Program to the services we bring to youth and families on probation. We propose to expand our CALM (Communications & Life Skills Management) offerings to youth in the Hall and CALM cohorts for youth on probation in the community. Finally, we request support for additional new programming: tailored Clinical Case Management to each of these populations.

PREVENTION AND INTERVENTION PROGRAMMING (JPAF)

SCHOOL SAFETY ADVOCATES (SSAs)

Program approach and history: SSA-MS is designed to capitalize on early intervention at the middle-school level. For many years, the Youth Service Bureaus have built programing upon the foundational knowledge that early intervention and prevention is the best place to begin addressing the needs in our communities. For many years now a plethora of academic research studies have not only proven that to be the case but also translated the societal and monetary benefits of intervening early on rather than waiting to "rehabilitate". The Juvenile Probation Department's Local Action Plan lists middle schoolers as the topmost "priority population". Our

experience at the YSBs confirms this, so for more than a decade we have tailored programing, specific interventions and evidence-based practices into our SSA-MS to best reach this population. The SSA programs were originally built-in collaboration with the San Mateo Union High School District in 1999 in direct response to the Columbine tragedy. The SSA-MS (middle school) program followed in 2004. Since then, several components have been added, including social skills therapeutic groups, Cognitive-Based and Mindfulness-Based Substance abuse groups, and "Newcomers programs" at certain sites for recent immigrant families. Additionally, we created the Alternatives-To-Suspension Program in 2013 in the San Mateo Unified High School District began implementing ATS in the South San Francisco School District in January 2020.

Philosophy and outcomes: Our SSA-MS supports the following outcomes: 1) decreasing the rate of juvenile justice involvement and recidivism; 2) improving educational outcomes (e.g., improved academic engagement and graduation rates, etc.); and 3) decreasing drug and alcohol use. We move toward these outcomes by focusing on the short-term outcomes for at-risk youth and families of 1) improving connection and engagement in school; 2) increasing youth developmental assets and resiliency; and 3) improving family functioning. Our strategies to achieve these short-term outcomes utilize behavioral skills development, increased emotional regulation and mindfulness decision-making, conflict resolution skill building, drug and alcohol treatment and prevention, and family supportive interventions and/or therapy.

SSA-MS targets two of the most important inputs for developing youth assets - a safe environment and sustained, supportive adult relationships. Without these foundational resources, youth run an incredible risk for slipping into a negative relationship with their environment; a perspective that is often associated with destructive behaviors such as delinquency, truancy, and substance abuse. Our model allows SSAs to establish relationships with youth, who open up to these "safe adults" about other challenges and anxieties. SSA-MS also serve young people where they spend most of their time; in school, where services are free and accessible. SSAs collaborate with school staff, School Resources Officers, and Probation Officers, surrounding students with multidisciplinary team support. Referrals to our three San Mateo County clinics for intensive or family therapy is offered to our clients for free or at very low cost.

PROGRAMING FOR YOUTH IN JUVENILE HALL (YOBG)

SEXUAL VIOLENCE PREVENTION PROGRAM (SVP)

This program is designed for the general population detained at JSC –JH 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.

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. These challenges are often related to trauma. Sexually problematic behaviors in this age group 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) .

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. Because we know that prevention is the best intervention, we created 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 this group is an essential part of their treatment to keep them from adding sexual harm to their other problem behaviors.

FIRST STOP

First Stop is a 12-week drug and alcohol education and adolescent therapeutic group based in mindfulness, self-awareness, and substance-abuse treatment strategies using Mindfulness-Based Substance Abuse Treatment for Adolescents, an evidenced based practice. We will offer this to youth currently in the Hall. This 12-week group therapy program focuses on:

- Building mindfulness and self-awareness skills.

- Identifying triggers to alcohol and drug use.
- Identifying and exploring negative consequences of substance use.
- Finding alternatives for managing difficult emotions.
- Identifying positive support and alternatives.

PROGRAMMING FOR YOUTH ON PROBATION (JJCPA)

VIOLENCE IMPACT AWARENESS PROGRAM (VIA)

Victim Impact Awareness or VIA is a Trauma-Informed and strengths-based seven-week educational group for youth on probation. The intervention model for VIA is a "tried and true" curriculum that uses the power of teenage peer-led influence and empowerment as a tool to expand and shift youth offenders' thoughts and behaviors patterns away from the ones that informed the decisions that led to their arrest. Our mission is to assist youth in identifying their own capacity to learn and use their own motivation and connectedness to build viable coping skills that steer them away from further involvement in the juvenile justice program, to increase empathy and pro-social behavior, and to create new pathways for hopefulness in the future and overall well-being as important citizens in our community.

The goals and targeted outcomes of VIA are to:

- Teach juvenile offenders about the short term and long-term trauma of victimization.
- Increase offenders' awareness of the negative impact of their crime on their victims and others.
- Encourage offenders to accept responsibility for their past criminal actions.
- Assist participants in creating new realistic personal narratives for decision making which lead to alternative life outcomes now and into the future.

- Decrease recidivism rates for juvenile offenders in San Mateo County.

PEER PARENT PARTNER PROGRAM (4Ps)

The Peer Parent Partner Program (4Ps) is a peer-led, non-clinical support program designed to help families navigate complex child- and youth-serving systems, including child welfare and juvenile probation. The program centers lived, professional, and community experience as a core asset, positioning Peer Parent Partners as trusted guides who support families through systems engagement, advocacy, and connection to resources.

Families involved in these situations often feel isolated and overwhelmed. The systems can be confusing, complicated, and impersonal. They have little or no contact with others experiencing the same family difficulties. It has been shown that peer-to-peer mentoring can strengthen the foundation for stronger parent-child relationships, provide modeling of positive parenting, and promote youth's social and emotional health. 4Ps has the overarching goal of improving outcomes for youth, fostering their resilience and ability to thrive.

We currently serve families in the child protective services program. We propose adding one more Peer Parent to provide services to youth and their families that are involved in the Juvenile Probation Department, specifically those youth on probation. This program is modeled on sister branch Urban Services Y's 4Ps program, which includes services to both populations.

PROGRAMMING FOR YOUTH ON PROBATION AND IN THE HALL (JJCPA & YOBG)

CALM (Communication & Life Skills Management)

CALM (Communication and Life Skills Management) is a group or individual curriculum for aggression management, conflict resolution, and decision-making skills. The *CALM* curriculum is based on the Aggression Replacement Therapy model. Its goals are to increase knowledge of anger management techniques; increase conflict resolution skills; decrease school disciplinary

referrals; assist youth to fulfill court mandates; and decrease violent behavior. Mental Health Clinicians will facilitate 10-week *CALM* groups or individual counseling in clinic and at the Hall with up to eight youth per group.

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. Many of these youth have challenges with emotion regulation, impulse control, and anger management. These challenges are often related to trauma. They are also often related to an increased likelihood of getting in trouble at school or with the law. CALM gives youth at all stages tools to help deal with these issues.

PROGRAMMING FOR ALL POPULATIONS (JPAF, YOBG, JJCAP)

CLINICAL CASE MANAGEMENT: Therapeutic Diversion Program

This Therapeutic Diversion Program will serve all populations through prevention, detention, disposition, and reentry. Clinical Case Management addresses risk factors of delinquent behavior and tends to the social and emotional needs of youth through assessment, engagement, and supporting youth in accessing community resources. Research shows that unaddressed mental health needs, academic disengagement, and limited decision-making skills are prevalent risk factors for youth delinquency (CDC YRBS 2023; OJJDP/NCJJ 2022; Marquez Ramos et al., 2023; Cauffman testimony, 2024). These challenges are often compounded by trauma and stress (Malvaso et al., 2024; NIJ Journal 283), increasing the likelihood of justice system involvement. Delinquency is rarely driven by a single factor; rather, it is most often the result of multiple unmet developmental needs (OJJDP/NCJJ 2022; NIJ “Five Things,” 2024). For this reason, YSB utilizes a comprehensive clinical case management model that emphasizes individualized assessment (CANS) and targeted intervention planning to address areas of greatest need.

Interventions are delivered using a trauma-informed, strengths-based approach that focuses on developing core skills such as decision-making, future planning, communication, and emotional regulation; connecting youth and families to appropriate services (including individual or family therapy, support groups, and extracurricular activities); and coordinating care through collaboration with families, schools, law enforcement, and community providers. We’ve seen high success with youth engagement by providing

youth with services at their school sites, community locations, and home visits (which makes a world of difference with truant youth). It's become very clear that many youth who display delinquent behaviors are open to engaging with support services through our comprehensive model to meet youth "where they are".

We find that many of the youth we deal with also exhibit chronic truancy. To address this, we propose to develop and implement a Therapeutic Diversion Program (TDP) as part of our case management work to create a wraparound approach to prevention, diversion, success on probation, and re-entry. On the basic level, TDP increases prevention and education efforts by not only getting youth back in school but wanting to engage in school. Youth who are showing problems at school are signaling problems in other areas of their lives. We work with youth on the issues that keep them away from school or getting in trouble at school and give them tools to cope with them. If needed, we will refer and link them to our YMCA Community Resource Center or other County Core Agency to receive wraparound support for basic needs that may be holding them back, such as bus passes, food, or clothing.[MP17] [MH18] [CE19] We provide advocacy with teachers and school personnel to gain educational and other resources needed to successfully re-engage.

We also will address students' need for physical activity through gym memberships at our local Peninsula YMCA. Case managers will introduce and provide a warm hand off to the wellness staff who will introduce them to all the amenities and services of the gym, as well as provide them with training for all the equipment.

SCOPE OF WORK TASKS/MILESTONES*
Describe your proposed approach to tasks/milestones

Individual, group, and family treatment will be provided under our proposed program which will include, but not be limited to, the following overarching services: assessment, crisis intervention, conflict resolution, restorative justice collateral and de-escalation interventions, psychotherapy, family therapy, and case management/ service linkage.

PREVENTION AND INTERVENTION PROGRAMMING (JPAF)

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SCHOOL SAFETY ADVOCATES (SSAs)

While there are many high-need schools in San Mateo County, the YSBs have established positive effective working relationships in the five schools currently served in San Mateo County. The MS-SSA program places mental health professionals (MFTs, PPCs, and Social Workers) from the YSBs on middle school campuses for 2 full days of the week, with SSAs intervening to address student crises, mediate conflicts, and work with school staff to identify students who need safety and mental health assessment for concerning behaviors.

We have for years been able to provide these schools and SSAs with additional support from district funding for trainees at their school sites. Trainees are able to see students for individual and group counseling and are a referral resource for the SSAs and the school site. As funding streams have changed for school mental health services, our ability to provide trainees for all of the middle school sites has also changed, leaving some of our sites without that support. Those sites without trainee support definitely have had challenges in providing services to as many youth as those with trainee support. Trainees ensure that groups can be provided and SSAs are available to provide more crisis, conflict, and mental health support services to more students. Trainees also can provide therapy services for youth on campus who might not be able to access services at our clinics.

Services and Interventions: SSAs assess risk factors and determine intervention and treatment plans for students and their families, provide services on campus, and make referrals for additional services, including therapy on and off campus. Research has shown that "One aspect of exceptionally successful prevention programs is their comprehensive nature. Programs that are more holistic prevent future crime better because they deal with various aspects of a child's life, not just a single one" (Saminsky, 2010). We have in the past leveraged a YSB behavioral health trainee to be placed on each campus for an additional day to run individual and group programing requested by the schools but not allowed by staff SSAs' limited schedule and limited funding through JPD. While substance use has always been addressed in individual therapy, in 2015-16 we added our blended CBT/ Mindfulness-Based Substance Abuse Treatment for Adolescents (MBSAT), *First STOP,* to the service model, offering it both on campus and at the YSB clinics by referral. Each campus provides private counseling space and offices for the SSAs, access to Academic "Cumulative" files, and collaborates with referral and information exchange systems. We find great value in being on campus and directly collaborating with other important adults in our youths' lives.

Behavioral skills development is provided in the form of intake, crisis intervention, clinical mental health assessment, family case management, counseling, and referrals. *Initial Referral/Intake/Risk Evaluation* will be conducted for each of the 300 students served. In the intake process, a parent or caregiver will be consulted. Based on initial risk evaluation, students will be scheduled for full-scale mental health assessment with parental consent. We anticipate that approximately 65% of the 300 students will receive full assessments. *Crisis/Suicide/CPS/5150 Interventions.* Based on prior years of the SSA-MS, we estimate that approximately 25-50% of our SSA referrals come to an SSA clinician in distress or crisis. SSAs intervene immediately to address the problems, ranging from mediating a conflict, to consulting with Child Protective Services, conducting suicide assessments, or initiating 5150 hospitalizations and Tarasoff reports. This is done in collaboration with the school and police officers. SSAs also mediate conflicts among students at school using Restorative Justice Practices. 150 students will be served, with at least 200 units of service. Full mental health, drug and alcohol assessments will commence with CANS and OYAS administered to clients receiving more than four service contacts. Clinical supervisors for our programs are all CANS certified with "superuser" status. Counseling, family case management, and referrals will be provided according to diagnosis and treatment plans, based on evidence-based practices of Cognitive Behavioral Therapy (CBT), Trauma-Focused CBT, and Multi-Systemic Family Therapy.

Conflict Resolution Skill Building is provided in the form of school-based psycho-social groups for aggression management, conflict resolution, and decision-making skills called *CALM* (Communication and Life Skills Management). The *CALM* curriculum is designed on the Aggression Replacement Therapy model. Its goals are to increase knowledge of anger management techniques; increase conflict resolution skills; decrease school disciplinary referrals; and decrease violent behavior. SSAs or YSB Trainees will facilitate 10-week *CALM* groups on campus with up to eight youth per group.

Drug and Alcohol Prevention is provided through campus and clinic-based psycho-social groups and individual work called *First STOP*, a 12-week mindfulness-based program. Groups and individual sessions are led at the schools by SSAs, as well as at the YSB clinics in South San Francisco and San Mateo for students who benefit from off-campus, intensive services involving augmented parent participation. Any *First STOP* groups held in the YSB clinics will be leveraged and not funded by JCFP. *First STOP* programming can take place on campuses if indicated and either delivered individually or in groups.

Youth Development Practices. SSA-MS embeds the therapist in the foundation of a youth asset model. Therapeutic interventions are strengths focused, with the SSAs and Trainees providing significant, supportive adult relationships. Weekly "lunch box" chats allow students who are not accustomed to talking about emotional issues or have stigma around mental health to get to know the SSA, building confidence to ask for help and promoting what we call "normalizing seeking help".

Family Therapy is provided as leveraged services by YSB therapists at our three clinics. While SSAs involve parents in the services they provide on campus, youth and families assessed in need of deeper therapeutic intervention in an outpatient setting are referred internally through our system for priority access to scheduling. When SMCPD conducted Focus Groups for the 2011-2015 Local Action Plan, families identified substance use, mental health, and absence of positive role models or advocates as three of their top four presenting needs. The YSBs specialize each year in training and support in these areas.

Program Outputs (please also see table below). SSA-MS projects serving a total of 300 unduplicated youth each year, with 195 receiving full CANS and OYAS assessments. Any youth seen more than 4 times by an SSA will receive a full CANS and OYAS. Youth complete a client satisfaction survey at the end of treatment to capture more sensitive and elaborate feedback regarding their engagement in services that will feed our programmatic evaluation system and inform programmatic changes over time to reflect community input (see Tab 6).

PROGRAMING FOR YOUTH IN JUVENILE HALL & RE-ENTRY (YOBG)

SEXUAL VIOLENCE PREVENTION PROGRAM (SVP)

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

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

FIRST STOP

In 2015-16 we added our blended CBT/ Mindfulness-Based Substance Abuse Treatment for Adolescents (MBSAT), *First STOP,* to the service model, offering it both on campus and at the YSB clinics by referral. We have provided this service in the past, providing the service to those youth referred by drug court. We propose to bring this program to youth in the Hall

PROGRAMMING FOR YOUTH ON PROBATION (JJCPA)

VIOLENCE IMPACT AWARENESS PROGRAM (VIA)

Cohorts of youth on probation will meet either virtually over a HIPPA compliant Zoom platform or in-person. In-person VIA groups will meet out of our South San Francisco office, conveniently located one half mile from the San Bruno BART station for easy public access for youth without private transportation. Four times a year, students are referred and enrolled by San Mateo County Juvenile Probation Department (JPD) staff, who identify youth eligible for the program by the nature of the crime for which they are

petitioned. Attendance and hands-on participation are pivotal and mandatory for completion of VIA and all groups are collaboratively facilitated by both probation officer(s) and YSB staff.

PEER PARENT PARTNER PROGRAM

The Peer Parent will offer individualized case management, support groups, the option to join parenting classes, and referrals and linkages to barrier removal. They will also serve as advocates for families at various mandated meetings and court hearings. They will engage in community and stakeholder planning and advocacy activities to ensure parent voice is represented.

Peer Parent Partners work alongside County teams to: Support family engagement from early system contact onward; Help families understand processes, expectations, and timelines; Provide peer mentorship, emotional support, and systems navigation; Reduce isolation, confusion, and disengagement; Complement - not duplicate - clinical, probation, or case management services.

The program includes: Individual peer support and accompaniment; Coordination with County and community partners; Structured supervision and training for peer staff; Optional peer-led parent support groups.

Parent Support Groups are a core but flexible component of the 4Ps model. These groups are peer-led, non-clinical spaces designed to support parents and caregivers as they navigate probation-related processes and requirements for their youth. Groups may be offered as ongoing open support groups and/or time-limited series focused on probation navigation.

PROGRAMMING FOR YOUTH ON PROBATION AND IN THE HALL (JJCPA & YOBG)

CALM (Communication & Life Skills Management)

As we see in our school-based programs, there are a lot of minor offenses happening in the community and on campuses that are related to emotional dysregulation and lack of anger management skills. Because we know that prevention is the best intervention, we decided to extend our CALM curriculum to our clinics to reach youth who may be at risk for Juvenile Justice involvement as well as

providing an essential service for youth who are court mandated to anger management services. We have already been providing this service unofficially for a few probation officers who we partner with in our other programs.

CALM components are currently offered to youth on probation within VIA. We propose adaption and expansion of this program to bring it to both youth on probation and to groups in the Hall.

The group is designed to be 10 ninety-minute sessions. The sessions are as follows:

- Session 1: Introduction: Goals of Group and Introduction to Anger
- Session 2: Triggers
- Session 3: Cues and Anger Reducers
- Session 4: Reminders of Coping Skills
- Session 5: Self-Evaluation of Current Skills
- Session 6: Thinking Ahead
- Session 7: Angry Behavior Cycle
- Session 8: Restorative Practices
- Session 9: Bystander Intervention
- Session 10: Closing and Graduation

PROGRAMMING FOR ALL POPULATIONS (JJPAF, YOBG, JJCPA)

CLINICAL CASE MANAGEMENT: Therapeutic Diversion Program

Overall, Clinical Case Management staff will use their skills to

- Assess Youth using the CANS (Child & Adolescent Needs and Strengths Assessment) and OYAS (Ohio Youth Assessment System)
- Assist the youth through Direct Intervention & Skill Building: Working on decision making, goal setting, future planning, emotion regulation, communication, risk management, conflict resolution, and resilience building
- Provide Caregiver Support & Psychoeducation
- Manage Coordination of Services & Linkage to Community Resources
- Connect youth with additional Mental Health Services including internal referrals to one of our three Mental Health Clinics in San Mateo County or outside referrals based on youth and family preference.

For the Therapeutic Diversion Program case managers will provide a tiered approach:

Tier 1- for youth who are exhibiting risk factors at school such as truancy, fighting, substance use, and destruction of property that could get them involved in the Juvenile Justice System.

- Clinical case management to address truancy, fighting, substance use, and other behaviors that put youth at risk for Juvenile Justice involvement.
- Clinical case managers can collaborate with SSAs on campus, mental health therapists in our 3 clinics or community, and with CRC and other core agencies in the community.
- Youth in this program will have access to Y gym membership if deemed a part of their case plan.

Tier 2 – for youth who have been arrested and detained predisposition

- Clinical case manager meets with detained youth to develop a case plan to present to the court predisposition. Once a youth is released, Clinical Case manager can employ an intensive case management strategy to implement the designated case plan.

- Clinical case managers can collaborate with Attorneys, SSAs and School Wellness on campus, mental health therapists in our 3 clinics or community, and with CRC and other core agencies in the community.
- Youth in this program will have access to Y gym membership if deemed a part of their case plan.

Tier 3 – for youth on formal probation in the community

- Clinical Case manager works with youth who are struggling with meeting their probation conditions. CCM will help build a support team with PO, parents, Attorney, school support, and any other invested parties to assist youth to complete their probation mandates and reduce the amount of time they are on probation.
- Clinical case managers can collaborate with SSAs and School Wellness on campus, mental health therapists in our 3 clinics or community, employment and life skills programs, and with CRC and other core agencies in the community.
- Youth in this program will have access to Y gym membership if deemed a part of their case plan.

Tier 4 – for youth who are reentering the community from the hall or out of home placement

- Upon disposition, the clinical case manager meets the youth to introduce them to the program and begin the process of preparation for release. The youth and their family members are involved in every decision regarding the services, education, and vocational opportunities to be included in their comprehensive reentry plan. Upon release, the youth and their family meet with the team to coordinate implementation and delivery of services to ensure that probation mandates are understood and met. CCM will assess clients' needs, risks and strengths and create a plan to address obstacles to success, such as truancy, community violence, trauma, mental health needs, substance use, and any other behaviors that interfere with their goals of getting off of probation.
- As many of these youth will be older, housing, continuing education, and employment plans will be addressed by the CCM with coping and life skills coaching to increase success.

- Clinical case managers can collaborate with SSAs and School Wellness on campus, mental health therapists in our 3 clinics or community, employment and life skills programs, and with CRC and other core agencies in the community.
- Youth in this program will have access to Y gym membership if deemed a part of their case plan.

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DIRECT SERVICES – PROJECTED HOURS & CLIENTS

Direct Service Type	Program Component	Staff Member(s) Providing	Number of Projected Hours	Number of Projected Clients
Crisis Intervention, Individual therapy, restorative justice work, conflict resolution, student and family case management and linkage services, family treatment and collaboration. – Prevention & Intervention	School Safety Advocate Program: Middle Schools	Michael Salvatore Dalice Stogden Sara Zhou Jonathan Weisblatt Natalia Norori	2310	300
Victim Impact Awareness Program group facilitation – Youth on Probation	VIA	Justine Cordon Kaitlyn Ikeda	84	80-140 Depending on JPD referral

Individual peer counseling and parent groups	Peer Parent Partner Program	1 To Be Hired	20 hours for 4 groups, 100 + hours for individual	50, depending on JPD referral
CALM group and individual – Youth on Probation	CALM -	1 - TBD	40	30-40 Depending on JPD referral
CALM – Group in the Hall or re-entry	CALM	LaKenya Burke Ray	Up to 4 groups per year, 10 sessions per group. 40 hours	Up to 32 (8 per session)
Group psycho-educational sessions	Sexual Violence Prevention	– LaKenya Burke Ray	Up to 4 groups per year, 10 sessions per group. 40 hours	Up to 32 (8 per session)

Clinical Case Management: Assessment, Risk Management, Crisis Intervention, Social/Emotional Skill-Building, Conflict Resolution, Caregiver Support & Psychoeducation , Connect to additional Mental Health Services,	Therapeutic Diversion Program: Clinical Case Management Tier 1: Prevention (Community/School Referrals) Tier 2: Arrested Youth Tier 3: Youth On Probation in the Community Tier 4: Youth On Probation in Out of Home Placement and Re-entering Community	3 -TBD	3 Full-Time Clinical Case Managers 30 Direct Service hrs/week.	75-80 Depending on JPD referral

Substance Use Group in the hall	First Stop	LaKenya Burke Ray	Up to 4 groups per year, 10 sessions per group. 40 hours	30 - 40

PROPOSED SCHEDULE *
Attach proposed schedule reference ability to complete the project within the County's required time frame

3.5_YSB_Schedule-Work_Plan.pdf

INNOVATIONS*
Refence any notable innovations or improvements that you expect to provide (with respect to, for example, efficiency, technology, sustainability)

Innovation

The Youth Service Bureaus bring an innovative, holistic, wraparound approach to case management offered as a continuum through prevention, diversion, success on probation, and re-entry. We focus on community-based prevention and meeting our youth and families where they are, both emotionally and physically. Key to our success are partnerships and collaborations with the Probation Department, local police departments, schools and school districts, and other community-based organizations. We utilize many evidence-based practices and interventions, weaving them into our continuum of care to meet the specific needs of the youth we serve.

Evidence-Based Practices and Interventions:

Aggression Replacement Therapy. Aggression Replacement Training (ART), developed by Dr. Arnold P. Goldstein and Dr. Barry Glick, is a multimodal intervention design to alter the behavior of chronically aggressive youth. It consists of skill streaming, designed to teach a broad curriculum of 10 pro-social skills; anger control training, a method for empowering youth to modify their own anger responsiveness; and moral reasoning training to help motivate youth to employ the skills learned via the other components. The curriculum is provided in a 10-week, peer-based group with prescriptive activities. *Skills streaming* includes beginning social skills (starting a conversation, introducing yourself, giving a compliment); advanced social skills (asking for help, apologizing, giving instructions); skills for dealing with feelings; alternatives to aggression; skills for dealing with stress and planning skills. *Anger control* skills include identifying triggers; identifying cues; using reminders; using reducers and using self-evaluation. *Moral reasoning* is advanced by presenting moral dilemmas for discussion in the group. http://www.aggressionreplacementtraining.com/

Cognitive & Dialectical Behavioral Therapy. Cognitive-behavioral therapy is based on the idea that our thoughts cause our feelings and behaviors. Individual and family counseling and the pro-social group activities based in CBT focus clients directly on behaviors and their causes. CBT is more short term and focused on resolving specific behaviors. DBT expands on CBT by teaching mindfulness, distress tolerance, emotional regulation, and interpersonal effectiveness skills. Activities are designed to help clients understand and manage emotions, reframe the narrative of their actions, and practice communication and problem-solving skills that result in alternative, positive outcomes. (http://nacbt.org/whatiscbt.aspx)

Neurosequential Model of Therapeutics (NMT) NMT maps the neurobiological development of maltreated children based on his/her/their history of sustained early trauma. Assessment identifies early developmental challenges and relationships that contribute to risk or resiliency. Formal therapy is combined with rich relationships with trustworthy caregivers and teachers, going beyond what we think of as therapy and integrating movement and attachment-based activities that parents can undertake to sooth and heal the nervous system. The goal of this approach is to structure the assessment of the child/youth, articulation of the primary problems, identification of key strengths, and application of interventions (educational, enrichment and therapeutic) in a way that will help family, educators, therapists, and related professionals best meet the needs of the child/youth. Margaret Hitchcock, LMFT and YSB Clinical Services Director, is certified as both an assessor and trainer through County BHRS in NMT assessment and can provide assessments for anyone in our programs. http://childtrauma.org/nmt-model/

Mindfulness Based Substance Abuse Treatment for Adolescents (MBSAT) is a 12-session Curriculum developed by Sam Himmelstein, the Founder of Center for Adolescent Services in Alameda County. The model perspective is trauma-informed with an emphasis on youth empowerment through personal mindful meditation practices, hands-on skits and roleplays, stories, and psychoeducation. Services are offered both in group and individual settings depending on youth needs and fit. http://centerforadolescentstudies.com/

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/

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.

Healing Centered Engagement (HCE): • is a strengths-based process that transforms individual[CE1] practices, advances healthy interpersonal connections, and improves institutional culture in order to create healthy outcomes for youth and the adults who serve them. Healing centered engagement is a process that align institutions with a perspective, approach and strategy that addresses harm and restores wellbeing. It supports systems with shifting from a culture of harm, discipline, punishment and confinement to restoration, hope, and healing. A healing centered approach to addressing trauma requires us to reframe questions used to discuss trauma. Instead of asking, "What happened to you?", we should ask, "What's right with you?" In this way, we empower youth to become agents in the creation of their well-being rather than victims to their circumstances.

PERFORMANCE MEASURES*
Describe a plan for achieving performance measures

Evaluation of our programs 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, 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. Furthermore, incorporating the OYAS will provide specialized assessment of risk behaviors specific to the youth's stage of involvement with the juvenile-justice system. This tool allows for proper identification of barriers youth experience with their probation involvement, direction in conducting individualized treatment plans, and evidence-based practices to provide useful outcome data. We employed engineers to build the CANS into our electronic mental health database so that our information is secure, HIPAA complaint, and reliable with little to no chance for loss of data. Our output goal is to be 100% compliant with assessment completion for both CANS and OYAS assessments for clients seen more than four times.

Although we are predominantly an early intervention and prevention program, we are also prepared to report and evaluate on youth receiving services that are currently juvenile probation involved. When that occurs, we have a system in place to properly report out within 180 days of program entry on the six evaluation measures mandated by the state for JJCPA fund grantees: arrests, detentions, probation completion, probation violations, completion of court-ordered restitution, or completed court-ordered community service. If participants are mental health clients, we will ensure that parent or guardian signs a release of information for us to communicate with the youth's probation officer. If not, we can obtain that permission more informally from the youth themselves.

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~~ten 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 programing.

Our agency currently purchases software licenses each year for every clinician to use ECM, a database built upon a Salesforce platform that specializes in 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 ECM database, but we 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.

FIRM QUALIFICATIONS *
Attach information regarding background and qualifications, including the following:

- A brief description of the proposer.

- A description of not more than three (3) projects similar in size and scope conducted by the proposer, including the client, reference and telephone numbers, primary staff members involved, budget, schedule, and project summary. Descriptions should be limited to one (1) page for each project.
- If subcontractors are anticipated, identify them (if known) and provide information on how they will be used.

3.8_YSB_Firm_Qualifications.pdf

TEAM QUALIFICATIONS*
Provide a chart identifying:

- Project team and reporting structure
- Lead project manager
- Role each person will play in the project

Provide a brief description of the experience and qualifications of the project team members, including short resumes if desired.

Written assurance that the key individuals listed and identified will be performing the work and will not be substituted or reassigned without the County's prior approval

3.9_YSB_Team_Qualifications.pdf

REFERENCES*
Provide 2 references for each of the following, including the name, address, and telephone number of recent clients (preferably other public agencies):

3.10_YSB_References.pdf

FEE PROPOSAL*
The Fee Proposal should be submitted as a separate PDF file from the Technical Proposals detailed in Required Documents.

The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

3.11_YSB_Budget_Narrative.pdf
3.11_YSB_Budget.pdf

San Mateo County Local Preference Self-Attestation Form

Chapter 2.89 of Title 2 of the San Mateo County Ordinance Code allows a 5% preference on goods and services solicitations submitted by local businesses.

The County of San Mateo defines:

- "Local Business" as any for-profit business which has its principal place of business, or is headquartered, in San Mateo County.
- "Local Non-Profit" as a tax-exempt public charity organization (within the meaning of section 501(c)(3) of the Internal Revenue Code) that is formed for purposes other than making a profit, is exempt from paying federal income taxes on the income generated for their exempt purposes, and has its principal place of business, or is headquartered, in San Mateo County.

If you are applying for the 5% local business preference, please answer the following question:

1. Is your business or non-profit organization principal office located, or headquartered, in San Mateo County?

- ❑ Yes
- ❑ No
- ❑ Other: _____

The County shall have the sole discretion to determine whether satisfactory proof of eligibility for a preference has been provided. In addition to any other penalties provided by law, any business that falsely claims a preference pursuant to Chapter 2.89 shall be ineligible for consideration for County contracts for a period of not less than one year from the date of discovery of the false certification.

The Local Business Preference Certification form must be completed and submitted with your bid/proposal response if you are applying for the 5% local business preference. Upon request, vendor agrees to provide additional information to substantiate this self-attestation. Vendor certifies information provided is true and accurate under penalty of perjury.

Business or Non-Profit Organization Name

Business or Non-Profit Organization Address (Principal Office/Headquarters) City, State, Zip Code (No P.O. Box)

Website (if available)

Telephone Number

E-Mail

Title of Authorized Representative

Signature of Authorized Representative 

Date

FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

January 8, 2023

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

Dear Ms. Albino,

On behalf of the hundreds of San Mateo County students currently served by the Youth Service Bureaus' mental health services through our work with the Probation Department, we respectfully submit this request for renewed funding from the San Mateo County Probation Department for our current programming, including School Safety Advocates, Victim Impact Awareness, and Sexual Violence Prevention. We are also asking for new support to bring Peer Parent Partner Program to youth on probation and their families, CALM (anger management) for those in the Hall and on probation and wraparound case management for prevention, diversion, success on probation, and re-entry.

Deidra Somerville 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

Deidra Somerville, PhD
Executive Director
Mental Health Services YMCA
1486 Huntington Avenue, Suite 100
South San Francisco, CA 94080
Phone: (650) 437-5745
Fax: (415) 563-8017
dsomerville@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
Chief Innovation Officer

3.1 Executive Summary

At the Mental Health Services (MHS) YMCA, we relieve anxiety, stress, and depression in youth, teens, and families by providing low-and moderate-income communities with counseling services and parenting support, as well as essential social safety net services (such as rental, housing, and food assistance). We support youth and adults in developing and nurturing healthy and connected relationships with themselves and others through school-based intervention, prevention, and treatment programs; one-on-one counseling, and therapy, along with workshops and support groups at four mental health clinics. The Youth Service Bureaus (YSBs) comprise the mental health services offered by MHS. 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.

The Youth Service Bureau brings an innovative, wraparound, holistic approach to our work with youth involved, or at risk of becoming involved, with the San Mateo County Probation Department. We currently offer, and propose to offer, services to three of the four areas of population focus: prevention and intervention for at-risk youth in schools and communities; programs for youth in Juvenile Hall and re-entry; and programs for youth on probation.

We request renewed funding for our existing prevention and intervention program, School Safety Advocates (SSAs); for our Sexual Violence Prevention Program (SVP) and First Stop (drug and alcohol education and therapeutic group) at Juvenile Hall; and Violence Impact Awareness (VIA) for those on probation. The latter has been expanded to accommodate those previously served by Star Vista. We request support to add our Peer Parent Partner Program to the services we bring to youth and families on probation to help them better navigate the complex youth serving systems. We propose to expand our CALM (Communications & Life Skills Management) offerings to include youth in the Hall and CALM cohorts for youth on probation in the community. Finally, we request support for additional new programming: Therapeutic Diversion Program, tailored Clinical Case Management to each of these populations, which addresses risk factors of delinquent behavior and tends to the social and emotional needs of youth through assessment, engagement, and supporting youth in accessing community resources, including dealing with the pervasive problem of chronic truancy.

YSB staff are committed to providing linguistically and culturally responsive, non-judgmental services that treat people with dignity and respect. This starts with our Executive Director, Deidra Somerville, MSW, PhD who leads all of Mental Health Services efforts and holds more than 25 years experience in the field. Our Juvenile Programs are led by our Director of Clinical Services, Margaret Hitchcock, LMFT, who also holds 25 years experience overall, and more than 10 directing this program. Together with Martin Pettis, Director of Inclusion & Peer Parent Support Services and Associate Clinical Director Madeline Pierlert, they will oversee the direct services offered by our School Safety Advocates, Peer Parent Partner, and three Clinical Case Managers.

Project Work Plan/Schedule

YMCA of Greater San Francisco – Youth Services Bureau
San Mateo County Probation Grant

The Youth Services Bureau will implement a comprehensive, integrated service model across all contract years, with Year 1 dedicated to full program launch, interagency coordination, hiring, onboarding, systems alignment, and establishing referral workflows with the San Mateo County Probation Department (JPD), Behavioral Health & Recovery Services (BHRS), school districts, and other partner agencies.

Years 2–5 constitute the **steady-state delivery period**, during which all program components operate continuously, with quarterly reporting, fidelity monitoring, and quality improvement cycles aligned with County requirements.

All intervention services described in the proposal—including SSA school-based services, VIA and SVP groups, CALM groups (community and institution-based), First STOP workshops, Peer Parent services, and Clinical Case Management Tier 1–4 services—follow a structured quarterly cycle to ensure consistent delivery, measurable outcomes, and alignment with the County's data and reporting expectations.

Legend

Q1 = July–September
Q2 = October–December
Q3 = January–March
Q4 = April–June

Y1 includes start-up activities; Y2–Y5 repeat ongoing tasks.

A. Staffing, Hiring, Training & Start-Up Infrastructure								
Activity	**Y1 Q1**	**Y1 Q2**	**Y1 Q3**	**Y1 Q4**	**Y2-5 Q1**	**Y2-5 Q2**	**Y2-5 Q3**	**Y2-5 Q4**
Hire SSAs, clinicians, group facilitators, case managers	●	●						
Complete background checks, onboarding	●	●						
Staff training: Trauma-informed, restorative practices, evidence-based models	●	●	●	●	●	●	●	●
County documentation protocols	●	●	●	●	●	●	●	●
Establish referral pathways with JPD, BHRS, schools	●	●	●	●	●	●	●	●
Launch community outreach & youth engagement								

B. School Support Advocate (SSA) Model (Five Middle School Sites)								
Set up school partnerships, MOUs, space agreements	●	●						
Conduct risk screening, attendance monitoring, behavior support		●	●	●	●	●	●	●
Tiered intervention (check-ins, groups, case coordination)		●	●	●	●	●	●	●
Parent engagement		●	●	●	●	●	●	●
Coordination with school staff & counselors	●	●	●	●	●	●	●	●
Data entry & outcomes tracking	●	●	●	●	●	●	●	●
C. Violence Impact Awareness (VIA) Groups								
Curriculum setup, facilitator training	●	●		●			●	
Group recruitment & referrals from JPD	●	●	●	●	●	●	●	●
Deliver VIA 10-week cycles	●	●	●	●	●	●	●	●
Post-group assessments & reporting		●	●	●	●	●	●	●
D. Sexual Violence Prevention (SVP) Groups								
Train facilitators, finalize curriculum	●	●		●			●	
Accept referrals from JPD & partners		●	●	●	●	●	●	●
Deliver SVP multi-session group series		●	●	●	●	●	●	●
Conduct evaluations, update case notes		●	●	●	●	●	●	●
E. CALM (Cognitive Affective Learning Model) – Community + Hall								
Training in CALM fidelity model	●	●		●			●	
Hall-based CALM group delivery		●	●	●	●	●	●	●
Community-based CALM groups		●	●	●	●	●	●	●
Youth reassessments & progress summaries		●	●	●	●	●	●	●
F. First STOP Groups								
Establish group curriculum, training & partnerships	●	●						
Accept court-ordered & JPD referrals	●	●	●	●	●	●	●	●
Deliver First Stop multi-session group series	●	●	●	●	●	●	●	●
Track completion certificates	●	●	●	●	●	●	●	●

G. Clinical Case Management (Tier 1–4)								
Referral/intake assessment (CANS, OYAS)	●	●	●	●	●	●	●	●
Develop treatment & safety plans	●	●	●	●	●	●	●	●
Tier-based services (weekly–monthly)		●	●	●	●	●	●	●
Case conferencing w/ JPD & BHRS and other partners	●	●	●	●	●	●	●	●
Warm handoff to community services		●	●	●	●	●	●	●
H. Peer Parent Partner Program								
Hire and train Peer Parents	●	●						
Set up planning meetings community partners	●	●	●	●				
Initiate outreach activities	●	●	●	●	●	●	●	●
Set up meetings with county partners for case management		●	●	●	●	●	●	●
Initiate assessments with families		●	●	●	●	●	●	●
Connect families with resources in community		●	●	●	●	●	●	●
Provide workshops and peer-led circles to families		●	●	●	●	●	●	●
Work with families to establish goals and activities		●	●	●	●	●	●	●
Document and report on progress and outcomes	●	●	●	●	●	●	●	●
I. Reporting, Evaluation & Continuous Quality Improvement								
Monthly data entry (units of service, attendance, case notes)	●	●	●	●	●	●	●	●
Quarterly reports to Probation	●	●	●	●	●	●	●	●
Performance dashboard updates	●	●	●	●	●	●	●	●
Annual program evaluation & fidelity review				●	●			●
J. Community Engagement & Stakeholder Collaboration								
Outreach to youth & families	●	●	●	●	●	●	●	●
Participation in County partner meetings	●	●	●	●	●	●	●	●
Coordination with schools & community organizations	●	●	●	●	●	●	●	●
Program visibility & communication	●	●	●	●	●	●	●	●

K. Summary of Year 1 vs. Years 2–5

Year 1 includes start-up activities such as hiring, onboarding, curriculum setup, and establishing referral pathways. Years 2–5 reflect ongoing, steady-state implementation of all program components.

Years of experience providing the services provided in the work plan will ensure smooth continuity and consistency in future iterations of the program. For example, CALM is already offered to youth on probation and we have been providing some of the curriculum to youth in the hall alongside the SVP curriculum. Adding CALM groups at Juvenile Hall can commence as soon as schedules are coordinated between The Youth Services Bureau and Hall staff. We are ready to offer services as soon as the contract is signed and schedules have been coordinated.

School Safety Advocates: SSA's on each campus provide services during each of the 40 academic weeks in SSFUSD, PSD, JESD, and SMFCSD August through June. Although the number of direct service hours provided to students is static for each SSA clinician, the number of students receiving services can vary to some degree from quarter to quarter depending on length and intensity interventions per student need.

Violence Impact Awareness: VIA executes seven consecutive week cohorts of group sessions four times a year, two in each fiscal quarter. The number of youths enrolled is dependent on JPD referral.

Sexual Violence Prevention: SVP will offer the 10-week program once each quarter at Juvenile Hall.

Peer Parent Partner Program: Provides one-on-one case management, systems navigation workshops, advocacy, life skills workshops and peer restorative circles to system involved families led by peer parents with lived experience.

CALM (Communications and Life Skills Management): CALM will offer its 10-week curriculum once each quarter at both Juvenile Hall and for those on probation in the community, adjusted as needed according to demand. The number of youths would be dependent on JPD referral. It will be possible to provide this as an individual service if needed.

Clinical Case Management: Case management will be offered on an ongoing basis to all youth involved in these programs. Specifics hours will be determined by client and clinician availability, but will be offered throughout the year, Monday through Friday, during business hours. A few exceptions may be made to meet individual client needs. Space limitations preclude a detailed schedule, but one is available to share upon request.

Program Managers will meet with Probation in June to present new services and identify a clear referral process for each of our newly offered programs. The first two months (June, July) will be dedicated to hiring, training, creating structure and best practices for the program to be ready to start in August at the beginning of the school year. Structure and best practices will be combined from TARC (Truancy Assessment & Resource Center), SF Clinical Case Management Program, and San Mateo Diversion Program for our **overarching Therapeutic Diversion Program**. Services will be offered throughout the year, primarily Monday-Friday, 9:00 – 5:00 pm.

For **Tier one** we will start with youth identified in top tier of absenteeism and suspensions from previous school year using our current partnerships with school wellness teams and our SSAs already on site to determine whether services are needed to prevent a return to truancy and behavioral problems of the previous year. These youth will be initially assessed using the OYAS – Diversion to determine risk level and appropriateness for program. We will receive new referrals from SSAs, ATS and school partners as year progresses and risk factors emerge.

Youth will be assessed using CANS at the beginning and end of program. Referrals to therapy services will occur once CANS is completed and needs are identified. CCM and therapist will coordinate care. We will also use the OYAS to assess risk factors and intervention need.

For the next 3 tiers we will start with presenting the new services to the probation department on receipt of the grant. We will identify a referral process that will be clear and straightforward. The case managers will meet with the treatment team on receipt of the referral including the youth and family so the team can set goals together. The case manager will ensure monthly meetings with the team to ensure that youth is staying on track. The Clinical Case Manager will complete the OYAs and CANS to determine needs and strengths within the first 30-60 days of service. Length of service time will be determined by youth and family engagement in program and teams' determination of goals being met.

For **Tier 2**, we will start with youth identified by probation as newly detained and showing high enough risk factors that they may remain in detention without supportive services. We will also receive referrals from clients in our other school, clinic, and community-based programs. Once we receive a referral, we will meet with the youth in custody, assess needs, and create a plan for supportive release. Clinical case manager will resource youth in the community and assist them in addressing the issues that led to arrest so they will be able to show improvement before they return to court for disposition.

For **Tier 3**, we will start with the youth on probation in our other programs (i.e. our Juvenile Sexual Responsibility Program, VIA, SSA, Clinic) who are struggling to follow their court mandates. We will also accept referrals from probation for youth who are unable to meet their court mandates or are identified as youth who are at risk for incarceration or out of home placement.

For **Tier 4**, we will begin with the youth in custody. There are youth who are in our JSR program already who would benefit from this support. We will accept referrals from probation for other youth who are in custody or in out of home placement.

3.5 Firm Qualifications

ORGANIZATION DESCRIPTION

At the Mental Health Services (MHS) YMCA, we relieve anxiety, stress, and depression in youth, teens, and families by providing low-and moderate-income communities with essential social safety net services (such as rental, housing, and food assistance) along with counseling services and parenting support. We support youth and adults in developing and nurturing healthy and connected relationships with themselves and others.

The first YMCA of its kind in the country, the MHS YMCA branch serves more than 10,000 individuals each year through 20-30 school-based intervention, prevention, and treatment programs; one-on-one counseling, and therapy, along with workshops and support groups at four mental health clinics (three in San Mateo County, one in San Francisco); clinical training and professional development programs for therapists and youth development specialists; and social safety net services and crisis intervention services at the YMCA Community Resource Center.

The Youth Service Bureaus (YSBs) comprise the mental health services offered by MHS. 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 (*YSB*s) 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.

Subcontractors will not be used for requested programming.

PROJECT DESCRIPTIONS

PROJECT: San Mateo County Diversion Program
Client: San Mateo Police Department
Reference and Telephone numbers:

1. Mignon Page-Broughton, EdD, Deputy Probation Officer

San Mateo County Probation - San Mateo Police Department Youth Services Partner
Cell 650.222-9674 | mpage-broughton@smcgov.org

2. Kimber Joyce, Lieutenant | Youth Services Unit

Director | San Mateo Police Activities League, City of San Mateo Police Department
650-522-7658 | kjoyce@cityofsanmateo.org

Primary staff: Diversion Programs Coordinator; Clinical Case Manager (FT); Bilingual Clinical Case Manager (PT)
Budget: $217,000 annually
Schedule : year round, current funding for 2025-26 fiscal year

Project Summary:
For over 10 years, YSB has partnered with San Mateo Police Department to provide Clinical Case Management, a central component of Diversion (a comprehensive 6-month program for youth with a first-time offense, designed to prevent further involvement in the legal system.) Over the past nine years (FY 2015/16– FY 2024/25), YSB's Diversion Program has maintained a 98% success rate in preventing recidivism among graduates, with only 3 out of 159 youth reoffending after program completion. In total, 182 youth participated during this period; most completed the program successfully, while a small number did not graduate or are still pending recidivism checks.

Clinical Case Management in the Diversion program addresses risk factors of delinquent behavior and tends to the social and emotional needs of youth through assessment, engagement, and supporting youth in accessing community resources.

Interventions are delivered using a trauma-informed, strengths-based approach that focuses on developing core skills such as decision-making, future planning, communication, and emotional regulation; connecting youth and families to appropriate services (including individual or family therapy, support groups, and extracurricular activities); and coordinating care through collaboration with families, schools, law enforcement, and community providers. The Diversion Clinical Case Management program combines a collaborative, multi-disciplinary approach with evidenced-based service interventions to ensure a comprehensive approach is taken to address the unique needs of each youth.

Outcome data from recent years of YSB's Diversion clients demonstrate significant improvement for youth receiving case management services. At intake, more than one-quarter of participating youth exhibited depressive symptoms; following case management intervention, only 5% continued to demonstrate these needs. Approximately half of participating youth presented with decision-making needs at intake, while no youth demonstrated decision-making concerns upon program completion. Similarly, the majority of youth entered the program with academic achievement needs, which decreased to just 5% following case management intervention.

PROJECT: San Francisco Intensive Supervision Clinical Services (ISCS)
Client: San Francisco Department of Public Health
ReferenceS and Telephone numbers:

1. Farahnaz K. Farahmand, Ph.D.,Director: Children, Youth & Families System of Care
SF Department of Public Health, Behavioral Health Services
415.255.3635 (office)
2. Diana Salazar, MPA (she/her), CYF Business Manager
SF Department of Public Health, Behavioral Health Services
Teams #: 628-271-6594

Primary staff: Senior Director of Clinical Services (FT), Documentation Specialist (FT), Community Mental Health Therapists (4 FT)
Budget: $782,400 (annually)_
Schedule: year-round, current funding 2025-26 fiscal year

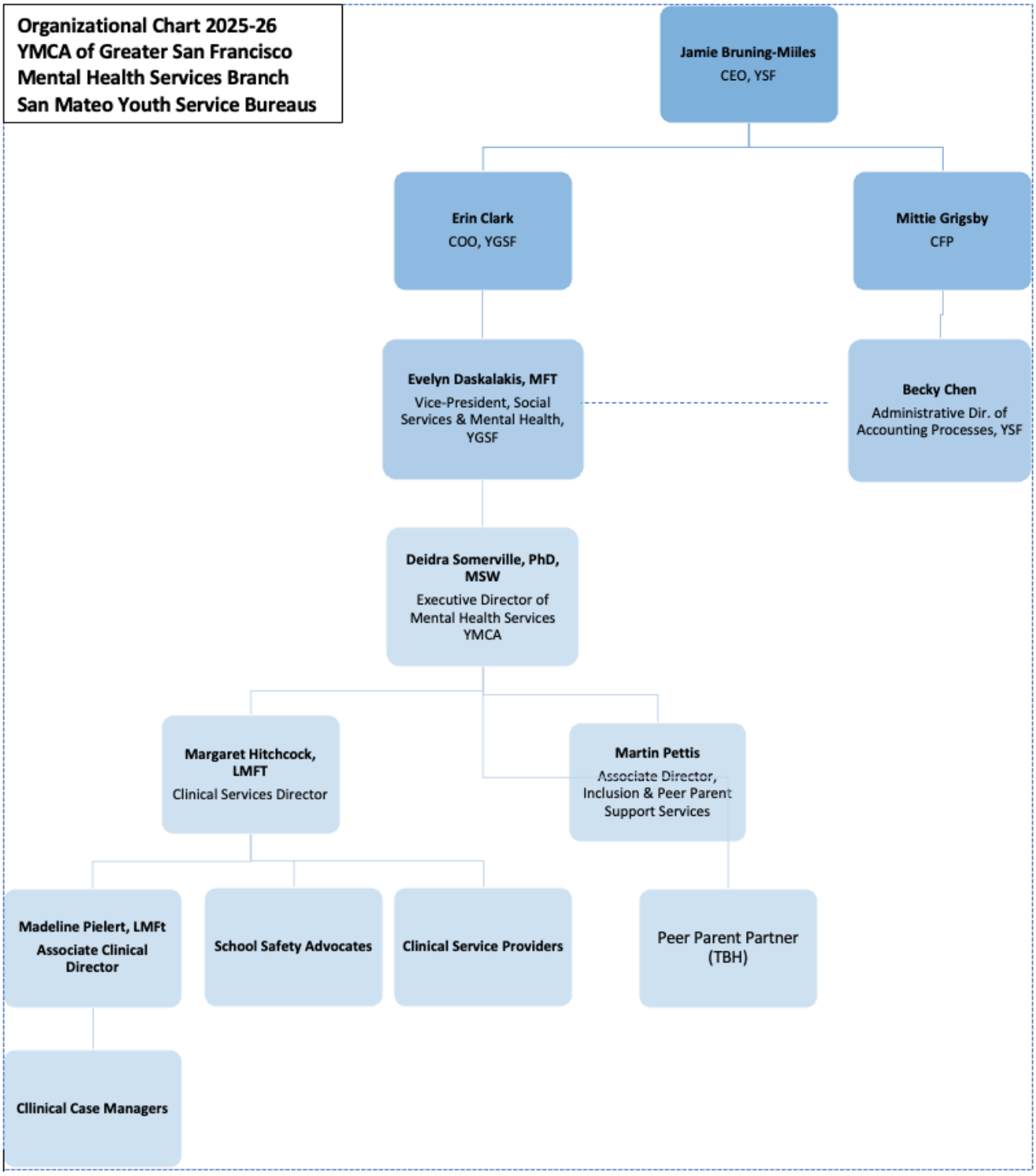
Project Summary:
In 2009-2010, amid growing concerns about the high rate of behavioral health problems for children and youth involved in the juvenile justice system in San Francisco and nationally, the Department of Public Health's (DPH) Child, Youth, and Family System of Care launched an innovative approach to address the behavioral health needs of probation-involved youth. Intensive Supervision Clinical Services (ISCS) was developed in partnership with the Juvenile Probation Department (JPD), Department of Children, Youth and Families (DCYF) and the Mayor's Office of Criminal Justice (MOCJ).

The current ISCS program combines the Intensive Home-based Supervision Program (IHBS) that had been a part of San Francisco's Violence Prevention strategy for many years, with targeted clinical interventions to best address critical needs and increase the strengths of youth, their families/caregivers and communities. ISCS aligns supervision and treatment strategies through collaboration and coordination and is more effective for youth with behavioral health needs than supervision or treatment alone.

ISCS is one of six prevention and intervention strategies jointly funded by the Violence Prevention and Intervention (VPI) Initiative. The main VPI goals include preventing recidivism, promoting healthy development and functioning in youth and increasing public safety. ISCS now serves approximately 200 youth and families each year in their communities, homes and schools across San Francisco. These numbers continue to rise as ISCS has proven to be a pivotal program, reaching youth who are arguably some of our most vulnerable community members.

The ISCS model is based on growing evidence that intervention strategies for probation-involved youth and their families are more effective with a multi-target, family-focused approach. ISCS combines the monitoring and structure of intensive supervision with an array of clinical services and evidence-based practices targeted to address critical needs and increase the strengths of youth, their families and caregivers. Services are delivered at home, school, in the community or at the Juvenile Justice Center. The ultimate goal is to increase well-being, safety and to reduce recidivism.

3.9 Team Qualifications



Deidra Somerville, MSW, PhD in Community Psychology, Executive Director of Mental Health Services YMCA, leads a team of licensed clinical and social workers, as well as supervision of 20+ trainees and the Community Resource Center. She has worked for more than 25 years as an organizational leader at the helm of pioneering organizations charting new paths to healing and wellness for and with communities. She will provide overall leadership and oversight for this project.

Margaret Hitchcock, LFMT, Director of Clinical Services, will serve as lead project manager, continuing the role she currently holds in our work with Juvenile Programs and Services. Margaret is a certified Cultural Humility trainer, Trauma Transformed T(TIS) trainer, NMT assessor and trainer who holds over 25 years in the field working with juvenile justice and foster care involved youth including creating and running multiple community based mental health and case management programs.

Maddie Pielert, LCSW, will supervise and train the direct services staff for this project. She serves as Associate Director of Community Mental Health at YMCA Youth Service Bureau, where she leads and oversees clinical case management services for youth involved in diversion and early intervention programming. Her responsibilities include clinical supervision of case managers and trainees, program design and development, staff training, outcome monitoring, and coordination with schools, law enforcement, and community-based providers. She brings ten years of direct clinical case management experience working with justice impacted youth and families utilizing trauma informed and strength-based approaches.

Martin Pettis, MA, Director of Inclusion & Peer Support Services, leads the Peer Parent Partner Program, and will oversee and integrate the new Peer Parent (to be hired) into the program, working with them to establish this new peer partner for youth on probation and their families. Martin is a seasoned organizational strategist and community mental health leader with over two decades of experience designing and scaling innovative programs at the intersection of wellness, equity, and systems change.

School Safety Advocates: All five experienced SSAs listed in the Scope of Work section table are currently set to return. They each are capably skilled to provide the SSA job requirements. They strengthen school safety, mental health support, and family engagement across partnering school sites. SSAs build and maintain strong working relationships with school administrators, faculty, families, and community partners; provide individual, family, and group counseling; conduct crisis intervention and case management; and facilitate timely referrals to appropriate community, mental health, and safety resources. They deliver school-specific workshops for students, staff, and parents; serve as a referral and consultation resource for concerns related to violence, safety, and student well-being; participate in interdisciplinary team meetings to support

school climate; and meet all programmatic goals related to assessments, workshops, groups, and family and individual sessions while carrying a caseload proportionate to their hours on site.

Three new **Clinical Case Managers** will be hired to provide services as needed for each program. They will bring strong clinical skills to support clients and families, including comprehensive assessments of client's health and psychosocial needs and developing a service plan collaboratively with the client. They will provide mental health services and coping skills and provide linkages and referrals. In addition, working with the leadership team they will form and implement our Therapeutic Diversion Program, addressing the chronic truancy and other risk factors for delinquency that is particularly prevalent among this service population.

3.10 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

Stephanie Martinez, Program Director of Student Services, Foster Youth & Homeless Youth Liaison
Jefferson Elementary School District
(650)991-1000
Smartinez@jeffersonesd.org

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

Mignon Page-Broughton, Deputy Probation Officer
San Mateo County-Probation – San Mateo Police Department Youth Services Partner
(650) 222-9674
mpage-broughton@smcgov.org

YSB BUDGET NARRATIVE

San Mateo County Probation Department – Juvenile Programs & Services (2026-RFP-00118)
Five-Year Budget Narrative (FY 2026–FY 2031)
YMCA of Greater San Francisco – Youth Services Bureau

I. Overview

This budget narrative describes the costs necessary to implement the YMCA's Juvenile Probation–aligned programming funded through **JJCPA**, **YOBG**, and **JPAF**, in accordance with the cost categories and allowability requirements described in the **San Mateo County Probation Department RFP (released Nov. 2025)**.

Across all three funding streams, the YMCA applies a **standard 3% annual increase to salary-based expenses** to account for:

- Cost of living adjustments (COLA)
- Rising employer contributions (taxes, benefits, workers compensation)
- Non-salary expenses (e.g., mileage, materials, training) remain flat unless the RFP specifically allows escalation.

JPAF Budget Narrative

The JPAF budget supports the Clinical Case Manager and five School Safety Advocates (0.425 FTE each) who deliver school-based prevention, early intervention, and crisis support. The Clinical Case Manager provides assessments, Tier 1–2 services, and case coordination. SSAs deliver attendance intervention, SEL support, classroom workshops, and family engagement. Clinical supervision is required for SSAs. Personnel costs include the standard 3% annual increase. Operating costs include supplies, database management support, program materials, and youth engagement tools. YMCA memberships for 50 youth have been included to support youth physical wellness and access to enrichment activities such as sports, exercise, and group-based activities at the Peninsula YMCA located in San Mateo. All costs are reasonable, allocable, and support school climate and youth development outcomes.

Total Costs by Year:
Year 1: $437,530
Year 2: $400,869
Year 3: $413,613
Year 4: $426,787
Year 5: $440,406

Explanation of 3% Annual Increases:
All personnel costs include a 3% annual increase over the five-year period. This escalation reflects cost-of-living adjustments, step increases, and rising employer-paid benefits such as

health insurance, taxes, and workers' compensation. The 3% growth ensures staff retention, stability of clinical services, and compliance with regional labor market conditions.

Budget Justification Table

Category	Line Items	Cost (Annual)	Justification
Personnel	Clinical Case Manager; Four SSAs (0.425 FTE each)	Year 1: $240,897 Year 2: $248,124 Year 3: $255,568 Year 4: $263,235 Year 5: $271,132	Staff provide core prevention, intervention, and school climate services.
Benefits	Payroll taxes, retirement and health benefits	Year 1: $90,192 Year 2: $93,686 Year 3: $97,324 Year 4: $101,112 Year 5: $105,058	Required to retain qualified staff.
Operating	Workshop Supplies; SEL Materials, database licenses, YMCA Gym memberships	Year 1: $49,372 Years 2-5: $6,772	Required for school workshops, crisis response, and parent engagement and to support health and wellness for youth on probation.
Indirect/Admin	Administrative Support	Year 1: $57,069 Year 2: $52,287 Year 3: $53,949 Year 4: $55,667 Year 5: $57,444	Supports reporting, HR, fiscal, and program oversight functions.

YOBG Budget Narrative

The YOBG budget supports the Clinical Case Manager (0.5 FTE) and SVP Therapist (0.20 FTE), and a therapist for CALM groups, all essential to the rehabilitation of justice-involved youth. The Clinical Case Manager delivers Tier 4 level intervention, crisis support, and coordination with Probation Officers and BHRS. The SVP Therapist facilitates Sexual Violence Prevention groups, provides psychoeducation, and conducts assessments. The CALM Therapist delivers evidence-based emotional regulation groups. Clinical supervision is required for the CALM therapist. Personnel costs include 3% annual increases. Operating costs include SVP curriculum, trauma-informed materials, and database licenses. Costs are consistent with allowable YOBG expenditures.

Total Costs by Year:
Year 1: $67,167
Year 2: $68,756
Year 3: $71,006
Year 4: $72,693
Year 5: $75,073

Explanation of 3% Annual Increases:
All personnel costs include a 3% annual increase over the five-year period. This escalation reflects cost-of-living adjustments, step increases, and rising employer-paid benefits such as health insurance, taxes, and workers' compensation. The 3% growth ensures staff retention, and stability of clinical services

Budget Justification Table

Category	Line Items	Cost (Annual)	Justification
Personnel	Clinical Case Manager; SVP Therapist	Year 1: $38,050 Year 2: $39,192 Year 3: $40,368 Year 4: $41,579 Year 5: $42,826	Provides essential therapeutic and case management services for justice-involved youth.
Benefits	Health, Retirement, Payroll Taxes	Year 1: $18,684 Year 2: $19,458 Year 3: $20,266 Year 4: $21,108 Year 5: $21,988	Required employer-paid expenses.
Operating	Supplies, Database Communication	$1,672	Supports group delivery and staff mobility.
Indirect/Admin	Program Administration	Year 1: $8,760 Year 2: $9,048 Year 3: $9,345 Year 4: $9,653 Year 5: $9,972	Supports reporting, billing, compliance, and administrative infrastructure.

JJCPA Budget Narrative

The JJCPA budget funds a Clinical Case Manager (1 FTE), Peer Parent Partner (1.0 FTE), 2 VIA Therapists, and CALM Therapist (0.20 FTE), all critical to services for youth on probation. Clinical supervision is required for the VIA and CALM Therapists for registered, pre-licensed clinicians. The Clinical Case Manager provides assessments, crisis intervention, coordinated case planning, and Tier 3 service delivery. The Peer Parent Partner provides intensive family

engagement and resource linkage. VIA therapists deliver structured sessions that build accountability, empathy, and insight into the impact of youth actions on others. The CALM Therapist delivers evidence-based emotional regulation groups. Personnel costs include a 3% annual increase. Operating costs include program materials, family engagement tools, cell phone coverage, and required training and database management. All expenses are necessary, reasonable, and directly linked to youth outcomes.

Total Costs by Year:
Year 1: $322,449
Year 2: $332,703
Year 3: $341,521
Year 4: $352,380
Year 5: $363,601

Explanation of 3% Annual Increases:
All personnel costs include a 3% annual increase over the five-year period. This escalation reflects cost-of-living adjustments, step increases, and rising employer-paid benefits such as health insurance, taxes, and workers' compensation. The 3% growth ensures staff retention and stability of clinical services.

Category	**Line Items**	**Cost (Annual)**	**Justification**
Personnel	Clinical Case Manager; Peer Parent Partner; CALM Therapist; VIA Therapists	Year 1: $204,936 Year 2: $211,084 Year 3: $217,416 Year 4: $223,939 Year 5: $230,657	Direct service staff responsible for assessments, case management, family support, and group facilitation.
Benefits	Health, Retirement, Payroll Taxes	Year 1: $72,645 Year 2: $75,412 Year 3: $76,747 Year 4: $81,291 Year 5: $84,411	Required employer costs to maintain compliance and staff retention.
Operating	Supplies, Materials, Communication	$2,811	Supports program delivery, travel for home visits, and clinical documentation.
Indirect/Admin	Administrative Support / Overhead	Year 1: $42,058 Year 2: $43,396 Year 3: $44,778 Year 4: $46,206 Year 5: $47,681	Supports payroll, billing, reporting, data management, and compliance.

YSB - JPAF Budget

			Year 1	Year 2	Year 3	Year 4	Year 5
Personnel		#staff at site					
SSA-MS: Parkway Heights	42 weeks @ 17 hours per week	0.425	28,481	29,336	30,216	31,122	32,056
SSA-MS: Alta Loma	42 weeks @ 17 hours per week	0.425	28,481	29,336	30,216	31,122	32,056
SSA-MS: Westborough	42 weeks @ 17 hours per week	0.425	28,481	29,336	30,216	31,122	32,056
SSA-MS: Thomas R. Policita	42 weeks @ 17 hours per week	0.425	28,481	29,336	30,216	31,122	32,056
SSA-MS: Ingrid B. Lacy	42 weeks @ 17 hours per week	0.425	28,481	29,336	30,216	31,122	32,056
Tier 1-2 Clinical Case Manager	52 weeks @ 40 hours per week	1.0	64,480	66,414	68,407	70,459	72,573
Clinical Supervision: 2.4 staff	42 weeks @ 12 hours per week	0.3	34,010	35,030	36,081	37,164	38,278
Subtotal staff salaries		3.4	240,897	248,124	255,568	263,235	271,132
Payroll Taxes and retirement			50,793	52,317	53,886	55,503	57,168
Health Benefits	annual cost per staff $11,588	3.4	39,399	41,369	43,438	45,609	47,890
Subtotal S&B			331,090	341,810	352,892	364,347	376,190
Operating Costs							
Supplies: office, program supplies, treatment tools			1,000	1,000	1,000	1,000	1,000
Communications (staff cell phone)			1,292	1,292	1,292	1,292	1,292
Annual YMCA Gym Memberships for clients	50 clients @ $852/annually		42,600				
Database licenses for ERH's			4,480	4,480	4,480	4,480	4,480
Subtotal operating			49,372	6,772	6,772	6,772	6,772
Administrative Costs			57,069	52,287	53,950	55,668	57,444
Total Costs			**437,531**	**400,870**	**413,614**	**426,787**	**440,406**

YSB - YOBG Budget			Year 1	Year 2	Year 3	Year 4	Year 5
Personnel	Description	FTE	Proposed fee				
SVP Therapist	40 hours per therapist	0.2	1,596	1,643	1,693	1,744	1,796
Therapist for CALM Groups at the Hall	40 hours per therapist	0.2	1,596	1,643	1,693	1,744	1,796
Tier 4 Clinical Case Manager	52 weeks @ 20 hours per wee	0.5	32,240	33,207	34,203	35,230	36,286
Clinical Supervision: .4 staff	40 weeks @ 1 hours per week	0.02	2,619	2,698	2,779	2,862	2,948
Subtotal Staff Salaries			38,050	39,192	40,368	41,579	42,826
Payroll taxes and retirement			8,023	8,264	8,512	8,767	9,030
Health Benefits	annual cost per staff $11,588	0.92	10,661	11,194	11,754	12,341	12,958
Subtotal Salaries and Benefits			56,734	58,650	60,633	62,687	64,814
Operating							
Supplies: office, treatment tools			100	100	100	100	100
Communications (staff cell phone)			1,292	1,292	1,292	1,292	1,292
Database licenses for ERH's			280	280	280	280	280
Subtotal other operating			1,672	1,672	1,672	1,672	1,672
Administrative Costs			8,761	9,048	9,346	9,654	9,973
Total Cost			**67,167**	**69,370**	**71,651**	**74,013**	**76,459**

YSB - JJCPA Budget			Year 1	Year 2	Year 3	Year 4	Year 5
Personnel							
Peer Parent Partner	52 weeks x 40 hrs per week	1.0	67,600	69,628	71,717	73,868	76,084
Therapist for CALM groups	40 hours	0.02	1,596	1,643	1,693	1,744	1,796
Tier 3 Clinical Case Manager	52 weeks @ 40 or 20 hours per we	1.5	96,720	99,622	102,610	105,689	108,859
VIA Therapists	468 hours per therapist	2.0	36,401	37,493	38,618	39,776	40,970
Clinical Supervision	40 weeks @ 1 hours per week	0.02	2,619	2,698	2,779	2,862	2,948
Subtotal Staff Salaries		4.54	204,936	211,084	217,416	223,939	230,657
Payroll and Taxes			43,211	44,507	45,842	47,218	48,634
Health Benefits	annual cost per staff $11,588	4.54	52,610	55,240	58,002	60,902	63,947
Subtotal Salaries and Benefits			300,756	310,831	321,261	332,059	343,238
Operating							
Supplies: office, treatment tools			770	770	770	770	770
Communications (staff cell phone)			1,292	1,292	1,292	1,292	1,292
Database licenses for ERH's			749	749	749	749	749
Subtotal Operating			2,811	2,811	2,811	2,811	2,811
Administrative Costs			45,535	47,046	48,611	50,230	51,907
Total Costs			**349,102**	**360,688**	**372,682**	**385,100**	**397,957**