

AGENDA ITEM REQUEST

Community Corrections Partnership Executive Committee (CCPEC)

Note: This agenda item request is due at least eight (8) 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 and Corrine Lee
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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 16, 2026.

Title: Fiscal Year 2026-27 Annual Allocation for AB 109 Funded Programs – Housing Vendor Pool

Subject/Description: Request for funding (\$9,000,000) to extend the Housing Vendor Pool contracts for one year. There are six contracted providers: Bay Area Community Services (BACS), Building Opportunities for Self Sufficiency (BOSS), Genesis Worship Center Family Church, Kingdom Builders, Lao Family Community Development, and Seventh Step Foundation.

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 2026-27 for continuity of services and resources.

Fiscal Impact*, if any: \$9,000,000

Recommended action to be taken: Approve the allocation of \$9,000,000 from fiscal year 2026/2027 AB 109 CBO funding to continue funding the Housing Vendor Pool contracts for one year.

**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

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

A. Program Description

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

B. Background Research

1. Is the initiative evidence-based or a promising new idea?
2. If this is an evidence-based program, what does the research say about it?
3. If there is existing research, was the research done on a population similar to the population the program anticipates serving?
4. Is Probation funding any similar activities?
5. If Probation is funding similar activities, what is unique about this program/activity, why is it necessary?
6. 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.

C. Fiscal Impact

1. What is your proposed annual budget for this program/activity?
2. What is the total proposed budget for this program/activity? Please include a complete budget breakdown.

Section 2: Request to Renew or Extend an Existing Contract

A. Provider Information

1. Contractor Name: LAO Family Community Development
2. Program Name: LAO Care Campus
3. City and Board of Supervisors District: Oakland, District 4

B. Information About the Program

1. Please provide a summary of the program. This program provides transitional housing and supportive services for adults and transition-age youth (ages 18 and older) referred by the Alameda County Probation Department. Participants reside at the Lao Family Care Campus in Oakland, which offers a safe, clean, drug- and alcohol-free environment. In addition to housing, the program provides case management, basic needs assistance, life skills support, and individualized help transitioning to permanent housing.
2. What part of the AB 109 population was served under the contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) The program serves AB 109 realigned clients, including:
 - Adults and transition-age youth (18 and older)
 - Individuals on Post-Release Community Supervision (PRCS)
 - Individuals on mandatory supervision, formal probation, pre-trial status, or specialty courts
 - Many clients are at risk of homelessness or are currently unhoused and involved with the justice system
3. What client needs were addressed? (For example: housing, employment, substance abuse etc.)
 - Housing stability and safety
 - Reentry-focused case management and supportive services
 - Employment and education support
 - Life skills and independent living skill development
 - Connections to mental health and substance use treatment/services
 - Assistance obtaining identification documents and improving financial stability
 - Transition planning and support with permanent housing placement
4. Please provide a list of the objectives for this program/activity. The main objectives of this program are to:
 - Provide safe, stable transitional housing for AB 109 clients

-Support successful community reentry through individualized case management and service coordination

-Facilitate transitions to permanent housing and long-term housing stability

-Reduce homelessness risk, recidivism, and ongoing justice-system involvement

-Increase engagement in employment, education/training, and wellness-supportive services

-Coordinate/co-enroll participants in complementary programs to address multiple needs

-Reduce barriers to stability, including lack of identification, income, and housing history

5. Did your organization invest any resources specific to this contract to make the program/activity successful? (For example: staffing, development of workshops etc.) **Yes. Our organization invested significant resources to support this contract and ensure the program's success. This included dedicated staffing, such as case managers, program supervisors, and 24-hour on-site staff to provide supervision, support, and case management services. We also developed program activities and workshops focused on housing readiness, life skills, and reentry support.**

In addition, we started weekly Client Activity Engagement events ("Fun Fridays") to strengthen positive engagement between staff and clients and to help build trust, community, and participation. We also increased the frequency of on-campus resource fairs and job fairs to connect clients directly with employment opportunities, community resources, and supportive services.

6. Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? **Yes. In addition to Probation referrals, we conducted outreach to Deputy Probation Officers (DPOs) by presenting our program services and encouraging them to refer eligible clients. This increased awareness of the program and resulted in additional referrals.**

We also conducted outreach at Santa Rita Jail by sharing information with individuals who may be eligible upon release. These outreach efforts helped inform the target population about available housing and support services and supported continued referrals to the program.

C. **Background Research**

1. Is the program/activity evidence-based or a promising new idea? **The program is **evidence-informed**, drawing on proven practices—transitional housing, intensive case management, reentry support, and coordinated connections to employment, behavioral health, and permanent housing—that are widely recognized as effective for justice-involved individuals. The program also incorporates **promising engagement strategies**, including weekly client engagement activities,**

on-site resource fairs, and job fairs designed to strengthen participation, build trust, and improve outcomes.

Overall, the program reflects an evidence-informed approach and a promising model for supporting AB 109 clients in achieving housing stability and successful community reentry.

2. If the program/activity is an evidence-based program, what does the research say about it?
Research indicates that transitional housing paired with case management and reentry supports improves outcomes for justice-involved individuals. These models are associated with increased housing stability, improved access to employment and supportive services, and reductions in homelessness and recidivism risk. Research also shows that wraparound services and practical barrier-reduction supports—such as assistance obtaining identification, transportation support, and help addressing move-in costs—can increase engagement and improve transitions to permanent housing.
3. If there is existing research, was the research done on a population similar to the population served? Yes. Existing research on transitional housing and reentry interventions has included populations similar to those served by this program, including justice-involved adults and transition-age youth, individuals on probation and post-release supervision, and people experiencing homelessness or at risk of homelessness. Because these populations face comparable barriers related to housing access, employment, behavioral health needs, and successful community reintegration, the findings are relevant and applicable to the AB 109 clients served through this program.
4. How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? The program’s milestones and contract deliverables are consistent with—and in some areas exceed—benchmarks used in comparable reentry housing programs in other jurisdictions. Similar programs typically measure housing stability, service engagement, and successful transitions to permanent housing, and our deliverables align with these core outcome areas.

In addition, the program was recognized by the County of Alameda as the Best Program Service in 2023, reflecting strong performance and quality of services. Overall, the program’s benchmarks and outcomes align with best practices and compare favorably to similar programs in other counties.
5. Is Probation funding any similar activities? Yes. Probation is funding similar activities.
 - Transitional housing
 - Case management and support services

-Reentry supports (e.g., assistance with IDs, transportation, employment/education)

-Move-in assistance to support transitions to permanent housing

6. If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? This program is unique because it directly connects participants to our employment services in addition to housing and case management. By linking clients to job readiness support and employment pathways, the program helps participants build stable income and increase self-sufficiency.

This is necessary because income stability is often the missing link between transitional housing and long-term housing success. With steady income, clients are more likely to qualify for permanent housing, maintain housing over time, and reduce the risk of returning to homelessness or deeper system involvement. As a result, the program serves as a critical bridge from short-term stabilization to long-term independence.

7. 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 shows that many justice-involved individuals face challenges beyond securing housing and employment—particularly around managing stress, frustration, and conflict in healthy ways. In real-world settings, minor workplace disagreements or emotional triggers can quickly escalate and lead to job loss, probation violations, and setbacks in housing stability.

Our anger management classes address this practical gap. Participants consistently share that learning how to pause, communicate calmly, and navigate conflict helps them maintain employment, strengthen relationships with supervisors and coworkers, and stay focused on long-term goals. This lived-experience insight strengthens the program by preparing clients for the day-to-day pressures of work and independent living—supports that are often not fully captured in traditional research.

D. **Program Data**

1. How many people was your organization able to serve under the contract? 840 Clients
2. How many people was your organization expected to serve under the contract? 150 Clients Per Year
3. What factors impact the number of people you are able to serve? The number of participants we are able to serve is influenced by several factors, including available funding, staffing levels, bed

capacity, and referral volume. Service levels are also affected by participant needs and readiness, the availability of employment placements and training opportunities, and the length of time each participant requires to stabilize, become job-ready, and transition successfully.

4. How has your capacity changed over time? Since program launch in 2021, our capacity has steadily increased. We have expanded our ability to accept referrals, maintain higher bed occupancy, and serve a growing number of clients. We now accept almost all referrals from Deputy Probation Officers (DPOs), reflecting strengthened staffing, improved operations, and increased trust in the program.
5. How many people were referred to the program/activity by Probation? In the past fiscal year, we received 247 referrals
6. How do you define successful completion for this program/activity? Successful completion means a participant exits the program having achieved increased stability—typically by securing employment (or demonstrating job readiness) and transitioning into stable or permanent housing—while remaining compliant with program expectations and probation requirements.
7. Please provide program milestones and other contract deliverable data. Since the program began in August 2021 through June 2025, a total of 820 clients were enrolled. During this period, 174 clients successfully moved into permanent housing, demonstrating steady progress toward the program’s housing stability goals.
8. Describe how successfully your organization achieved your contract milestones and the other contract deliverables. Our organization has successfully met contract milestones and deliverables by consistently accepting referrals from DPOs, maintaining strong bed occupancy, and providing required housing, case management, and supportive services. We complete intakes and service plans on time, maintain regular communication and reporting, and support clients in employment readiness and transition to permanent housing. Overall, we have met program goals and contract requirements while continuing to improve our capacity and service quality.
9. Is there a waitlist for this program/activity? No Waitlist as Contractor operating under Max available beds.
10. If known, how many clients were reincarcerated while in your program? 29 client reincarcerated while enrolled in the program.
11. What are some mechanisms your program used to mitigate and address recidivism? The program mitigates recidivism by stabilizing key drivers of reoffending—housing instability, unemployment, and unmet support needs. Participants receive safe transitional housing, reentry-focused case

management, employment supports, and life skills training. We also provide anger management classes and connections to behavioral health and other services to help clients manage stress, navigate conflict, and make safer choices. By strengthening job readiness, increasing income stability, and supporting consistent engagement in services, the program reduces risk factors and promotes long-term success.

E. **Contract Information**

1. Contract Term:

	Start Date	End Date	Budget Allocation
Original Contract Term:	7/1/2021	6/30/2022	Pool of \$7,500,000
1st Amendment:	7/1/2022	6/30/2023	Pool of \$15,000,000
2nd Amendment:	7/1/2023	6/30/2024	Pool of \$25,000,000
3rd Amendment:	7/1/2024	6/30/2025	Pool of \$38,000,000
4th Amendment:	7/1/2025	6/30/2026	Pool of \$40,500,000

2. Budget: Daily Bed = \$109.61

	Budget Allocated	Percentage of Total Budget	Total Expenditures as of DATE
Personnel:	\$1,900,272.36	31.67%	N/A
Program Costs:	\$3,555,099.00	59.24%	N/A
Direct Participant Support:	\$979,000.00	0%, as not Factored in Budget	N/A
Indirect Cost:	\$545,537.00	9.1%	N/A
Other: Click here to enter text.			
Total:	\$6,000,908.36		\$17,201,000.47 for the life of the Contract

3. Direct Participant Support and Cost per Client

What percentage of the expenditures goes to the Contractor vs. the Participants?

Vendor 94.6% vs 5.4% Client

a. Total Expenditures vs. Successfully Completed:

(Total Expenditures / # of Successful Completions = Cost per Successfully Completed): **\$17,201,000.47**

vs. 200 = \$86,005.00 per client

\$100,000 / 10 clients = \$10,000 per client

- b. Total Expenditures vs. Total Active Clients: **\$17,201,000.47 vs. 840 = \$20,477.38 per client** (*Total Expenditures / # of Active Clients = Cost per Active Client*): *\$100,000 / 20 clients = \$5,000 per client*

4. Does this contract have an extension available?
5. Why should the contract be extended/renewed? **For Continuity of Housing Services while the HPP RFP comes online**

F. **Fiscal Impact**

1. What is your proposed annual budget for this program/activity? **\$9,000,000 added to the Pool for all Vendors**
2. What is the total proposed budget for the requested program/activity? Please include a complete budget breakdown. **\$40,500,000 for the first five years. LAO Care Campus has a bed-rate of \$109.61 under current contract.**
3. Have you exhausted all of your previous AB 109 funding? If not, how much unspent AB 109 funding do you have remaining? **As of December 2025, Pool of \$ 7,547,053.20 remaining**
4. What is your total budget for the program/activity under the contract? **Pool of \$49,500,000**
- a. If the proposed annual budget is higher than that of the previous year, please justify the increase. **Increasing the Pool \$9,000,000 for continuity of services.**
- b. If the proposed annual budget is lower than that of the previous year, please explain. **N/A**
5. Staff Salaries
- a. How much does your highest paid staff member allocated to this contract make? **3A Highest Salary is \$99,750 per year**
- b. How much does your lowest paid staff member allocated to this contract make? **3A Highest Salary is \$51,999.96 per year**
- c. What is your average staff salary? **3A Average Salary \$70,224.41 per year**
- d. Do you offer living wages based on the [MIT Living Wage Calculator](#) (for a single person \$29.95 per hour)? **Not all Employees fall under Living Wage**

Section 2: Request to Renew or Extend an Existing Contract

A. Provider Information

1. Contractor Name: [Genesis Worship Center Family Church](#)
2. Program Name: [Fresh Start Academy & New Beginnings](#)
3. City and Board of Supervisors District: [Oakland, District 4](#)

B. Information About the Program

1. Please provide a summary of the program.
 - [Fresh Start Academy Program provides 20 beds for male clients only.](#)
 - [Fresh Start Academy Program provides 8 one-bedroom apartments shared by 2 clients and 4 studio apartments; each unit has a full kitchen and bathroom, as well as laundry; clients receive \\$140 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 if needed.](#)
2. What part of the AB 109 population was served under the 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 \(victim, gang ties, etc.\)](#)
3. 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.](#)
4. Please provide a list of the objectives for this program/activity.
 - [The primary objective of our program is to help client's transition into permanent housing and achieve long-term stability. We focus on supporting participants in securing and maintaining housing, building financial stability, and developing the skills needed for independent living, including budgeting, saving, and preparing for ongoing housing costs.](#)
 - [Employment and career development are also key objectives. Clients receive support with job readiness, résumé development, job placement, and maintaining steady employment. Each participant works with staff to create an individualized case plan with clear goals related to](#)

housing, employment, health, and personal growth, and progress is reviewed regularly through ongoing case management.

- In addition, the program promotes physical, mental, and emotional well-being by connecting clients to supportive services such as substance abuse treatment and mental health resources when needed. We also support clients in completing probation requirements and maintaining lawful behavior. Overall, our goal is to help participants become self-sufficient, stable, and prepared for successful reintegration into the community.
5. Did your organization invest any resources specific to this contract to make the program/activity successful? (For example: staffing, development of workshops etc.)
- Yes, our organization invested significant resources to support the success of this contract. This included dedicated staffing, ongoing staff training, and the development of structured case management systems tailored to the needs of our clients.
 - One of our key investments was the development and ongoing use of our customized Salesforce database. This tool allows staff to track client progress, manage goals, document services, and generate required reports. Staff were trained to use the system effectively, which helps ensure consistent, organized, and data-driven service delivery.
 - We also invested in creating individualized case plans, SMART goals, and self-sufficiency plans for each client early in their enrollment. In addition, we focused on selective hiring and staff supervision to ensure our team had the skills and experience needed to meet program expectations.
 - These investments strengthened our program operations and directly supported positive housing, employment, and self-sufficiency outcomes for our participants.
6. 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. However, we have been exploring the idea of going into the jail to show that our services are available upon their release and that it would then be up to their Probation officer to submit a referral to the appropriate program.

C. **Background Research**

1. 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 provided 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 in the past 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.

2. 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 of Michigan State University Extension discussed the effectiveness of SMART goal-setting and evidence-based data practices in his August 26, 2014 article, *“Achieving Your Goals: An Evidence-Based Approach,”* which highlights the importance of structured goal tracking for organizational success (**Traugott**). This research-based approach later informed our internal systems development. In 2017, former Probation Chief Wendy Still encouraged Bishop George Matthews to implement a centralized database to strengthen program monitoring and outcome reporting, further reinforcing our commitment to data-driven case management and continuous

improvement. If the program or activity is an evidence-based program, what does the research say about it? A seminal study by psychology professor **Dr. Gail Matthews at the Dominican University of California** examined how different levels of goal engagement — from merely thinking about goals to writing them down, creating action commitments, and sharing progress with a friend — affected goal achievement. In this research, participants who wrote down their goals, defined specific action steps, and provided weekly progress updates to an accountability partner achieved goals at significantly higher rates than those who did not engage in these practices. The findings showed that individuals in the highest-engagement group reported goal achievement rates around 76 percent compared with substantially lower rates for participants with unwritten goals, underscoring the importance of commitment, accountability, and written goal setting in driving outcomes (**Matthews**).

- 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 post-secondary 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 outcomes discussed. 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. According to research published by the **National Institute of Justice**, the vast majority of incarcerated individuals — *approximately 95 %* — eventually return to their communities, families, and friends after release (Martin and Garcia). 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. Federal statistics underscore the challenges of successful reentry in the United States. According to the **National Institute of Justice summary of Bureau of Justice Statistics research**, *44 percent* of individuals released from state prison are arrested at least once during their first year back in the community, and within nine years of release *approximately five out of six* formerly incarcerated individuals have been rearrested, highlighting the persistent likelihood of re-engaging with the criminal justice system (**National Institute of Justice**).
 - 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.
3. 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, and the term “reentry” itself was popularized through early federal research efforts by then-NIJ Director Jeremy Travis in the late 1990s, when he described interest in “prisoner reentry” as widespread and “nothing short of remarkable,” reflecting a growing national focus on supporting individuals returning from incarceration (**Travis**). 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 has implemented 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 4 years. 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 has implemented revolutionary technology that enables us to identify and address the needs of individuals returning from incarceration. Utilizing Salesforce 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 Slack. Each staff member is required to like the post to ensure each message has been read and acknowledged.
- 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 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.

4. How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions?
 - While we do not always have access to detailed outcome data from similar programs in other jurisdictions, our program's results demonstrate strong performance and consistent success.
 - Many of our clients, especially those with prior substance use histories, report that they struggled in other programs that lacked structure, accountability, or a positive environment for recovery and personal growth. As a result, some clients avoided or disengaged from those programs. In contrast, participants consistently describe our program as supportive, motivating, and focused on real life change. Many clients learn about our services through word of mouth, which reflects high satisfaction and trust in our program.
 - Our internal data shows strong milestone achievement and housing outcomes. Between December 2023 and January 2025, 11 of 63 clients (approximately 17%) successfully transitioned into permanent housing. In 2025, 20 of 60 clients (approximately 33%) secured permanent housing, reflecting significant program improvement and growing effectiveness over time. These outcomes compare favorably to many reentry housing programs, which often struggle to achieve consistent long-term housing stability.
 - Our program is structured and holds clients accountable, but it also allows clients appropriate independence. Participants are expected to work, save, follow program rules, and actively pursue their goals, while learning how to manage daily responsibilities. This balance helps build confidence, self-sufficiency, and long-term stability.
5. Is Probation funding any similar activities?
 - Yes, there are 8 or more housing programs in the housing vendor pool.
6. If Probation is funding similar activities, what is unique about this program/activity, why is it necessary?
 - Our program stands out among the housing vendor pool of over eight providers due to its proven record of success and strong operational infrastructure. Central to this is our customized Salesforce database, which supports efficient, data-driven case management and consistent service delivery. These systems allow us to achieve reliable, positive outcomes by addressing each participant's unique needs and supporting long-term stability. Our approach complements

and strengthens Probation-funded efforts by filling service gaps and providing targeted support that extends well beyond a participant's time in our program.

7. 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 2023, Bishop George Matthews personally mortgaged his home to acquire the property at 2705 Ritchie Street. Through his commitment, the house was fully remodeled at no cost to the County and now serves as the residence for up to five clients enrolled in our New Beginnings House program.
- **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.

George Mathews has the following degrees:

B.A., Business,; California State University, San Jose;

M.B.A., Marketing; Golden Gate University, San Francisco, CA;

Master of Divinity; Liberty University, Lynchburg, VA; 9

Clinical Pastoral Education; CPE; Stanford Hospital, 2010; and S.F. Theological Seminary:

D. **Program Data**

1. How many people was your organization able to serve under the contract? **111 Clients**
2. How many people was your organization expected to serve under the contract? **25 Clients Per Year between Programs.**
3. What factors impact the number of people you are able to serve?
The most impactful factor is the number of beds that are available in both programs. Both Fresh Start Academy and New Beginnings are typically at full capacity with a waitlist, with occasional openings throughout the year.
4. How has your capacity changed over time?
In 2020, Genesis Worship Center first began providing housing to 20 probation clients using the 12 unit apartments and establishing Fresh Start Academy. In August 2023, this capacity was further increased by Bishop George Mathews purchasing 2705 Ritchie Street. establishing New Beginnings and increasing capacity by 5, for a total of 25 beds.
5. How many people were referred to the program/activity by Probation?
All clients are referred to both programs by Probation.
6. How do you define successful completion for this program/activity?
Successful completion for this program is defined by a client's achievement of the individualized goals established in collaboration with program staff and aligned with Probation expectations. Our primary measure of success is a client's transition into permanent housing, which is verified and approved by Probation and represents the most critical milestone in their reentry and stabilization process.
In addition to permanent housing, successful completion includes demonstrated progress and achievement in employment and self-sufficiency goals. These goals are tailored to each participant and may include securing and maintaining employment, developing a professional résumé, obtaining a driver's license, enrolling in supportive services, etc.

Each goal is actively monitored through our case management system, and completion is documented when a client meets the established criteria. When a client successfully fulfills a stated objective, such as obtaining stable employment or completing a credentialing requirement, the goal is marked as completed. Ongoing progress toward unmet goals are also tracked to ensure continued support and accountability.

Overall, successful completion reflects a client's ability to achieve permanent housing, demonstrate increased self-sufficiency, maintain lawful and stable employment when , and sustain the skills and resources necessary for long-term independence beyond program participation.

7. Please provide program milestones and other contract deliverable data.

PROGRAM OUTCOMES SUMMARY

Genesis Worship Center

Cumulative Reporting Period: December 2023 – December 2025

Important Note on Data Interpretation

Clients may achieve multiple outcomes across housing, employment, and self-sufficiency. Outcome categories are not mutually exclusive. Permanent housing placements are a subset of housing goals achieved. All figures below reflect cumulative outcomes achieved since December 2023.

CUMULATIVE PROGRAM OUTCOMES

Permanent Housing Outcomes 31 clients successfully obtained permanent housing and exited the program.

Housing Goals Achieved

55 clients completed housing-related goals, including permanent housing placement, housing , and waitlist enrollment.

Housing Goals in Progress

37 clients continued applying for housing and participating in housing readiness activities.

Employment Goals Achieved

33 clients secured employment or completed job-readiness milestones, including résumé development and workforce preparation.

Employment Goals in Progress

22 clients actively pursued employment through applications, interviews, and workforce development services.

Self-Sufficiency Goals Achieved

68 clients met self-sufficiency benchmarks, including savings accumulation, debt reduction, , licensing, enrollment in supportive services, and engagement in mental health or recovery supports.

Self-Sufficiency Goals in Progress

45 clients continued financial planning, skill development, certification completion, and engagement in community support services.

EVIDENCE OF PROVEN SUCCESS

Total Clients Served

110 clients

Permanent Housing Placements

31 clients

Returns to Incarceration

6 clients

Recidivism rate: 5.5 percent

Sobriety Outcomes

Approximately 79 clients-maintained sobriety for at least six months, representing 72 percent of clients served.

Employment and Job Training Outcomes

Approximately 75 clients gained employment or completed job training, representing 68 percent of clients served.

Family Reunification and Child-Support Compliance

Approximately 59 clients achieved family reunification or active child-support compliance, representing 54 percent of clients served.

Public Safety Outcomes

Approximately 103 clients completed the program with no new criminal charges, representing 94 percent of clients served.

Programs remain at full capacity with an active waiting list.

These outcomes reflect the original intent of AB 109 to support lasting transformation through accountability, mentorship, stability, and compassion.

See attached surveys and reports.

8. Describe how successfully your organization achieved your contract milestones and the other contract deliverables. Our organization has been successful in meeting contract milestones by working closely with each client and focusing on real-life stability, not just short-term outcomes. -We help clients build strong financial habits, stay employed, and prepare for independent living. As a result, some participants have achieved major personal milestones. One client saved approximately \$45,000 and was able to purchase a home after completing the program. Another saved over \$50,000 and also became a homeowner. These outcomes reflect our strong focus on budgeting, saving, and long-term planning.

-We also make sure clients have access to the basic resources they need to succeed. This includes helping them obtain government-issued identification, providing clothing for work, connecting them to substance abuse treatment when needed, and assisting with transportation and other essential supports.

-In addition, we place a strong emphasis on accountability and legal compliance. Many clients have successfully completed probation, followed all program expectations, and avoided further legal involvement while enrolled. This shows their commitment to change and our staff's consistent support.

-Overall, through regular case management, clear expectations, and individualized support, we have consistently met our contract deliverables and helped clients build stable, independent lives beyond the program.

9. Is there a waitlist for this program/activity? Always a Waitlist as Contractor is operating at Capacity.

10. If known, how many clients were reincarcerated while in your program?

Returns to Incarceration

6 clients

Recidivism rate: 5.5 percent

11. What are some mechanisms your program used to mitigate and address recidivism?

Our program uses a comprehensive, hands-on approach to reduce recidivism by addressing the root causes that often lead individuals back into the justice system.

-First, we provide safe and stable housing, which keeps clients off the streets and away from high-risk environments. By meeting basic needs and creating structure, participants are better able to focus on personal growth, employment, and long-term goals.

-Each client receives individualized case management and meets regularly with staff for weekly check-ins and ongoing support. Case managers work closely with participants to identify challenges, set realistic goals, and connect them to appropriate services. This tailored approach allows us to respond quickly when issues arise and provide consistent guidance.

-We also focus strongly on self-sufficiency and employment. Clients are supported in finding and maintaining jobs, developing trade skills, and continuing their education. Financial literacy and savings plans are emphasized so participants can prepare for independent living and future housing.

-To remove common barriers, the program provides practical support such as food vouchers, clothing, transportation assistance, and help with legal fees and documentation. These resources reduce financial stress and help clients remain focused on stability.

-For clients struggling with substance use, we provide access to treatment, recovery programs, and referrals to outside providers when needed. Staff also conduct frequent room checks to monitor cleanliness, safety, and potential relapse indicators, allowing for early intervention and support.

-Overall, by combining stable housing, consistent case management, employment support, financial education, accountability, and access to recovery services, our program helps clients build the skills, habits, and support systems needed to avoid reoffending and succeed long-term.

E. Contract Information

1. Contract Term:

	Start Date	End Date	Budget Allocation
Original Contract Term:	12/1/2023	6/30/2024	Pool of \$25,000,000
1st Amendment:	7/1/2024	6/30/2025	Pool of \$38,000,000
2nd Amendment:	7/1/2025	6/30/2026	Pool of \$40,500,000

2. Budget: [Fresh Start Academy Daily Bed = 159.38](#)

	Budget Allocated	Percentage of Total Budget	Total Expenditures as of DATE
Personnel:	\$434,817.92	37.37%	N/A
Program Costs:	\$476,877.05	40.99%	N/A
Direct Participant Support: Food	\$146,000.00	12.55%	N/A
Indirect Cost:	\$105,769.50	9.1%	N/A
Other: Stipends	\$25,876.00	0%, Not factored in	N/A
Total:	\$1,163,464.47		\$1,909,873.69 for the life of the Contract

3. Budget: [New Beginnings Daily Bed = 150.67](#)

	Budget Allocated	Percentage of Total Budget	Total Expenditures as of DATE
Personnel:	\$127,103.78	46.22%	N/A
Program Costs:	\$86,370.00	31.41%	N/A
Direct Participant Support:	\$36,500.00	13.27%	N/A
Indirect Cost:	\$24,997.38	9.1%	N/A
Other: Stipends	\$5,174.00	0%, Not factored in	N/A
Total:	\$274,971.16		\$490,970.93 for the life of the Contract

4. Direct Participant Support and Cost per Client

What percentage of the expenditures goes to the Contractor vs. the Participants?

[Fresh Start Academy 87.45% Vendor vs. 12.55% Client](#)

[New Beginnings 86.73% Vendor vs 13.27% Client](#)

c. Total Expenditures vs. Successfully Completed: [\\$2,400,844.62 vs. 25 = \\$96,033.79 per client](#)

d. Total Expenditures vs. Total Active Clients: [\\$2,400,844.62 vs. 111 = \\$21,629.23 per client](#)

5. Does this contract have an extension available?

6. Why should the contract be extended/renewed? [For Continuity of Housing Services while the HPP RFP comes online](#)

F. Fiscal Impact

1. What is your proposed annual budget for this program/activity? [\\$9,000,000 added to the Pool for all Vendors](#)

2. What is the total proposed budget for the requested program/activity? Please include a complete budget breakdown. [\\$40,500,000 for the first five years. Fresh Start Academy has a bed-rate of \\$159.38 & New Beginnings has a bed-rate of \\$150.67 under current contract.](#)

3. Have you exhausted all of your previous AB 109 funding? If not, how much unspent AB 109 funding do you have remaining? [As of December 2025, Pool of \\$ 7,547,053.20 remaining](#)

4. What is your total budget for the program/activity under the contract? [Pool of \\$49,500,000](#)

a. If the proposed annual budget is higher than that of the previous year, please justify the increase. [Increasing the Pool \\$9,000,000 for continuity of services.](#)

- b. If the proposed annual budget is lower than that of the previous year, please explain.

N/A

5. Staff Salaries

- a. How much does your highest paid staff member allocated to this contract make? [Our highest paid full-time staff member makes a total of \\$16,733.75/month or \\$200,805.00/year. \(Executive Director\)](#)
- b. How much does your lowest paid staff member allocated to this contract make? [Our lowest paid part-time staff member makes a total of \\$1,500/month or \\$18,000.00/year \(Part-time Security Monitor\).](#)
- c. What is your average staff salary? [Our average staff salary is \\$5,075.90 or \\$60,910.80/year.](#)
- a. Do you offer living wages based on the [MIT Living Wage Calculator](#) (for a single person \$29.95 per hour)? [Not all Employees fall under Living Wage](#)

Section 2: Request to Renew or Extend an Existing Contract

A. Provider Information

1. Contractor Name: [Seventh Step Foundation Inc.](#)
2. Program Name: [Seventh Step](#)
3. City and Board of Supervisors District: [Hayward, District 4](#)

B. Information About the Program

1. Please provide a summary of the program. [Seventh Step Foundation Inc. \(SSF\)](#) is one of the oldest non-profit organizations in Alameda County established in 1972 to provide services to probationers and parolees impacted by the criminal justice system. SSF provides transitional housing in a sober living environment to Alameda County Probation's AB109 program participants at its 32-bed Transitional Housing facility in Hayward California. SSF provides safe and secure housing, 3 meals a day, access to on site laundry facilities, a computer work room, 24-hour supervision, outdoor recreational space and activities. SSF also offers housing case management; provide assistance in securing emergency shelter if needed, guidance with securing long-term housing and short-term rental assistance, as needed. The goal for our Transitional Housing program is to reduce the cycle of substance abuse, homelessness, unemployment, and criminal behavior in adults who are under criminal justice supervision (Probation) in Alameda County. Our overarching goal is to reduce recidivism (returns to custody) by improving the odds that every participant develops the resources and skills he needs to become a healthy, contributing member of society. There is a great need for Transitional Housing in Alameda County. Research shows that the best way to reduce recidivism is to provide individuals with stable housing and with the services and skills to stay sober and find employment and permanent housing. SSF uses evidence-based practices in providing safe and secure housing and case management to participants. Participants cooperate with a Case Manager to create a Case Management Plan (CMP), shared with the participant's Deputy Probation Officer, to access county-funded services and programs that will enable them to stay sober, secure employment, and transition to permanent housing. Case Managers track and document participant engagement in services and programs. SSF has transparent program rules that encourage individual responsibility and healthy community living. Incentives and sanctions are used to encourage cooperation and individual progress.
2. What part of the AB 109 population was served under the contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.)
[Under AB109 SSF serves the male unhoused population](#)
3. What client needs were addressed? (For example: housing, employment, substance abuse etc.)
[SSF addresses client needs for housing, employment referrals/workshops, weekly onsite substance abuse groups and drug treatment referrals based on case needs. We refer clients to the appropriate county contracted agencies through their Probation Officer. SSF conducts one on one life skill counseling to assist the client as they navigate life's complex systems.](#)

4. Please provide a list of the objectives for this program/activity.
 - Provide structured supportive temporary Housing.
 - Assist clients with securing permanent/stable housing.
 - Provide referrals and support to clients for substance abuse counseling/treatment.
 - Work with the clients Probation Officer to insure the client receives the appropriate level of rehabilitations programs required to achieve/maintain a substance abuse free lifestyle.
 - Assist clients with the skills needed for independent living.
 - Connect clients to community and peer support programs to reduce their chances of recidivism.
 - Work in coordination with the clients Probation/Parole Officer to assist in providing a more holistic approach in managing the client's case.
5. Did your organization invest any resources specific to this contract to make the program/activity successful? (For example: staffing, development of workshops etc.) SSF understands the importance of investing in their staff, clients and the facility. SSF holds monthly house meetings with the clients to address any concerns and promote dialogue on program/facility improvements. SSF provides significant training to their staff, such as Motivational Interviewing, Cultural Diversity, De-escalation, Suicide prevention, Mentoring Techniques, Universal Precautions, MRT (Moral Reconation Therapy), CPR and First Aid, Crisis Intervention, Critical Thinking Errors and Manipulation Techniques, Writing Critical Incident Reports and Offender Supervision and Accountability.
6. Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? SSF is a County Probation based referral program. In addition we hold onsite employment workshops and collaborate with other agencies.

C. **Background Research**

1. Is the program/activity evidence-based or a promising new idea? The SSF program is based on evidence based practices.
2. If the program/activity is an evidence-based program, what does the research say about it? Having a stable place to live is critical to help a person start to rebuild their life after release from jails or prisons. Each year over 600,000 people leave state and federal prisons, and over 230,000 are released from county jails every week that face many barriers. According to research, housing is one of the biggest challenges faced by individuals returning from our jails and prisons. Research shows that there is a relationship between housing instability and

- recidivism. Stable housing “is one of the most significant factors influencing successful reentry into society. Without it, ex-offenders are at a higher risk of homelessness and recidivism”.
3. If there is existing research, was the research done on a population similar to the population served? Yes there has been extensive research done on barriers experienced by men and women released for our jails and prisons. Housing is one of the significant barriers identified in these studies and its influence on successful reentry into society.
 4. How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? It is pretty standard. If you reduce the barriers to reentry into society you improve a person’s opportunity for success.
 5. Is Probation funding any similar activities? Yes
 6. If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? SSF has extensive experience with over 54 years in Alameda County providing services to men released from our jails and prisons. SSF was formerly an inpatient drug treatment program and provided sober living housing. For the last 11 years SSF has provided Transitional housing, case management and sober living beds. SSF is a unique program based on its long term success in dealing with the formerly incarcerated.
 7. 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. SSF is committed to hiring people with lived experience. Over half of the staff working for SSF are formerly incarcerated with prior lived experience with Probation and or Parole.

D. **Program Data**

1. How many people was your organization able to serve under the contract? 165 Clients
2. How many people was your organization expected to serve under the contract? 20 Clients Per Year
3. What factors impact the number of people you are able to serve? Lack of Referrals, currently using drugs and need a different level of care, and clients fail to report for their initial interview.
4. How has your capacity changed over time? SSF is a 32 bed program, at the request of Probation the beds were reduced to 20.
5. How many people were referred to the program/activity by Probation?

6. How do you define successful completion for this program/activity? *SSF considers successful completion when a client acquires stable housing, establish gainful employment, enhance their educational goals where applicable and maintain sobriety.*
7. Please provide program milestones and other contract deliverable data.
8. Describe how successfully your organization achieved your contract milestones and the other contract deliverables.
9. Is there a waitlist for this program/activity? *No Waitlist as Contractor operating under Max available beds.*
10. If known, how many clients were reincarcerated while in your program? *Unknown*
11. What are some mechanisms your program used to mitigate and address recidivism? *Provide stable temporary housing, assist clients with permanent housing, and address the barriers that affect the client's successful reentry into the community.*

E. **Contract Information**

1. Contract Term:

	Start Date	End Date	Budget Allocation
Original Contract Term:	4/21/2022	6/30/2022	Pool of \$7,500,000
1st Amendment:	7/1/2022	6/30/2023	Pool of \$15,000,000
2nd Amendment:	7/1/2023	6/30/2024	Pool of \$25,000,000
3rd Amendment:	7/1/2024	6/30/2025	Pool of \$38,000,000
4th Amendment:	7/1/2025	6/30/2026	Pool of \$40,500,000

2. Budget: *Daily Bed = 127.05*

	Budget Allocated	Percentage of Total Budget	Total Expenditures as of DATE
Personnel:	\$495,124.80	53.39%	N/A
Program Costs:	\$348,025.00	37.52%	N/A
Direct Participant Support:	\$16,600.00	1.79%	N/A
Indirect Cost:	\$84,314.98	9.1%	N/A
Other: Click here to enter text.			

Total:	\$927,464.78		\$2,455,352.78 for the life of the Contract
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3. Direct Participant Support and Cost per Client

What percentage of the expenditures goes to the Contractor vs. the Participants?

Vendor 98.21% vs 1.79% Client

- e. Total Expenditures vs. Successfully Completed: \$2,455,352.78 vs. 30 = \$81,845.09 per client
- f. Total Expenditures vs. Total Active Clients: \$2,455,352.78 vs. 165 = \$14,880.93 per client

4. Does this contract have an extension available?

5. Why should the contract be extended/renewed? For Continuity of Housing Services while the HPP RFP comes online

F. **Fiscal Impact**

- 1. What is your proposed annual budget for this program/activity? \$9,000,000 added to the Pool for all Vendors
- 2. What is the total proposed budget for the requested program/activity? Please include a complete budget breakdown. \$40,500,000 for the first five years. Seventh Step has a bed-rate of \$127.05 under current contract.
- 3. Have you exhausted all of your previous AB 109 funding? If not, how much unspent AB 109 funding do you have remaining? As of December 2025, Pool of \$ 7,547,053.20 remaining
- 4. What is your total budget for the program/activity under the contract? Pool of \$49,500,000
 - a. If the proposed annual budget is higher than that of the previous year, please justify the increase. Increasing the Pool \$9,000,000 for continuity of services.
 - b. If the proposed annual budget is lower than that of the previous year, please explain. N/A
- 5. Staff Salaries
 - a. How much does your highest paid staff member allocated to this contract make? Highest Salary is \$4,966.00/ Month or \$59,592/year (FT)
 - b. How much does your lowest paid staff member allocated to this contract make? Lowest Salary is \$1,760.00/ month or \$21,120/year (PT)
 - c. What is your average staff salary? Average Salary \$3,200/ month or \$38,400/Year (FT)
 - d. Do you offer living wages based on the MIT Living Wage Calculator (for a single person \$29.95 per hour)? No

Section 2: Request to Renew or Extend an Existing Contract

A. Provider Information

1. Contractor Name: Bay Area Community Services (BACS)
2. Program Name: Holland
3. City and Board of Supervisors District: Oakland, District 5

B. Information About the Program

1. Please provide a summary of the program. The Holland Program is a transitional housing program that supports unhoused individuals in stabilizing their lives, connecting to services, and breaking cycles of homelessness. Clients engage with staff three to four times per week through intensive case management focused on identifying and removing barriers to housing. All clients complete a Coordinated Entry System (CES) assessment and are placed on the Alameda County Housing Queue.
2. What part of the AB 109 population was served under the contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) BACS primarily served unhoused individuals and clients disengaged from Probation services, including individuals designated as 290 registrants.
3. What client needs were addressed? (For example: housing, employment, substance abuse etc.) The program addressed housing stabilization, employment support, and triage and linkage to substance use treatment and mental health services.
4. Please provide a list of the objectives for this program/activity.
 - Support clients in obtaining housing
 - Support clients in obtaining employment
 - Connect clients to substance use treatment services
 - Connect clients to mental health services
5. Did your organization invest any resources specific to this contract to make the program/activity successful? (For example: staffing, development of workshops etc.) BACS leveraged an existing housing contract and dedicated multiple staff to provide daily assistance with housing, employment, and service coordination. The program maintains 24-hour onsite staffing to ensure continuous client support.
6. Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? Yes. BACS has multiple outreach teams that work with re-entry populations. Staff coordinate closely with Care Coordinators at the Holland to identify clients who may be eligible for referral.

C. **Background Research**

1. Is the program/activity evidence-based or a promising new idea? **The program incorporates several evidence-based practices, including Trauma-Informed Care, Restorative Justice, Critical Time Intervention (CTI), and the Housing First model.**
2. If the program/activity is an evidence-based program, what does the research say about it? **Research shows increased housing stability when these practices are implemented together, including higher rates of housing retention and reduced recidivism back into homelessness.**
3. If there is existing research, was the research done on a population similar to the population served? **Yes. Housing First research includes unhoused populations with mental health and substance use disorders, veterans, and individuals involved in the re-entry system.**
4. How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? **During this fiscal year, approximately 31.25% of program exits were to positive destinations. These outcomes reflect broader trends, as similar programs have experienced declining performance due to federal administrative changes and fiscal reductions.**
5. Is Probation funding any similar activities? **BACS is not aware of other similar activities currently funded by Probation.**
6. If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? **This program is unique in its ability to leverage BACS' broader organizational resources, including crisis services, community mental health programs, residential programs such as Permanent Supportive Housing (PSH) and interim housing, and landlord liaison services. This integration enhances continuity of care and housing outcomes.**
7. 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. **Many BACS programs employ Residential Counselors and Care Coordinators with lived experience reflective of the communities served. This strengthens engagement through empathy, rapport-building, and trust, which are critical to client success.**

D. **Program Data**

1. How many people was your organization able to serve under the contract? **136 Clients**
2. How many people was your organization expected to serve under the contract? **20 Clients Per Year**

3. What factors impact the number of people you are able to serve? Program budget reductions have affected the breadth of services provided and, in some cases, the duration of post-housing support.
4. How has your capacity changed over time? Capacity has remained consistent at 20 clients, in alignment with contract requirements.
5. How many people were referred to the program/activity by Probation? Approximately 25 individuals were referred by Probation during this fiscal year.
6. How do you define successful completion for this program/activity? Successful completion includes connection to substance use treatment, coordination of mental health services, employment attainment, and placement into affordable, sustainable housing.
7. Please provide program milestones and other contract deliverable data. BACS tracks nightly bed utilization and housing outcomes through the county HMIS system. In February 2026, two clients were successfully housed.
8. Describe how successfully your organization achieved your contract milestones and the other contract deliverables. BACS exceeded contract expectations by providing not only living supports but also comprehensive case management and care coordination. Clients are often transitioned into BACS' internal housing and case management programs to ensure sustained housing stability.
9. Is there a waitlist for this program/activity? Always a Waitlist as Contractor is slow to intake Clients.
10. If known, how many clients were reincarcerated while in your program? One client self-reported incarceration during the current fiscal year.
11. What are some mechanisms your program used to mitigate and address recidivism? BACS utilized its crisis support team to assist clients in de-escalating and managing crises that could otherwise increase the risk of recidivism.

E. **Contract Information**

1. Contract Term:

	Start Date	End Date	Budget Allocation
Original Contract Term:	1/1/2022	6/30/2022	Pool of \$7,500,000
1st Amendment:	7/1/2022	6/30/2023	Pool of \$15,000,000
2nd Amendment:	7/1/2023	6/30/2024	Pool of \$25,000,000
3rd Amendment:	7/1/2024	6/30/2025	Pool of \$38,000,000

4th Amendment:	7/1/2025	6/30/2026	Pool of \$40,500,000
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2. Budget: [Daily Bed = 116.00](#)

	Budget Allocated	Percentage of Total Budget	Total Expenditures as of DATE
Personnel:	\$0	0%	N/A
Program Costs:	\$829,500	97.96%	N/A
Direct Participant Support:	\$17,301	2.04%	N/A
Indirect Cost:	\$0	0%	N/A
Other: Click here to enter text.			
Total:	\$846,801.00		\$2,409,916.00 for the life of the Contract

3. Direct Participant Support and Cost per Client

What percentage of the expenditures goes to the Contractor vs. the Participants?

[Vendor 97.96% vs 2.04% Client](#)

g. Total Expenditures vs. Successfully Completed: [\\$2,409,916.00 vs. 15 = \\$160,661.07 per client](#)

h. Total Expenditures vs. Total Active Clients: [\\$2,409,916.00 vs. 136 = \\$17,719.97 per client](#)

4. Does this contract have an extension available?

5. Why should the contract be extended/renewed? [For Continuity of Housing Services while the HPP RFP comes online](#)

F. Fiscal Impact

1. What is your proposed annual budget for this program/activity? [\\$9,000,000 added to the Pool for all Vendors](#)

2. What is the total proposed budget for the requested program/activity? Please include a complete budget breakdown. [\\$40,500,000 for the first five years. BACS Holland has a bed-rate of \\$116.00 under current contract.](#)

3. Have you exhausted all of your previous AB 109 funding? If not, how much unspent AB 109 funding do you have remaining? [As of December 2025, Pool of \\$ 7,547,053.20 remaining](#)

4. What is your total budget for the program/activity under the contract? [Pool of \\$49,500,000](#)

a. If the proposed annual budget is higher than that of the previous year, please justify the increase. [Increasing the Pool \\$9,000,000 for continuity of services.](#)

- b. If the proposed annual budget is lower than that of the previous year, please explain.

N/A

5. Staff Salaries

- a. How much does your highest paid staff member allocated to this contract make?

Highest paid staff allocated to the contract: \$33.76 per hour

- b. How much does your lowest paid staff member allocated to this contract make?

Lowest paid staff allocated to the contract: \$30.90 per hour

- c. What is your average staff salary?

Average/starting wage for staff at BACS: \$30.00 per hour

- d. Do you offer living wages based on the [MIT Living Wage Calculator](#) (for a single person \$29.95 per hour)? Yes. BACS offers wages that exceed the MIT Living Wage Calculator

Section 2: Request to Renew or Extend an Existing Contract

A. Provider Information

1. Contractor Name: [Building Opportunities for Self-Sufficiency](#)
2. Program Name: [Women’s and Children’s Reentry Campus \(WCRC\)](#)
3. City and Board of Supervisors District: [Berkeley, District 4](#)

B. Information About the Program

1. Please provide a summary of the program.

-The program provides 21 beds for AB 109 Realigned Clients, specifically single women and women with children (up to two children per woman, ages 0-15).

-Each single woman has their own room and shares a bathroom with one other roommate. Of the 21 available bedrooms, 7 are dedicated to women with children in their custody or shared custodial time. The mothers’ suite is complete with its own restroom to provide increased safety for families.

-The apartments have full amenities, including, full kitchen and assigned personal spaces, washer and dryer appliances in-unit, and common dining and living room space with a mounted 75” TV.

-All clients receive on-site clinical support and case management services designed to serve each participant according to their individualized case plan. The aim of this wraparound care is to support the removal of specific and intrapersonal barriers, to improve personal & emotional stability, and to obtain and sustain permanent housing.

-Clients have access to onsite programming such as life skills classes, psychoeducational and process groups, peer support, employment focused activities, and interventions to develop wellness, coping skills, and healthy lifestyle choices.

2. What part of the AB 109 population was served under the contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) [Unhoused women with children and single women who are under the Supervision of Alameda County Probation.](#)

3. What client needs were addressed? (For example: housing, employment, substance abuse etc.)
[In general, clients’ needs that were addressed center on any objectives highlighted in an Individualized Service Plan \(ISP\) such as financial stability/credit development, developing structure and personal/interpersonal boundaries, daily planning and goal setting, educational advancement, employment and career readiness, addressing debt and improving income stability, document readiness, physical, mental, and behavioral health—including substance dependency—re-establishing familial relationships and child custody or visitation, and addressing legal barriers.](#)

4. Please provide a list of the objectives for this program/activity.

Objectives for each household center on the key components of an Individualized Service Plan (ISPs):

-Financial Stability and Credit Development

Support in credit building and monitoring personal finances.

Introduction to banking services through providers such as Patelco.

-Daily Planning and Goal Setting

Regular written planning and goal setting during case management meetings.

Understanding and developing SMART goals.

-Educational Advancement

Assistance with furthering or continuing education to enhance career opportunities.

-Employment and Income Stability

Guidance in obtaining sustainable and consistent income through employment.

-Document Readiness

Assistance in acquiring and organizing essential documents required for housing and employment, such as an ID.

-Healthcare and Mental Health Support

Facilitation of routine healthcare and mental health check-ups.

-Personal and Professional Development

Mentoring in professional conduct and self-development.

Structure/boundaries/self-advocacy/autonomy

5. Did your organization invest any resources specific to this contract to make the program/activity successful? (For example: staffing, development of workshops etc.)

-BOSS does invest resources into staff professional development.

The Clinical Director of Supervision and Training provides supervision of clinical program management and regularly hosts workshops centered on evidence-based programming.

All WCRC staff receive ongoing training in data management and quality assurance practices, including client confidentiality protections, best practices for documentation and case notes, and regular contract reviews to ensure continued compliance with ACPD contractual requirements.

-In terms of program development, BOSS employs several strategies including those targeted towards a clients' personal finances:

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.

6. Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? Beginning in 2026, program staff initiated engagement with pre-release inmates at Santa Rita Jail. An assigned Sheriff's Officer provides a participant list, and program staff conduct individual on-site meetings within the jail to educate and prepare individuals for program enrollment upon release. In Spring 2026, program staff will facilitate bi-weekly psychoeducational process groups at Santa Rita Jail to promote cognitive change and early readiness for reentry.

C. **Background Research**

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

The program is evidenced based.

-BOSS employs several evidenced-based strategies including Cognitive Behavioral Therapy (CBT), Housing First, Critical Time Intervention, Risk-Needs-Responsivity (RNR) tailored to reentry housing, Motivational Interviewing, and Trauma-informed care.

-Summary of Housing First & Critical Time Intervention Approaches:

The Women and Children's Reentry Campus (WCRC) operates using evidence-based approaches, including the Housing First model and Critical Time Intervention. Additionally, WCRC has implemented a promising 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 specific income threshold. Our records show that when participants develop a savings plan and actively monitor their credit, they consistently become eligible for housing opportunities.

2. If the program/activity is an evidence-based program, what does the research say about it? Research consistently shows that evidence-based programming improves outcomes by using interventions that have been rigorously tested and shown to work, rather than relying on intuition or tradition alone. Programs grounded in evidence are more likely to reduce recidivism, improve stability, and use resources efficiently—*when they are well-implemented and matched to the needs of the population served*. At the same time, research emphasizes that evidence-based models are most effective when adapted thoughtfully to local context and paired with continuous evaluation, not applied as one-size-fits-all solutions.

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

Research:

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 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/>

4. How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? The milestones and contract deliverables are comparable to those in other jurisdictions; however, housing placement in Alameda County presents greater challenges due to fewer affordable housing resources and alternatives. Notably, housing costs in Alameda County are approximately 20–40% higher than in neighboring counties such as San Francisco, Solano, Sonoma, Santa Clara, and San Mateo.

5. Is Probation funding any similar activities?

-Probation is currently funding the pretrial expansion program in partnership with Alameda County District Attorney's Office and the Alameda Superior Court.

-This program aims to provide wraparound case management and supportive services to moderate-to-high risk individuals awaiting the court's determination of their individual case(s).

6. If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? Probation is funding similar activities through the pretrial expansion program, however this program is unique by comparison as it offers housing and supportive services exclusively to single women and women with 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.

7. 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 brings credibility, trust, and real-world insight that no textbook or policy training can replace. Staff who have personally navigated incarceration, homelessness, and systemic racism understand the barriers residents face *as they actually show up in Alameda County*—from parole requirements to landlord bias to survival trauma. That experience helps your program engage residents more effectively, de-escalate crises, design services that actually work, and build trust faster, which leads to better retention, stronger outcomes, and more humane care overall.

-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-based programs and services.

D. **Program Data**

1. How many people was your organization able to serve under the contract? 148 Clients
2. How many people was your organization expected to serve under the contract? 18 Clients Per Year

3. What factors impact the number of people you are able to serve?

-Service provision to (x) number of people is strictly limited to how many referrals we receive from ACPD. If ACPD sends more referrals (no more than total capacity), we are able to serve all such referrals.

-Client readiness: Often times, referred participants are not ready to enter or accept and/or adhere to lifestyle changes including those which are integrated into the structure of the program, such as; curfew, boundaries with others, and other self-defeating behaviors which cause re-entry participants to disengage or resist. It is the goal of the program to continue with Trauma-Informed care and to engage with participants by meeting them where they are. This

includes at pre-release to evoke motivation and insight, preparedness, and change-thought-behaviors.

4. How has your capacity changed over time? Program capacity has not changed from the previous fiscal year.
5. How many people were referred to the program/activity by Probation? During FY 25-26, approximately 80 – 90 referrals were sent to BOSS WCRC.
6. How do you define successful completion for this program/activity? Successful completion(s) in the program are determined based on the key components of the individualized service plans (ISPs). If one or several of these key components are met, then the program defines such activities as a successful completion(s).

- Sustaining recovery of mental or behavioral health disorders

- Transitioning from the program to independent, permanent, and family housing

- Completion of Educational and Vocational goals.

- Reunification with family and or children or re-establishing other meaningful social connections.

- Obtaining viable employment to support transition to permanent housing.

- Resolving DMV issues and obtaining a Driver's License and/or removing transportation barriers

7. Please provide program milestones and other contract deliverable data, including successes.

- 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. A few notable success stories:

- A client who was previously chronically unhoused, entered the program directly from Santa Rita Jail.. After several clinical sessions on-site, the client accepted a referral to psychiatric care and was able to stabilize after several months. Eventually, the client's basic functioning improved and she was able to obtain viable employment. Simultaneously, the client was connected with the "Homeless and Caring Court," and resolved traffic tickets and earned her Drivers license. Soon after, the client purchased her first vehicle and completed the program at WCRC, transitioning to a shared living / room rental where she continues to work in Animal Care and live in a supportive and safe home of like-minded, single women.

- A client spent up to one year in the program, however they were not completely sold on taking action towards recovery and rehabilitation. Giving respect to cultural competency and the client's autonomy, clinical staff utilized motivational interviewing, cognitive behavioral interventions and wellness checks,

collaborative support and warm-handoffs to AB109 partners and community agencies, which increased the clients perspective of her own outlook and connection to the community. The client engaged in harm reduction techniques prior to participating in recovery meetings, mental wellness activities, and engagement in the larger community. During this time, she completed her education at the neighboring Adult School and earned her High School Diploma. The client was able to gain affordable, permanent housing and transitioned to independent living with life-long connections.

-A client had limited remaining family support. Ten years prior, she placed one child with a family friend, and more recently, her newborn was removed from her care. She completed six months of inpatient residential substance use treatment before transitioning to the WCRC program and continued outpatient services with the same provider. With the safe, supportive, and stable environment provided by the program, the client reestablished a relationship with her 15-year-old child, began visitation, and ultimately regained custody of her infant. She remained engaged in the program and was released due to the early termination of her probation. After one year in the program, she transitioned to permanent supportive housing with her children.

-A client and mother of three children—two residing in different states and one infant in her care—entered the program with the goal of reunifying and securing stable housing for her family. During her participation in the program, she established a cooperative co-parenting relationship with one child’s father, allowing for shared custodial time during holidays and summer breaks while residing in the program. She also made the difficult decision to secure childcare for her infant in order to return to work. Within a few months, the client purchased a vehicle, increasing her mobility and independence. She ultimately obtained permanent supportive housing for her two youngest children while continuing to facilitate holiday visits with her oldest child. The client remains in ongoing contact with the program.

8. Is there a waitlist for this program/activity? No Waitlist as Contractor operating under Max available beds.
9. If known, how many clients were reincarcerated while in your program? During this period, two clients were re-incarcerated; one was held during a scheduled court hearing, the other was arrested out-of-county.
10. What are some mechanisms your program used to mitigate and address recidivism?

-Cognitive Behavioral Therapy (CBT): Provides education and practical techniques to build insight and improve thought patterns, behaviors, values, and core beliefs. On-site group sessions and individual services are facilitated by the Clinical Case Manager and Program Director.

-Targeted Interventions: Services are tailored to each individual service plan and address both self-identified and assessed needs, including substance use and dependency, as well as the identification and reduction of antisocial behaviors.

-AB109 Partner Collaboration: Ongoing tracking, support, and enhancement of engagement with AB109 partners, including the sharing of successes, identification of service gaps, and the strengthening of collaborative support systems.

-Resource and Community Connections: Participants are connected to community resources and partner agencies through warm handoffs and continued collaborative support.

E. Contract Information

1. Contract Term:

	Start Date	End Date	Budget Allocation
Original Contract Term:	7/1/2021	6/30/2022	Pool of \$7,500,000
1st Amendment:	7/1/2022	6/30/2023	Pool of \$15,000,000
2nd Amendment:	7/1/2023	6/30/2024	Pool of \$25,000,000
3rd Amendment:	7/1/2024	6/30/2025	Pool of \$38,000,000
4th Amendment:	7/1/2025	6/30/2026	Pool of \$40,500,000

2. Budget: **Daily Bed = \$229.27**

	Budget Allocated	Percentage of Total Budget	Total Expenditures as of DATE
Personnel:	\$745,289.00	49.48%	N/A
Program Costs:	\$440,097.00	29.21%	N/A
Direct Participant Support:	\$183,960.00	12.21%	N/A
Indirect Cost:	\$136,935.00	9.1%	N/A
Other: Click here to enter text.			
Total:	\$1,506,280.00		\$5,388,617.98 for the life of the Contract

3. Direct Participant Support and Cost per Client

What percentage of the expenditures goes to the Contractor vs. the Participants?
Vendor 87.79% vs 12.21% Client

- i. Total Expenditures vs. Successfully Completed: \$5,388,617.98 vs. 38 = \$141,805.74 per client
- j. Total Expenditures vs. Total Active Clients: \$5,388,617.98 vs. 148 = \$36,409.58 per client
- 4. Does this contract have an extension available?
- 5. Why should the contract be extended/renewed? For Continuity of Housing Services while the HPP RFP comes online

F. **Fiscal Impact**

- 1. What is your proposed annual budget for this program/activity? \$9,000,000 added to the Pool for all Vendors
- 2. What is the total proposed budget for the requested program/activity? Please include a complete budget breakdown. \$40,500,000 for the first five years. WCRC has a bed-rate of \$229.27 under current contract.
- 3. Have you exhausted all of your previous AB 109 funding? If not, how much unspent AB 109 funding do you have remaining? As of December 2025, Pool of \$ 7,547,053.20 remaining
- 4. What is your total budget for the program/activity under the contract? Pool of \$49,500,000
 - a. If the proposed annual budget is higher than that of the previous year, please justify the increase. Increasing the Pool \$9,000,000 for continuity of services.
 - b. If the proposed annual budget is lower than that of the previous year, please explain. N/A
- 5. Staff Salaries
 - a. How much does your highest paid staff member allocated to this contract make? The highest paid staff member has an annual salary of \$80,000. However, this staff member receives 31% of their compensation through another funding source.
 - b. How much does your lowest paid staff member allocated to this contract make? The lowest paid staff member has an hourly wage of \$24.04 per hour. This is equivalent to a \$50,000 annual salary.
 - c. What is your average staff salary? The average staff salary is \$55,875.
 - d. Do you offer living wages based on the [MIT Living Wage Calculator](#) (for a single person \$29.95 per hour)? BOSS does not use the MIT Living Wage Calculator primarily due to budgetary constraints. Organizations such as ours must balance the cost of operating program sites with available funding. However, BOSS seeks to leverage additional funding sources, when possible, to provide cost-of-living adjustments and other wage increases as funds allow. Currently, all staff at WCRC, with the exception of the

Associate Director of Housing who is partially allocated to the contract, receive wages that are competitive within the scope of available funding.

Section 2: Request to Renew or Extend an Existing Contract

A. Provider Information

1. Contractor Name: [Kingdom Builders Transitional Housing Program](#)
2. Program Name: [Oakland Dream Center](#)
3. City and Board of Supervisors District: [Oakland, District 3](#)

B. Information About the Program

1. Please provide a summary of the program. [Kingdom Builders Transitional Housing Program \(KBTHP\) is a re-entry program that offers wraparound services for justice impacted individuals; recently released, homeless, and re-occurring offenders.](#)
2. What part of the AB 109 population was served under the contract? (For example: unhoused individuals, clients disengaged from Probation Services, etc.) [Individuals on active supervision, alternative custody, unhoused persons,](#)
3. What client needs were addressed? (For example: housing, employment, substance abuse etc.) [Housing, employment, permanent housing placement, case management](#)
4. Please provide a list of the objectives for this program/activity. [Self-sufficiency, employment, education, housing](#)
5. Did your organization invest any resources specific to this contract to make the program/activity successful? (For example: staffing, development of workshops etc.) [In staff training, employment for justice impacted persons, community engagement, agency workshops](#)
6. Did you do any outreach to the target population, outside of referrals by Probation? If so, what were the results of your outreach? [Contractually referrals original from DPO's, however, we frequently participate in job, housing, and community fairs to promote our program](#)

C. Background Research

1. Is the program/activity evidence-based or a promising new idea? [Evidence Based](#)
2. If the program/activity is an evidence-based program, what does the research say about it? [The Change Companies was founded on the philosophy that: All change is self-change. Everyone is capable of positive change. This person-centered practice helps individuals tap into their own strengths, motivations and inner wisdom to move toward positive change](#)
3. If there is existing research, was the research done on a population similar to the population served? [Yes](#)

4. How do milestones/contract deliverables compare to the outcomes of similar work in other jurisdictions? [We do not track other jurisdictions data, so therefore cannot opine on this question.](#)
5. Is Probation funding any similar activities? [We are not aware of all programs Probation funds.](#)
6. If Probation is funding similar activities, what is unique about this program/activity, why is it necessary? [Do not understand this question](#)
7. 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. [Long term offenders/Lifers provide great mentors and role models for probation clients](#)

D. **Program Data**

11. How many people was your organization able to serve under the contract? [225 Clients](#)
12. How many people was your organization expected to serve under the contract? [30 Clients Per Year](#)
13. What factors impact the number of people you are able to serve? [Limited by the number of referrals received and our the unavailability of beds of sex offenders](#)
14. How has your capacity changed over time? [Has not changed](#)
15. How many people were referred to the program/activity by Probation?
16. How do you define successful completion for this program/activity? [Successful completion is determined by the client achieving their stated goals](#)
17. Please provide program milestones and other contract deliverable data.
18. Describe how successfully your organization achieved your contract milestones and the other contract deliverables. [We have not received any unfavorable comments regarding program components or services](#)
19. Is there a waitlist for this program/activity? [No Waitlist as Contractor operating under Max available beds.](#)
20. If known, how many clients were reincarcerated while in your program? [Unknown](#)
What are some mechanisms your program used to mitigate and address recidivism? [Honor and respect of clients, a listening ear, encouragement and compassion, case management, harm reduction, de-escalation.](#)

E. **Contract Information**

1. Contract Term:

	Start Date	End Date	Budget Allocation
Original Contract Term:	12/1/2021	6/30/2022	Pool of \$7,500,000
1st Amendment:	7/1/2022	6/30/2023	Pool of \$15,000,000
2nd Amendment:	7/1/2023	6/30/2024	Pool of \$25,000,000
3rd Amendment:	7/1/2024	6/30/2025	Pool of \$38,000,000
4th Amendment:	7/1/2025	6/30/2026	Pool of \$40,500,000

2. Budget: [Daily Bed = \\$82.88](#)

	Budget Allocated	Percentage of Total Budget	Total Expenditures as of DATE
Personnel:	\$613,500.00	67.60%	N/A
Program Costs:	\$228,010.00	25.12%	N/A
Direct Participant Support:	\$37,800.00	4.17%	N/A
Indirect Cost:	\$66,000.00	7.27%	N/A
Other: Click here to enter text.			
Total:	\$907,510.00		\$2,025,172.70 for the life of the Contract

3. Direct Participant Support and Cost per Client

What percentage of the expenditures goes to the Contractor vs. the Participants?

[Vendor 95.83% vs 4.17% Client](#)

k. Total Expenditures vs. Successfully Completed: [\\$2,025,172.70 vs. 20 = \\$101,258.64 per client](#)

l. Total Expenditures vs. Total Active Clients: [\\$2,025,172.70 vs. 225 = \\$9,000.77 per client](#)

4. Does this contract have an extension available?

5. Why should the contract be extended/renewed? [For Continuity of Housing Services while the HPP RFP comes online](#)

F. **Fiscal Impact**

1. What is your proposed annual budget for this program/activity? [\\$9,000,000 added to the Pool for all Vendors](#)

2. What is the total proposed budget for the requested program/activity? Please include a complete budget breakdown. [\\$40,500,000 for the first five years. Dream Center has a bed-rate of \\$82.88 under current contract.](#)
3. Have you exhausted all of your previous AB 109 funding? If not, how much unspent AB 109 funding do you have remaining? [As of December 2025, Pool of \\$ 7,547,053.20 remaining](#)
4. What is your total budget for the program/activity under the contract? [Pool of \\$49,500,000](#)
 - a. If the proposed annual budget is higher than that of the previous year, please justify the increase. [Increasing the Pool \\$9,000,000 for continuity of services.](#)
 - b. If the proposed annual budget is lower than that of the previous year, please explain.
[N/A](#)
5. Staff Salaries
 - a. How much does your highest paid staff member allocated to this contract make?
[Highest Salary is \\$72,800 per year](#)
 - b. How much does your lowest paid staff member allocated to this contract make?
[Highest Salary is \\$47,840 per year](#)
 - c. What is your average staff salary? [Average Salary \\$56,160 per year](#)
 - d. Do you offer living wages based on the [MIT Living Wage Calculator](#) (for a single person \$29.95 per hour)? [No](#)