GENESIS WORSHIP CENTER | COMMUNITY DEVELOPMENT

BOARD OF SUPERVISORS & PROBATION VERSION

Fresh Start Academy & New Beginnings

Year-to-Date Program Report

January 1 – September 30, 2026

44

CLIENTS SERVED

Prepared for the Alameda County Board of Supervisors and Probation Department

October 2026

EXECUTIVE SUMMARY

Stable housing, practical support, measurable results

Fresh Start Academy and New Beginnings provide housing and wraparound support to men and women returning home from incarceration. Results below cover 44 clients served from January 1 through September 30, 2026 (38 Fresh Start Academy, 6 New Beginnings).

95.45%
No recorded qualifying post-admission rearrest
42 of 44 clients served

32
Clients with paid work documented
72.7% of 44; 16 reported new work

26
Clients with a completed self-sufficiency milestone
59.1% of 44

9
Permanently housed at program exit
90% of 10 program exits

354
Documented one-on-one sessions
824 weekly case-note entries

79%
Last lived in Alameda County
26 of 33 prior-residence surveys

What these results show

- **Public safety.** Two of 44 clients had a recorded qualifying rearrest after admission (4.55%). The other 42 had none.
- **Housing.** Ten clients exited the program. Nine secured permanent housing (8 Fresh Start Academy, 1 New Beginnings). The tenth, a New Beginnings client, remains engaged in senior-housing navigation.
- **Work and independence.** 32 clients had paid work documented, and 26 completed at least one self-sufficiency milestone, such as school enrollment, licensing, transportation, health care or financial goals.
- **Where clients came from.** 58% of clients (19 of 33 surveyed) came from the street, jail or a shelter. Eleven came from the street or a vehicle.
- **Client experience.** All 22 clients who completed the September survey said the program made them less likely to commit crime, and 21 of 22 said it helped keep them from jail or prison.

About this data. Genesis collects client-level data in its own case-management system, built on Salesforce, and through participant surveys. This report includes client-reported prior residence and Supervisorial District from 33 participant surveys (September 21–24, 2026). To our knowledge, client-level information of this kind has not previously been available to the Probation Department. We share it to support shared, evidence-based planning with Probation and the Board.

WHO WE ARE

Our mission, vision and standard of service

Our mission

To provide housing and wraparound support that help formerly incarcerated individuals achieve self-sufficiency, employment and permanent housing. We work to reduce recidivism and build safer communities.

Our vision

To restore lives and rebuild futures by providing men and women returning home with safe housing, meaningful employment, and the life skills to become fully self-sufficient.

From reentry to stability. From stability to contribution. From contribution to leadership.

The CREATE philosophy: our standard of service

C — **Compassion**
We meet every person with dignity and empathy.

R — **Responsiveness**
We reply promptly and follow through.

E — **Education**
We equip residents, Probation, staff, community partners and ourselves with the information and guidance needed to make informed decisions, and we commit to continual learning.

A — **Accountability**
We own our commitments, our outcomes and our mistakes.

T — **Transformation**
We support meaningful, lasting change in the people and communities we serve.

E — **Excellence**
We hold every detail of our work to the highest standard.

CREATE in everyday practice

- Reviewed at the start of every staff meeting
- Referenced in our decision-making
- Reflected in how we serve residents, partner with Probation and engage the broader community
- Not a slogan, but the standard we hold ourselves to in every interaction, every document and every outcome
- Expected to be memorized by every employee and applied to every interaction with our residents, community partners and Probation

OUR VISION | COMMUNITY PARTNERSHIP

Partners and history

From reentry to stability, contribution and community leadership

Alameda County Probation
Trusted partner in reentry

UCC lending partners
Church Building & Loan Fund and Cornerstone Fund

Alameda County
Community investment

City of Oakland
Local partnership and advocacy

From vision to housing

2017 **Apartment predevelopment begins.** Genesis began the predevelopment phase to convert church space into apartments.

2019–20 **$3.6 million in joint private financing.** UCC Church Building & Loan Fund and UCC Cornerstone Fund jointly financed the conversion of church space into 12 apartment units.

2021 **Fresh Start Academy launches,** bringing former Chief Probation Officer Wendy Still's vision for reentry housing to life.

2023 **New Beginnings expands housing access.** Genesis purchased 2705 Ritchie Street and launched New Beginnings to provide needed housing for people with a Penal Code section 290 registration requirement.

5 **Years of service, 2021–2026**
April 24, 2021 through April 24, 2026. Genesis Worship Center celebrated five years since the launch of its apartments and reentry housing program.

Genesis thanks the City of Oakland, Supervisor Nate Miley, the Alameda County Board of Supervisors, the Alameda County Probation Department, New Way Homes, UCC Church Building & Loan Fund, UCC Cornerstone Fund and Envision Housing for their key roles in making this housing possible.

A partnership built on results and accountability

2015 Salesforce use began in Santa Rita Jail and Alameda County Probation Juvenile Hall.

2016 Case-management and data-tracking system developed for Men of Valor Academy.

2023 System enhanced for Genesis Worship Center's Fresh Start Academy and New Beginnings.

2024 on Program outcomes and surveys tracked alongside client files, case-management notes and services.

> **2017 | Recognizing Alameda County's investment.** Genesis thanks former Chief Probation Officer Wendy Still, Chief Probation Officer Brian Ford, the Probation Department and the Board of Supervisors. The County's $125,000 award in 2017 (Alameda County FY 2016–17 report) helped build capacity and reinforced the importance of data collection and evaluation, inspiring further investment in Salesforce. This report shares what that partnership helped make possible: documented client progress and accountability to the community.
>
> Genesis identifies itself as the first and only Alameda County Probation housing provider reporting this level of detail.

PROGRAM OUTCOMES

Who we serve

Program participation and client status, with capacity and availability

Client status	Fresh Start	New Beginnings	Total
Active	19	4	23
Successfully completed	8	2	10
Participant quit	3	0	3
Expelled	4	0	4
Aftercare	1	0	1
Program expiration	1	0	1
Deceased	1	0	1
Other administrative closure	1	0	1
Total clients	**38**	**6**	**44**

One enrollment status per client. Of the 10 completions, 9 exited to permanent housing. Status reflects the August 31 baseline plus confirmed September updates.

Capacity and availability (as of September 30, 2026)

44
Clients served year to date
Includes earlier-year admissions

0
On the wait-list
As of September 30, 2026

1
Opening at New Beginnings
As of September 30, 2026

Full
Fresh Start Academy at capacity
As of September 30, 2026

Wait-list and capacity status reflect the September 30, 2026 snapshot.

PROGRAM REACH | PRIOR RESIDENCE SURVEY

Where clients lived before entering the program

Client-reported prior residence and Alameda County Supervisorial District, from 33 survey forms completed September 21–24, 2026. Each form counted once; no names or identifying information shown.

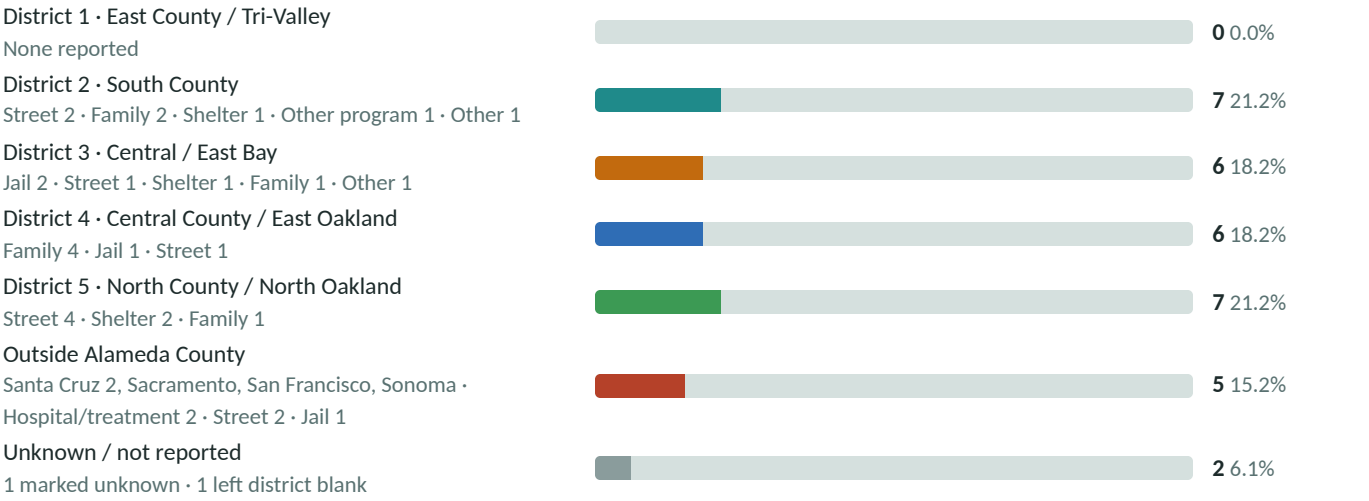
Why this information matters. It shows the program's geographic reach across Alameda County's five Supervisorial Districts and beyond; shows the living situations clients were leaving, including the street, jail, shelter and family settings; and gives the Board of Supervisors and Probation direct, client-reported information on who the program serves.

79%
Last lived in Alameda County
26 of 33

58%
Came from the street, jail or a shelter
19 of 33

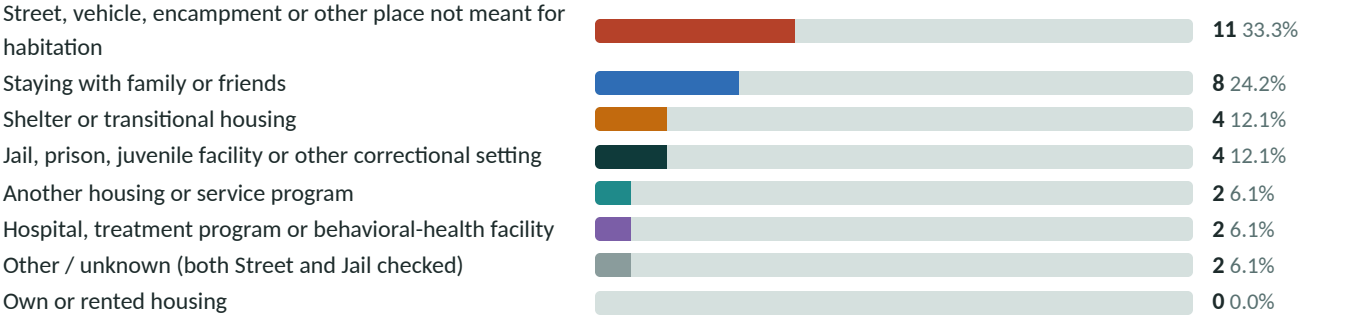
6
Up to 6 (18%) reported a correctional setting
4 jail + 2 checked both Street and Jail

By Supervisorial District



Percentages are of 33 forms. Districts 2 and 5 were highest with 7 each; Districts 3 and 4 had 6 each. No client reported District 1.

By type of residence immediately before entry



Eleven street/vehicle responses include 2 clients who also wrote "Car" under Other. No client came from housing of their own. Source: prior-residence survey forms, September 2026.

PROGRAM OUTCOMES

Housing outcomes

10 clients exited the program; 9 secured permanent housing

9

Permanently housed at exit

8 Fresh Start Academy · 1 New Beginnings

1

Exited without permanent housing

New Beginnings client; senior-housing applications continue

Permanent housing is a concrete transition from program housing to independent living. One New Beginnings client exited without permanent housing after staff helped him apply to multiple senior-housing programs; he remains engaged in post-exit housing navigation and hopes to secure permanent senior housing by December 2026.

8 Fresh Start Academy clients

Permanent housing represents a concrete transition from program housing to independent living.

1 New Beginnings client

Secured permanent housing after program exit.

1 continuing housing case

Staff continue senior-housing applications and navigation after program exit.

Self-sufficiency

Clients with at least one completed milestone, of 44 client records



Completed steps include school enrollment and training, licensing (including a Class A license), transportation, health care appointments and financial goals — practical progress toward independent living.

Practical barriers addressed

Completed steps include transportation, licensing, health care and financial goals.

Education and skills

School enrollment and training milestones support clients' next steps toward independence.

Year-to-date progress

Newly documented achievements include a Class A license, transportation access and health appointments.

Employment and earned income

Clients with paid work documented, of 44 client records (16 reported new work)



Clients earned income through security, construction, other jobs and self-employment. Case management supports applications, interviews, training, transportation and work-related needs.

16 clients reported new work

Documented paid work includes jobs, construction, security and self-employment.

Preparation for opportunity

Case management supports applications, interviews, training, transportation and work-related needs.

Income and independence

Clients are building work experience while pursuing employment and financial goals.

PUBLIC SAFETY & REENTRY

Public safety

42 of 44 clients had no recorded qualifying post-admission rearrest

95.45%
No recorded qualifying post-admission rearrest
42 of 44 clients served

4.55%
Recorded rearrest rate
2 of 44 clients

Excludes pre-admission arrests and previously scheduled sentences.

Housing paired with consistent support

Stable housing, weekly case management and practical assistance support clients as they rebuild their lives and work toward a crime-free future.

> **Clients credit the program with helping them avoid crime.** All 22 respondents to the September 2026 survey said the program made them less likely to commit crime. 21 of 22 said it helped keep them from jail or prison; one left that item blank.

Recorded rearrests: 2025 and 2026

Period	Rate	Basis
January–August 2025	3.70%	2 new arrests / 54 clients served
2026 year to date	4.55%	2 clients re-arrested / 44 clients served

Two recorded arrests in each reporting population; the percentages differ because the numbers served differ. Additional history from the November 2025 AB 109 report: January–October 2025, 2 new arrests among 58 served (3.45%); 2024 through year-to-date 2025 combined, 6 returns to incarceration among 110 served (5.5% as reported; this is not a 2025-only rate).

What outside research shows about housing plus services

- **Denver randomized trial (Urban Institute, 2021):** 40% fewer arrests over three years among people offered supportive housing and intensive services.
- **Ohio evaluation (Urban Institute, 2012):** 27.3% rearrested with supportive housing versus 37.3% in the comparison group over one year.
- **Los Angeles Just in Reach (HUD Cityscape, 2023):** 56% had no qualifying return to jail over two years after housing and intensive support.

Studies examine similar approaches; populations, definitions and follow-up periods differ. Our results reflect our own program records.

COST COMPARISON | PUBLIC VALUE

Cost comparison: reentry housing vs. incarceration

Fresh Start Academy's current contract rate compared with estimated annual incarceration costs

$56,575
Fresh Start Academy
$155 per occupied bed-night × 365 days

$135,000
Santa Rita Jail
Illustrative fully allocated County planning estimate

$127,788
California state prison
FY 2025–26 budgeted average; context only

$78,425
Estimated avoided cost
Per client, per year of Santa Rita custody avoided

The $155 daily rate funds more than a bed: safe housing, 24/7 staffing, case management, food support, mentoring, accountability, employment and housing navigation, referrals and reentry support.

Figure	Source or methodology	How used
$56,575 Fresh Start	Current contract rate: $155 per occupied bed-night × 365 days.	Annualized rate for one continuously occupied Fresh Start bed.
$135,000 Santa Rita	Illustrative fully allocated County planning estimate including medical care, custody and security staffing, behavioral health, food, transportation, utilities, maintenance, administration and overhead. Medical care alone was estimated at more than $30,000 per person using a reported >$49M Santa Rita medical budget and a population of about 1,600.	County incarceration comparison and avoided-cost projection; not an audited, published Santa Rita per-person rate.
$127,788 State prison	California Legislative Analyst's Office, FY 2025–26 budgeted average annual operating cost per person.	Reasonableness benchmark only; not used to calculate County savings.
$78,425 Avoided cost	$135,000 − $56,575.	Illustrative difference for a client who avoids one full year of Santa Rita custody.

> Estimated avoided cost is a planning projection, not a guarantee of cash savings. Actual savings depend on whether custody is avoided and for how long.

One provider's contribution to the County's reentry-housing investment

Fresh Start Academy is one County-approved, Probation-referred provider within the County's broader reentry-housing network: County-approved funding, Probation referrals and oversight, and accountable community providers together deliver housing and wraparound services to people returning from custody. Fresh Start tracks permanent housing, housing goals, employment, self-sufficiency, savings, recovery support, client feedback and returns to incarceration — not housing placement alone.

SUPPORT PROVIDED

Practical support delivered

354
Documented one-on-one sessions
Distinct sessions; repeated mentions counted once

824
Weekly case-note entries
Documenting client progress and services

22
Clients completed the September survey
Responses summarized under Client voices

Food and barrier-removal support

$109,480
Food-card support, January–August
Food assistance for daily needs

$26,982.50
Barrier-removal support, contract to date
$21,808.50 Fresh Start + $5,174.00 New Beginnings

Support provided	Jan–Aug verified	September	Updated total
Food-card support	$109,480.00	Pending	Pending
Barrier-removal support	$6,036.35	$1,951.61	$26,982.50 (contract to date)

September barrier-removal: $700.00 Fresh Start + $1,251.61 New Beginnings = $1,951.61. The September food-card total was not available and is shown as pending, not zero. Contract-to-date is a different basis from the January–August figure, so the two columns are not summed. These amounts are not total operating costs.

Client support and reach

Year-to-date outcome	Fresh Start	New Beginnings	Combined
Clients served	38	6	44
Permanent housing at exit	8	1	9

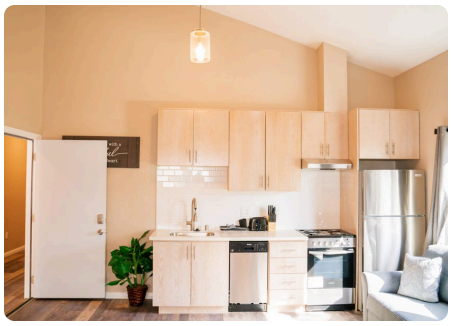
OUR HOUSING ENVIRONMENT

A welcoming place to rebuild

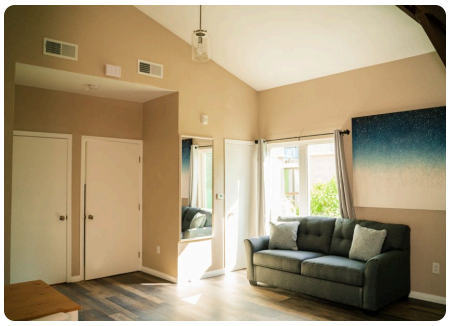
Fresh Start Academy: furnished apartment interiors and practical amenities



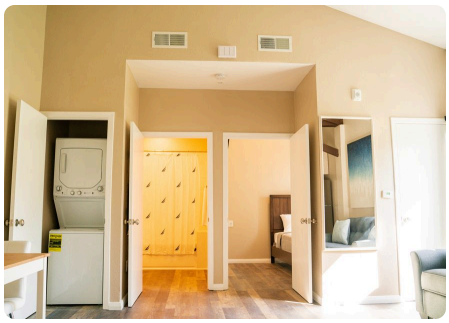
Apartment kitchenette



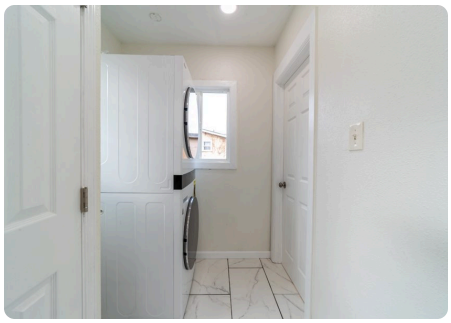
Kitchen and everyday living space



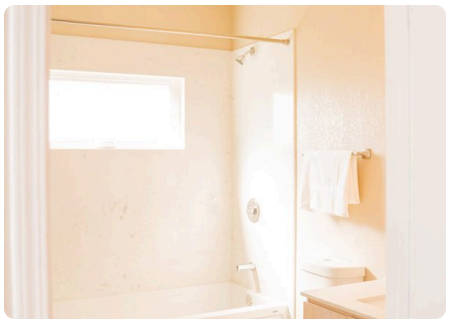
Living space



In-unit laundry and living space



Laundry



Bathroom facilities

Stable housing provides the foundation for individualized support and progress. Amenities give clients a place to manage daily needs while working toward self-sufficiency.

OUR HOUSING ENVIRONMENT

New Beginnings: a place to start again

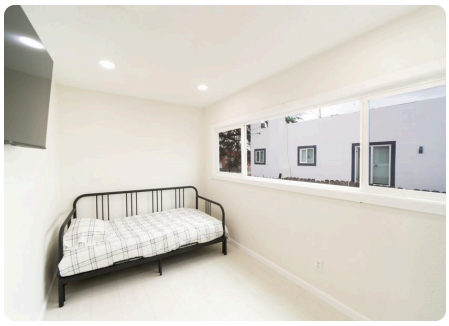
Program housing at 2705 Ritchie Street, Oakland



New Beginnings house



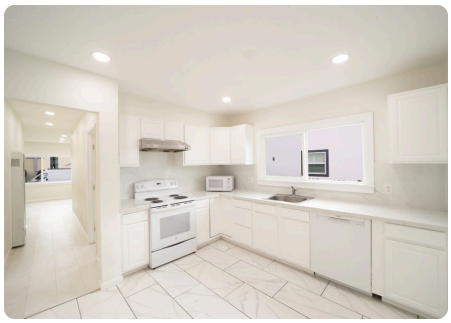
Shared living room



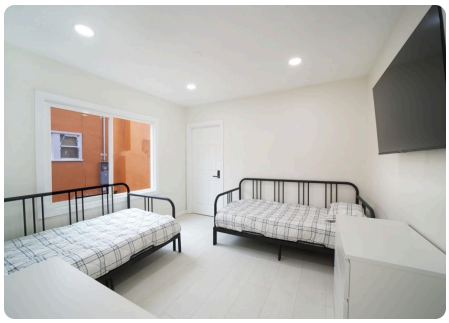
Furnished bedroom



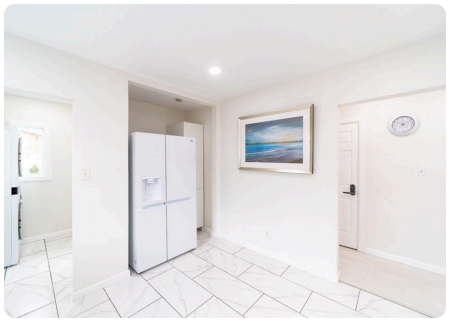
Shared living space



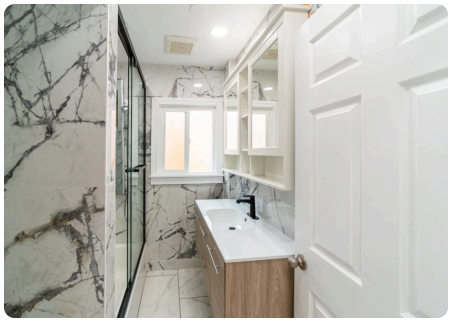
Kitchen



Furnished bedroom



Kitchen and hallway



Bathroom

Stable, furnished living environments support daily routines, self-sufficiency, employment and the pathway to permanent housing. Housing and wraparound support work together throughout the reentry journey.

OUR APPROACH

How we work

Every client begins with intake and an individualized evaluation

1 Intake
Welcome the client and identify immediate needs.

2 Evaluation
Assess strengths, goals already met and barriers.

3 Case management
Build a Client Care Plan and individualized SMART goals.

4 Self-sufficiency
Address ID, documents, transport, phone and essential needs.

5 Employment
Job readiness and employment; CORE and partner referrals.

6 Housing
Budget, save, search, apply and prepare to move.

Exit goal: clients secure permanent housing before leaving. Weekly case management continues throughout.

SMART goals guide weekly client progress

We establish multiple individualized goals across self-sufficiency, employment and housing. Case managers review progress with clients weekly, update goals as needs change, and track Care Plans and outcomes in Salesforce. Goals are **S**pecific (a clear action or outcome), **M**easurable (a way to track progress), **A**chievable (realistic with the right support), **R**elevant (aligned with the client's needs) and **T**ime-bound (a target completion date).

Self-sufficiency
Mental-health, substance-use, medical, dental and record-expungement referrals.

Employment
Job-readiness and employment support; referrals to CORE and other partner agencies.

Housing
Goals support housing readiness and the transition to permanent housing.

This structured, weekly approach supports the client progress and outcomes documented in this report.

SYSTEM DESIGN | CLIENT-CENTERED REENTRY

Designed for reentry, built around client care

A custom Salesforce system developed by Bishop George Matthews for Genesis Worship Center

18 months of development and fine-tuning
Bishop Matthews drew on his employment experience at Hewlett-Packard, Salesforce and Kaiser Permanente, together with his work as a hospice pastor, to develop a structured approach to reentry case management.

Adapting care-planning practices to reentry
His experience with Kaiser's Epic-based approach to care plans, documentation and reporting informed the design. Genesis applies those care-planning principles through custom Salesforce tools for client services, progress tracking and program reporting.

Built-in Client Care Plans
Case managers maintain each client's care plan directly in Salesforce.

Built-in SMART goals
Specific, Measurable, Achievable, Relevant and Time-bound.

Client weekly notes
Case managers document weekly progress, services and follow-up in Salesforce.

Client outcomes and reporting
Track client data and outcomes, measure progress and prepare program reports.

Custom Genesis tools built on Salesforce; care-planning inspiration does not imply Kaiser or Epic affiliation or endorsement.

One system for coordinated client care

Salesforce connects staff communication, client records, meetings and reporting.

Built into Salesforce

- **Salesforce Chatter:** case managers communicate with staff and coordinate client follow-up.
- **Centralized file management:** client documents, weekly notes, Care Plans and SMART goals in one system.
- **Client–case manager meetings:** document meetings, progress, next steps and follow-up needs.
- **Data tracking and reporting:** track services, client outcomes and progress toward goals.

Additional ways it can support care

- **Continuity of care:** shared client history supports smoother staff handoffs.
- **Clearer accountability:** Care Plans and SMART goals clarify follow-up priorities.
- **Earlier identification of needs:** reviewing progress helps surface unresolved barriers.
- **Less fragmented documentation:** central records reduce reliance on separate paper files.
- **Easier County reporting:** organized records make supporting details easier to retrieve.
- **Continuous program improvement:** outcome patterns help identify where support is needed.

Genesis reports increased productivity, stronger staff communication and a greater ability to serve clients.

CLIENT EXPERIENCE

Client voices

September 2026 client survey: 22 respondents

95.5% Helped keep me from jail or prison	**100%** Less likely to commit crime	**90.9%** No need to commit crime to survive
100% Staying away from drugs and alcohol	**100%** Getting along better with family	**100%** Believe my future will be better
100% Helps me make better choices	**100%** Stress and worries are less heavy	**100%** Case managers guide me positively
100% Can talk openly with staff	**100%** People here care about me	**100%** Grateful for Alameda County

Program quality (average rating, 5-point scale)

4.7 Housing needs met	**4.8** Housing clean and well kept	**5.0** Food is good and helpful	**4.9** I feel safe in the program

Percentages show Yes + Sometimes responses out of 22 forms. Housing needs rating uses 21 valid responses. Clients' written comments describe the program as helping them make better choices, feel safe, reduce stress and remain hopeful.

In their own words

All written comments from the September 2026 client survey.

"This is the best program I've been in. It is 100 times better than the [redacted]. I am very appreciative of the program, and I will be moving out in two months. I was able to save money, and I was able to reunite with my family since I am now drug free. Bishop Matthews was tough on me at first, but he gave me another chance."

"This program has saved my life. I am deeply grateful to all who have had something to do with it. Recommend it and its staff wholeheartedly to anyone who may be in need of transitioning housing."

"(1) If it wasn't for this program I would not be in college. (2) If it wasn't for being here I'd more than likely be back behind bars. This place has encouraged me not to look back; in fact, it has encouraged me to move forward in the right direction. I'm going to college full time to be a drug and alcohol counselor, and I'm driving a brand new car and working part time at the college. This place has given me the opportunity to be self-efficient and sufficient, and it has shown me how to pay bills and be a productive member of society."

"I honestly am grateful for this program. Not only did it take me out of a hostile environment, but it gives me peace of mind and the ability to plan for my future. I would definitely recommend this program for those who need it."

"I started school and [am] looking forward to starting a brand new life. The Bishop was really helpful with everything and even took care of anything I needed, including my school fees. Thank you for everything."

"This program helped me out with my kids and having a good job, and it helped me from going to jail and keep me from doing crime. For real, thanks to the program."

"This program helped me to be self sufficient. I'm learning how to be responsible, and I couldn't do it without the support of Genesis Worship Center."

"The year I lived here put me in a better position to be a better person. I'm a success story. I [...] moving into permanent housing next month for my newborn and me."

"This has been the assistance and mentorship I have been seeking for years. It has been helpful, and I have peace finally."

"Thanks to Fresh Start I was able to make a dentist appointment, buy clothes, get a new ID, plus a safe place to sleep."

"Great program, helps me a lot. Nice to be able to talk to people who listen and understand. The Safeway card helps a lot with food and gas to get to work, and a safe place for me to rest my head."

"This program really helps me with my mental well-being. This program is really keeping me out of trouble, and I appreciate every staff and thank them for their hard work."

"Peace of mind knowing I'm in a safe environment, not worried about my belongings, able to cook and care for myself properly."

"I appreciate all the help, from food to having somewhere to sleep and being able to check my emails (wifi), and the Clipper card that really helps a lot."

"The program has helped with clothes assistance. Also helping stay focused towards saving for housing and the steps to be successful."

"I like the food. I like the community. [I like] the people here. [I like] the support that they give me. I like this place better than the other housing program; it is clean, and they seem to really care what I go through."

"The program here is great. Helps me with all of my needs and resources, and they help in a timely manner that I really appreciate. This is a great opportunity."

"I don't go without food or warm baths or clothes. I'm very thankful."

"Thank you. I have hope to do better in life and will be better."

"This program really helped me a lot."

"Great place to be."

"Thank you Genesis and Probation."

"(Translated from Spanish) The program treats me very [well]. I have no problems with them. They are very good people."

"(Next to "I feel like I have Case Managers here who guide me in a good way") Yep – Caleb is cool."

"(Next to the same question, on another survey) Excellent case management here."

"(Next to "I feel like I can talk to staff here and say how I really feel") All the time."

Transcribed from clients' handwritten comments with spelling and punctuation lightly corrected. An ellipsis (…) marks omitted or unclear words; square brackets mark words added for clarity; the name of another program has been blacked out.

NEXT STEPS

Areas of focus: next quarter

Q4 2026 | Building on year-to-date progress

Strengthen case manager roles

Clarify responsibilities, expectations and accountability for consistent client support.

Weekly training and supervision

Hands-on training and supervision to strengthen service quality and follow-through.

Deeper client needs assessment

Assess needs at intake and throughout the program to connect clients with the right support.

Expand County partnerships

Strengthen connections with housing, employment, legal and record-expungement resources.

Purchase a four-bedroom home

Pursue purchase of 2401 80th Avenue, adjacent to the church parking lot.

Secure sustainable program funding

Secure funding for FY 2027–2028 and pursue multi-year commitments to sustain Fresh Start Academy and New Beginnings.

Reporting notes: how we measure results

Period and coverage	January 1–September 30, 2026. Includes available September weeks 1–3; remaining September records and support totals will be added at month-end.
Client outcomes	Counts are unique clients within each category and may overlap. Self-sufficiency means one achieved milestone; employment means paid work during YTD; permanently housed means exited to permanent housing.
Service counts	354 distinct documented one-on-one sessions and 824 weekly note entries. Repeated mentions of the same meeting count once.
Public-safety measures	2 clients with qualifying rearrests ÷ 44 clients served × 100 = 4.55%. Pre-admission arrests and scheduled sentences are excluded. Outside research findings keep their own definitions and periods.
Survey measures	Client survey: Yes + Sometimes out of 22 forms. Prior-residence survey: 33 forms, September 21–24, 2026, each counted once.
Data sources	Salesforce client records, case notes, enrollment histories and surveys.

Contact

Bishop George Matthews, Executive Director
georgeamatthews@gmail.com · 510-944-6868

Joshua Matthews, Program Coordinator
j.matthews@gwccd.com · 510-435-8684

Caleb Matthews, Senior Case Manager
cmatthews@gwccd.com · 510-570-6146

GENESIS WORSHIP CENTER | PROGRAM OUTCOME HIGHLIGHTS | BOARD OF SUPERVISORS & PROBATION VERSION

Fresh Start Academy & New Beginnings

Year to date: January 1 – September 30, 2026 · 44 clients served (38 FSA, 6 New Beginnings)

95.45%
No recorded qualifying rearrest
42 of 44 clients

32
Clients with paid work
72.7% · 16 reported new work

26
Self-sufficiency milestones
59.1% of clients

9
Permanently housed at exit
90% of 10 program exits

354
One-on-one sessions
824 weekly case notes

22 of 22
Said the program made them less likely to commit crime
September client survey

Where clients came from

33 client-reported prior-residence surveys, September 2026

Street / vehicle	**11**	33.3%
Family or friends	**8**	24.2%
Shelter	**4**	12.1%
Jail / correctional	**4**	12.1%
Program, hospital, other	**6**	18.2%

79% last lived in Alameda County. **58%** came from the street, jail or a shelter. None came from housing of their own.

By Supervisorial District

District 1	**0**	0.0%
District 2	**7**	21.2%
District 3	**6**	18.2%
District 4	**6**	18.2%
District 5	**7**	21.2%
Outside county	**5**	15.2%
Unknown	**2**	6.1%

Housing, work and independence

- **10** clients exited; **9** secured permanent housing (8 Fresh Start Academy, 1 New Beginnings).
- One New Beginnings client exited without permanent housing. He is a senior; staff helped him apply to multiple senior-housing programs, and he hopes to be placed by December 2026.
- **32** clients had paid work documented in security, construction, other jobs and self-employment.
- **26** completed a self-sufficiency milestone: school, licensing, transportation, health care, financial goals.

Public safety

Two of 44 clients had a recorded qualifying rearrest after admission (**4.55%**), compared with 3.70% for January–August 2025. Outside research on supportive housing shows fewer arrests, including 40% fewer over three years in a Denver randomized trial.

Client survey: 22 respondents

95.5%
Helped keep me from jail or prison

100%
Less likely to commit crime

100%
Hopeful for a better future

100%
Case managers guide me positively

September 2026 survey; Yes + Sometimes responses.

The cost of reentry housing compared with incarceration

Our mission: housing and wraparound support that help formerly incarcerated individuals achieve self-sufficiency, employment and permanent housing, reducing recidivism and building safer communities. **Our vision:** from reentry to stability, from stability to contribution, from contribution to leadership. **CREATE, our standard of service:** **C**ompassion · **R**esponsiveness · **E**ducation · **A**ccountability · **T**ransformation · **E**xcellence.

Fresh Start Academy's current contract rate compared with estimated annual incarceration costs, per person

$56,575
Fresh Start Academy
$155 per occupied bed-night × 365 days

$135,000
Santa Rita Jail
Illustrative fully allocated County planning estimate

$127,788
California state prison
FY 2025–26 budgeted average (LAO); context only

$78,425
Estimated avoided cost
Per client, per year of Santa Rita custody avoided

Annual cost per person



Each client who avoids one year of Santa Rita custody is an estimated $78,425 in avoided County cost ($135,000 − $56,575). This is a planning projection, not a guarantee of cash savings; actual savings depend on whether custody is avoided and for how long.

What the $155 daily rate funds

- Safe housing with 24/7 staffing
- Weekly case management and Care Plans
- Food support and mentoring
- Accountability and structure
- Employment and housing navigation
- Referrals and reentry support

How the estimates were built

Santa Rita: illustrative planning estimate including medical care, custody and security staffing, behavioral health, food, transportation, utilities, maintenance, administration and overhead. Medical care alone was estimated at more than $30,000 per person (reported >$49M budget, about 1,600 people). It is not an audited, published per-person rate.

State prison: California Legislative Analyst's Office, FY 2025–26 budgeted average annual operating cost per person; shown for context, not used to calculate County savings.

What the County receives

95.45%
No recorded qualifying rearrest, 42 of 44

9
Permanently housed at program exit

32
Clients with paid work documented

26
Self-sufficiency milestones completed

Research on housing plus services

- **Denver randomized trial:** 40% fewer arrests over three years (Urban Institute, 2021).
- **Ohio evaluation:** 27.3% rearrested with supportive housing versus 37.3% in the comparison group (Urban Institute, 2012).
- **Los Angeles Just in Reach:** 56% had no qualifying return to jail over two years (HUD Cityscape, 2023).

Studies differ in populations and definitions; our results come from our own program records.

2017: Alameda County's $125,000 capacity-building award (FY 2016–17 County report) helped Genesis build capacity and reinforced the importance of data collection and evaluation, inspiring further investment in Salesforce. Genesis thanks former Chief Probation Officer Wendy Still, Chief Probation Officer Brian Ford, the Probation Department and the Board of Supervisors.

What clients tell us, and how we serve them

Client survey: 22 respondents, September 2026

95.5% Helped keep me from jail or prison	**100%** Less likely to commit crime	**90.9%** No need to commit crime to survive	**100%** Staying away from drugs and alcohol
100% Getting along better with family	**100%** Believe my future will be better	**100%** Helps me make better choices	**100%** Stress and worries are less heavy
100% Case managers guide me positively	**100%** Can talk openly with staff	**100%** People here care about me	**100%** Grateful for Alameda County
4.7 / 5 Housing needs are met	**4.8 / 5** Housing is clean and well kept	**5.0 / 5** Food is good and helpful	**4.9 / 5** I feel safe in the program

Yes + Sometimes responses out of 22 forms; ratings are averages on a 5-point scale (housing needs: 21 valid responses).

In clients' own words

> *"This program has saved my life. I am deeply grateful to all who have had something to do with it."*

> *"If it wasn't for this program I would not be in college. This place has encouraged me to move forward in the right direction."*

> *"Thanks to Fresh Start I was able to make a dentist appointment, buy clothes, get a new ID, plus a safe place to sleep."*

> *"This has been the assistance and mentorship I have been seeking for years. It has been helpful, and I have peace finally."*

> *"Thank you Genesis and Probation."*

From handwritten survey comments, lightly corrected. All comments appear in the full report.

Where all 44 clients stand

Status	FSA	NB	Total
Active	19	4	23
Successfully completed	8	2	10
Participant quit	3	0	3
Expelled	4	0	4
Aftercare	1	0	1
Program expiration	1	0	1
Deceased	1	0	1
Other closure	1	0	1
Total	**38**	**6**	**44**

Of 10 completions, 9 exited to permanent housing.

Capacity, September 30, 2026

0 on the wait-list · **1** opening at New Beginnings · **Fresh Start Academy at capacity**

How we work

Intake and evaluation, then a Client Care Plan with SMART goals in self-sufficiency, employment and housing, reviewed weekly. Housing, 24/7 staffing, food, mentoring and navigation support every step, with permanent housing as the exit goal. Progress is tracked in Genesis's own Salesforce-based system.

Next quarter

Strengthen case manager roles and weekly training · Deepen client needs assessment · Expand County partnerships for housing, employment, legal and record-expungement support · Pursue a four-bedroom home adjacent to the church lot · Secure FY 2027–2028 funding and multi-year commitments.

Contact

Bishop George Matthews · georgeamatthews@gmail.com · 510-944-6868
Joshua Matthews · j.matthews@gwccd.com · 510-435-8684
Caleb Matthews · cmatthews@gwccd.com · 510-570-6146

Request for Board Oversight and Community Engagement Before Approval of New AB 109 Integrated Model

George Matthews <georgeamatthews@gmail.com> Fri, Nov 7, 2025 at 11:46 AM
To: "Ford, Brian, Probation" <brford@acgov.org>
Cc: "Stewart, Darryl, BOS Dist 4" <darryl.stewart@acgov.org>, "Márquez, Elisa, BOS Dist2" <elisa.marquez@acgov.org>, "Henninger, Tona, BOS Dist4" <Tona.Henninger@acgov.org>, BOS District 4 <Nate.miley@acgov.org>, "Boskovich, Alex, BOS Dist 2" <Alex.Boskovich@acgov.org>, lena.tam@gmail.com, "Gomez, Brenda, BOS Dist2" <Brenda.gomez@acgov.org>, "Wilson, Shawn, BOS Dist 1" <Shawn.Wilson@acgov.org>, "Gonzales, Rhea, BOS Dist2" <Rhea.Gonzales@acgov.org>, david.haubert@acgov.org, Melissa.Hernandez@acgov.org, dave.brown2@acgov.org, aliza.kazmi@acgov.org, agnes.cho@acgov.org, "Muranishi, Susan - CAO" <susan.muranishi@acgov.org>, Raymond Lankford <rlankforde@gmail.com>
Bcc: Joshua Matthews <jmatthews@gwccd.com>, Nyasha Chinyundo <nchinyundo@gwccd.com>, Clifford Walthour <cwalthour@gwccd.com>

To: Brian Ford, Chief Probation Officer

Cc:

President Nate Miley, Alameda County Board of Supervisors (District 4)

Supervisor David Haubert, Alameda County Board of Supervisors (District 1)

Supervisor David Haubert, Alameda County Board of Supervisors (District 1)

Supervisor Elisa Márquez, Alameda County Board of Supervisors (District 2)

Supervisor Lena Tam, Vice President, Alameda County Board of Supervisors (District 3)

Muranishi, Susan - County Administrator

.....

Dear Chief Ford,

I am writing to share serious concerns regarding the proposed AB 109 Integrated Model and the narrative being presented to the Board of Supervisors about its effectiveness. The information being used to justify a change in the model is incomplete and does not reflect the full impact of community and faith based providers that have faithfully served this population for over a decade. The letter below outlines the issues in detail, including key data, program outcomes, and recommendations for fair and transparent next steps.

It is important for the Alameda County Board of Supervisors to understand that the current narrative being presented by the Probation Department regarding AB 109 outcomes is incomplete and misleading. Probation has cited a “16% success rate” as justification for replacing the current AB 109 model with a new integrated model. However, this figure measures only one narrow metric, the number of clients who obtained permanent housing.

That single statistic fails to reflect the full success of faith based and community providers who have stabilized hundreds of justice involved individuals each year through transitional housing, case management, job readiness, family reunification, and life skills support. Many participants have maintained sobriety, restored relationships, and remained crime free. Yet these achievements are not included in Probation’s reports because the Department does not request or track this data from housing providers. Genesis Worship Center and other community programs have independently captured this data for the past two years because it was never required in County reporting.

I have raised this concern repeatedly for the last three to four years in nearly every meeting where Probation presented this same misleading statistic. Each time, I have stated that the County’s data fails to capture the holistic impact of our work, including client self sufficiency, employment, vocational training, life skills development, and family reintegration. These represent the true outcomes that AB 109 was designed to promote. Yet despite being brought up consistently, this

issue remains unaddressed, and Probation continues to present incomplete numbers that do not reflect the full effectiveness of community and faith based reentry programs.

For example, between January and August 2025, Genesis Worship Center served 54 clients, and only two were rearrested, a 3.7 percent recidivism rate. In 2024, our program recorded a 5.5 percent recidivism rate. These numbers are exceptionally low and reflect the kind of impact that AB 109 was originally created to achieve. Yet none of this data is captured or reported by Probation.

In fact, in 2015, when AB 109 was implemented, its primary goal was to reduce recidivism by investing in rehabilitation and community reintegration. Alameda County's community and faith based housing providers have achieved exactly that, but Probation no longer measures or reports recidivism outcomes. Instead, it has narrowly focused on permanent housing placements, which were never the central purpose of AB 109.

It is also unrealistic for Probation to hold housing providers responsible for permanent housing placements when most program participants remain for less than one year. In a county where even long time residents with stable employment struggle to find permanent housing, it is inaccurate and misleading to measure success solely by permanent housing outcomes. Placing blame on housing providers for a systemwide housing shortage misrepresents the actual impact of reentry programs and the ongoing work that stabilizes individuals and prevents reoffending.

This focus on one statistic, permanent housing, misrepresents the intent of AB 109. The Public Safety Realignment Act was never designed to measure success solely by permanent housing placement. The law's core purpose was to:

• Reduce recidivism through rehabilitation and effective community supervision

• Promote public safety by reintegrating individuals successfully into their communities

• Invest in housing, employment, education, and behavioral health support that prevent reoffending

• Strengthen partnerships with community based and faith based organizations that serve returning citizens

• Reinvest correctional resources into programs that create long term stability and accountability

While permanent housing is one part of that vision, it was never meant to be the only benchmark of success. The true measure of AB 109 is whether returning citizens are staying out of jail, reconnecting with family, maintaining employment, and living stable, productive lives.

Before discarding the existing model, the Board should require Probation to present complete outcome data, including recidivism reduction, employment placements, family reunification, and long term housing stability. The claim that a new integrated model will better meet client needs lacks any factual or statistical basis.

In truth, this proposed model appears to be a cost cutting measure designed to consolidate contracts under a few large behavioral health institutions. It effectively shuts out smaller faith based and community based organizations that have built trust with clients, favoring large agencies already dominant in the County's behavioral health network. This design does not guarantee improved outcomes, increased efficiency, or greater client success. It simply redistributes funding away from local grassroots providers and redefines success using narrow bureaucratic terms.

The data clearly demonstrate that Alameda County's current housing and reentry investment is both efficient and effective. The County's own reconciliation for FY 2024–2025 shows:

• $16.3 million is currently allocated annually for housing under AB 109, including $13 million for the Probation Housing Vendor Pool and $2.9 million through OHCC.

• On average, 300 individuals are housed at any given time, with about 50 new clients entering each month, serving an estimated 500 to 700 distinct individuals per year.

• This translates to an investment of approximately $27,000 to $54,000 per person per year in housing and wraparound services, consistent with the statewide cost of supportive housing.

• These costs are well below the $75,000 annual cost of incarceration at Santa Rita Jail and the $80,000 plus annual public cost of homelessness.

These facts show that the current AB 109 reentry model is already cost effective and outcome driven. There is no evidence that consolidating contracts or reducing community involvement will save money or improve outcomes. In reality, the proposed model could increase long term costs through higher recidivism, greater homelessness, and loss of client engagement.

Furthermore, in 2015 this Board adopted a clear policy that approximately 50 percent of AB 109 funds must be dedicated to community based organizations. Shifting to a model that centralizes funding with a handful of large clinical providers violates both the letter and spirit of that policy, as well as the original legislative intent of AB 109 to reinvest in community based alternatives rather than expand institutional systems.

The recent September 2025 RFP, along with similar Behavioral Health and Wellness solicitations, is a clear example of this shift. The language and requirements of these RFPs, including Medi Cal billing capacity, licensed clinicians, and prior behavioral health contract experience, are structured so that only large agencies such as Roots Community Health Center, Bay Area Community Services, Bonita House, and La Familia can qualify as lead applicants. These organizations already hold multiple County contracts, while smaller, community rooted, and faith based providers are effectively barred from competing as prime contractors. This results in a small circle of large institutions receiving the majority of County funding and control, forcing grassroots organizations like ours into subordinate subcontractor roles if included at all.

If the County moves forward with an RFP process that structurally prevents smaller and faith based providers from competing as prime contractors, for example, by requiring Medi Cal Specialty Mental Health billing or county behavioral health licensure, it creates an unfair competitive advantage for a few large agencies. Such an exclusionary procurement process could expose the County to legal challenge, and it would be prudent for the County to ensure fair and open competition to avoid unnecessary liability.

It is also important to note that this new AB 109 RFP was originally expected to be released earlier this year. That timeline has now been pushed into early next year, leaving less than a six month window before the County's current contracts expire on June 30, 2026. Attempting to design, release, evaluate, and implement an entirely new integrated model in such a short time frame would be highly disruptive to both service providers and clients. The Public Protection and Oversight Committees, as well as the Board of Supervisors, should not be rushed into approving a new model that lacks complete data, proper analysis, and community input. Doing so would not be in the best interests of Alameda County or its residents.

Given these circumstances, and the fact that Probation has not yet presented verified data or engaged the community as required, I respectfully urge the Board to extend all current AB 109 housing and reentry contracts for at least one additional year. This will ensure continuity of care and allow time for data verification, fiscal analysis, and proper stakeholder consultation before any new system is implemented.

Because of these serious concerns, I respectfully request that the Alameda County Board of Supervisors exercise its oversight authority under Penal Code Section 1230.1 and take the following actions:

1. Pause approval of the new AB 109 integrated model and related RFPs for Fiscal Years 2026–2027.

2. Require Probation to conduct a formal community and faith based review process before any new model is approved, including a full presentation of comprehensive outcome data from existing providers.

3. Extend all current AB 109 housing and reentry contracts for at least one year to ensure service continuity while complete data is gathered and stakeholder input is obtained.

4. Reaffirm the County's 50 percent community based organization funding commitment and ensure that smaller and faith based providers are eligible to serve as co leads, not just subcontractors, in future RFPs.

5. Establish a joint oversight or working committee to review outcome data, fiscal impact, and community engagement collaboratively before any final recommendation is presented to the Board.

I also respectfully request that the Probation Department convene a meeting within the next thirty days with community and faith based providers to review this data, discuss the implications of the proposed integrated model, and develop recommendations together before the new RFP is finalized or presented to the Public Protection Committee. This step would demonstrate transparency and partnership while allowing Probation to present a more complete and accurate report to the Board of Supervisors.

AB 109 was created to expand community based rehabilitation and reduce incarceration, not to centralize control under large agencies or reduce opportunities for local providers. The proposed model does not guarantee better outcomes, cost savings, or improved service delivery. Rushing this process without data, transparency, or collaboration will not advance justice or equity; it will dismantle what has worked, weaken community trust, and take Alameda County backward.

I will be following up next week with more details specific to our program and accomplishments. This will include documented performance, client satisfaction surveys, measurable outcomes, and success stories that show the impact of Genesis Worship Center and other housing providers throughout Alameda County. These details will help bring clarity and ensure that the full story is told.

It is very important that Probation presents the complete picture, not a one-sided view that relies on one or two statistics that do not reflect the original purpose of AB 109. This limited narrative creates a false impression that smaller faith-based

organizations are less effective and should be replaced by larger institutions. That approach does not reflect the values or the vision of the Alameda County Board of Supervisors.

The Board of Supervisors invested years into helping small and faith-based organizations succeed through capacity-building grants. Because of that investment, Genesis Worship Center was able to grow its impact and expand housing services for justice-impacted individuals. Now, after more than twenty years of serving our community, we are not even allowed to bid on contracts we have successfully managed for years, often doing this work without any income at all.

We cannot go backward, especially at a time when it appears that the smaller and community-rooted organizations are being left out while larger ones benefit. Faith-based pastors and community leaders have always been the ones who helped pass funding measures such as Measure Z, Measure A, and Measure W. Once those funds are approved, we are too often forgotten even though we are still expected to do the work. That is not consistent with the spirit or the commitment of the Board of Supervisors, nor the original intent of AB 109.

In particular, under the leadership of former Probation Chief Wendy Still, Alameda County became a model for collaboration between government and faith-based organizations. Many of her key initiatives are now being erased or overlooked, despite the measurable success they produced. One of the main reasons she was hired as Probation Chief was her ability to work with the faith-based and community-based organizations, and that is exactly what she did. For example, when she began her role, she met personally in Berkeley with Pastor Michael McBride, met in East Oakland with Bishop Bob Jackson and myself, and met with Bishop Jerry Wayne Macklin in Hayward to hear directly from local clergy. She also held listening sessions inviting both clergy and community-based organizations to share their feedback and experiences. She took that information and implemented fair, inclusive policies with the full support of the Board of Supervisors. That type of partnership and openness is not happening now. I would like to see such a meeting take place again under your leadership, Chief Ford, where you could meet directly with the faith-based community as she did. To my knowledge, this has not yet been done, and it would go a long way toward restoring confidence and collaboration between the faith community and the Probation Department.

Under Chief Still's leadership, Probation intentionally partnered with small and faith-based organizations, launched capacity-building grants, and held community listening sessions across the county to ensure equitable access to contracts and opportunities. These programs were not symbolic gestures. They were transformative policies that strengthened Alameda County's reentry system and built trust between the justice system and the faith-based community. It would be a serious step backward to dismantle or disregard the very structures that helped make Alameda County a statewide leader in reentry innovation.

I am inviting you to host a listening session with the faith-based community, just as former Probation Chief Wendy Still did. When she was hired, she took direct steps to include and uplift faith-based and community-based providers. Some of her key actions included:

• Meeting personally with faith-based and community leaders to hear concerns about fairness and access to county contracts

• Conducting countywide listening tours to learn firsthand about the needs and successes of community-based and faith-based organizations

• Creating capacity-building grant programs that allowed smaller providers to strengthen their operations and qualify for future county contracts

• Ensuring that future funding and RFP processes included equity and access for grassroots and faith-based organizations

These actions helped to level the playing field and built the strong foundation we have today. I am asking that these accomplishments not be reversed. The progress achieved through the leadership of the Board of Supervisors and the vision of Wendy Still should be protected and strengthened, not undone.

Chief Ford, I raised these same concerns to you personally last year in my office. I recognize that you are still new in your position and that it is important to rely on your internal staff as you continue to evaluate programs and priorities. However, it appears that many recent decisions have been shaped primarily by internal discussions with limited community input. This concern is not new; I shared it with you a year ago, and I remain hopeful that it can be addressed.

I truly believe that your leadership can build on the foundation established by former Chief Wendy Still by continuing open dialogue with those of us who have served on the front lines of this work for many years. If you could share your availability within the next 30 days, I would be honored to convene a meeting of clergy and community partners so you can hear directly from us before making recommendations that will affect the future of reentry and housing services. Such a meeting would reflect the spirit and intent of AB 109 and demonstrate to the Board that your upcoming proposals are informed by meaningful input from the broader community.

Several faith-based pastors and bishops have expressed interest in meeting with you, and I would be glad to coordinate such a session with clergy who are actively engaged in reentry and housing work throughout Alameda County. I would also love to include Pastor Raymond Langford, one of the key faith-based leaders in Alameda County, who has worked closely with the Alameda County Board of Supervisors and myself, along with other respected clergy leaders. This process should not move forward without hearing from us, because it will directly affect our ability to secure funding to continue providing essential wraparound services. A shift to a fully integrated model gives large organizations an unfair competitive advantage, which is not in the spirit of Alameda County, the intent of AB 109, or the Board's original commitment that fifty percent of funding should go to faith-based and community-based organizations.

Finally, I am calling on the Board of Supervisors to provide immediate oversight before any new RFPs are approved. The most recent RFP clearly excluded faith-based organizations, and that must not happen again. The next RFP process should reflect the Board's original intent to include smaller and faith-based organizations who have always been at the heart of Alameda County's reentry and housing success.

Thank you in advance for ensuring that Alameda County's AB 109 system remains fair, accountable, and inclusive of the faith based and community organizations that have faithfully served this population for more than a decade.

I look forward to hearing from you and to working collaboratively to strengthen Alameda County's reentry system.

Warm regards,

Bishop George A. Matthews, MBA, M. Div, CPW

Executive Director, Genesis Worship Center

1-510-944-6868

Outlook

Written Public Comment for November 3, 2026

From George Matthews <georgeamatthews@gmail.com>
Date Mon 11/2/2026 8:49 AM
To Probation Community Programs <ProbationCommunityPrograms@acgov.org>

4 attachments (16 MB)
AB 109 Public Protection - BOS Report - Dated November 23, 2025.pdf; Genesis YTD Outcomes Report - 3 page.pdf; Genesis YTD Oucomes Report - Surveys Detailed.pdf; Brian Ford - Email Dated November 7, 2025.pdf;

Dear Members of the CCPEC Fiscal and Procurement Workgroup:

I am writing on behalf of Genesis Worship Center, and in support of all current Probation Housing Vendor Pool providers serving Alameda County's AB 109 population, regarding the proposed Housing Pathways Program and its impact on faith-based and community-based housing providers. Please include this letter and the attached documents as written public comment for the November 3, 2026 meeting. It relates to the Allocations Spreadsheet Overview, Funding Requests, Contracts Update, and AB 109 Reconciliation items.

I respectfully request that the CCPEC Fiscal and Procurement Workgroup stop the release of the proposed Housing Pathways Program RFP. Probation plans to end funding for the eight existing Housing Vendor Pool providers and replace them with a single vendor able to provide at least 200 beds, a model with no proven outcomes in this County. The RFP must not be released until Probation, working with GSA, County Counsel, and the County Administrator, has reviewed and answered in writing the data, community engagement, procurement, funding, and legal concerns outlined below.

Genesis Worship Center was recently selected in Round 1 of the County's Housing and Homelessness Services Vendor Pool in all four service categories, and we are grateful for that opportunity. We were also encouraged to learn that the County is preserving funding for its roughly 800 existing shelter beds and roughly 300 Behavioral Health Bridge Housing beds, so that capacity is protected while the housing system changes. We respectfully ask that Probation take the same approach with its eight existing Housing Vendor Pool providers. These providers have served the County for decades, and their work has helped keep our communities safe and recidivism low.

AB 109 was enacted in 2011 to reduce recidivism, invest in community based services, and help people returning home reenter successfully, making our communities safer. The Probation Housing Vendor Pool providers have been doing exactly that work. The outcomes Genesis Worship Center has

collected over the past several years, summarized below, show what these programs achieve. The current redesign does not appear to be guided by those results or by the purpose of AB 109.

Requests to the Workgroup

We respectfully ask the Workgroup to:

1. Recommend continued funding for existing Housing Vendor Pool providers through at least June 30, 2028, from the remaining CBO balance, consistent with the continuity extensions being considered today for Family Reunification and Off the Street Reentry Services.
2. Place the Housing Pathways Program transition and funding for current Housing Vendor Pool providers on the December 1, 2026 agenda as an action item, with an opportunity for public comment.
3. Request a written breakdown of the $38,000,000 Housing Vendor Pool contract by fiscal year and by provider, including any amount used for Probation staffing, administration, or other costs.
4. Request that Probation present outcome data from all current Housing Vendor Pool providers, together with the analysis supporting closure of the vendor pool, a single contractor model, and the proposed 200 bed requirement.
5. Recommend that the Housing Pathways Program RFP not be released until the reviews, community engagement, and funded transition plan described below are completed.
6. Recommend that the Faith-Based/Local Community Partnerships RFP be released as additional capacity building, not as a substitute for housing contracts.

What the November 3 Meeting Materials Show

The AB 109 Contracts Report lists the Housing Vendor Pool at a total contract amount of $38,000,000, expiring June 30, 2027. This is a multiyear total, not an annual amount. The Allocations Spreadsheet shows Probation housing allocations of $10,000,000 in FY 2023/24, $13,000,000 in FY 2024/25, $2,500,000 in FY 2025/26, and $9,000,000 in FY 2026/27. That is $34,500,000 over four years, or about $8.6 million a year, shared across all Housing Vendor Pool programs. The proposed Housing Pathways Program would provide one contractor $10 million a year.

The Reconciliation Summary shows the $10,000,000 Housing Pathways allocation approved in FY 2025/26 with no contract in place. No funding is shown for current Housing Vendor Pool providers after June 30, 2027.

The Active Programs list shows about 263 beds across the current Housing Vendor Pool. The largest single provider has 150 beds. No current provider could meet the proposed 200 bed requirement on its own.

The Allocations Spreadsheet shows $21,300,044 in total available CBO and reinvestment funds, and $17,555,314 remaining if today's proposed allocations are approved. The Reconciliation Summary shows $20,913,520 in remaining unallocated funds for FY 2026/27.

The Faith-Based/Local Community Partnerships line is $1,000,000. That funding was first approved in the FY 2016/17 through FY 2018/19 period, and there is still no contract in place. Genesis Worship Center currently receives $1.5 million. Even a full award under that line would not replace current housing funding for Genesis, let alone for other faith-based providers.

Prior Requests Remain Unaddressed

On November 21, 2025, I submitted a report to the Public Protection Committee (attached) raising concerns about Probation's proposed housing model. Following that report, Probation extended all Housing Vendor Pool contracts through June 30, 2027. We are grateful for that action.

In that report and in my November 7, 2025 letter to Chief Ford, which was copied to the Board of Supervisors and the County Administrator, I asked that specific steps be taken before any new model was approved. Nearly one year later, the contract extension is the only request that, to our knowledge, has been met. Probation has not:

1. Presented complete outcome data for current providers, including recidivism, employment, family reunification, and long-term housing stability.
2. Conducted a formal community and faith-based review process before moving forward with the new model.
3. Met with community and faith-based providers, as requested within 30 days, or held a listening session with the faith-based community.
4. Established a joint working committee to review outcome data, fiscal impact, and community engagement.
5. Ensured that smaller and faith-based providers remain eligible to compete as lead agencies rather than only as subcontractors.
6. Paused the new model until complete data and analysis were available.

Instead, Probation has continued toward closing the vendor pool and has requested an additional $10 million to support a two-year initial contract with a selected contractor, bringing the proposed total allocation to $20 million. I have attached the November 7 email for reference.

The November 21, 2025 report is marked confidential because it was first submitted for the Board's review. Genesis Worship Center now releases it for the public record, because it concerns the proposed displacement of current Housing Vendor Pool providers.

The Proposed Model Would Replace a Multiple-Provider Network

The direction has not changed. In March 2025, Probation told the CCPEC it intended to "close the current housing vendor pool." In September 2026, Probation requested a total two-year allocation of $20 million for a selected contractor that would secure housing and transition approximately 225 current clients into the Housing Pathways Program.

The program design calls for at least 200 beds. Eight providers currently share this work. Requiring a single lead agency to secure that capacity could substantially narrow the field of eligible bidders and prevent smaller and faith-based providers from competing directly.

Under this model, current providers may be able to continue serving Probation clients only as subcontractors to the selected contractor, and only if that contractor chooses to include them. Faith-based and smaller providers should not be forced into a subcontractor relationship as their only means of continued participation.

Subcontracting would replace a direct County relationship with dependence on another organization's decisions concerning rates, referrals, reporting, and continued participation, subject to the terms of the applicable agreements. Providers that have held County contracts and produced results for years should retain meaningful opportunities to contract directly with the County.

Providers and the Public Need Meaningful Participation

Current housing vendors and the public have not received a clear explanation of the proposed changes or a meaningful opportunity to participate in their development.

Probation has submitted funding requests, but it has not presented the Housing Pathways Program design to the Community Advisory Board or the CCPEC. That includes the single contractor model, the 200 bed requirement, the transition plan for current residents, and the data supporting closure of the vendor pool. None of it has been discussed with public comment. The RFP should not be released until that presentation happens.

Although Probation's March 2025 materials referenced closing the vendor pool, the presentation emphasized triage, landlord recruitment, and housing preparedness services. It did not clearly explain to current providers the consequences for their direct contracts or the proposed lead agency's 200 bed requirement.

Probation's September 2026 request to increase the total allocation to $20 million does not appear as an action item on the posted September 21 CCPEC agenda. To our knowledge, the proposed change was not presented to the Community Advisory Board. We request clarification of how the funding request was considered and whether any action was taken.

A change of this size should not proceed without giving providers, the Community Advisory Board, and the public a meaningful opportunity to weigh in.

Probation's January 2026 Commitments to Providers

In January 2026, Probation notified Housing Vendor Pool providers that their contracts would be extended through June 30, 2027, while the new housing program was finalized.

In that notice, Probation made two commitments:

1. There would be "additional communications in the future regarding the upcoming Housing RFP as it pertains to the Housing Vendor Pool."
2. "Questions regarding the RFP will be addressed at a later time."

The notice also referred to the "new provider(s)," and providers accepted the extension with the understanding that they would have an opportunity to compete under the new RFP.

To our knowledge, Probation has not followed through on either communication commitment. Nearly ten months later, providers have received no substantive communication about the RFP or their eligibility, and their questions remain unanswered. The September 2026 funding request describing a selected contractor was submitted to the CCPEC rather than communicated directly to affected providers.

Notice that a contract will end is not the same as notice that a provider may be unable to compete for the next one.

The Timeline Again Creates Risks to Continuity

Probation is repeating the same pattern as last year. In November 2025, the new housing RFP had been delayed into early 2026, leaving less than six months before contracts expired on June 30, 2026. An extension was needed to prevent a gap in services.

Probation's January 2026 notice stated that the extension was intended "to ensure continuity of services for clients during the RFP development, award, and implementation phases."

Probation has had nearly a full year since then to collect outcome data, communicate with providers, and engage the community. Those steps have not been completed to our knowledge.

The November 3 Contracts Report shows the Housing Pathways RFP is still being developed, and current contracts end in approximately eight months. Probation's September funding request anticipates at least two months after contract execution before the selected contractor begins receiving referrals, with the transition of existing clients expected to occur over approximately three months.

Proceeding without a clear, funded transition plan risks again placing the County under time pressure and jeopardizing continuity of housing after June 30, 2027.

Continued Funding and Preservation of Existing Capacity

Existing providers that have successfully served this population should not be left without funding while being replaced by one large vendor. Current Housing Vendor Pool contracts end June 30, 2027, and providers have not received commitments for funding after that date.

Ending their funding while establishing requirements that effectively prevent them from competing would harm providers and the residents who rely on them. It could place residents at risk of losing housing and force community programs with documented results to reduce services or close.

The Housing Pathways Program can add triage, landlord recruitment, and housing preparedness services without eliminating providers already housing clients successfully.

Replacing eight providers with one concentrates public funding and operational risk in a single organization, removes community-rooted options, and reduces the County's alternatives if that contractor falls short.

We therefore request a multiple-provider approach that preserves meaningful direct County contracting opportunities rather than replacing the entire existing provider network with one contractor.

The County Has Supported Other Providers Through Transitions

The County has previously maintained funding while new procurements or program changes were implemented.

At this meeting, the Workgroup is considering a 2.5 year extension of $3,429,730 for Family Reunification Services and a one-year extension of $315,000 for Off the Street Reentry Services, so those services can continue. We support both requests. Housing Vendor Pool providers are asking for the same consideration.

In 2023, Probation extended its AB 109 employment services contracts for seven months and added $1,750,000 "to prevent a gap in service while the County conducts a new bid process" and "while a new program is being ramped up."

In July 2024, the Board extended AB 109 family reunification contracts with Centerforce and Chinese for Affirmative Action and added $595,768, noting that families "will be negatively impacted if services end abruptly" and that ending services would "cause a service gap" while a rebid was completed.

In June 2026, the Board approved one-time bridge funding for behavioral health providers affected by state funding changes "to aid providers in sustaining, transitioning, or ending impacted programs."

Probation's own request to fund the Housing Vendor Pool for FY 2026/27 cited "Continuity of Housing Services while the HPP RFP comes online."

These examples support our request for comparable continuity and transition assistance. Current housing providers are asking for continued funding while the new program becomes fully operational and a funded transition period if they are excluded from or not selected under the replacement procurement.

Other Counties Use Multiple Providers

Other California counties demonstrate that a single-contractor structure is not the only available approach.

San Francisco Adult Probation funds 14 transitional housing programs operated by multiple providers, and its most recent RFP was divided into service areas with nonexclusive grants.

San Bernardino County Probation housed approximately 456 clients in one year through 17 housing provider contracts and is working to add contracts in outlying areas.

Kern County contracts with ten community-based organizations, including transitional housing and sober-living providers. When a waitlist developed, Kern added beds with existing providers rather than replacing them.

Contra Costa County funds probation housing through several providers, including SHELTER, Inc., Hope Solutions, and the Housing Consortium of the East Bay.

Alameda County should evaluate a comparable approach that strengthens existing providers while adding needed services.

Outcome Data Should Inform the Decision

Probation has not collected comprehensive outcome data from the eight existing Housing Vendor Pool providers to justify replacing the entire network with a single vendor. Collectively, our providers report a recidivism rate below 10 percent. These results warrant a thorough evaluation of existing providers before the County moves forward with replacing them.

Probation's September funding request also explains that it will not have sufficient mature program and outcome data early enough in the new program's first contract year to adequately evaluate performance and complete the continued-funding approval process before that initial year expires.

The County would therefore be replacing an existing provider network before completing a comparative evaluation of its results, while the replacement model has not yet established a performance record.

Allocating up to $10 million annually to a selected contractor without a complete evaluation of existing providers creates avoidable fiscal and service-continuity risks.

Genesis Worship Center's Documented Results

Genesis Worship Center's results demonstrate the value of evaluating current community-based programs before replacing them. Genesis Worship Center's year-to-date records show a recidivism rate of approximately 5 percent.

Penal Code section 17.5 identifies reducing recidivism, investing in community-based corrections, and supporting successful reintegration as realignment objectives.

Genesis has collected its own outcome data through its Salesforce-based case-management system, without technical support from Probation. From January 1 through September 30, 2026:

1. Genesis served 44 residents.
2. Fifty-eight percent of those surveyed came to us from the street, jail, or a shelter.
3. Forty-two of 44 residents, approximately 95 percent, had no recorded qualifying rearrest during the reporting period. Two of 44 residents, approximately 5 percent, had a recorded qualifying rearrest.
4. Of ten residents who exited, nine moved into permanent housing.
5. Thirty-two residents had paid work.
6. Twenty-six completed at least one self-sufficiency milestone, such as school enrollment, licensing, or financial goals.
7. All 22 residents who completed our September survey said the program made them less likely to commit crime.
8. Twenty-one of 22 said it helped keep them out of jail or prison.

Fresh Start Academy remains at full capacity.

These results include administrative records and participant self-reports, as described in the attached reports. They are the kind of information Probation should collect consistently across providers before determining which programs to retain or replace.

Please see the attached Genesis Worship Center Program Outcome Highlights and Year-to-Date Program Report for January 1 through September 30, 2026, including program outcomes, participant surveys, housing placements, employment results, and self-sufficiency milestones. The County should use this evidence, together with comparable data collected from all current providers, to determine how to strengthen effective programs, not replace an entire provider network without first evaluating its results.

Legal, Equity, and Fairness Questions Requiring Review

The proposed approach raises questions that should be reviewed before the RFP is released:

1. Evidence-based decision-making. Penal Code sections 1230 and 1231 address realignment planning, evidence-based practices, outcome measures, and evaluation. We request review of

how the decision to close the vendor pool is supported by an evaluation of current providers.

2. Community-provider participation. Penal Code section 1230 includes community-based representation in the Community Corrections Partnership. We ask how affected providers will meaningfully participate in this redesign.
3. The Board's CBO allocation policy. On March 24, 2015, the Board adopted a policy allocating 50 percent of the prior year's AB 109 base allocation to community-based organizations and nonprofits serving the reentry population. Because the Housing Pathways Program would draw from that allocation, we request review of whether the proposed concentration of housing funding advances the policy's purpose.
4. Competition and eligibility. A 200 bed threshold, together with any proposed Medi-Cal billing or clinical licensing requirement imposed on the lead agency, could significantly narrow competition. We request a documented explanation of the need for each requirement and consideration of less restrictive alternatives.
5. Notice to existing providers. Current vendors need clear written information about whether they can compete as lead agencies and adequate time to prepare.

We specifically request that County Counsel review:

1. Whether the proposed 200 bed requirement is supported by operational needs and consistent with applicable procurement and competition requirements.
2. Whether the proposed eligibility and participation rules raise concerns under Government Code section 11135, including its protections against religious, racial, or ethnic discrimination in state-funded programs. We request review of the actual requirements, their justification, and their effect on faith-based and community-rooted providers.
3. Whether the September 2026 funding request and any related CCPEC deliberation or action complied with applicable Brown Act requirements, given the posted September 21 agenda.
4. Whether the proposed closure of the vendor pool is adequately supported under applicable evidence-based planning requirements and consistent with the Board's CBO allocation policy.
5. What notice, contractual protections, and transition procedures apply before funding and contracts supporting current residents are ended.

Addressing these questions before release would help the County identify and correct problems early. We welcome an opportunity to meet with County Counsel and GSA.

Steps Requested Before RFP Release

We respectfully ask the Workgroup to recommend that Probation, working with GSA, County Counsel, and the County Administrator, complete the following before releasing the Housing Pathways Program RFP:

1. Provider outcome review. Collect outcome data from all current Housing Vendor Pool providers and present it to the Workgroup, the CCPEC, and the Public Protection Committee, together with the analysis supporting closure of the vendor pool, selection of a single-contractor model, and the proposed 200 bed requirement.
2. Community Advisory Board review. Present the Housing Pathways Program and proposed $20 million allocation to the Community Advisory Board for review and input.
3. Properly noticed CCPEC consideration. Ensure that any requested CCPEC funding action is clearly identified on a properly posted agenda, with an opportunity for public comment.
4. Provider engagement. Hold listening sessions with faith-based and community-based providers, and arrange a direct meeting between Chief Ford and the faith-based community before finalizing the procurement.
5. Joint working committee. Establish a working committee that includes current providers and appropriate County representatives to review outcomes, fiscal impacts, eligibility, service continuity, and community engagement.
6. Written eligibility notice. Inform current vendors whether they will be eligible to compete as lead agencies and answer the questions Probation committed to address in January 2026.
7. Draft procurement review. Present the proposed scope, eligibility requirements, bed threshold, award structure, and scoring criteria for review and public comment before release.
8. Legal and procurement review. Complete County Counsel's review of the identified legal questions and GSA's review of the proposed competition and eligibility requirements. Provide a written response addressing the concerns to the extent permitted without disclosing privileged advice.
9. Funded continuity and transition plan. Identify funding and bring forward the authorizations needed to maintain existing provider services beyond June 30, 2027, including the protections requested below.
10. Written response and implementation timeline. Respond to each recommendation, identify the responsible department, state whether staff supports it, explain any proposed alternative or disagreement, and provide a completion timeline.

Once these steps are completed, GSA should release a revised RFP with a bidders conference and adequate time for eligible providers to prepare and submit proposals.

Requested Provider, Funding, and Resident Protections

We ask that the procurement and transition include the following safeguards:

1. Preserve a multiple-provider network. Do not replace the entire current Housing Vendor Pool with a single vendor or defund existing providers solely to consolidate their services under one

contractor. Structure the Housing Pathways Program to strengthen and supplement existing capacity rather than eliminate community-based housing providers.

2. Preserve direct competition and contracting opportunities. Do not unnecessarily exclude faith-based organizations or current Housing Vendor Pool providers from competing as lead agencies. Do not make subcontracting their only route to participation.
3. Allow flexible, competitive proposals. Permit multiple awards, community-based and faith-based organizations to lead joint proposals using combined bed capacity, and lead agencies to subcontract for clinical services where appropriate.
4. Maintain services during implementation. Maintain current provider contracts, funding, and referral levels while the replacement program is being established, subject to participant needs, provider performance, and applicable requirements. Preserve direct County contracts for transitional housing beds and provide technical assistance to help smaller providers compete.
5. Provide at least 12 months of continued funding through June 30, 2028. If an existing provider would be defunded, replaced, excluded from competing as a lead agency, or not selected under the new procurement, bring forward funding and contract authorizations for a minimum 12-month continuation period covering July 1, 2027, through June 30, 2028, at current contracted service and funding levels. Providers should also receive at least 12 months' written notice of an involuntary funding termination or replacement, with funding maintained during that notice period. If notice is issued after June 30, 2027, the requested protections should extend beyond June 30, 2028, as necessary to provide a full 12-month funded notice period.
6. Provide a funded wind-down period. Following the protected funding period, provide an additional 90-day funded wind-down where closure or transition remains necessary, with a written budget and plan addressing participant housing, staffing, leases, and other program obligations.
7. Protect current residents. Allow current residents to complete their programs with their existing provider, consistent with their needs and choices, and ensure that procurement changes do not cause loss of housing or interruption of essential services.
8. Support alternative funding. Require Probation to provide verified performance records and appropriate letters of support to help affected providers pursue other funding.

Probation has not followed through on its January 2026 commitments to communicate with providers about the RFP and address their questions. Providers accepted the extension with the understanding that they would have an opportunity to compete. They need adequate notice and funding to secure alternative resources, meet lease and staffing obligations, and allow residents to complete their programs without displacement.

The remaining CBO balance of $17,555,314, if today's proposed allocations are approved, provides an available source to fund these protections. We request that staff identify the funding and lawful

contracting mechanisms needed to implement them and bring them forward for approval.

Our request is not to prevent improvements to housing services. It is to ensure that improvements are supported by data, developed with meaningful community participation, and implemented without unnecessarily dismantling existing capacity or placing residents and providers at risk.

Respectfully,

Bishop George Matthews, MBA, MDiv, CPE
Genesis Worship Center

Attachments:

1. November 7, 2025 email to Chief Probation Officer Brian Ford
2. November 21, 2025 report to the Board of Supervisors Public Protection Committee, Faith-Based Inclusion, Community Partnership, and Transparency in Alameda County Reentry Policy
3. Genesis Worship Center Program Outcome Highlights, January 1 through September 30, 2026 (3 pages)
4. Genesis Worship Center Year-to-Date Program Report with Detailed Surveys, January 1 through September 30, 2026

Supporting document:
Probation's September 2026 Housing Pathways Program request for additional funding for a two-year initial contract:
https://alamedacountyca.gov/probation/documents/AIR_HPP_AdditionalFundingforTwo-YearInitialContract.pdf

** This email was sent from an external source. If you do not know the sender, do not click on links or attachments. **