

AGENDA ITEM REQUEST

Community Corrections Partnership Executive Committee (CCPEC)

Note: This agenda item request is due at least six (6) weeks prior to CCPEC meeting.

Email requests to ProbationCommunityPrograms@acgov.org.

TO: Community Corrections Partnership Executive Committee (CCPEC)
c/o Alameda County Probation Department
Brian K. Ford, Chief Probation Officer
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FROM: **Name:** Gina Temporal
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This agenda item is being submitted for consideration by the Community Corrections Partnership Executive Committee (CCPEC) at their meeting on March 17, 2025.

Title/Subject/Description: Annual Allocation for AB 109 Funded Programs and Resources – Probation Housing Vendor Pool

Background Information: In 2014, the Alameda County Board of Supervisors dedicated 50% of the AB109-funding received from the state to local Community Based Organizations. That funding is used to contract with local CBOs that provide resources and programs that address a client's risk and needs and promote safety for the community and success for the Participant. This item requires additional funding for Fiscal Year 2025-26 for continuity of services and resources.

Fiscal Impact*, if any: \$3,000,000

Recommended action to be taken: Approve the annual allocation to continue funding this item for the realigned population.

**When requesting funding, please answer the questions in either Section 1 or 2 below. If requesting funding for a new program idea, answer the questions in Section 1. If requesting funding for a program with an existing AB 109-funded contract, answer the questions in section 2.*

Signature: *Gina Temporal*

Print Name and Title: Gina Temporal, Contracts Administrative Manager

Section 1: Requesting Funding for a New Idea

Addressed in the Logic Model

A logic model from the Programs and Services Workgroup may be attached in lieu of answering the following questions:

- What part of the AB 109 population do you propose to serve? (For example: unhoused individuals, clients disengaged from Probation services etc.)
- Which client needs are being addressed? (For example: housing, employment, substance abuse etc.)
- What are the objectives and benchmarks for success of the proposed program/activity?
- What are the resources and activities required by an organization to make the program successful? (For example: staffing, development of workshops etc.)
- How will Probation Officers inform clients about the program/activity?
- If referrals don't come from Probation, how will clients be informed of the program/activity?

Background Research

- Is the initiative evidence-based or a promising new idea?
- If this is an evidence-based program, what does the research say about it?
- If there is existing research, was the research done on a population similar to the population the program anticipates serving?
- Is Probation funding any similar activities?
- If Probation is funding similar activities, what is unique about this program/activity, why is it necessary?
- Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity.

Fiscal Impact

What is the total proposed budget for this program/activity?

Section 2: Request to Renew or Extend an Existing Contract

Contract Name: LAO Family Community Development

Information About the Program

- What part of the AB 109 population was served under the previous contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) [Unhoused individuals or clients who cannot continue to reside at their previous or current address \(victim, gang ties, etc.\)](#)
- What client needs were addressed? (For example: housing, employment, substance abuse etc.) [Housing and basic wrap-around services such as life skills with focus on finding permanent housing](#)
- How many people did your organization serve under the contract? [629 Clients from 7/1/21 – 11/30/24](#)
- How many people was your organization expected to serve under the contract? [Minimum of 150 unduplicated annually.](#)
- Please provide a summary of the program.

[Up to 140 beds of housing for clients of all genders; no 290s accepted; clients get their own rooms/own bathrooms with mini-fridge and microwave; meals provided by the program.](#)

[All clients receive case management and support for finding permanent housing; program offers some matching funds \(through verified savings accounts\) and some up-front move-in costs when a client finds permanent housing.](#)

- Please provide a list of the objectives achieved by the program/activity. [See below information for successful completions and for numbers of clients housed in this program](#)
- Did your organization invest any resources to make the program/activity successful? (For example: staffing, development of workshops etc.) [LFCD has over \\$6 million in case management and service dollars that we bring to the CARE Campus residents to meet the wrap around services of mental health, workforce, family and work support, and other basic needs such as food and clothing. LFCD has over 500 operating and MOU agreements with Bay Area community-based, private and public partners to bring leverage resources for each household we will serve at the CARE Campus. Current partners working partners Community Roots \(biweekly popup health clinic, mental health service, application, documents, Medicare applications\), CORE \(Rubicon\), Ruby's Place, Highland Community Charter School \(GED, High School Diploma\), and Ahimsa \(monthly peer circle healing\).](#)

[Staff receive ongoing professional development training. Staff are trained in Evidence-Based Correctional Practices such as certified training in Cognitive Behavior Therapy \(CBT\) to better coach clients using evidence-based strategies to assist clients, and Workforce Development Professional Apprenticeship \(WDAP\) Training. All staff will be trained in Mind Matters: Overcoming Adversity and Building Resilience Training from February 27th to February 29th, 2024, 3 days of in person training. The on-site modular building provides an AJCC one-stop shop for workforce services, providing a comprehensive range of no-cost employment and training services for employers and job seekers. The Career Pathways Employment and Training \(CPET\) programs \(Region 1 and Region 2\) Refugee Employment Assistance, CalWORKs, GA, and RCA clients for pre-employment, employment placement assistance, career assessment, on-going case management, and retention support services.](#)

- Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? [No, there is no outreach of the target population outside of referrals from Probation. However, we do work with many other partner agencies to provide a wrap-around service to our clients:](#)

- City of Oakland – Oakland Workforce Development Board, AJCC
 - Planting Justice – Nursery/ Employment service
 - CORE – Attending monthly Resource Fair for supportive service and weekly Men’s Group workshop in CC
 - Open Gate – Education service
 - Community Roots – Mental Health/ Physical Health Service
 - Ruby Place – Incentive case management/ DV support
 - Felton – Mental health/ Anger Management/ Wellness recovery action plan
 - Patelco – Financial education workshops/ Open bank account
 - Public Defender Office – Court Case Support
 - Land Together - Internship and employment service
 - C.U.R.A – Recovery Service
 - Cronin House – Recovery Service
- Describe how successfully your organization achieved your contract milestones and the other contract deliverables? Per the contract, a Results-Based Accountability (RBA) framework is used to measure the impact of the program and reports on the performance measures. Since the start of the program in July 2021, there have been 635 unduplicated clients enrolled in the program with 162 of these clients successfully exiting the program to permanent housing with employment. Current Average Daily Bed Count is 94.06. 95% of all clients received a Case Management Plan (CMP) within 7 days of intake.

Background Research

- Is the program/activity evidence based or a promising new idea? The program subscribes to the principles of Evidence-Based Correctional Practices established by the U.S Department of Justice - Office of Justice Programs. The principles include a) Risk- Need-Responsivity Framework (RNR), b) Determining Dosage and Intensity of Services, c) Addressing Participant’s Greatest Dynamic Risk Factors, d) Prioritize High Risk and Needs, e) Enhance Intrinsic Motivation and f) Cognitive Behavior Programming and Coaching including Cognitive Behavioral Interventions (CBI).
- If the program/activity is an evidence-based program, what does the research say about it? Extensive research has been done to arrive at the evidence-based principles cited above. The National Institute of Justice – Crime Solutions (<https://crimesolutions.ojp.gov/>) website provides programs and practices that work based on a series of rigorous evaluations and meta-analyses. Examples of similar evidence-based programs demonstrating effectiveness by this research institution include the Returning Home – Ohio (RHO) Pilot Program and the Denver Supportive Housing Social Impact Bond Initiative.
- If there is existing research, was the research done on a population similar to the population served? Extensive research has been done on the populations served by this program including the individuals who are male ethnic minorities and make up most of the individuals served in this program.
- How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? N/A
- Is Probation funding any similar activities? No, this is the only transitional housing program.
- If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? N/A
- Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity. People with lived experience, including staff members have contributed to strengthen the programs through their suggestions. For example, the approach to assisting clients in becoming engaged in taking responsibility for their health has increased the number of visits to clinics provided by our partners (Roots Community Health Center and Ruby’s Place). In

addition, people with lived experience have been able to better communicate the advantages of participating fully in the program which includes setting financial goals to receive the IDA savings.

Program Data

- How many people were referred to the program/activity by Probation? **1567 Clients**
- Why should the contract be extended/renewed rather than going out to bid? **Contract is part of the Housing Vendor Pool with one more extension available.**
- Please provide program milestones and other contract deliverable data.
 - **34,332 Bed Days Served in 2024 (Ave 94.06)**
 - **25.76% Successfully Complete**
 - **629 Clients Served**
 - **162 Clients Moved to Permanent Housing**
- Has this contract been extended before? If so, how many times and why? **Three Times, part of the housing vendor pool RFQ.**

Original: 7/1/21 – 6/30/22

First Amendment: 7/1/22 – 6/30/23

Second Amendment: 7/1/23 – 6/30/24

Third Amendment: 7/1/24 – 6/30/25

Fiscal Impact

- What is the total proposed budget for the requested program/activity? **\$3,000,000 for FY 25/26**
- What was the total budget for the program/activity under the previous contract? **\$38,000,000 for the first four years. LAO Care Campus has a bed-rate of \$109.61 under current contract.**
 - If the proposed budget is higher than that of the previous contract, please justify the increase.
N/A
 - If the proposed budget is lower than that of the previous contract, please explain.
The Housing Vendor Pool is asking for \$3,000,000 this fiscal year which is \$10,000,000 less than the previous fiscal year. There is currently a possible FY 24/25 Rollover amount of \$8,000,000, which with the \$3,000,000, would allow the housing vendor pool an extension for one final year of funding. The housing vendor pool RFQ has closed and there are nine programs that require funding. The average funding for the nine programs was \$8,423,295.76 for the last year at the current bed-rates. Maximum budget, if all programs were full and the maximum stipends were provided is \$12,744,281.65. Programs for the past (2) two years have been averaging around \$9 million annually, so \$11,000,000 should be enough from July 1, 2025 to June 30, 2026 while waiting for a new Housing RFP.

Contract Name: Genesis Worship Center Family Church

Information About the Program

- What part of the AB 109 population was served under the previous contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) **Unhoused individuals or clients who cannot continue to reside at their previous or current address (victim, gang ties, etc.)**
- What client needs were addressed? (For example: housing, employment, substance abuse etc.) **Housing, Employment, mental health support, food insecurity, referrals to substance abuse programs, and basic wrap-around services such as life skills with focus on finding permanent housing.**

- How many people did your organization serve under the contract? **59 Clients** from 12/1/23 – 11/30/24. Our organization served **47** clients in Fresh Start Academy, **10** of which were able to secure permanent housing by the end of their term. In the same period, our organization served **12** clients in New Beginnings, **1** of which was able to secure permanent housing by the end of his term. As such, our organization served **59** clients between both programs.

Client Status		
Program	Status	Count
FSA	Active Clients	20
FSA	Total Clients Served	47
FSA	Success Completed	10
FSA	Participant Quit	8
FSA	Expelled	7
FSA	New Arrests	4
FSA	New Clients	18
NB	Active Clients	5
NB	Total Clients Served	12
NB	Success Completed	1
NB	Participant Quit	4
NB	Expelled	1
NB	New Arrests	1
NB	New Clients	12

- How many people was your organization expected to serve under the contract? **Minimum of 20 clients unduplicated annually for the Fresh Start Program. Minimum of 5 unduplicated clients for the New Beginnings Program**
- Please provide a summary of the program.
 - Fresh Start Academy Program** provides 20 beds for male clients only; no 290s allowed. Fresh Start Academy Program provides 8 one-bedroom apartments shared by 2 clients; each unit has a full kitchen and bathroom, as well as laundry; clients receive \$105 a week in food vouchers and do their own shopping.
 - New Beginnings Program** provides up to 5 beds for male, 290 registrants only. New Beginnings Program provides a shared living house of 3 bedrooms and 1 bathroom with a shared kitchen and common areas.

All clients at both programs receive case management and support for finding permanent housing; Clients have access to some onsite programming such as life skills classes.
- Please provide a list of the objectives achieved by the program/activity.

Successful Permanent Housing Outcomes for 11 Clients (10 Fresh Start Academy, 1 New Beginnings): Between December 1, 2023, and November 30, 2024, 11 clients successfully transitioned into permanent housing.

Achievement of 35 Housing Goals (30 Fresh Start Academy, 5 New Beginnings): These include gaining permanent housing, applying for housing, enrolled on a waitlist, etc

Achievement of 20 Employment Goals (20 Fresh Start Academy): These include securing employment, developing professional resumes, and other milestones that contribute to participants' career advancement and self-sufficiency.

Achievement of 34 Self Sufficiency Goals (31 Fresh Start Academy, 3 New Beginnings): These include saving at least \$2000, paying off debt, enrollment in support services (i.e. child support, debt relief), received mental health support, etc.

14 Housing Goals Currently Progressing (10 Fresh Start Academy, 4 New Beginnings): These include gaining permanent housing, applying for housing, enrolled on a waitlist, etc.

15 Employment Goals Currently Progressing (11 Fresh Start Academy, 4 New Beginnings): These include securing employment, developing professional resumes, and other milestones that contribute to participants' career advancement and self-sufficiency.

20 Self Sufficiency Goals Currently Progressing (15 Fresh Start Academy, 5 New Beginnings): These include saving at least \$2000, paying off debt, enrollment in support services (i.e. child support, debt relief), received mental health support, etc.

- Did your organization invest any resources to make the program/activity successful? (For example: staffing, development of workshops etc.) Yes, Genesis Worship Center has invested in our program, which has already resulted in our program's success after only 26 months due to the following: Genesis Worship Center (GWC) is the first faith-based organization to develop 12-brand new apartments with no government or taxpayer's dollars. Bishop George Matthew's mortgaged his home in 2006 to purchase the church at 2708 Ritchie Street. In 2008, the home located in Hayward Hills at 27092 Columbia Court foreclosed due to a second mortgage taken out to purchase the church in 2005. The church continued to grow and flourish despite this setback.

In 2009, Bishop George Matthews joined Kaiser Permanente as a medical records trainer, where he trained nurses on the new electric system for patient medical records. It was this system that led Bishop George Matthews to develop our internal client records system using Sales Force technology. Bishop George Matthews also serves as the hospice pastor for Kaiser Permanente, a position he has held since 2019 where he provides spiritual support to terminally ill patients who are on hospice at their homes. It was in this position that Bishop Matthews learned about the SMART goals that he uses with his Kaiser patients. Thus, he was able to train the case managers in our program on how to use SMART goals for our clients that are SMART (specific, measurable, attainable, relevant, and time-bound) in June of 2022. However, this led to the hiring of new staff members.

In January 2024, Bishop George Matthews enhanced our current Sales Force database to track goals that are SMART using Sales Force technology. On Thursday, January 11, 2024, our case managers received training on using Sales Force to track weekly goals with our clients and can now provide specific goals for each client in our program. Our database now incorporates SMART goals in three areas. Starting February 1, 2024, every client in our program will have at least one goal related to self-sufficiency, employment, and housing, which will be reviewed, tracked, monitored, and reported weekly. The Executive Director and Program Coordinator can review the goals established by the Case Manager and provide real-time feedback using this system. For example, starting February 1st, we will encourage every client to apply for low-to-no-income housing programs upon enrollment in our program, and we will provide each client with goals to work on well in advance to ensure their ability to secure permanent housing upon program completion. While GWC has been successful in ensuring that every client in the last nine months has secured permanent housing, we are working to start this process as soon as possible, not just waiting till the last minute. By utilizing SMART goals and providing a system that tracks the progress each week, this will assist our case managers and clients to be more efficient. In collaboration with the Sales Force Developer, Bishop George Matthews designed a system similar to what Kaiser clinicians use to report on the weekly status of SMART goals established for patients.

GWC has provided our case managers not only with the training to know how to write SMART goals but also the IT systems via Sales Force to track the goals each week, and our case managers will be able to

have these discussions weekly with our clients related to specific goals around self-sufficiency, employment, and housing. Utilizing SMART goals is evidence-based and is the standard that most, if not all, case managers use to be effective in monitoring the progress of program participants. In addition, our staff will begin meeting weekly to discuss the goals of each client as a team during our staff meetings. During our weekly staff meetings, each case manager must update the team on their clients' progress in terms of self-sufficiency, employment, and housing, ensuring that every client is making strides towards their established goals.

Related to staffing, GWC has now hired staff that has the expertise to provide superb case manager support to our clients. For example, on February 5th, 2024, we hired Caleb Matthews as the Fresh Start Academy Case Manager. Matthews has an extensive background in juvenile counseling, reentry housing, and has worked as an Assistant and Project Specialist for Supervisor Nate Miley at Alameda County. We are delighted to have Caleb serving part-time as the case manager for clients enrolled in our Fresh Start Academy Housing program.

Furthermore, on April 8th, 2024, we hired Harris Bradford as New Beginnings Case Manager. Harris joined us from the City of Oakland Ceasefire program, where he established a strong reputation for delivering exemplary case management services and demonstrating a deep commitment to supporting individuals in need. His extensive experience in working with at-risk populations and his proven ability to connect clients with critical resources have made him an asset to our team. We are pleased that he now serves part-time as our case manager for our clients enrolled in our New Beginnings Housing program.

- Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? No, there is no outreach of the target population outside of referrals from Probation. All referrals must come from Probation.
- Describe how successfully your organization achieved your contract milestones and the other contract deliverables? GWC was able to successfully provide 59 men with housing throughout the term of the contract and lead 11 of them to obtain permanent housing, while still housing 25 men currently. Despite some rearrests, participant quits, and rare expulsions, our organization has consistently maintained an environment that stresses the importance of professionalism and a commitment to excellence in dealing with all of our clients to ensure that they are continuously establishing new goals with their case managers that will ultimately set them up to be in a superior position to obtain permanent housing upon their exit date.

Our staff is always ensuring that we utilize our contract to provide our clients with barrier removal support, food vouchers, transportation support, and more to ensure they are receiving the most assistance possible. Additionally, our internal goal-tracking database in Salesforce allows case managers to efficiently monitor each client's progress. Weekly one-on-one check-ins ensure goals are regularly reviewed and updated, enabling case managers to identify and address specific client needs effectively.

Background Research

- Is the program/activity evidence based or a promising new idea? Our program is both. It is based upon evidence-based practices as well as various new ideas over the years. Bishop Matthews has successfully mentored various individuals for the last 30 years which has resulted in many who never returned to criminal activity. In addition, there are hundreds of youths and adults who have never been involved with the criminal justice system due to the mentorship that has been provide to many over the years.

Bishop Matthews brings 30 years of reentry experience, twenty years as the Founding Pastor of Genesis Worship Center, and extensive experience at Kaiser Permanente, where he is still employed, as well as his educational background, contributing to our success. Most of all, our program activities are also based on hiring the right staff, which has been a struggle for the last 38 months as with any organization, especially a start-up organization. As a result, we are now more selective about the staff that we hire, which must have not only experience but also the ability to use computers and technology to achieve the desired outcomes. A big mistake that we made at the beginning of this program was hiring people who were not qualified.

GWC utilizes a client-charting system that captures client information, progress, and key program outcomes and is based on evidence-based research. GWC documents the following evaluation requirements using standardized and customized assessment tools: conditions (i.e., anti-social behavior, drug abuse, etc.); activities (i.e., specific services provided, intervention, counseling, etc.); outcomes (i.e., significant reduction in risk factors leading to resolution of problems); and impact (i.e., avoiding entry or reentry into the justice system, increased self-sufficiency, and personal responsibility). GWC tracks outcomes for each client case via our Salesforce database. We track these outcomes by measuring the improvement in specific at-risk factors and/or behaviors identified for each client during the assessment. The reduction of at-risk factors or identified behaviors directly relates to case progress. We progressively measure and assess long-term results internally to ensure quality control and programmatic trajectory, and externally to report funders and share our experience with others engaged in similar work.

- If the program/activity is an evidence-based program, what does the research say about it? GWC measures the impact of the program using a results-based accountability (RBA) framework and submits reports on performance measures quarterly and annually. John Traugott, from Michigan State University, discussed our SMART goals approach in an article published on August 26, 2014. In fact, it was former Probation Chief Wendy Still who encouraged Bishop George Matthews to implement a database to track data during a meeting with her in 2017. If the program or activity is an evidence-based program, what does the research say about it? A recent study by psychology professor Dr. Gail Matthews confirms the importance of using SMART goals to achieve outcomes, providing empirical evidence that supports the practice of writing down goals and committing to action steps. Her research also highlights the effectiveness of goal-setters soliciting a supportive friend to hold them accountable for completing their action steps through weekly progress updates. Matthews's study broke participants into five groups, each with different instructions. The first group had unwritten goals, the second wrote their goals down, the third wrote down both goals and action commitments, the fourth wrote goals and actions and gave them to a friend, and the fifth group gave their written goals and actions to a friend and also provided weekly updates. The results of the study showed that 76 percent of participants who wrote down their goals and actions and provided weekly progress to a friend successfully achieved their goals. This result is 33 percent higher than that of those participants with unwritten goals, with a success rate of only 43 percent of goals achieved.

As noted, GWC utilizes a client-charting system that captures client information, progress, and key program component completions. GWC documents the following evaluation requirements using standardized and customized assessment tools: conditions (i.e., anti-social behavior, drug abuse, etc.); activities (i.e., specific services provided, intervention, counseling, etc.); outcomes (i.e., significant reduction in risk factors leading to resolution of problems); and impact (i.e., avoiding entry or reentry into the justice system, increased self-sufficiency, and personal responsibility). GWC tracks outcomes for each client case via our Salesforce database. We track these outcomes by measuring the improvement

in specific at-risk factors and/or behaviors identified for each client during the assessment.

The reduction of at-risk factors or identified behaviors directly relates to case progress. We progressively measure and assess long-term results internally to ensure quality control and programmatic trajectory, and externally to report funders and share our experience with others engaged in similar work. GWC measures the impact of the program using a results-based accountability (RBA) framework and submits reports on performance measures quarterly and annually. Was the existing research conducted on a population similar to the population served? GWC's evaluation tools are based on well-known research. One of these is the LSI-R (Level of Service Inventory-Revised), which is a quantitative survey of client (offender) characteristics and situations that are important for deciding on level of supervision and treatment. Research results support the LSI-R as a valid instrument for predicting recidivism and identifying individual risk and criminogenic needs. It is the most widely used and widely researched risk/need assessment in the world. Overall, the weight of the evidence is that the inventory assesses important constructs that have strong explanatory and predictive utility. The inventory assesses and represents the following domains as risk factors: criminal history, education/employment, financial, family marital, accommodation, leisure/recreation, companions, alcohol/drug problems, emotional/personal, and attitudes/orientation.

The NCTI True Color Personality Assessment (Client Self-Assessment Test) categorizes four basic learning styles using the colors blue, orange, gold, and green to identify the strengths and challenges of these core personality types. True Colors is a way to understand the behaviors and motivations of others relative to our own personalities to help mitigate potential conflict by learning to recognize personality differences and characteristics. Comprehensive Adult Student Assessment Systems (CASAS): CASAS assessments are valid and reliable for both native and non-native speakers of English and assess the modalities of reading, math, listening, speaking, and writing. CASAS competency-based tests also help identify the language and literacy skills that inmates need to prepare for employment upon release. Genesis Worship Center and its partners will administer the CASAS e-tests via the Internet. In addition to certifying basic skills attainment, CASAS measures learner progress on a standardized scale that ranges from the lowest literacy skills to high school exit and transition to postsecondary education and training. CASAS does recommend the completion of implementation training for those who wish to enhance their understanding and use of CASAS assessments and resources. Federal and state government agencies, business and industry, and community colleges use CASAS. CASAS offers self-paced online training at no cost. The combined assessment results will not only highlight the level of risk of reoffending but will also identify areas of focus to help mitigate potential problems. Additionally, clients' needs or preparedness for housing are identified and addressed by using these tools.

Consolidating the results, the self-sufficiency plan documents the plan of action. The completion of the self-sufficiency plan within seven (7) days for each client enrolled in the program is a critical component of the GWC program's success. GWC's comprehensive and culturally responsive plans for each client have resulted in the discussed outcomes. After years of research related to reentry, Genesis Worship Center launched Fresh Start Academy in 2006, a program that provided reentry support to individuals coming out of Santa Rita County Jail. In 2020, we are pleased to add the housing component to our program. Former Probation Chief Wendy Still envisioned a 20-unit bed facility that would focus on providing additional housing to the re-entry population. As we know, housing has become a healthcare need (in the same way as employment, mental health, medical health, dental health, education, job training, etc.).

Local jails and state and federal prisons incarcerate millions of American adults. Another several million are under criminal justice supervision in the community. The majority of individuals who serve their sentences and are released from custody—approximately 95%—will return to their communities,

families, and friends. [1] As they leave custody and become our neighbors, it is important that we invest in these individuals and help them succeed and contribute positively to their families and their communities. Many will leave the institutional setting with the skills necessary to become contributing members of our local neighborhoods. But, unfortunately, many will not. As an example, many individuals will return to custody. The Bureau of Justice Statistics found that individuals who left state prison were arrested at least once in their first year after release [2]. [3] Within nine years of release, five of six of those previously in state prison had been rearrested. The number of people who will reengage with the criminal justice system highlights the critical importance of reentry. Why does reentry matter? Reentry is a critical transition for individuals returning to their communities, whether they have been away for decades or a matter of days. The difficulty, however, is that individuality can make this transition more complicated. Before release or during the reentry process, the unique needs of people reentering, such as ongoing issues like mental and behavioral health, are often left unaddressed. The reentry process and how long it lasts can vary from person to person.

- If there is existing research, was the research done on a population similar to the population served? Over the past several decades, the National Institute of Justice (NIJ) has been a leader in the study of reentry. Former NIJ Director Jeremy Travis helped popularize the term “reentry” in the late 1990s when he said that interest and progress in understanding “‘prisoner reentry’ has been nothing short of remarkable.” [5] Since then, reentry has remained a priority for NIJ. Since the 21st century, several federal reentry initiatives have revitalized the focus on the needs of individuals who have been convicted of crimes as they reintegrate into society. Policymakers, practitioners, and community and criminal justice stakeholders, as well as others, have learned—and continue to learn—what works and what matters in the reentry process. GWC has studied the research done by the National Institute of Justice and has focused on the following 3 areas at this time:
 - (1) Barriers To Reentry This is why GWC is implementing using SMART goals to identify and address the barriers within 7 days of a client enrolling in our program and will have a place well before the 90 days of when the client leaves our program.) Research has identified common barriers to successful reentry, including but not limited to the difficulty of obtaining gainful employment, stable housing, and education and strengthening prosocial support networks.[6] These factors represent barriers because they can inhibit treatment and the ability to overcome criminogenic needs (the triggers or situational factors that may lead someone at risk to commit a new crime).[7]
 - (2) Assessing Risk GWC has improved its intake and screening process over the last 24 months. We are now able to align our services with a person’s criminogenic needs. In fact, a mismatch in services may inadvertently contribute to recidivism. We are training our case managers to assess clients’ needs more quickly, direct them to programs faster, and discuss goals and report them more accurately and timely via our database.
 - (3) Technology: GWC is implementing revolutionary technology that will enable us to identify and address the needs of individuals returning from incarceration. Utilizing sales force technology enabled our staff to communicate better internally. For example, we no longer utilize shared drives. All files, client data, documents, SMART goals, Chatter notes (At the end of each shift, each staff member is required to put in a note in Chatter to communicate to the on-coming staff what they need to know before starting their shift. This has resulted in increased productivity because we no longer must send emails to each other, leave messages via the phone or text, etc. Everyone is required to read the Chatter notes, that is similar to Facebook. Each staff member is required to like the post to ensure.

A sample chatter note would be, “CM please follow up with client John Doe who as admitted into our program today and assigned to room 101, bedroom. CM please contact him to schedule is intake interview as soon as possible.”

Through the advancement and systems that we have instituted, we offer program participants with greater the advanced technology and systems we have implemented, we offer program participants enhanced access to resources that lead to improved job placement, employment opportunities, and permanent housing outcomes. Reentry is a critical issue, and how GWC addresses the risks and needs of individuals returning to our communities is paramount. We recognize the importance of aligning community supervision strategies and reentry programming with the criminogenic needs of each individual. GWC is dedicated to understanding and building evidence-based practices, focusing on what works and what does not in our housing programs. These efforts enable us to achieve the desired outcomes outlined in our contract, ensuring accountability to taxpayers and stakeholders. Our program remains funded not simply because we have served the community for over 20 years but because we have the data to demonstrate our measurable impact and success in helping individuals transition to stable, productive lives.

- How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? Individuals succeed when they return to the community as a result of Fresh Start Academy and New Beginnings House.
- Is Probation funding any similar activities? Yes, there are seven other Housing programs in the Housing Vendor Pool
- If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? Our program distinguishes itself within the housing vendor pool of 7 other programs through its proven track record of success, driven by well-established systems, such as our custom Salesforce database, for efficient and effective case management. These systems enable us to deliver consistently positive outcomes for our clients, demonstrating the program's ability to meet unique needs and foster sustainable progress. This tailored approach ensures that our services not only complement but also enhance the broader efforts funded by Probation, addressing gaps and providing targeted support that is critical to achieving long-term stability for participants beyond their time at our program.
- Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity. GWC agrees that lived experience can provide a layer of knowledge that is often not captured by traditional research methods, the history of GWC and Bishop Matthews as outlined below, has enabled him to gain lived experience which is contributing to the success of our current re-entry housing programs.

- In April 2001, Pastor Matthews left a successful career after 14 years at Hewlett-Packard Corporation as Global Sales Manager at the request of Bishop Bob Jackson to become the Youth Pastor of Acts Full Gospel Church in 2001. It was at that time he was also assigned to help Bishop Jackson launch the Men of Valor Academy where he served as it's first Executive Director and obtained it's first major grant from Governor Gray Davis in 2005 in the amount of \$500,000.
- In 2003, Bishop Matthews launched Genesis Worship Center in Oakland, where he has served as Pastor for the last 20 years. Genesis Worship Center has had more than 200 members and 15 active ministries with an emphasis on prison, youth, and missions' ministries. Genesis Worship Center has provided mentoring, job development training, and re-entry support to men and women through its Fresh Start Academy that was launched in 2006. In 2003 when Genesis Worship Center was established, the ministry was supported by Alameda County Board of Supervisor Nate Miley who at that time wrote a letter of support. Over the last 20 years, Genesis Worship Center was recognized by the Alameda County Board of Supervisors for the contributions the ministry has made to Alameda County.

- Bishop Matthews has served as the Chaplaincy Administrator for Alameda County Juvenile Hall since October of 2012 and oversaw the Chaplaincy Program at Santa Rita Jail from 2011 till 2018. While at there, he was also assigned by Bob Jackson to oversee Men of Valor Academy where he oversaw the AB109 contract between Men of Valor and Alameda County Probation while also pastoring his own church.
- In 2018, Pastor Matthews left Acts Full Gospel to focus on his own church and in 2019, he was rehired at Kaiser Permanente as the Spiritual Care Pastor where he provides end-of-life spiritual support to terminally ill patients of all faiths.
- In March of 2019, Genesis Worship Center was approved for a \$3.6 million loan to refinance the church and built 12 one-bed room apartments at a cost of approximately \$2.7 million dollars. In May of 2022, the property appraised for \$7 million and is a state-of-the-art facility that has been visited by Governor Gavin Newsom, Assemblywoman Mia Bonta, and a host of County and Local City officials. These apartments were initially built to provide housing to the community. However, at the request of former Probation Chief Wendy Still, she initiated a partnership to provide these new apartments to the reentry population.
- In 2020, Genesis Worship Center established a partnership with Alameda County Probation to provide housing to 20 probation clients which has been a success.
- In August of 2023, Bishop George Matthews mortgage is home to purchase the 2705 Ritchie Street property and was able to remodel the house at no expense to the County to house the 5 new clients in our program called New Beginnings House. GWC is now expanding even more to purchase another property located at 2709 Ritchie Street what he expects to own in the next 30 days and will renovate it to provide additional housing to our community.

Our Lived Experiences Has Resulted In The Following Beliefs:

- *All people have equal rights.*
- *All people have strengths and assets.*
- *It is possible to make a positive difference in the lives of people with criminal backgrounds.*
- *People thrive when they make their own choices and people with criminal backgrounds are capable of and have the right to make their own decisions; this is especially true for adults, who are better prepared to make decisions in their own best interest.*
- *People with criminal backgrounds deserve the same opportunity to participate in their community as other people including equal access to transportation, education, jobs, medical care, and housing.*
- *Engaging and participating in community life has a positive impact on people with criminal backgrounds.*
- *Well-trained and motivated staff makes a difference in the lives of people.*

While utilizing collaborative relationships with the ACPD, other County departments and community and faith-based organizations, in line with GWC's core values, client engagement and retention strategies (such as intensive case management, individualized plans and mentoring) are provided on top of ensuring that clients have access to basic life necessities (safe and clean housing, food, etc.) in line with

the goal of providing whole person care approach.

GWC believes that to help clients truly and genuinely, they must be treated humanely and equally while being aware of their strengths and weaknesses, ensuring they have enough tools in their tool belt to be self-sustainable. GWC, alongside with Alameda County Probation, warrants its commitment to address barriers and provide opportunities for change.

Bishop George Mathews has the following degrees:

B.A., Business, 1988; California State University, San Jose;
M.B.A., Marketing; 1993; Golden Gate University, San Francisco, CA;
Master of Divinity; 2012; Liberty University, Lynchburg, VA;
Clinical Pastoral Education; CPE; Stanford Hospital, 2010; and S.F. Theological Seminary;

Program Data

- How many people were referred to the program/activity by Probation?
[Fresh Start Academy – 65 & New Beginnings - 24](#)
- Why should the contract be extended/renewed rather than going out to bid? [Contract is part of the Housing Vendor Pool with one more extension available.](#)
- Please provide program milestones and other contract deliverable data.

Fresh Start Academy	7217 Bed Days Served in 2024 (Ave 19.77) 17.31% Successfully Complete 52 Clients Served 9 Clients Moved to Permanent Housing
New Beginnings	1512 Bed Days Served in 2024 (Ave 4.73) 8.33% Successfully Complete 12 Clients Served 1 Client Moved to Permanent Housing
- Has this contract been extended before? If so, how many times and why? [Once, part of the housing vendor pool RFQ.](#)

[Original: 12/1/23 – 6/30/24](#)

[First Amendment: 7/1/24 – 6/30/25](#)

Fiscal Impact

- What is the total proposed budget for the requested program/activity? [\\$3,000,000 for FY 25/26](#)
- What was the total budget for the program/activity under the previous contract? [\\$38,000,000 for the first four years. Bed-rate of \\$131.96 for Fresh Start Academy and Bed-rate of \\$152.63 for New Beginnings House.](#)
 - If the proposed budget is higher than that of the previous contract, please justify the increase.
[N/A](#)
 - If the proposed budget is lower than that of the previous contract, please explain. [The Housing Vendor Pool is asking for \\$3,000,000 this fiscal year which is \\$10,000,000 less than the previous fiscal year. There is currently a possible FY 24/25 Rollover amount of \\$8,000,000, which with the](#)

\$3,000,000, would allow the housing vendor pool an extension for one final year of funding. The housing vendor pool RFQ has closed and there are nine programs that require funding. The average funding for the nine programs was \$8,423,295.76 for the last year at the current bed-rates. Maximum budget, if all programs were full and the maximum stipends were provided is \$12,744,281.65. Programs for the past (2) two years have been averaging around \$9 million annually, so \$11,000,000 should be enough from July 1, 2025 to June 30, 2026 while waiting for a new Housing RFP.

Contract Name: BOSS New Hope Reentry Campus (NHRC)

Information About the Program

- What part of the AB 109 population was served under the previous contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.)
 - Unhoused individuals or clients who cannot continue to reside at their previous or current address (victim, gang ties, etc.)
- What client needs were addressed? (For example: housing, employment, substance abuse etc.)
 - Housing and basic wrap-around services such as life skills with focus on finding permanent housing
- How many people did your organization serve under the contract?
 - 86 Clients from 4/1/22 – 11/30/24
- How many people was your organization expected to serve under the contract?
 - Minimum of 10 unduplicated annually.
- Please provide a summary of the program.
 - Program provides 10 beds to male clients; accepts 290s
 - House is a duplex with 2 people per room, shared kitchens and bathrooms; clients get \$140 a week in food vouchers and do their own shopping
 - All clients receive case management and support for finding permanent housing; Clients have access to some onsite programming such as life skills classes, sobriety meetings and workshops
- Please provide a list of the objectives achieved by the program/activity.
 - See below information for successful completions and for numbers of clients housed in this program
- Did your organization invest any resources to make the program/activity successful? (For example: staffing, development of workshops etc.)

The New Hope Reentry Campus staffing structure includes: 1 Program Manager, 2 Case Managers, 1 Overnight Monitor, and Service Liaisons/On Call staff. This team has developed and supervises a wide array of resources to make the program successful. This includes life skills classes, peer support groups, and other services tailored to each resident's unique needs. At New Hope, weekly community circles are held, to teach and discuss life skills on a variety of topics – professionalism, personal development, employment readiness, credit repair/credit building, savings accounts/financial literacy, housing search workshops, anger management, behavioral reconditioning, and more. Case Managers work with each resident to create individualized service plans to support each resident in removing barriers and achieving their goals.

Also, BOSS raises resources (cash donations, goods/equipment, pro bono services and volunteers) throughout the year to supplement grant funds that support all programs. New Hope received donations throughout the year of clothing, towels/linens, gift cards, and other items donated by the community, including gifts for all residents during the BOSS Holiday Gift Drive.

- Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach?

BOSS does continual community-wide outreach to publicize the availability of our programs, including information on how to apply, through our website, social media channels, e-newsletters, print materials, and in person outreach at community fairs/events and networking with other service providers. BOSS tables at over a dozen community events during the year, sharing flyers about our programs and talking to community members one-on-one about the type of housing and services available through BOSS.

This outreach helps to ensure that BOSS' residential programs (shelters and housing facilities) remain full, and that vacancies are filled quickly; it helps community members understand what BOSS can and cannot do, and where else they can go in the community if needed. This continual outreach has created a strong base of trust and support in our target communities – low income neighborhoods most impacted by poverty, violence, homelessness, and inequity, including West, East, and Downtown Oakland.

- Describe how successfully your organization achieved your contract milestones and the other contract deliverables?

BOSS has achieved its contract milestones by accepting eligible applicants for residency at New Hope – to maintain full units and quickly fill vacancies. All residents are assisted by Case Managers to access needed services so they can overcome barriers and successfully secure permanent affordable housing in the community.

Milestones that New Hope staff help residents achieve include:

- Health and mental health access
- Personal growth in behaviors, attitudes, and choices
- Healing from trauma
- Enrolment and completion of training and education/degree/certification programs (internal referrals to the BOSS Career Training & Employment Center/CTEC)
- Removal of legal barriers including coaching/supporting people to expunge records when possible
- Family reunification
- Credit repair/credit building
- Enrolment in public benefits people are eligible for (e.g. veterans assistance, health insurance, food programs)
- Job placements
- Housing placements

Background Research

- Is the program/activity evidence based or a promising new idea?

The New Hope Reentry Campus is based on evidence-based models including Housing First (placing people quickly into housing, not extending periods of homelessness by waiting until people are 'housing ready'), Peer Mentoring (employing staff who have lived experience and keenly understand the barriers people face and how to overcome them), Trauma Informed Care (understanding and addressing the impacts of trauma – including incarceration trauma – on choices, behaviors, relationships, and attitudes), and Critical Time Intervention (a phased approach to program exits, where people are connected with services and social networks in the neighborhoods where they will move, to support housing retention).

- If the program/activity is an evidence-based program, what does the research say about it?

All methods described above were specifically selected by BOSS for having demonstrated effectiveness with the target formerly incarcerated population. Multiple sources that have researched and support these evidence-based approaches include:

- Housing First: US Department of Housing & Urban Development; National Institutes of Health; US Interagency Council on Homelessness; US Center for Disease Control – Community Preventive Services Task Force.
- Peer Support/Peer Mentoring: California Department of Corrections and Rehabilitation; National Institute of Justice; National Institutes of Health; US Health and Human Services (HHS).
- Trauma Informed Care: US Substance Abuse and Mental Health Services Administration (SAMHSA); National Institutes of Health; National Institute of Corrections; US Bureau of Justice Assistance.
- Critical Time Intervention: National Institutes of Health; Criminal Justice Review; Center for the Advancement of Critical Time Intervention; Wilson Center for Science and Justice.

- If there is existing research, was the research done on a population similar to the population served?

All methods described above were specifically selected by BOSS for having demonstrated effectiveness with the target formerly incarcerated population. Multiple sources that have researched and support these evidence-based approaches include:

- Housing First: US Department of Housing & Urban Development; National Institutes of Health; US Interagency Council on Homelessness; US Center for Disease Control – Community Preventive Services Task Force.
- Peer Support/Peer Mentoring: California Department of Corrections and Rehabilitation; National Institute of Justice; National Institutes of Health; US Health and Human Services (HHS).
- Trauma Informed Care: US Substance Abuse and Mental Health Services Administration (SAMHSA); National Institutes of Health; National Institute of Corrections; US Bureau of Justice Assistance.
- Critical Time Intervention: National Institutes of Health; Criminal Justice Review; Center for the Advancement of Critical Time Intervention; Wilson Center for Science and Justice.

- How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions?
N/A
- Is Probation funding any similar activities? Probation did fund the Women and Children's Hope Reentry Campus which offers analogous services albeit to women.
- If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? N/A
- Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity.

BOSS has a long track record of prioritizing lived experience in our service deliver models – for over 40 years BOSS has hired over 50% of staff, and over 80% in reentry programs, who have personal experience with poverty, incarceration, homelessness, substance use recovery,

trauma, violence and other issues faced by BOSS participants. In BOSS staff with lived experience serve at all levels – as front-line workers, managers, Directors, and senior leadership, as well as Board Members. Staff with lived experience are able to share their own experiences, where they came from, what they faced, and how they overcame it, to mentor, inspire, and encourage people.

BOSS believes that when we center the voice of the community’s most impacted, everyone benefits – the people being served feel seen, understood, and supported; those providing services continue their own healing journey by helping others; and the community gains the voice, insight, compassion, and expertise of lived experience in implementing solutions to inequity and injustice.

Program Data

- How many people were referred to the program/activity by Probation? [199 Clients](#)
- Why should the contract be extended/renewed rather than going out to bid? [Contract is part of the Housing Vendor Pool with one more extension available.](#)
- Please provide program milestones and other contract deliverable data.
 - [3,317 Bed Days Served in 2024 \(Ave 9.09\)](#)
 - [15.12% Successfully Complete](#)
 - [86 Clients Served](#)
 - [13 Clients Moved to Permanent Housing](#)

Has this contract been extended before? If so, how many times and why? [Three Times, part of the Housing Vendor Pool RFQ.](#)

[Original: 4/1/22 – 6/30/23](#)

[First Amendment: 4/1/22 – 6/30/23](#)

[Second Amendment: 7/1/23 – 6/30/24](#)

[Third Amendment: 7/1/24 - 6/30/25](#)

Fiscal Impact

- What is the total proposed budget for the requested program/activity? [\\$3,000,000 for FY 25/26](#)
- What was the total budget for the program/activity under the previous contract? [\\$38,000,000 for the first four years. Bed-rate of \\$177.63 under current contract](#)
 - If the proposed budget is higher than that of the previous contract, please justify the increase. – [N/A](#)
 - If the proposed budget is lower than that of the previous contract, please explain. [The Housing Vendor Pool is asking for \\$3,000,000 this fiscal year which is \\$10,000,000 less than the previous fiscal year. There is currently a possible FY 24/25 Rollover amount of \\$8,000,000, which with the \\$3,000,000, would allow the housing vendor pool an extension for one final year of funding. The housing vendor pool RFQ has closed and there are nine programs that require funding. The average funding for the nine programs was \\$8,423,295.76 for the last year at the current bed-rates. Maximum budget, if all programs were full and the maximum stipends were provided is \\$12,744,281.65. Programs for the past \(2\) two years have been averaging around \\$9 million annually, so \\$11,000,000 should be enough from July 1, 2025 to June 30, 2026 while waiting for a new Housing RFP.](#)

Contract Name: BOSS Women's and Children's Reentry Campus (WCRC)

Information About the Program

- What part of the AB 109 population was served under the previous contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) [AB109 Realigned women and their children, who fall under any of the following categories; Individuals released from prison for non-serious and non-violent offenses and are not classified as high-risk sex offenders and supervised by the local probation agency; Individuals sentenced to local prison and placed on mandatory supervision; Individuals granted deferred entry of judgement in lieu of AB109-eligible offense; Individuals on formal probation; Individuals on formal probation; Individuals on pre-trial status; Participants in specialty courts with felony convictions.](#)

Broadly speaking, unhoused individuals who did not have an adequate address to live at (i.e., couldn't go back to the area they were previously living at due to fear of becoming a victim of violence, gang ties, ect.)

- What client needs were addressed? (For example: housing, employment, substance abuse etc.) [Housing needs and basic wrap-around services such as life skills with focus on finding permanent housing and employment \(i.e. the means for achieving self-sufficiency\).](#)
- How many people did your organization serve under the contract? [105 Clients from 11/1/21 – 11/30/24](#)
- How many people was your organization expected to serve under the contract? [Minimum of 21 unduplicated annually from 11/16/21 – 6/30/24 & minimum of 18 unduplicated annually from 7/1/24 – End of Contract.](#)
- Please provide a summary of the program. [The Program provides 18 beds for women and women with children \(up to 2 children per woman, ages 0-12\); The program does not admit men or registered sex offenders. Each woman has their own room, shared bathrooms and kitchens with two other women in each unit. All clients receive case management and support for finding permanent housing; Clients have access to some onsite programming such as life skills classes, employment support, and maintaining a healthy lifestyle.](#)
- Please provide a list of the objectives achieved by the program/activity. [See information below for detail pertaining to program achievements.](#)
- Did your organization invest any resources to make the program/activity successful? (For example: staffing, development of workshops etc.) [The Women and Children's Reentry Campus \(WCRC\) has developed a comprehensive range of resources to support the success of its program. The WCRC Program Manager and Clinical Case Manager work closely with each client on an individual basis related to their financial health. This collaboration is intended to help participants build and maintain a strong financial portfolio, while focusing on establishing a solid financial foundation by guiding participants through the process of opening bank accounts, creating Credit Karma accounts to monitor their credit status, and understanding how to maintain credit usage below 30% to foster healthy credit growth. Additionally, the strategies for disputing credit charges encourages mindful personal spending, and promotes the use of personal planners to track financial progress.](#)
- Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? [The WCRC Team has not done specific outreach to engage and enroll the target population. However, WCRC has participated in numerous community outreach health fairs, job fairs, cultural fairs with local Bay Area Community Based Organizations.](#)
- Describe how successfully your organization achieved your contract milestones and the other contract

deliverables?

BOSS has successfully met its contract milestones, focusing on supporting participants in achieving self-sustainability and securing permanent housing. This is accomplished through the development and implementation of Individualized Service Plans (ISPs) tailored to each participant's unique needs and goals.

Key Components of Individualized Service Plans (ISPs):

1. **Financial Stability and Credit Development**
 - Support in credit building and monitoring personal finances.
 - Introduction to banking services through providers such as Patelco.
2. **Daily Planning and Goal Setting**
 - Regular written planning and goal setting during case management meetings.
3. **Educational Advancement**
 - Assistance with furthering or continuing education to enhance career opportunities.
4. **Employment and Income Stability**
 - Guidance in obtaining sustainable and consistent income through employment.
5. **Document Readiness**
 - Assistance in acquiring and organizing essential documents required for housing and employment.
6. **Healthcare and Mental Health Support**
 - Facilitation of routine healthcare and mental health check-ups.
7. **Personal and Professional Development**
 - Mentoring in professional conduct and self-development.

Through these comprehensive strategies, BOSS effectively empowers participants to progress toward self-sufficiency and achieve their permanent housing goals. In addition to ISPs, the WCRC has achieved the following contract milestones during the time frame:

- From 12/1/23 to 11/30/24
 - 36 Households served
 - 14 Households discharged to Permanent Housing.
 - 887 Total Services provided;
 - Notable services provided:
 - 526 Individual Case Management Meetings
 - 120 Assessments / Service Plans administered
 - 131 Mental Health Group Meetings
 - 71 Mental Health Individual Meetings
 - 5607 Bed Nights Provided

Background Research

- Is the program/activity evidence based or a promising new idea? The Women and Children's Reentry Campus (WCRC) operates evidence-based approaches, including the Housing First model and Critical Time Intervention (CTI). Additionally, WCRC has implemented a promise practice that empowers participants to strengthen their financial portfolios, making them eligible for subsidized housing programs that require a minimum credit score of 650 and a certain income threshold. Our show that when participants develop a savings plan, and actively monitor their credit, they consistently become eligible for housing opportunities.
- If the program/activity is an evidence-based program, what does the research say about it? [Housing First](#)

is an evidence-based, client-centered approach that recognizes housing as necessary to make other voluntary life changes, such as seeking treatment or medical care. Further evidence from a systematic review shows Housing First programs more effectively reduce homelessness and improve housing stability for unhoused individuals. Housing First programs also lead to reduced hospitalization and use of emergency health departments by people experiencing homelessness. Moreover, our promising new idea shows that if a participant is given and practices a particular set of required milestones related to their housing journey, they will be able to build a stable financial portfolio and increase their housing opportunities by having a competitive credit score, and when needed, address their mental health needs which can provide long-term benefits to their sense of wellbeing.

- If there is existing research, was the research done on a population similar to the population served? Financial Literacy is one of the paramount components of re-entry education to prevent recidivism. In a Washington Informer article posted in October 2022, it is stated that Forbes found that two-thirds of Americans are unable to pass a financial literacy test and that individuals in juvenile detention centers or prisons are “unable to budget, understand how debt works, and learn the importance of balancing finances, could not only impair their plans for the future, but also encourage behaviors that could return them to prison.” It is also pointed out that the “Federal Bureau of Prisons reported in 2018 that out of the 18-65-year-olds incarcerated in federal prisons, many entered prisons at formidable stages of their development and subsequently missed the benefit of learning money management.” (2022, Washington Informer)

Specific topics determined to assist (ex)offenders include; How to properly budget money; The true value of money; How to avoid loans with double digit interest rates; How to pay taxes; How to use tax-efficient investment tools; How to get off social welfare programs; How to find better housing; How to pay more money back toward victim restitution.

Credit repair improves self-esteem as evidenced by the shared successes of many of our participants at the WCRC.

“A 2014 study found that incarcerated people were less likely to have ever had a checking account or credit card, and more than twice as likely to take out payday loans and three times as likely to pawn an item than their non-incarcerated counterparts. Basic understanding of how to manage personal finances and efficiently allocate earnings are crucial components of ensuring offenders do not turn back to crime in desperation.” (2019, Center for Financial Inclusion)

In 2018, a Probation/ Parole officer assigned to a High-Risk Unit at a Correctional Facility in Iowa, conducted a study among 71 offenders. Initially when questioned 93 percent of the participants were confident in their financial future, however as the inquiry became more fundamental, that number decreased significantly. Upon conclusion of the study it was determined that “financial literacy programs can also help address other needs offenders have, which may include problem-solving abilities, impulse control, employment, peer associations and cost versus benefits.”

<https://www.washingtoninformer.com/financial-literacy-a-key-to-stability-for-returning-citizens/>

<https://www.centerforfinancialinclusion.org/financial-literacy-for-convicted-felons-a-way-to-lower-recidivism>

<https://www.corrections1.com/evergreen/articles/how-financial-literacy-can-assist-offender-rehabilitation-QJWGTiBod3XSgXb3/>

- How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? As evidence from the research described here, the WCRC’s contract

deliverables emphasize the role that financial literacy plays towards the socioeconomic resources an individual has access to. Research from other jurisdictions not only underscores this importance but provides a lens through which we can understand the significance of the re-entry based work in the Bay Area. Work from other jurisdictions confirms the need for re-entry programming as a linchpin of helping formerly incarcerated individuals navigate the challenges presented to them.

- Is Probation funding any similar activities? Probation did fund the New Hope Reentry Campus which offers analogous services albeit to men.
- If Probation is funding similar activities, what is unique about this program/activity, why is it necessary?

This program is unique in that it serves exclusively women and their children. This is important for several reasons:

- Women with criminal records residing in the Bay Area, particularly those with children, encounter several significant challenges:
 - **Employment Barriers:** Securing stable employment is a primary hurdle. Many employers are hesitant to hire individuals with criminal records, and the increasing prevalence of background checks exacerbates this issue. Research indicates that formerly incarcerated women face higher unemployment rates compared to their male counterparts.
 - **Housing Difficulties:** Accessing safe and affordable housing is another critical concern. Landlords often conduct criminal background checks, which can lead to housing denials for those with felony convictions. However, progressive measures are emerging; for instance, Alameda County became the first in the U.S. to pass a law prohibiting landlords from conducting criminal background checks on applicants, aiming to reduce housing discrimination.
 - **Impact on Children and Family Stability:** The repercussions of a mother's criminal record extend beyond her, affecting her children's well-being. Children with incarcerated mothers are more likely to face emotional and behavioral challenges, experience disruptions in their living situations, and encounter economic hardships. These factors can contribute to a cycle of disadvantage, impacting the child's long-term development.
- While women with criminal records in the Bay Area, especially mothers, face substantial obstacles in employment, housing, and family stability, ongoing reforms and supportive programs—like those offered at the WCRC—aim to mitigate these challenges and promote successful reintegration into society.
- Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity. Lived experience refers to “representation and understanding of an individual's human experiences, choices, and options and how those factors influence one's perception of knowledge” based on one's own life. BOSS believes that when we center the voice of the communities most impacted everyone benefits. BOSS trains and hires individuals with lived experience across all its programs, especially criminal justice programs and services.

Program Data

- How many people were referred to the program/activity by Probation? 253
- Why should the contract be extended/renewed rather than going out to bid? Contract is part of the Housing Vendor Pool with one more extension available.
- Please provide program milestones and other contract deliverable data.
 - 5,607 Bed Days Served in 2024 (Ave 15.36)

- 27.62% Successfully Complete
 - 105 Clients Served
 - 29 Clients Moved to Permanent Housing
- Has this contract been extended before? If so, how many times and why? **Three Times, part of the Housing Vendor Pool RFQ.**

Original: 7/1/21 – 6/30/22

First Amendment: 7/1/22 – 6/30/23

Second Amendment: 7/1/23 – 6/30/24

Third Amendment: 7/1/24 - 6/30/25

Fiscal Impact

- What is the total proposed budget for the requested program/activity? **\$3,000,000 for FY 25/26**
- What was the total budget for the program/activity under the previous contract? **\$38,000,000 for the first four years, BOSS has a bed-rate of \$229.27 under current contract**
 - If the proposed budget is higher than that of the previous contract, please justify the increase.
N/A
 - If the proposed budget is lower than that of the previous contract, please explain. **The Housing Vendor Pool is asking for \$3,000,000 this fiscal year which is \$10,000,000 less than the previous fiscal year. There is currently a possible FY 24/25 Rollover amount of \$8,000,000, which with the \$3,000,000, would allow the housing vendor pool an extension for one final year of funding. The housing vendor pool RFQ has closed and there are nine programs that require funding. The average funding for the nine programs was \$8,423,295.76 for the last year at the current bed-rates. Maximum budget, if all programs were full and the maximum stipends were provided is \$12,744,281.65. Programs for the past (2) two years have been averaging around \$9 million annually, so \$11,000,000 should be enough from July 1, 2025 to June 30, 2026 while waiting for a new Housing RFP.**

Contract Name: BACS Holland & Henry Robinson

Information About the Program

- What part of the AB 109 population was served under the previous contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) **Unhoused individuals or clients who cannot continue to reside at their previous or current address (victim, gang ties, etc.)**
- What client needs were addressed? (For example: housing, employment, substance abuse etc.) **Housing and basic wrap-around services such as life skills with focus on finding permanent housing.**
- How many people did your organization serve under the contract? **102 Clients from 1/1/22 – 11/30/24**
- How many people was your organization expected to serve under the contract? **Minimum of 10 unduplicated annually per program.**
- Please provide a summary of the program. **Two separate BACS Programs:**
 - **Henry Robinson: Provides 10 beds for clients of all genders; 290s accepted; clients have their own room; full bathroom in each unit; shared common spaces (limited) and kitchen**
 - **Holland: Provides 10 beds for clients of all genders; 290s accepted; clients have their own room, shared bathrooms and common area on each floor**
 - **Both programs have multiple contracts with ACPD being only one of the contractual providers**
 - **All clients receive case management and support for finding permanent housing;**
- Please provide a list of the objectives achieved by the program/activity. **See below information for**

successful completions and for numbers of clients housed in this program

- Did your organization invest any resources to make the program/activity successful? (For example: staffing, development of workshops etc.) The program manager assigned a residential counselor to work directly with the probation care coordinator to help assist the clients in their absence. In addition to that, the program manager hired another residential counselor to help during the morning shift. These additional personnel resources increase the engagement opportunities participants of the program have to reach their housing goals. Additionally, BACS is piloting a Contingency Management and Harm Reduction program co-located at the site to support individuals that have an active substance use disorder. We also partner with Alameda County Healthcare for the Homeless to provide free clinics, vaccinations and checkups weekly.
- Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? Yes, we post or pass out packets/flyers onsite on a daily, weekly, and monthly basis. In addition, we attend community events, make referrals to our BACS re-entry team when needed, and work with Bay Area Legal.
- Describe how successfully your organization achieved your contract milestones and the other contract deliverables? We have successfully housed eight probation clients in the past year. We were also able to assist 20 probation clients with transitioning back to family or other stable housing options. Each milestone mentioned correlates with the services and resources offered to our HSFN partners. We also assisted all clients needing support with applying for general assistance or other related resources.

Background Research

- Is the program/activity evidence based or a promising new idea? Our program is an evidence-based program in which we use real-time experiences combined with policies, procedures, and data to justify client outcomes. The key evidence-based model is Critical Time Intervention (CTI). CTI is a phased based approach that is empirically validated to support individuals with histories of homelessness. It doses frequency and intensity of engagement with the needs of the individual through housing and aftercare to ensure that individuals maintain their gains upon completion of the program. We also implement Housing First, which is a national housing model, harm reduction, and trauma informed care to provide whole person care for clients.
- If the program/activity is an evidence-based program, what does the research say about it? BACS uses a spreadsheet called the CTI. Some of the data includes start/end date, whether or not the client is document ready for housing opportunities, what phase of the program the client is in, and mental health status. Housing First is a widely used Federal model as well that has demonstrated success with housing those experiencing homelessness.
- If there is existing research, was the research done on a population similar to the population served? Our program is an evidence-based program in which we use real-time experiences combined with policies, procedures, and data to justify client outcomes. The key evidence-based model is Critical Time Intervention (CTI). CTI is a phased based approach that is empirically validated to support individuals with histories of homelessness. It doses frequency and intensity of engagement with the needs of the individual through housing and aftercare to ensure that individuals maintain their gains upon completion of the program. The Housing First model has lots of data more interesting is the data with veteran populations.

- How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? [N/A](#)
- Is Probation funding any similar activities? [No, this is the only transitional housing program.](#)
- If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? [N/A](#)
- Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity. [Approximately 60% of BACS personnel identify as having lived experience, this includes the staff at the HFSN programs. BACS understands that meeting with the client and asking questions unique to each person's case, provides an opportunity to problem solve and help alleviate the barriers keeping them from progressing in the program. Which in turn ensures our participants receive the proper resources as needed. When there is a shared life experience to draw from, this lends legitimacy to the relationship that can effectively improve the rapport building process.](#)

Program Data

- How many people were referred to the program/activity by Probation?
 - [337 Holland](#)
 - [159 Henry Robinson](#)
- Why should the contract be extended/renewed rather than going out to bid? [Contract is part of the Housing Vendor Pool with one more extension available.](#)
- Please provide program milestones and other contract deliverable data.

Holland	3,267 Bed Days Served in 2024 (Ave 8.95) 12.28% Successfully Complete 57 Clients Served 7 Clients Moved to Permanent Housing
Henry Robinson	2,698 Bed Days Served in 2024 (Ave 7.39) 13.33% Successfully Complete 45 Clients Served 6 Clients Moved to Permanent Housing
- Has this contract been extended before? If so, how many times and why? [Three times, part of the Housing Vendor Pool RFQ.](#)

[Original: 1/1/22 – 6/30/22](#)
[First Amendment: 7/1/22 – 6/30/23](#)
[Second Amendment: 7/1/23 – 6/30/24](#)
[Third Amendment: 7/1/24 - 6/30/25](#)

Fiscal Impact

- What is the total proposed budget for the requested program/activity? [\\$3,000,000 for FY 25/26](#)
- What was the total budget for the program/activity under the previous contract? [\\$38,000,000 for the first four years, BACS has a bed-rate of \\$116.00 under current contract for both Programs.](#)
 - If the proposed budget is higher than that of the previous contract, please justify the increase. [N/A](#)
 - If the proposed budget is lower than that of the previous contract, please explain. [The Housing](#)

Vendor Pool is asking for \$3,000,000 this fiscal year which is \$10,000,000 less than the previous fiscal year. There is currently a possible FY 24/25 Rollover amount of \$8,000,000, which with the \$3,000,000, would allow the housing vendor pool an extension for one final year of funding. The housing vendor pool RFQ has closed and there are nine programs that require funding. The average funding for the nine programs was \$8,423,295.76 for the last year at the current bed-rates. Maximum budget, if all programs were full and the maximum stipends were provided is \$12,744,281.65. Programs for the past (2) two years have been averaging around \$9 million annually, so \$11,000,000 should be enough from July 1, 2025 to June 30, 2026 while waiting for a new Housing RFP.

Contract Name: Seventh Step Foundation

Information About the Program

- What part of the AB 109 population was served under the previous contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) [Unhoused individuals or clients who cannot continue to reside at their previous or current address \(victim, gang ties, etc.\)](#)
- What client needs were addressed? (For example: housing, employment, substance abuse etc.) [Housing and basic wrap-around services such as life skills with focus on finding permanent housing](#)
- How many people did your organization serve under the contract? [110 Clients from 4/21/22 – 11/30/24](#)
- How many people was your organization expected to serve under the contract? [Minimum of 20 unduplicated annually.](#)
- Please provide a summary of the program.
 - [Program provides 20 beds for male clients only; 290s allowed with no child offenses; only program in the South County \(Hayward\)](#)
 - [3-4 clients in larger rooms; shared common area and bathrooms; 3 meals provided a day in main kitchen](#)
 - [All clients receive case management and support for finding permanent housing; Clients have access to some onsite programming such as life skills classes](#)
- Please provide a list of the objectives achieved by the program/activity. [See below information for successful completions and for numbers of clients housed in this program](#)
- Did your organization invest any resources to make the program/activity successful? (For example: staffing, development of workshops etc.) [Seventh Step Foundation Inc. made investments in hiring more staff to enhance the quality of our services. We hired an additional Case Manager to ensure that case management services are available all day and to create a strong support network for our participants. Furthermore, we hired more security staff to ensure safety over weekends. We also invested in the training and retraining of our staff to improve their skills. Additionally, we have partnered with sister agencies to expand and strengthen our support network for our clients. Seventh Step has enhanced its surveillance system to provide additional safety to both clients and staff.](#)
- Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? [We are contracted with Alameda County Probation and therefore only accept referrals from them. However, we can assist in transferring the probation of our participants from any county to Alameda County so that they can take advantage of the programs and services we offer.](#)
- Describe how successfully your organization achieved your contract milestones and the other contract deliverables? [Our success is measured by the clients' housing and employment rates. Over 86% are employed and reintegrated into society upon completion of the program.](#)

Background Research

- Is the program/activity evidence based or a promising new idea? [The Seventh Step Foundation, Inc. program is centered on Evidence-based Based Practices.](#)
- If the program/activity is an evidence-based program, what does the research say about it? [We offer a variety of cognitive behavior activities that provide participants with opportunities to reach short and long-term goals. We offer barrier removal support services and strategies such as modeling, positive reinforcement, and skill building.](#)
- If there is existing research, was the research done on a population similar to the population served? [Research indicates that one-on-one intensive case management is beneficial for setting specific, measurable, and attainable goals for our participants.](#)
- How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? [N/A](#)
- Is Probation funding any similar activities? [No, this is the only transitional housing program.](#)
- If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? [N/A](#)
- Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity. [Forging a connection with our participants through lived experience is a valuable tool for reducing recidivism. It allows us to establish interpersonal relationships, build social support, and ultimately promote positive change. By leveraging our own lived experiences, we can better understand and relate to those we are working with, creating a more effective and empathetic approach to rehabilitation.](#)

Program Data

- How many people were referred to the program/activity by Probation? [311](#)
- Why should the contract be extended/renewed rather than going out to bid? [Contract is part of the Housing Vendor Pool with one more extension available.](#)
- Please provide program milestones and other contract deliverable data.
 - [5,734 Bed Days Served in 2024 \(Ave 15.71\)](#)
 - [20.91% Successfully Complete](#)
 - [110 Clients Served](#)
 - [23 Clients Moved to Permanent Housing](#)
- Has this contract been extended before? If so, how many times and why? [Three Times, part of the housing vendor pool RFQ.](#)
 - [Original: 4/21/22 – 6/30/23](#)
 - [First Amendment: 4/21/22 – 6/30/23](#)
 - [Second Amendment: 7/1/23 – 6/30/24](#)
 - [Third Amendment: 7/1/24 - 6/30/25](#)

Fiscal Impact

- What is the total proposed budget for the requested program/activity? [\\$3,000,000 for FY 25/26](#)
- What was the total budget for the program/activity under the previous contract? [\\$38,000,000 for the first four years, Seventh Step has a bed-rate of \\$127.05 under current contract.](#)
 - If the proposed budget is higher than that of the previous contract, please justify the increase. – [N/A](#)
 - If the proposed budget is lower than that of the previous contract, please explain. [The Housing Vendor Pool is asking for \\$3,000,000 this fiscal year which is \\$10,000,000 less than the previous](#)

fiscal year. There is currently a possible FY 24/25 Rollover amount of \$8,000,000, which with the \$3,000,000, would allow the housing vendor pool an extension for one final year of funding. The housing vendor pool RFQ has closed and there are nine programs that require funding. The average funding for the nine programs was \$8,423,295.76 for the last year at the current bed-rates. Maximum budget, if all programs were full and the maximum stipends were provided is \$12,744,281.65. Programs for the past (2) two years have been averaging around \$9 million annually, so \$11,000,000 should be enough from July 1, 2025 to June 30, 2026 while waiting for a new Housing RFP.

Contract Name: Kingdom Builders Transitional Housing Program

Information About the Program

- What part of the AB 109 population was served under the previous contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) **Unhoused individuals pre-trial, 290's, those on active supervision**
- What client needs were addressed? (For example: housing, employment, substance abuse etc.) **Housing, Employment, Groups**
- How many people did your organization serve under the contract? **184 Clients from 12/1/21 – 11/30/24**
- How many people was your organization expected to serve under the contract? **Minimum of 30 unduplicated annually.**
- Please provide a summary of the program.
 - **Program provides up to 30 beds for male clients only; 290s allowed; ACPD shares this program space with Parole (CDCR)**
 - **Clients share a room with one other client; shared common areas and bathrooms; 3 meals provided a day in main kitchen**
 - **Clients receive wrap-arounds services: housing, case management, employment, permanent housing placement, groups ect.**
- Please provide a list of the objectives achieved by the program/activity.
 - **Successfully house Probation clients with 0 reportable incidents**
 - **Successfully transitioned Probation clients into permanent housing**
 - **Successfully equipped residents with the tools needed for permanent housing placement**
 - **Successfully placed Probation clients into gainful Employment**
 - **Maintained contract compliance thought the term of contract**
- Did your organization invest any resources to make the program/activity successful? (For example: staffing, development of workshops etc.)
 - **Staff participated in in regularly scheduled calls with County staff**
 - **Meet with a provide quarterly tours for Probation staff and DPO's**
 - **Refer clients to CORE, effectively utilizing their services**
 - **Provide all staff with the required annual training**
- Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach?
 - **Yes, we consistently promote the services provided by the Oakland Dream Center. Interested candidates are told to reach out to their DPO for a referral as we cannot self-admit a person to our program.**

- Describe how successfully your organization achieved your contract milestones and the other contract deliverables?
 - Referrals have been timely responded to and processed
 - All referred clients have met with employment our coach withing 72 hours of placement
 - We have consistently adhered to the Housing First model on all placements
 - We have remained contractually compliant
 - Exit to permanent housing placement continues to be challenging due to the high cost of housing and the individuals desire not to enter into shared living accommodations.

Background Research

- Is the program/activity evidence based or a promising new idea? **Evidenced based**
- If the program/activity is an evidence-based program, what does the research say about it? **Research says that evidence-based programming focuses on reducing offender risk, which thereby reduces new crime and improves public safety.**
- If there is existing research, was the research done on a population similar to the population served? **Yes, National Institute of corrections**
- How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? **N/A**
- Is Probation funding any similar activities? **We are not aware of any similar programs that Probation is funding**
- If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? **N/A**
- Lived experience can often provide a layer of knowledge often not captured by traditional research methods. Please provide any anecdotal knowledge based upon lived experiences that contributes to or strengthens your proposed program/activity. **The Dream Center employs formerly incarcerated persons, who, many times, were former residents of the Dream Center. The lived experiences of our staff relate well with residents and often support residents in a mentor mentee like manner. Currently of the 19 staff persons, 10 have lived experience.**

Program Data

- How many people were referred to the program/activity by Probation? **488**
- Why should the contract be extended/renewed rather than going out to bid? **Contract is part of the Housing Vendor Pool with one more extension available.**
- Please provide program milestones and other contract deliverable data.
 - 4,891 Bed days Served in 2024 (Ave 13.40)
 - 9.24% Successfully Complete
 - 184 Clients Served
 - 17 Clients Moved to Permanent Housing
- Has this contract been extended before? If so, how many times and why? **Three times, part of the housing vendor pool RFQ.**

Original: 12/1/21 – 6/30/22

First Amendment: 7/1/22 – 6/30/23

Second Amendment: 7/1/23 – 6/30/24

Fiscal Impact

- What is the total proposed budget for the requested program/activity? \$3,000,000 for FY 25/26
- What was the total budget for the program/activity under the previous contract? \$38,000,000 for the first four years, Dream Center has a bed-rate of \$82.88 under current contract.
 - If the proposed budget is higher than that of the previous contract, please justify the increase.
N/A
 - If the proposed budget is lower than that of the previous contract, please explain. The Housing Vendor Pool is asking for \$3,000,000 this fiscal year which is \$10,000,000 less than the previous fiscal year. There is currently a possible FY 24/25 Rollover amount of \$8,000,000, which with the \$3,000,000, would allow the housing vendor pool an extension for one final year of funding. The housing vendor pool RFQ has closed and there are nine programs that require funding. The average funding for the nine programs was \$8,423,295.76 for the last year at the current bed-rates. Maximum budget, if all programs were full and the maximum stipends were provided is \$12,744,281.65. Programs for the past (2) two years have been averaging around \$9 million annually, so \$11,000,000 should be enough from July 1, 2025 to June 30, 2026 while waiting for a new Housing RFP.

Signature: *Gina Temporal*

Print Name and Title: Gina Temporal, Contracts Administrative Manager