



BRIAN K. FORD
Chief Probation Officer

ALAMEDA COUNTY PROBATION DEPARTMENT

P.O. Box 2059
1111 Jackson Street
Oakland, CA 94604-2059

April 7, 2025

Honorable Board of Supervisors
County of Alameda
1221 Oak Street, Suite 536
Oakland, California 94612-4305

**SUBJECT: AWARD A CONTRACT TO BEYOND EMANCIPATION FOR YOUTH
ADVISORY COUNCIL SERVICES; MASTER CONTRACT NO. 902530;
PROCUREMENT CONTRACT NO. 28370; AMOUNT: \$596,366**

Dear Board Members:

RECOMMENDATION:

Authorize the Purchasing Agent, or her designee, to execute a contract (Master Contract No. 902530; Procurement Contract No. 28370) with Beyond Emancipation (Principal: Jennifer Fick; Location: Oakland) to provide Youth Advisory Council services to the Alameda County Probation Department, for the term of 6/1/25 – 5/31/28, in the amount of \$596,366.

DISCUSSION/SUMMARY:

The Alameda County Probation Department (ACPD) believes in the power of the youth voice and youth engagement within the juvenile justice system. The Youth Advisory Council (YAC), established in 2021, supports ACPD's vision of including the youth voice in system decisions, particularly from those formerly involved in the justice system. The YAC leverages the lived experiences and needs of these youth to gain insight into juvenile justice system reform and provides substantial input to shape a system that effectively serves young people. This involvement enhances their leadership skills and creates opportunities for education and engagement with stakeholders in the juvenile justice system. The YAC consists of former juvenile justice system-involved youth aged 17-25 who are no longer supervised by ACPD.

Two key initiatives led to the YAC's establishment. In 2018, 50 Alameda County juvenile justice system-involved youth provided valuable input through surveys and focus groups. They included youth on community probation, youth off of probation, Transitional Age Youth with juvenile justice system experience, as well as detained youth in Juvenile Hall and Camp Wilmont Sweeney. In 2019, 40 youths on community supervision from the Summer Enrichment Academy also participated in weekly focus groups, offering ideas for a YAC. The input obtained emphasized the

importance of a YAC as a platform for young people to share their ideas constructively, leading to positive systems change. YAC members have participated in various activities, including council meetings, training sessions, and other events since its establishment.

The Contractor will be responsible for all aspects of managing and sustaining the YAC which includes partnering with community-based organizations and ACPD. The Contractor will team with ACPD staff to develop, create, and facilitate meaningful ways to engage the former system-involved youth in system processes and practices. The Contractor will effectively support leadership development for youth by providing opportunities to achieve personal and professional growth. The Contractor will provide knowledge of the broader juvenile justice system, the understanding of strategies for community change, and the integration of youth voices with the community. The Contractor will develop protocols and processes by which to engage and sustain the YAC.

ACPD is also involved in several collaborative efforts to address system priorities such as reducing racial and ethnic disparities, decreasing the use of congregate care, improving youth and family engagement, and other strategies to achieve successful outcomes for youth on probation. In alignment with these priorities, ACPD aims to continue supporting YAC integration within ACPD, partner with community-based organizations, and create opportunities for former system-involved young people to learn and work in partnership with youth currently impacted by the juvenile justice system.

SELECTION CRITERIA/PROCESS:

ACPD has determined that Alameda County does not currently have the resources to provide a YAC.

ACPD worked with General Services Agency (GSA)–Procurement to develop a Request for Proposal (RFP), which was issued on November 15, 2024, posted on the County and GSA LinkedIn websites for 38 days, sent to the E-Gov Goods and Services – Current Contract Opportunities mailing service, and emailed to the Chambers of Commerce e-mail group. The RFP was also advertised in the Inter-City Express and the San Francisco Daily Journal on November 19, 2024. A vendor outreach was conducted on November 20, 2024, followed by one networking/bidders conference on November 22, 2024, which was attended by seven attendees representing six vendors.

On December 23, 2024, three bidders submitted responses to the RFP. All responses were evaluated, and vendors were interviewed by the County Selection Committee. A maximum total of 525 evaluation points was available for this RFP. The total evaluation points include 25 preference points derived from 5% preference for certified Small Local Emerging Business (SLEB) vendors. Bidders were required to be local for this RFP, so no preference points were awarded to local vendors.

Beyond Emancipation was the highest scoring responsive vendor and is being recommended for award.

Beyond Emancipation is a certified SLEB (Certified Small: 10-00206; Expiration: 10/31/2026).

The following is the evaluation summary:

EVALUATION SUMMARY

<i>Vendor</i>	<i>Location</i>	<i>Local</i>	<i>SLEB</i>	<i>Evaluation Points</i>
<i>Beyond Emancipation</i>	<i>Oakland, CA</i>	<i>Y</i>	<i>Y</i>	<i>490</i>
<i>Fresh Lifelines for Youth, Inc.</i>	<i>Oakland, CA</i>	<i>Y</i>	<i>Y</i>	<i>403</i>
<i>Felton Institute</i>	<i>Alameda CA</i>	<i>Y</i>	<i>N</i>	<i>363</i>

FINANCING:

This contract is funded by a Juvenile Justice Crime Prevention Act (JJCPA) grant. Out of \$596,366, funding in the amount of \$16,566 is included in the ACPD Fiscal Year (FY) 2024-25 Approved Budget, the amount of \$193,267 is included in the FY 2025-26 Maintenance of Effort Budget, and the balance will be requested in the subsequent years' budgets. No additional appropriations are required and there will be no increase in net County cost.

VISION 2036 GOAL:

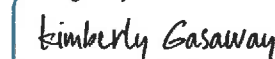
The YAC meets the 10X goal pathway of a **Crime-Free County** in support of our shared visions of a **Thriving & Resilient Population** and **Safe & Livable Communities**.

Respectfully submitted,



Brian K. Ford
Chief Probation Officer

Signed by:



Kimberly Gasaway

Director, General Services Agency

Attachment

KG\KB\rs\I:\Board Letters\Purchasing\FY 2024-25\902530 BL BN Youth Advisory Council

cc: County Administrator
Auditor-Controller
County Counsel



**COUNTY OF ALAMEDA
STANDARD SERVICES AGREEMENT**

This Agreement, dated as of 4/30/2025, is by and between the County of Alameda, hereinafter referred to as the "County", and Beyond Emancipation, hereinafter referred to as the "Contractor".

WITNESSETH

Whereas, County desires to obtain youth advisory council services which are more fully described in Exhibit A hereto ("Definition of Services"); and

Whereas, Contractor is professionally qualified to provide such services and is willing to provide same to County; and

Now, therefore it is agreed that County does hereby retain Contractor to provide youth advisory council services, and Contractor accepts such engagement, on the General Terms and Conditions hereinafter specified in this Agreement, and the following described exhibits, all of which are incorporated into this Agreement by this reference:

Exhibit A	Definition of Services
Exhibit A-1	Specific Requirements
Exhibit A-2	Deliverables/Reports and Corrective Action Plan
Exhibit A-3	Implementation Plan and Schedule
Exhibit B	Payment Terms
Exhibit C	Insurance Requirements
Exhibit D	Debarment and Suspension Certification
Exhibit E	Contracting Compliance Reporting Requirements
Attachment A	Contractor's Description of Proposed Services Response

The term of this Agreement shall be from June 1, 2025 through May 31, 2028.

The compensation payable to Contractor hereunder shall not exceed Five Hundred Ninety-Six Thousand Three Hundred Sixty-Six dollars (\$596,366) for the term of this Agreement. The County neither warrants nor guarantees any minimum compensation to the Contractor under this Agreement. Payment to Contractor shall be based on actual services performed on behalf of the County.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first above written.

COUNTY OF ALAMEDA

BEYOND EMANCIPATION

By: _____
DocuSigned by:
Detra Dillon
Signature DE9C0172C941490...

By: _____
Signed by:
[Signature]
Signature C5ABCCF54C5D448...

Name: Detra Dillon
(Printed)

Name: Dave J. Leimsieder
(Printed)

Title: Procurement Administrator

Title: Executive Director

Date: 4/30/2025

Date: 4/15/2025

By signing above, the signatory warrants and represents that he/she executed this Agreement in his/her authorized capacity and that by his/her signature on this Agreement, he/she or the entity upon behalf of which he/she acted, executed this Agreement.



GENERAL TERMS AND CONDITIONS

1. **INDEPENDENT CONTRACTOR:** No relationship of employer and employee is created by this Agreement; it being understood and agreed that Contractor is an independent contractor. Contractor is not the agent or employee of the County in any capacity whatsoever, and County shall not be liable for any acts or omissions by Contractor nor for any obligations or liabilities incurred by Contractor.

Contractor shall have no claim under this Agreement or otherwise, for seniority, vacation time, vacation pay, sick leave, personal time off, overtime, health insurance medical care, hospital care, retirement benefits, social security, disability, Workers' Compensation, or unemployment insurance benefits, civil service protection, or employee benefits of any kind.

Contractor shall be solely liable for and obligated to pay directly all applicable payroll taxes (including federal and state income taxes) or contributions for unemployment insurance or old age pensions or annuities which are imposed by any governmental entity in connection with the labor used or which are measured by wages, salaries or other remuneration paid to its officers, agents or employees and agrees to indemnify and hold County harmless from any and all liability which County may incur because of Contractor's failure to pay such amounts.

In carrying out the work contemplated herein, Contractor shall comply with all applicable federal and state workers' compensation and liability laws and regulations with respect to the officers, agents and/or employees conducting and participating in the work; and agrees that such officers, agents, and/or employees will be considered as independent contractors and shall not be treated or considered in any way as officers, agents and/or employees of County.

Contractor does, by this Agreement, agree to perform his/her said work and functions at all times in strict accordance with currently approved methods and practices in his/her field and that the sole interest of County is to insure that said service shall be performed and rendered in a competent, efficient, timely and satisfactory manner and in accordance with the standards required by the County agency concerned.

Notwithstanding the foregoing, if the County determines that pursuant to state and federal law Contractor is an employee for purposes of income tax withholding, County may upon two week's notice to Contractor, withhold from payments to Contractor hereunder federal and state income taxes and pay said sums to the federal and state governments.

2. **INDEMNIFICATION:** To the fullest extent permitted by law, Contractor shall hold harmless, defend and indemnify the County of Alameda, its Board of Supervisors, employees and agents from and against any and all claims, losses, damages, liabilities and expenses, including but not limited to attorneys' fees, arising out of or resulting from the performance of services under this Agreement, provided that any such claim, loss, damage, liability or expense is attributable to bodily injury, sickness, disease, death or to injury to or destruction of property, including the loss therefrom, or to any violation of federal, state or municipal law or regulation, which arises out of or is any way connected with the performance of this agreement (collectively

“Liabilities”) except where such Liabilities are caused solely by the negligence or willful misconduct of any indemnitee. The County may participate in the defense of any such claim without relieving Contractor of any obligation hereunder. The obligations of this indemnity shall be for the full amount of all damage to County, including defense costs, and shall not be limited by any insurance limits.

In the event that Contractor or any employee, agent, or subcontractor of Contractor providing services under this Agreement is determined by a court of competent jurisdiction or the Alameda County Employees’ Retirement Association (ACERA) or California Public Employees’ Retirement System (PERS) to be eligible for enrollment in ACERA and PERS as an employee of County, Contractor shall indemnify, defend, and hold harmless County for the payment of any employee and/or employer contributions for ACERA and PERS benefits on behalf of Contractor or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of County.

3. **INSURANCE AND BOND:** Contractor shall at all times during the term of the Agreement with the County maintain in force, at minimum, those insurance policies and bonds as designated in the attached Exhibit C, and will comply with all those requirements as stated therein. The County and all parties as set forth on Exhibit C shall be considered an additional insured or loss payee if applicable. All of Contractor’s available insurance coverage and proceeds in excess of the specified minimum limits shall be available to satisfy any and all claims of the County, including defense costs and damages. Any insurance limitations are independent of and shall not limit the indemnification terms of this Agreement. Contractor’s insurance policies, including excess and umbrella insurance policies, shall include an endorsement and be primary and non-contributory and will not seek contribution from any other insurance (or self-insurance) available to County. Contractor’s excess and umbrella insurance shall also apply on a primary and non-contributory basis for the benefit of the County before County’s own insurance policy or self-insurance shall be called upon to protect it as a named insured.
4. **PREVAILING WAGES:** Pursuant to Labor Code Sections 1770 et seq., Contractor shall pay to persons performing labor in and about Work provided for in Contract not less than the general prevailing rate of per diem wages for work of a similar character in the locality in which the Work is performed, and not less than the general prevailing rate of per diem wages for legal holiday and overtime work in said locality, which per diem wages shall not be less than the stipulated rates contained in a schedule thereof which has been ascertained and determined by the Director of the State Department of Industrial Relations to be the general prevailing rate of per diem wages for each craft or type of workman or mechanic needed to execute this contract.
5. **WORKERS’ COMPENSATION:** Contractor shall provide Workers' Compensation insurance, as applicable, at Contractor's own cost and expense and further, neither the Contractor nor its carrier shall be entitled to recover from County any costs, settlements, or expenses of Workers' Compensation claims arising out of this Agreement.
6. **CONFORMITY WITH LAW AND SAFETY:**

- a. In performing services under this Agreement, Contractor shall observe and comply with all applicable laws, ordinances, codes and regulations of governmental agencies, including federal, state, municipal, and local governing bodies, having jurisdiction over the scope of services, including all applicable provisions of the California Occupational Safety and Health Act. Contractor shall indemnify and hold County harmless from any and all liability, fines, penalties and consequences from any of Contractor's failures to comply with such laws, ordinances, codes and regulations.
- b. Accidents: If a death, serious personal injury, or substantial property damage occurs in connection with Contractor's performance of this Agreement, Contractor shall immediately notify the Alameda County Risk Manager's Office by telephone. Contractor shall promptly submit to County a written report, in such form as may be required by County of all accidents which occur in connection with this Agreement. This report must include the following information: (1) name and address of the injured or deceased person(s); (2) name and address of Contractor's sub-Contractor, if any; (3) name and address of Contractor's liability insurance carrier; and (4) a detailed description of the accident and whether any of County's equipment, tools, material, or staff were involved.
- c. Contractor further agrees to take all reasonable steps to preserve all physical evidence and information which may be relevant to the circumstances surrounding a potential claim, while maintaining public safety, and to grant to the County the opportunity to review and inspect such evidence, including the scene of the accident.

7. **DEBARMENT AND SUSPENSION CERTIFICATION:** (Applicable to all agreements funded in part or whole with federal funds and contracts over \$25,000).

- a. By signing this agreement and Exhibit D, Debarment and Suspension Certification, Contractor/Grantee agrees to comply with applicable federal suspension and debarment regulations, including but not limited to 7 Code of Federal Regulations (CFR) 3016.35, 28 CFR 66.35, 29 CFR 97.35, 34 CFR 80.35, 45 CFR 92.35 and Executive Order 12549.
- b. By signing this agreement, Contractor certifies to the best of its knowledge and belief, that it and its principals:
 - (1) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency;
 - (2) Shall not knowingly enter into any covered transaction with a person who is proposed for debarment under federal regulations, debarred, suspended, declared ineligible, or voluntarily excluded from participation in such transaction.

8. **PAYMENT:** For services performed in accordance with this Agreement, payment shall be made to Contractor as provided in Exhibit B hereto.

9. **TRAVEL EXPENSES:** Contractor shall not be allowed or paid travel expenses unless set forth in this Agreement.
10. **TAXES:** Payment of all applicable federal, state, and local taxes shall be the sole responsibility of the Contractor.
11. **OWNERSHIP OF DOCUMENTS:** Contractor hereby assigns to the County and its assignees all copyright and other use rights in any and all proposals, plans, specification, designs, drawings, sketches, renderings, models, reports and related documents (including computerized or electronic copies) respecting in any way the subject matter of this Agreement, whether prepared by the County, the Contractor, the Contractor's sub-Contractors or third parties at the request of the Contractor (collectively, "Documents and Materials"). This explicitly includes the electronic copies of all above stated documentation.

Contractor also hereby assigns to the County and its assignees all copyright and other use rights in any Documents and Materials including electronic copies stored in Contractor's Information System, respecting in any way the subject matter of this Agreement.

Contractor shall be permitted to retain copies, including reproducible copies and computerized copies, of said Documents and Materials. Contractor agrees to take such further steps as may be reasonably requested by County to implement the aforesaid assignment. If for any reason said assignment is not effective, Contractor hereby grants the County and any assignee of the County an express royalty – free license to retain and use said Documents and Materials. The County's rights under this paragraph shall apply regardless of the degree of completion of the Documents and Materials and whether or not Contractor's services as set forth in Exhibit "A" of this Agreement have been fully performed or paid for.

In Contractor's contracts with other Contractors, Contractor shall expressly obligate its Sub-Contractors to grant the County the aforesaid assignment and license rights as to that Contractor's Documents and Materials. Contractor agrees to defend, indemnify, and hold the County harmless from any damage caused by a failure of the Contractor to obtain such rights from its Contractors and/or Sub-Contractors.

Contractor shall pay all royalties and license fees which may be due for any patented or copyrighted materials, methods or systems selected by the Contractor and incorporated into the work as set forth in Exhibit "A", and shall defend, indemnify and hold the County harmless from any claims for infringement of patent or copyright arising out of such selection. The County's rights under this Paragraph 11 shall not extend to any computer software used to create such Documents and Materials.

12. **CONFLICT OF INTEREST; CONFIDENTIALITY:** The Contractor covenants that it presently has no interest, and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of services required under this Agreement. Without limitation, Contractor represents to and agrees with the County that Contractor has no present, and will have no future, conflict of interest between providing the County services hereunder and any

other person or entity (including but not limited to any federal or state wildlife, environmental or regulatory agency) which has any interest adverse or potentially adverse to the County, as determined in the reasonable judgment of the Board of Supervisors of the County.

The Contractor agrees that any information, whether proprietary or not, made known to or discovered by it during the performance of or in connection with this Agreement for the County will be kept confidential and not be disclosed to any other person. The Contractor agrees to immediately notify the County by notices provided in accordance with Paragraph 13 of this Agreement, if it is requested to disclose any information made known to or discovered by it during the performance of or in connection with this Agreement. These conflict of interest and future service provisions and limitations shall remain fully effective five (5) years after termination of services to the County hereunder.

13. **NOTICES:** All notices, requests, demands, or other communications under this Agreement shall be in writing. Notices shall be given for all purposes as follows:

Personal delivery: When personally delivered to the recipient, notices are effective on delivery.

First Class Mail: When mailed first class to the last address of the recipient known to the party giving notice, notice is effective three (3) mail delivery days after deposit in a United States Postal Service office or mailbox. Certified Mail: When mailed certified mail, return receipt requested, notice is effective on receipt, if delivery is confirmed by a return receipt.

Overnight Delivery: When delivered by overnight delivery (Federal Express/Airborne/United Parcel Service/DHL WorldWide Express) with charges prepaid or charged to the sender's account, notice is effective on delivery, if delivery is confirmed by the delivery service. Telex or facsimile transmission: When sent by telex or facsimile to the last telex or facsimile number of the recipient known to the party giving notice, notice is effective on receipt, provided that (a) a duplicate copy of the notice is promptly given by first-class or certified mail or by overnight delivery, or (b) the receiving party delivers a written confirmation of receipt. Any notice given by telex or facsimile shall be deemed received on the next business day if it is received after 5:00 p.m. (recipient's time) or on a non-business day.

Addresses for purpose of giving notice are as follows:

To County: ALAMEDA COUNTY PROBATION DEPARTMENT
1111 Jackson Street
Oakland, CA 94607
Attn: _Atiqullah Ahmadi atahmadi@acgov.org
(510) 268-7134

To Contractor: Beyond Emancipation
675 Hegenberger Road, Suite 101
Oakland, CA 94621
Attn: Jennifer Fick jfick@beyondemancipation.org
(510) 980-9101

Any correctly addressed notice that is refused, unclaimed, or undeliverable because of an act or omission of the party to be notified shall be deemed effective as of the first date that said notice was refused, unclaimed, or deemed undeliverable by the postal authorities, messenger, or overnight delivery service.

Any party may change its address or telex or facsimile number by giving the other party notice of the change in any manner permitted by this Agreement.

14. **USE OF COUNTY PROPERTY:** Contractor shall not use County property (including equipment, instruments and supplies) or personnel for any purpose other than in the performance of his/her obligations under this Agreement.
15. **EQUAL EMPLOYMENT OPPORTUNITY PRACTICES PROVISIONS:** Contractor assures that he/she/it will comply with Title VII of the Civil Rights Act of 1964 and that no person shall, on the grounds of race, creed, color, disability, sex, sexual orientation, national origin, age, religion, Vietnam era Veteran's status, political affiliation, or any other non-merit factor, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under this Agreement.
 - a. Contractor shall, in all solicitations or advertisements for applicants for employment placed as a result of this Agreement, state that it is an "Equal Opportunity Employer" or that all qualified applicants will receive consideration for employment without regard to their race, creed, color, disability, sex, sexual orientation, national origin, age, religion, Vietnam era Veteran's status, political affiliation, or any other non-merit factor.
 - b. Contractor shall, if requested to so do by the County, certify that it has not, in the performance of this Agreement, discriminated against applicants or employees because of their race, creed, color, disability, sex, sexual orientation, national origin, age, religion, Vietnam era Veteran's status, political affiliation, or any other non-merit factor.
 - c. If requested to do so by the County, Contractor shall provide the County with access to copies of all of its records pertaining or relating to its employment practices, except to the extent such records or portions of such records are confidential or privileged under state or federal law.
 - d. Contractor shall recruit vigorously and encourage minority - and women-owned businesses to bid its subcontracts.
 - e. Nothing contained in this Agreement shall be construed in any manner so as to require or permit any act, which is prohibited by law.
 - f. The Contractor shall include the provisions set forth in paragraphs A through E (above) in each of its subcontracts.
16. **DRUG-FREE WORKPLACE:** Contractor and Contractor's employees shall comply with the County's policy of maintaining a drug-free workplace. Neither Contractor nor Contractor's

employees shall unlawfully manufacture, distribute, dispense, possess or use controlled substances, as defined in 21 U.S. Code § 812, including, but not limited to, marijuana, heroin, cocaine, and amphetamines, at any County facility or work site. If Contractor or any employee of Contractor is convicted or pleads nolo contendere to a criminal drug statute violation occurring at a County facility or work site, the Contractor within five days thereafter shall notify the head of the County department/agency for which the contract services are performed. Violation of this provision shall constitute a material breach of this Agreement.

17. **AUDITS; ACCESS TO RECORDS:** The Contractor shall make available to the County, its authorized agents, officers, or employees, for examination any and all ledgers, books of accounts, invoices, vouchers, cancelled checks, and other records or documents evidencing or relating to the expenditures and disbursements charged to the County, and shall furnish to the County, its authorized agents, officers or employees such other evidence or information as the County may require with regard to any such expenditure or disbursement charged by the Contractor.

The Contractor shall maintain full and adequate records in accordance with County requirements to show the actual costs incurred by the Contractor in the performance of this Agreement. If such books and records are not kept and maintained by Contractor within the County of Alameda, California, Contractor shall, upon request of the County, make such books and records available to the County for inspection at a location within County or Contractor shall pay to the County the reasonable, and necessary costs incurred by the County in inspecting Contractor's books and records, including, but not limited to, travel, lodging and subsistence costs. Contractor shall provide such assistance as may be reasonably required in the course of such inspection. The County further reserves the right to examine and reexamine said books, records and data during the three (3) year period following termination of this Agreement or completion of all work hereunder, as evidenced in writing by the County, and the Contractor shall in no event dispose of, destroy, alter, or mutilate said books, records, accounts, and data in any manner whatsoever for three (3) years after the County makes the final or last payment or within three (3) years after any pending issues between the County and Contractor with respect to this Agreement are closed, whichever is later.

18. **DOCUMENTS AND MATERIALS:** Contractor shall maintain and make available to County for its inspection and use during the term of this Agreement, all Documents and Materials, as defined in Paragraph 11 of this Agreement. Contractor's obligations under the preceding sentence shall continue for three (3) years following termination or expiration of this Agreement or the completion of all work hereunder (as evidenced in writing by County), and Contractor shall in no event dispose of, destroy, alter or mutilate said Documents and Materials, for three (3) years following the County's last payment to Contractor under this Agreement.
19. **TIME OF ESSENCE:** Time is of the essence in respect to all provisions of this Agreement that specify a time for performance; provided, however, that the foregoing shall not be construed to limit or deprive a party of the benefits of any grace or use period allowed in this Agreement.

20. **TERMINATION:** The County has and reserves the right to suspend, terminate, or abandon the execution of any work by the Contractor without cause at any time upon giving to the Contractor prior written notice. In the event that the County should abandon, terminate, or suspend the Contractor's work, the Contractor shall be entitled to payment for services provided hereunder prior to the effective date of said suspension, termination, or abandonment. Said payment shall be computed in accordance with Exhibit B hereto, provided that the maximum amount payable to Contractor for its youth advisory council services shall not exceed \$596,366 payment for services provided hereunder prior to the effective date of said suspension, termination or abandonment.
21. **SMALL LOCAL AND EMERGING BUSINESS (SLEB) PARTICIPATION:** Contractor has been certified by the County as a small or emerging local business. As a result, there is no requirement to subcontract with another business in order to satisfy the County's Small and Emerging Locally owned Business provision. If during the term of this contract, Contractor's certification status changes, Contractor shall notify the County within three business days.

Should Contractor's status as a certified small or emerging local business change at any time during the term of this Agreement, Contractor shall negotiate with County to be in compliance with the County's Small and Emerging Local Business provision, including but not limited to:

- a. Contractor must subcontract a minimum 20% of the remaining contract value with a certified small or emerging local business(es).
- b. SLEB subcontractor(s) is independently owned and operated (i.e., is not owned or operated in any way by Prime), nor do any employees of either entity work for the other.
- c. As is applicable, Contractor shall ensure that their certification status is maintained in compliance with the SLEB Program for the term of this contract.
- d. For any subcontractors retained to comply with this provision, Contractor shall not substitute any such small and/or emerging local business(s) subcontractor without prior written approval from the County. Said requests to substitute shall be submitted in writing to the County department contract representative identified under Item #13 above. Contractor will not be able to substitute the subcontractor without prior written approval from the Alameda County Auditor Controller Agency, Office of Contract Compliance & Reporting (OCCR). Further approval from the Board of Supervisors may also be required.
- e. If subcontractors are added to the contract, all SLEB participation, except for prime contractor, must be tracked and monitored utilizing the Elation web-based compliance system (see Exhibit E). SLEB prime contractor with SLEB subcontractors must enter payments made to subcontractors in the Elation System and ensure that SLEB subcontractors confirm payments received.

Contractor shall meet the requirements above within 15 business days of the County notifying Contractor that it is no longer in compliance with the program. County will be under no obligation to pay contractor for the percent committed to a SLEB subcontractor if the work is not performed by the listed small and/or emerging local business.

For further information regarding the Small Local Emerging Business participation requirements and utilization of the Alameda County Contract Compliance System contact the County Auditor-Controller's Office of Contract Compliance & Reporting (OCCR) via e-mail at ACSLEBcompliance@acgov.org.

22. **FIRST SOURCE PROGRAM:** For contracts over \$100,000, Contractor shall provide County ten (10) working days to refer to Contractor, potential candidates to be considered by Contractor to fill any new or vacant positions that are necessary to fulfill their contractual obligations to the County that Contractor has available during the contract term before advertising to the general public.
23. **CHOICE OF LAW:** This Agreement shall be governed by the laws of the State of California.
24. **WAIVER:** No waiver of a breach, failure of any condition, or any right or remedy contained in or granted by the provisions of this Agreement shall be effective unless it is in writing and signed by the party waiving the breach, failure, right, or remedy. No waiver of any breach, failure, right or remedy shall be deemed a waiver of any other breach, failure, right or remedy, whether or not similar, nor shall any waiver constitute a continuing waiver unless the writing so specifies.
25. **ENTIRE AGREEMENT:** This Agreement, including all attachments, exhibits, and any other documents specifically incorporated into this Agreement, shall constitute the entire agreement between County and Contractor relating to the subject matter of this Agreement. As used herein, Agreement refers to and includes any documents incorporated herein by reference and any exhibits or attachments. This Agreement supersedes and merges all previous understandings, and all other agreements, written or oral, between the parties and sets forth the entire understanding of the parties regarding the subject matter thereof. The Agreement may not be modified except by a written document signed by both parties.
26. HEADINGS herein are for convenience of reference only and shall in no way affect interpretation of the Agreement.
27. **ADVERTISING OR PUBLICITY:** Contractor shall not use the name of County, its officers, directors, employees or agents, in advertising or publicity releases or otherwise without securing the prior written consent of County in each instance.
28. **MODIFICATION OF AGREEMENT:** This Agreement may be supplemented, amended, or modified only by the mutual agreement of the parties. No supplement, amendment, or modification of this Agreement shall be binding unless it is in writing and signed by authorized representatives of both parties.

29. **ASSURANCE OF PERFORMANCE:** If at any time County believes Contractor may not be adequately performing its obligations under this Agreement or that Contractor may fail to complete the Services as required by this Agreement, County may request from Contractor prompt written assurances of performance and a written plan acceptable to County, to correct the observed deficiencies in Contractor's performance. Contractor shall provide such written assurances and written plan within ten (10) calendar days of its receipt of County's request and shall thereafter diligently commence and fully perform such written plan. Contractor acknowledges and agrees that any failure to provide such written assurances and written plan within the required time is a material breach under this Agreement.
30. **SUBCONTRACTING/ASSIGNMENT:** Contractor shall not subcontract, assign, or delegate any portion of this Agreement or any duties or obligations hereunder without the County's prior written approval.
- a. Neither party shall, on the basis of this Agreement, contract on behalf of or in the name of the other party. Any agreement that violates this Paragraph shall confer no rights on any party and shall be null and void.
 - b. Contractor shall use the subcontractors identified in Exhibit A and shall not substitute subcontractors without County's prior written approval.
 - c. Contractor shall require all subcontractors to comply with all indemnification and insurance requirements of this agreement, including, without limitation, Exhibit C. Contractor shall verify subcontractor's compliance.
 - d. Contractor shall remain fully responsible for compliance by its subcontractors with all the terms of this Agreement, regardless of the terms of any agreement between Contractor and its subcontractors.
31. **SURVIVAL:** The obligations of this Agreement, which by their nature would continue beyond the termination on expiration of the Agreement, including without limitation, the obligations regarding Indemnification (Paragraph 2), Ownership of Documents (Paragraph 11), and Conflict of Interest (Paragraph 12), shall survive termination or expiration.
32. **SEVERABILITY:** If a court of competent jurisdiction holds any provision of this Agreement to be illegal, unenforceable, or invalid in whole or in part for any reason, the validity and enforceability of the remaining provisions, or portions of them, will not be affected, unless an essential purpose of this Agreement would be defeated by the loss of the illegal, unenforceable, or invalid provision.
33. **PATENT AND COPYRIGHT INDEMNITY:** Contractor represents that it knows of no allegations, claims, or threatened claims that the materials, services, hardware or software ("Contractor Products") provided to County under this Agreement infringe any patent, copyright or other proprietary right. Contractor shall defend, indemnify and hold harmless County of, from and against all losses, claims, damages, liabilities, costs expenses and amounts (collectively,

“Losses”) arising out of or in connection with an assertion that any Contractor Products or the use thereof, infringe any patent, copyright or other proprietary right of any third party. County will: (1) notify Contractor promptly of such claim, suit, or assertion; (2) permit Contractor to defend, compromise, or settle the claim; and, (3) provide, on a reasonable basis, information to enable Contractor to do so. Contractor shall not agree without County’s prior written consent, to any settlement, which would require County to pay money or perform some affirmative act in order to continue using the Contractor Products.

- a. If Contractor is obligated to defend County pursuant to this Paragraph 33 and fails to do so after reasonable notice from County, County may defend itself and/or settle such proceeding, and Contractor shall pay to County any and all losses, damages and expenses (including attorney’s fees and costs) incurred in relationship with County’s defense and/or settlement of such proceeding.
- b. In the case of any such claim of infringement, Contractor shall either, at its option, (1) procure for County the right to continue using the Contractor Products; or (2) replace or modify the Contractor Products so that that they become non-infringing, but equivalent in functionality and performance.
- c. Notwithstanding this Paragraph 33, County retains the right and ability to defend itself, at its own expense, against any claims that Contractor Products infringe any patent, copyright, or other intellectual property right.

- 34. **OTHER AGENCIES:** Other tax supported agencies within the State of California who have not contracted for their own requirements may desire to participate in this contract. The Contractor is requested to service these agencies and will be given the opportunity to accept or reject the additional requirements. If the Contractor elects to supply other agencies, orders will be placed directly by the agency and payments made directly by the agency.
- 35. **EXTENSION:** This agreement may be extended for up to two (2) years by mutual agreement of the County and the Contractor.
- 36. **SIGNATORY:** By signing this agreement, signatory warrants and represents that he/she executed this Agreement in his/her authorized capacity and that by his/her signature on this Agreement, he/she or the entity upon behalf of which he/she acted, executed this Agreement.

[END OF GENERAL TERMS AND CONDITIONS]



EXHIBIT A

DEFINITION OF SERVICES

1. Contractor shall provide youth advisory council services with the Specific Requirements, Deliverables/Reports and Corrective Action Plan, and Implementation Plan and Schedule set on this Exhibit A, consisting of the following:

Exhibit A-1 (Specific Requirements)

Exhibit A-2 (Deliverables/Reports and Corrective Action Plan)

Exhibit A-3 (Implementation Plan and Schedule)

- a. This Exhibit A has been drafted to include the requirements contained in the Request for Proposal (RFP) No. 902530, including any addenda, the proposal response of Contractor (Response), and additional services that the County obtained through negotiations, if any. In the event of any conflict (direct or indirect) among any of the exhibits, the RFP and the Response, the more stringent requirements providing the County with the broader scope of services shall have precedence, such that this Exhibit A including all attachments, the scope of work described in the RFP and the scope of work described in Contractor's proposal shall be performed to the greatest extent feasible.
 - b. The RFP and Response may be relied upon to interpret this Contract and shall be applied in such a manner so that the obligations of the Contractor are to provide the County with the broadest scope of services for the best value.
2. Contractor project team will consist of the following Key Personnel and subcontractors, as applicable during the contract term:

Name	Title	Telephone	Email Address
Jennifer Fick	Director of Impact & Learning/Acting YAC Coordinator	(510) 882-1017	jfick@beyondemancipation.org
Teshika Hatch	Director of Program Operations/Acting Pathways Coach	(510) 545-2522	thatch@beyondemancipation.org
Deyanira Gutierrez	Operations Coordinator	(510) 241-7172	dgutierrez@beyondemancipation.org

Contractor agrees that it shall not transfer or reassign the individuals identified above as Key Personnel or substitute subcontractors without the express written agreement of County, which agreement shall not be unreasonably withheld. Should such individual or individuals in the employ of Contractor no longer be employed by Contractor during the term of this Agreement, Contractor shall make a good faith effort to present to County an individual with

greater or equal qualifications as a replacement subject to County's approval, which approval shall not be unreasonably withheld.

3. The approval of County to a requested change shall not release Contractor from its obligations under this Agreement.



EXHIBIT A-1

SPECIFIC REQUIREMENTS

A. Program Requirements

1. Contractor, and all personnel assigned to this project, must have experience or first-hand knowledge of the juvenile and/or criminal justice system, and mentoring techniques.
2. Contractor must have experience working with a multi-cultural youth population who are currently or were formerly involved in the juvenile and/or criminal justice systems.
3. Contractor must be trained or willing to be trained in Circle Keeper training/curricula and willing to deliver curricula to youth involved in the Youth Advisory Council (YAC).
4. Contractor must comply with the Alameda County Probation Department (ACPD)'s zero-tolerance policy related to the sexual assault or rape of juveniles, or sexual misconduct toward any juveniles housed in any of its facilities or contracted venues. Sexual abuse and sexual harassment are prohibited by state and federal law.
5. Contractor must provide participant selection, oversight, training, opportunity development, and general support for the YAC.
6. Contractor must acknowledge that the current council will remain in place, continue its term, and carry out all existing roles and responsibilities. Contractor must take over the council as established by the previous provider. Contractor must not dissolve or replace the existing council, nor shall it terminate any current council members as a result of this transition. Contractor is responsible for recruiting and training new council members to fill any vacancies when they arise.
7. Contractor must collaborate with ACPD and the YAC to develop surveys, conduct focus groups, and facilitate meetings as needed to gain insight from justice involved youth.
8. Contractor must conduct outreach to recruit YAC members with a particular emphasis on former ACPD clients. Contractor is required to inherit the current YAC members and increase the capacity of the council as needed to maintain a 12-member council.
9. Contractor must attend ACPD sponsored outreach events, such as the Positive Youth Futures Fair.
10. Contractor must attend regular meetings with ACPD leadership for the ongoing support of YAC.

11. Contractor must collaborate and integrate with designated ACPD staff including, but not limited to, the following:
 - a. Forming, structuring, and supporting the YAC;
 - b. Developing the mission and vision statements for the YAC;
 - c. Defining the various roles of youth involved in the YAC;
 - d. Developing an annual work plan and timeline for the YAC;
 - e. Developing pre- and post-surveys for YAC participants;
 - f. Creating and developing a means for support for youth's participation in potential roles; and
 - g. Serving as a conduit between the juvenile justice system and youth on active probation.
12. Contractor must utilize youth input to help develop programs serving youth, and system partners acknowledge how to integrate youth voice with the broader community.
13. Contractor must provide opportunities for YAC participants to:
 - a. Assist youth who are new to the system to learn and understand the Court and Probation process;
 - b. Share their story to motivate other youth to succeed on probation;
 - c. Help youth transition away from probation;
 - d. Have a voice at various decision points for justice-involved youth;
 - e. Have a voice through participation in various system/County collaborative; and
 - f. Participate in system meetings or focus groups to provide feedback to system professions.
14. Contractor must work in conjunction with ACPD in actively identifying and facilitating opportunities for the inclusion of the youth voice in juvenile justice related activities and decisions.
15. Contractor must work with the assigned ACPD staff to facilitate the YAC activities and projects.
16. Contractor must help YAC members build the skills and understanding to participate in

decision-making, recognizing that many have not had a voice in the juvenile justice system until now.

17. Contractor must create:
 - a. Mindful strategies for recruitment of YAC participants;
 - b. A referral/recruitment process for YAC participants; and
 - c. Participation rules and protocols with input from YAC participants.
18. Contractor must implement and enforce expectations for YAC participants regarding communication, meeting participation, respectful conduct, attendance, and conflict resolution. These include, but are not limited to, timely communication with staff, participation in meetings with cameras on, respectful engagement with peers and staff, and following defined procedures for lateness, absence, or grievance resolution. Contractor must maintain a safe and supportive space, including a zero-tolerance policy for intoxication during meetings and events.
19. Contractor must develop and implement an accountability framework for YAC participants. This framework must include support plans for members not meeting expectations, periodic check-ins, and a structured process for removal after 30 days of non-compliance. Immediate removal may occur in cases of physical violence, verbal abuse, or other serious misconduct.
20. Contractor must ensure Youth Voice staff are available during designated hours, maintain timely communication with YAC participants, support facilitation training, and provide food during YAC trainings and meetings. Contractor must also administer Youth incentives/stipends in accordance with budget provisions.
21. Contractor must provide individualized coaching, group support opportunities, and connect YAC participants with accommodations when needed. Youth participation must be guided by a trauma-informed approach that encourages self-assessment of mental and physical well-being.
22. Contractor must develop screening and application for YAC participants.
23. Contractor must identify opportunities for participation and personal growth in the program.
24. Contractor must develop and describe a mechanism, including protocols and logistics, for providing YAC participants with participation stipends.
25. Contractor must participate in YAC activities that may include some evenings and weekends.

26. Any Contractor personnel who will transport youth must possess a valid California Driver's License.
27. Contractor must have the capabilities to:
 - a. Hold in person and virtual meetings. Meetings can take place at the Juvenile Justice Center or at community-based sites specific to the particular activity.
 - b. Transport or provide transportation for YAC participants to and from Contractor's office and various Alameda County locations in which a valid driver's license and current vehicle insurance coverage are necessary.
28. Contractor's Responsibilities:
 - a. Provide one full-time designated staff to serve as a YAC Coordinator to partner with the ACPD.
 - b. The Coordinator must be trained on any evidence-based, evidence-informed, or best practice models that can be implemented to reach the goals of the program in a sustainable, cost-effective way and provide on-going supervision.
 - c. Training must include but not be limited to delivery of a specific model, curricula and/or supportive circle model that is youth-centered and which builds confidence, social appropriateness skills, and leadership skills in the participating youth. YAC participants must be enabled to develop specific skills and professional growth in an intentional and meaningful way through their involvement in the YAC.
29. Contractor must be integrally involved in a youth-focused and engaged process throughout the development of the program and engaging YAC participants in various decision points or systems collaborations.

B. Administrative Requirements:

Contractor must administer the Program in accordance with the following administrative requirements, including having and maintaining plans, policies, and procedures for addressing each of the following:

1. **Administration and Fiscal Management:** Contractor must administer the Program as a separate organizational, administrative, and fiscal activity and must keep this program separate and distinct from other activities. No supplanting of funds is allowed.
2. **Staff Background Checks**

- a. Contractor must conduct background checks on all Staff and verify compliance as requested by the County.
 - b. Contractor must share their background clearance process, including any exclusion criteria or procedures.
 - c. Contractor must include in background checks verification of educational credentials and employment experience as part of the background checks.
 - d. Contractor must also include the individual's valid driving records (for personnel who will transport youth).
3. **Staffing:** Contractor must have and maintain current job descriptions for all personnel whose salaries, wages, and benefits are funded through the term of this Agreement, including any amendments. Job descriptions must specify the minimum qualifications for services to be performed. Contractor must submit revised job descriptions to ACPD for approval prior to implementing any staffing changes or employing persons who do not meet the minimum qualifications.
4. **Emergency Preparedness Plan:** Contractor must have an emergency preparedness, response, and recovery plan. The plan must contain strategies for addressing evacuation, security, food, medical supplies, and notification to participant's families, as appropriate. In the event of an evacuation due to specific facility issues, such as fire, loss of utilities, or at the direction of authorities, an alternative location must be established and posted.
5. **Staff Development and Training Plan:**
 - a. Contractor must ensure that all paid and volunteer workers are trained on the Core Competencies of Youth Workers necessary to carry out the objectives and activities of this Agreement. This must include but is not limited to, positive youth development, trauma-informed care, evidence-informed practices, outreach and recruitment, human trafficking prevention and intervention, harm reduction, assessment and case management, worker safety, understanding the diversity and culture of life on the street, safe and ethical practices, and community resources for well-being and self-sufficiency.
 - b. Contractor must provide staff with regular trainings, including attendance at all trainings required by County as part of this Agreement, including any amendments. For example, trainings on core competencies for working with criminal-justice involved individuals, and evidence-based practices may be required.
6. **Funding Acknowledgements:** Contractor must ensure all written materials, publications, electronic media which are produced with funds from , including any

amendments, and/or pertains this Agreement to the target population being serviced by this Contract include a funding acknowledgment statement in the form of a sentence under a separate heading entitled "Funding" directly after Contractor's acknowledgments. "Alameda County Probation Department" must be written out in full, an approved logo attached followed by the Contract number in square brackets and submitted to ACPD for written approval of the name and logo prior to mass production and/or distribution. All written materials, publications, and electronic media, which include the funding statement and logo, must be submitted to ACPD prior to mass production for approval. Contractor must NOT distribute any materials including the ACPD logo or acknowledgment prior to receiving written approval from ACPD. The following is an example of a funding statement:

"This work is supported by the Alameda County Probation Department, funded by JJCPA dollars, as part of the Youth Advisory Council Programs (Master Contract No. 902530)."

C. Prison Rape Elimination Act (PREA) Requirements:

1. Background Check: ACPD is required by PREA (28 CFR § 115.317[d]) to perform a criminal background records check, and consult applicable child abuse registries, before enlisting the services of any Contractor who may have contact with youth. Upon the start of this Agreement, Contractor must work with ACPD to ensure that their staff undergo a criminal background records check and child abuse registry check. These checks must be performed every three (3) years for all Contractor staff who may have contact with youth.
2. Training: ACPD is required by PREA (28 CFR § 115.332) to ensure that all Contractors who have contact with youth have been trained on their responsibilities under ACPD's sexual misconduct (including sexual assault, sexual abuse, sexual harassment, and voyeurism), prevention, detection, and response policies and procedures. The level and type of training provided will be determined by ACPD and will be based on the services provided and level of contact with youth. This training must be conducted every three (3) years for all Contractor staff who may have contact with youth.
 - a. All Contractor staff who have contact with youth must participate in such training and must be notified by the Contractor of ACPD's zero-tolerance policy regarding sexual misconduct and be informed how to report such incidents.
3. Upon the start of this Agreement, Contractor must work with ACPD to ensure the following:
 - a. Contractor must provide ACPD with a completed PREA certification for each individual who will plan to work with youth during the term of this Agreement, including any amendments.

- b. Contractor staff must receive and understand the PREA training prior to working with youth.
- c. Contractor must maintain documentation and provide copies to ACPD's Policy & Standards Compliance Office and other designated ACPD staff a list of all Contractor staff personnel/positions who will or who plan to work with youth.
- d. PREA certification documents are due, upon the execution this Agreement, to ACPD's Policy & Standards Compliance Office, with copies to the ACPD designee).



EXHIBIT A-2

DELIVERABLES/REPORTS AND CORRECTIVE ACTION PLAN

A. Deliverables/Reports:

1. Data/Reports: All data must be submitted quarterly and disaggregated by race/ethnicity and gender. Other data to be tracked will be identified as the program is further developed and must be done so through an inclusive process with the involvement of the administration of the ACPD, ACPD's Positive Youth Development Division, the selected vendor, the YAC Coordinator and must include youth input.
2. Outcome Measures: The Contractor will be required to submit quarterly progress reports in a format determined and agreed upon through collaboration between the selected vendor and the ACPD. Primary outcomes to be measured initially will include:
 - a. Establishment of a mission statement;
 - b. Establishment of a vision statement;
 - c. Development of a recruiting methodology;
 - d. Number and type of activities youth are participating in;
 - e. Determination of protocols for referrals of youth participants in the YAC;
 - f. Number and types of activities youth involved in the YAC have participated or may participate in;
 - g. Number and type of collaborative meetings YAC participants attend and participate in;
 - h. Pre-post testing results for YAC participants; and
 - i. Qualitative measures including YAC participants rating their experience in the various activities to ensure a positive and productive experience.
3. The need to adapt initial data and reports, as well as include new data points may be identified as the program is further developed and must be done so with the involvement of the administration of the ACPD, ACPD's Juvenile Division, the selected vendor, the YAC Coordinator and must include YAC participants input.

B. Corrective Action Plan:

1. The County is interested in providing the best quality service in a complete and timely matter to the target population who will become participants of a Contractor's program.

To help ensure this level of service, any Contractor who falls below an acceptable level of service, as solely determined by the County, may be placed on a Corrective Action Plan (CAP) by the ACPD Contract Manager. The CAP will include, at minimum, an outline of the corrective actions, a timeline illustrating when these actions will occur, and any additional information that may be requested by the Contract Manager.



EXHIBIT A-3

IMPLEMENTATION PLAN AND SCHEDULE

Activity	Staff Responsible	Milestone/Measurement and Deadline (Y1)
Hire YAC Coordinator	Director of Impact & Learning, with support from interview panel	Create interview panel and hire and onboard YAC Coordinator by July 2025 , complete all trainings by August 2025
Establish ACPD partnership with contract kickoff	YAC Coordinator, Director of Impact & Learning	B:E will host a contract kickoff meet-n-greet with ACPD for introductions and to gather input on program design by July 2025 Formation of YAC Leadership Committee by July 2025
Develop YAC program materials	YAC Coordinator with input from YAC Leadership Committee	B:E will host a short retreat with YAC Leadership Committee to develop mission and vision statements by August 2025 All programming, data/evaluation, and youth outreach materials finalized by August 2025
YAC Member recruitment and training	YAC Coordinator	Youth outreach completed with youth interviews to take place by interview panel by September 2025 Onboarded YAC Members to complete Leadership and Feedback Systems training series by December 2025 , and complete Advocacy & Systems Change and Circle Keeper training series by March 2026 .
Launch YAC	YAC Coordinator, DPO	Member orientation and launch event to take place by September 2025 YAC Members to host a stakeholder information session by October 2025
Implement Annual Youth Feedback Loop	YAC Coordinator, DPO, YAC Members	1. <u>Design Phase</u> to develop survey questions and outreach plan by December 2025 2. <u>Collect Phase</u> to collect at least 50-100 survey responses by March 2026 3. <u>Analyze Phase</u> to analyze survey results and come up with themes for focus groups/ youth interviews by April 2026 4. <u>Dialogue Phase</u> to dive deeper into themes presented in survey data by facilitating at least 3 targeted focus groups and conducting 5-10 youth interviews by May 2026

		<p>5. <u>Course Correct Phase</u> to host a roundtable event with ACPD/stakeholders to come up with action items to respond to youth feedback by July 2026</p> <p>B:E will share out final report of findings and action plan to ACPD, stakeholders and youth by August 2026</p> <p>This feedback loop will repeat itself each contract year.</p>
Participate in and host community events and peer engagement activities	YAC Coordinator, DPO, YAC Members	<p>The YAC will participate in Positive Youth Futures Fair as well as other community events recommended by the YAC Leadership Committee as they are scheduled.</p> <p>The YAC will also host peer engagement and support activities at least once per quarter.</p>



EXHIBIT B

PAYMENT TERMS

1. County will use its reasonable efforts to make payment to Contractor upon successful completion and acceptance of the following services listed within thirty (30) days upon receipt and approval of invoice.
 - a. Invoices shall be submitted, along with supporting documents and reports on a monthly basis by the 10th of the following month (or the next business day when the 10th is on a weekend or a holiday).
 - b. Invoices will be reviewed for accuracy and approval by the ACPD. Invoices shall be submitted through the Finance Tool.
 - c. Upon the County's request, the Contractor shall immediately provide any supporting documentation requested by the County to verify invoices and budget costs (categories, lines items, etc.). Total payment under the terms of this Agreement will not exceed the total amount of \$596,366. This cost includes all taxes and all other charges.
 - d. Unspent fund from previous contract year shall not rollover to the next year, and will instead be retained by the County as savings, unless prior written approval for reallocation is granted by the ACPD.
 - e. Supplanting of Funds: Contractor agrees that funds awarded under this contract will not be used to supplant expenditures from other contracts or programs.
2. Project Costs:

YEAR 1			
Item No.	Description	Unit of Measure	Year 1 Unit Cost
1	Personnel/Benefits Costs	Monthly	\$10,124.00
2	Direct Program Costs	Monthly	\$2,012.50
3	Indirect Costs (not to exceed 10%)	Monthly	\$1,213.58
4	Direct Participant Financial Support (e.g. Stipends)	Monthly	\$2,625.00
YEAR 2			
Item No.	Description	Unit of Measure	Year 2 Unit Cost
5	Personnel/Benefits Costs	Monthly	\$10,630.25
6	Direct Program Costs	Monthly	\$2,012.50

7	Indirect Costs (not to exceed 10%)	Monthly	\$1,264.25
8	Direct Participant Financial Support (e.g. Stipends)	Monthly	\$2,625.00
YEAR 3			
Item No.	Description	Unit of Measure	Year 3 Unit Cost
9	Personnel/Benefits Costs	Monthly	\$11,228.50
10	Direct Program Costs	Monthly	\$2,012.50
11	Indirect Costs (not to exceed 10%)	Monthly	\$1,324.08
12	Direct Participant Financial Support (e.g. Stipends)	Monthly	\$2,625.00

3. Budget Detail:

COUNTY REQUEST TOTAL (36 Months): \$596,366.00						
ADDITIONAL REVENUE SOURCES (36 Months): \$46,397.00						
TOTAL PROGRAM BUDGET (36 Months): \$642,763.00						
	YEAR 1		YEAR 2		YEAR 3	
PROGRAM COSTS	COUNTY REQUEST	Additional Revenue Sources	COUNTY REQUEST	Additional Revenue Sources	COUNTY REQUEST	Additional Revenue Sources
	(Annually)	(Annually)	(Annually)	(Annually)	(Annually)	(Annually)
PERSONNEL/BENEFITS COSTS						
YAC Coordinator (100%)	\$70,000.00	\$0.00	\$73,500.00	\$0.00	\$77,175.00	\$0.00
Pathways Coach (15%)	\$8,050.00	\$2,000.00	\$8,451.00	\$2,100.00	\$8,874.00	\$2,205.00
Director of Impact & Learning (10%)	\$10,125.00	\$1,125.00	\$10,632.00	\$1,205.00	\$11,164.00	\$1,265.00
Director of Program Operations (5%)	\$5,063.00	\$560.00	\$5,317.00	\$588.00	\$5,583.00	\$617.00
Operations Coordinator (5%)	\$2,800.00	\$800.00	\$2,940.00	\$840.00	\$3,087.00	\$882.00
Fringe Benefits (26.5%)	\$25,450.00	\$1,189.00	\$26,723.00	\$1,254.00	\$28,859.00	\$1,317.00
SUBTOTAL	\$121,488.00	\$5,674.00	\$127,563.00	\$5,987.00	\$134,742.00	\$6,286.00
DIRECT PROGRAM COSTS (Not to exceed amount)						
Professional Development	\$10,000.00	\$2,500.00	\$10,000.00	\$2,500.00	\$10,000.00	\$2,500.00

Program Supplies	\$850.00	\$650.00	\$850.00	\$650.00	\$850.00	\$650.00
Meetings, Workshops & Events	\$4,000.00	\$1,000.00	\$4,000.00	\$1,000.00	\$4,000.00	\$1,000.00
Staff Travel and Mileage & Meals	\$2,000.00	\$700.00	\$2,000.00	\$700.00	\$2,000.00	\$700.00
Facilities/I.T./Communications	\$5,000.00	\$3,000.00	\$5,000.00	\$3,000.00	\$5,000.00	\$3,000.00
Database and Software Services	\$2,300.00	\$200.00	\$2,300.00	\$200.00	\$2,300.00	\$200.00
SUBTOTAL	\$24,150	\$8,050.00	\$24,150.00	\$8,050.00	\$24,150.00	\$8,050.00
INDIRECT COSTS (not to exceed 10%)						
Indirect Expenses (10%)	\$14,563.00	\$0.00	\$15,171.00	\$0.00	\$15,889.00	\$0.00
SUBTOTAL	\$14,563.00	\$0.00	\$15,171.00	\$0.00	\$15,889.00	\$0.00
DIRECT PARTICIPANT FINANCIAL SUPPORT (e.g. STIPENDS)						
Direct to Youth Stipends	\$26,400.00	\$0.00	\$26,400.00	\$0.00	\$26,400.00	\$0.00
Youth Incentives	\$2,500.00	\$500.00	\$2,500.00	\$500.00	\$2,500.00	\$500.00
Individual Client Costs	\$2,600.00	\$1,000.00	\$2,600.00	\$1,000.00	\$2,600.00	\$1,000.00
SUBTOTAL	\$31,500	\$1,500.00	\$31,500	\$1,500.00	\$31,500.00	\$1,500.00
GRAND TOTAL	\$191,701.00	\$15,224.00	\$198,384.00	\$15,537.00	\$206,281.00	\$15,836.00

4. Budget Narrative:

Contractor, Beyond Emancipation's (B:E's) Youth Advisory Council Program budget is aligned with the services and number of clients requested in the Agreement. Contractor's budget accounts for all expenses that Contractor anticipates incurring during the three-year contract cycle.

The total budget for Contractor's YAC program is \$642,763.00 of which Contractor is requesting from Alameda County \$596,366.00 for the entire three-year contract period (\$191,701 in Year 1, \$198,516 in Year 2 and \$206,281 in Year 3).

Contractor will leverage other funds to provide youth with the full suite of services required under the Agreement; Contractor currently estimates providing about 14% of the budget, or \$46,397.00. In addition, Contractor will secure donated services such as professional

services, youth incentives (i.e. gift cards), food and sundries, program supplies and transportation to support the goals of this program. *The following narrative details annual costs that are requested from Alameda County to operate the program for YEAR ONE:*

Personnel and Benefit Expenses:

Director of Impact & Learning (Jennifer Fick, M.A.): Jennifer will provide oversight and leadership to the program and directly supervise the YAC Coordinator. Jennifer directly oversees program evaluation, data collection, and client database management for all of Contractor's programs. Jennifer is further responsible for providing oversight and management of professional development activities for all staff at B:E. (.10 FTE = \$15,964)

Director of Program Operations (Teshika Hatch, M.Ed): Teshika will oversee general program operations for the YAC and all other Contractor programming that YAC members might participate in. This includes oversight of intake & eligibility, workshop/event coordination, and managing Contractor's housing, education and employment programming. (.05 FTE = \$5,063.00)

Operations Coordinator (Deyanira Gutierrez, B.BA.): Deyanira (Dey) will provide coordination of administrative tasks, such as stipends disbursement, support with event coordination, and general administrative support. (.05 FTE = \$2,800.00)

Youth Advisory Council (YAC) Coordinator (TBA): The YAC Coordinator will lead formation and coordination of ACPD's Youth Advisory Council, including leading outreach initiatives for recruiting new members into the council, coaching participants and coordinating all aspects of programming while serving as liaison between Contractor, YAC and ACPD. (100% FTE = \$70,000.00)

Pathways Coach (TBA): The Pathways Coach will support with professional and workforce development trainings as well as providing 1-1 employment coaching for YAC members who want to receive services from Contractor's *Pathways* or *Dream Beyond* employment programs. (.15 FTE = \$8,050.00)

Fringe benefits are calculated at 26.5% of total salaries and include: payroll taxes; workers' compensation; health, dental and vision benefits; long-term disability; life insurance; Employee Assistance Program; and retirement contributions. The total cost of fringe benefits is \$25,450 in year 1.

**All personnel are expected to receive a 5% COLA in Y2 and Y3.*

Direct Program Costs:

Professional Development: Relevant individualized professional development for staff, such as conferences, workshops, Coaching Certification, etc. and program-wide trainings (i.e.: mental health first aid, de-escalation, CSEC, SOGI) at a flat total cost of \$10,000.00.

Program Supplies: Covers costs of supplies and materials related to carrying out the program, and items that support coach for each of the participants. Total cost is \$850.

Youth Meetings, Workshops & Events: Costs to carry out programming including YAC Meetings, workshops, and program events, including food for youth participants. Total cost is \$4,000.00.

Staff travel, mileage & meals: Business travel, transportation and meal costs incurred by Contractor staff when supporting youth, such as mileage reimbursement for youth meetings in the field. This includes \$50/month/coordinator for meals and incidentals when meeting with participants, and \$250/quarter for meals and incidentals for program team. Total cost is \$2,700.

Facilities, Technology & Communications: Pro-rated portion of Contractor's costs to maintain and upgrade relevant technology, telephone, internet, Zoom and other connectivity expenses for onsite and remote program communications, along with facilities maintenance, rent, utilities and other costs associated with tenancy of 675 Hegenberger (B:E Youth Service Center). Total cost is \$5,000.00.

Database and Software Services: Pro-rated portion of Contractor's license and support for Apricot Social Solutions client management system and other program-specific software. Total cost is \$2,300.

Direct to Youth Financial Support:

Stipends for YAC Members/Participants: Youth participation stipends are as follows: \$25 per hour for participating in YAC meetings, projects, and activities, \$25 per professional development workshop (excluding 1-1 coaching sessions), and an additional \$250 per quarter for ongoing participation in the YAC. To receive this, YAC participants must participate in at least 75% of all mandatory meetings and professional development activities. Contractor is targeting 12 youth at a total cost of \$26,400.00. Contractor will cover any costs for youth stipends beyond the \$26,400.00.

Youth Incentives: In addition to providing stipends to incentivize program participation, Contractor also intends to provide \$20 incentives each time a youth completes a survey, or interview, or participates in a focus group or workshop. The total cost for Youth Incentives is \$2,500.00.

Individual Client Costs: Client costs are intended to include one-times costs for obtaining professional clothing, registering for educational programming, transportation support such as transit passes, or other costs that can help remove barriers for youth participants. The total cost is \$2,600.00.



EXHIBIT C

INSURANCE REQUIREMENTS

COUNTY OF ALAMEDA MINIMUM INSURANCE REQUIREMENTS

Without limiting any other obligation or liability under this Agreement, the Contractor, at its sole cost and expense, shall secure and keep in force during the entire term of the Agreement or longer, as may be specified below, the following minimum insurance coverage, limits and endorsements. The County reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances. If the contractor maintains broader coverage and/or higher limits than the minimums shown below, the County requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the County.

TYPE OF INSURANCE COVERAGES		MINIMUM LIMITS
A	Commercial General Liability Premises Liability; Products and Completed Operations; Contractual Liability; Personal Injury and Advertising Liability; Abuse, Molestation, Sexual Actions, and Assault and Battery	\$1,000,000 per occurrence (CSL) Bodily Injury and Property Damage
B	Commercial or Business Automobile Liability All owned vehicles, hired or leased vehicles, non-owned, borrowed and permissive uses. Personal Automobile Liability when extended to cover your business is acceptable for individual contractors with no transportation or hauling related activities	\$1,000,000 per occurrence (CSL) Any Auto or Hired and Non-Owned Autos Bodily Injury and Property Damage
C	Workers' Compensation (WC) and Employers Liability (EL) As required by State of California	WC: Statutory Limits EL: No less than \$1,000,000 per accident for bodily injury or disease

D	<p><u>Endorsements and Conditions:</u></p> <ol style="list-style-type: none">1. ADDITIONAL INSURED: County of Alameda, its Board of Supervisors, the individual members thereof, and all County officers, agents, employees, volunteers, and representatives are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 if a later edition is used). Auto policy shall contain or be endorsed to contain additional insured coverage for the County.2. DURATION OF COVERAGE: All required insurance shall be maintained during the entire term of the Agreement. In addition, Insurance policies and coverage(s) written on a claims-made basis shall be maintained and evidence of insurance must be provided during the entire term of the Agreement and for at least five (5) years following the later of termination of the Agreement and acceptance of all work provided under the Agreement, with the retroactive date of said insurance (as may be applicable) concurrent with the commencement of activities pursuant to this Agreement. If coverage is cancelled or non-renewed, and not replaced with another claims-made policy form with a Retroactive Date prior to the contract effective date, the Contractor must purchase "extended reporting" coverage for a minimum of five (5) years after completion of work.3. REDUCTION OR LIMIT OF OBLIGATION: All insurance policies, including excess and umbrella insurance policies, shall be primary and non-contributory coverage at least as broad as ISO CG 20 10 04 13 as respects the County, its officers, officials, employees, or volunteers. Any insurance or self-insurance maintained by the County, its officers, officials, employees, or volunteers shall be excess of the Contractor's insurance and shall not contribute with it. Pursuant to the provisions of this Agreement insurance effected or procured by the Contractor shall not reduce or limit Contractor's contractual obligation to indemnify and defend the Indemnified Parties.4. INSURER FINANCIAL RATING: Insurance shall be maintained through an insurer with an A.M. Best Rating of no less than A: VII or equivalent, shall be admitted to the State of California unless otherwise acceptable by Risk Management, and with deductible amounts acceptable to the County. Acceptance of Contractor's insurance by County shall not relieve or decrease the liability of Contractor hereunder. Self-insured retentions must be declared and approved. Any deductible or self-insured retention amount or other similar obligation under the policies shall be the sole responsibility of the Contractor. The policy language shall provide or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or County.5. SUBCONTRACTORS: Contractor shall include all subcontractors as an insured (covered party) under its policies or shall verify that the subcontractor, under its own policies and endorsements, has complied with the insurance requirements in this Agreement, including this Exhibit.6. JOINT VENTURES: If Contractor is an association, partnership or other joint business venture, required insurance shall be provided by one of the following methods:<ul style="list-style-type: none">— Separate insurance policies issued for each individual entity, with each entity included as a "Named Insured" (covered party), or at minimum named as an "Additional Insured" on the other's policies. Coverage shall be at least as broad as in the ISO Forms named above.— Joint insurance program with the association, partnership or other joint business venture included as a "Named Insured".7. CANCELLATION OF INSURANCE: Each insurance policy required above shall provide that coverage shall not be cancelled, except with notice of cancellation provided to the County in accordance with policy terms and conditions.8. CERTIFICATE OF INSURANCE: Before commencing operations under this Agreement, Contractor shall provide Certificate(s) of insurance and applicable insurance endorsements as set forth in the provisions of this Agreement and this Exhibit C, in forms satisfactory to County, evidencing that all required insurance coverage is in effect. However, failure to obtain the required documents prior to the work beginning shall not waive the Contractor's obligation to provide them. The County reserves the right to require the Contractor to provide complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.
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EXHIBIT D

COUNTY OF ALAMEDA
DEBARMENT AND SUSPENSION CERTIFICATION

(Applicable to all agreements funded in part or whole with federal funds and contracts over \$25,000).

The contractor, under penalty of perjury, certifies that, except as noted below, contractor, its principals, and any named and unnamed subcontractor:

- Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any federal agency;
- Has not been suspended, debarred, voluntarily excluded or determined ineligible by any federal agency within the past three years;
- Does not have a proposed debarment pending; and
- Has not been indicted, convicted, or had a civil judgment rendered against it by a court of competent jurisdiction in any matter involving fraud or official misconduct within the past three years.

If there are any exceptions to this certification, insert the exceptions in the following space. For any exception noted, indicate to whom it applies, initiating agency, and dates of action. Exceptions will not necessarily result in denial of award, but will be considered in determining Contractor responsibility.

Notes: Providing false information may result in criminal prosecution or administrative sanctions. The above certification is part of the Standard Services Agreement. Signing this Standard Services Agreement on the signature portion thereof shall also constitute signature of this Certification.

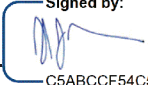
CONTRACTOR (COMPANY):		Beyond Emancipation	
NAME/TITLE OF AUTHORIZED SIGNER:		Dave J. Leimsieder Executive Director	
SIGNATURE:	 Signed by: C5ABCCF54C5D448...	DATE:	4/15/2025



EXHIBIT E

**COUNTY OF ALAMEDA
CONTRACT COMPLIANCE REPORTING REQUIREMENTS**

The County of Alameda utilizes Elation Systems, a third-party compliance system to monitor subcontractor utilization requirements.

County project managers will provide a special access code to contractors and subcontractors participating in this contract to allow them to register to use Elation Systems (at <https://www.elationsys.com/APP/>) free of charge.

Upon receipt of signed contract documents, the prime contractor shall immediately enter subcontractors (contributing towards utilization requirements) in the System, confirm payments received from the County within five business days in the System, immediately enter payments made to subcontractors, and ensure that subcontractors confirm they received payments within five business days in the System. Subcontractors shall confirm their payments received from the prime contractor within five business days in the System.

Elation Systems support, resources, and assistance are available online to registered contractors awarded a contract as a result of this bid process for this project and participating registered subcontractors.

It is the Contractor's responsibility to ensure that they and their subcontractors are registered and able to utilize Elation Systems as required.



ATTACHMENT A

CONTRACTOR'S DESCRIPTION OF PROPOSED SERVICES RESPONSE

DESCRIPTION OF PROPOSED SERVICES/BIDDER RESPONSE

Instructions: Bidder is to provide a **Description of Proposed Services**.

The *Description of Proposed Service* must describe the overall services and program. The Bidder must address how they will meet or exceed each requirement listed in Sections E (Specific Requirements), F (Administrative Requirements), G (PREA Requirements), and H (Deliverables/Reports).

At a minimum, the Bidder must include the following details:

Program Requirements Response:

1. Please describe Bidder's experience and first-hand knowledge of the juvenile and/or criminal justice systems and mentoring techniques.

RESPONSE:

Overview of Beyond Emancipation

Beyond Emancipation's mission is to support young people as they imagine and create their own life beyond foster care. For almost thirty years, Beyond Emancipation (B:E) has engaged young adults with experience in foster care and probation on a structured, intentional, and age-appropriate journey through adolescence and into early adulthood. B:E's vision is for a more equitable world where all young people with experience in foster care thrive as adults. Currently, B:E is the sole Housing Navigation and Foster Youth to Independence (FYI) voucher provider in Alameda County as well as one of the few organizations providing evidence-based curriculums for workforce development, tailored to meet the specific needs of systems-impacted youth in the area. B:E provides wraparound services in the areas of education and career development -- with housing as the key foundation. Systems-impacted youth are three times more likely to experience homelessness compared to their peers. As an evidence-based organization, B:E recognizes that youth experiencing homelessness are far less likely to maintain stable employment or achieve their academic goals. Our approach emphasizes securing stable housing as the foundation of our services, followed by tailored support for education and career development to empower youth towards independent adulthood.

B:E provides programming and coaching for systems-impacted youth in three key areas: housing, education, and career development. Nearly three decades of working alongside this population has demonstrated that the challenges foster and probation youth encounter are often interconnected in nature. Therefore, B:E provides each youth participant with wraparound services, tailored to address each individual youth's needs. All B:E youth are assigned a coach, who -- using B:E's proprietary, data-driven coaching model, Creative Connected Resourceful and Whole (CCRW) -- works one-on-one with the youth to meet their individual self-sufficiency goals. Through this relationship, the coach addresses the youth's most prescient needs, assists the youth in developing their independent living goals, and helps guide them towards achieving their aspirations. As mentioned, B:E views housing as a foundation to foster youths' success. As such, the first priority for any new youth participant is ensuring they are stably housed. Alongside personalized coaching, B:E offers life skills workshops to address essential independent living topics, such as financial literacy, know your rights, coping skills, and conflict

management. B:E also recently launched our new workforce development program, *Dream Beyond*, which uses YearUp's evidence-based job readiness curriculum, Career Labs, along with partnerships with local workforce development and vocational training programs to provide youth with the tools, knowledge and connections to obtain meaningful employment.

B:E Experience and first-hand knowledge of the juvenile and/or criminal justice systems:

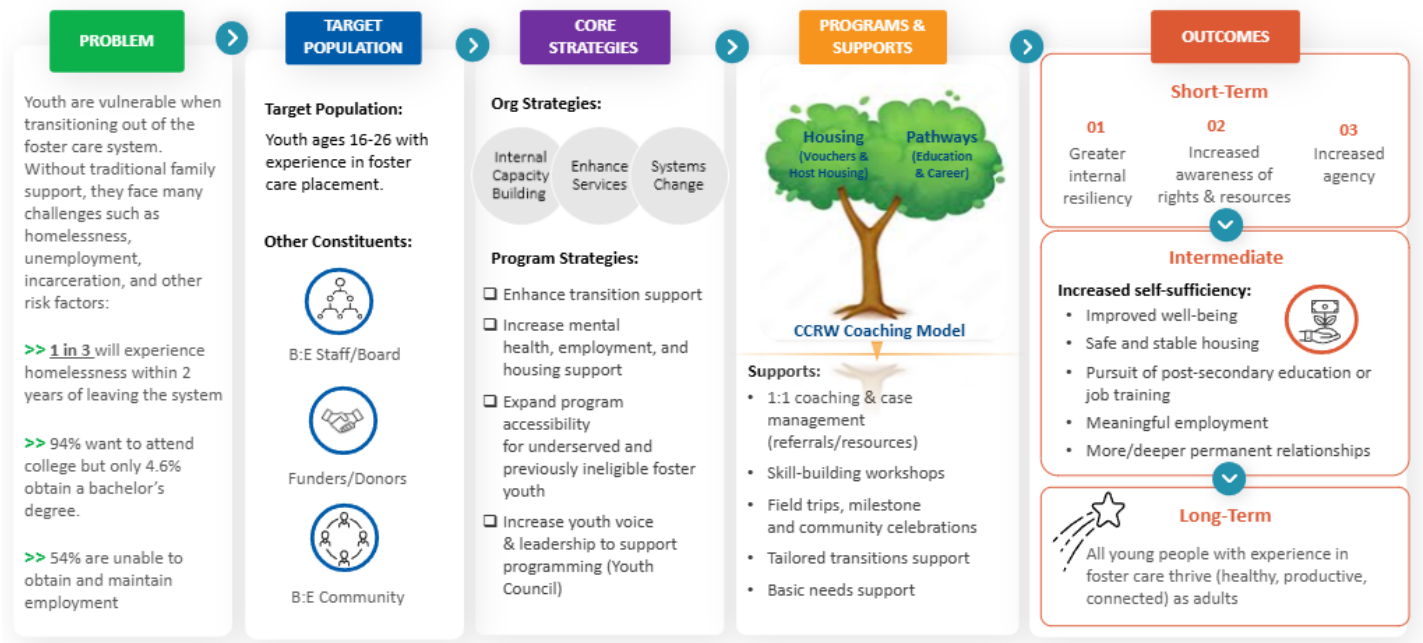
Since 1995, Beyond Emancipation (B:E) has provided a transformational environment for Alameda County transition-age youth who have experience in foster care or probation placements, supporting them to live healthy, productive, and connected lives as they move toward independent adulthood.

Current outcomes for foster and probation youth are dire. Kaleidoscope, a child welfare agency, states that 80% of the people in adult correctional facilities and juvenile justice systems come from the foster care system. Negative outcomes of the foster care system are not limited to incarceration, lack of stability, extraordinarily high incidences of substance abuse and psychological issues are additional problems for foster children. According to the California Department of Social Services, 32% of African American males are former foster youth who enter into the criminal justice system. Youth emancipating from the foster care system will experience poverty, homelessness, poor health, and unemployment at a greater rate than the general population. Given these sobering statistics, it is abundantly clear: Foster and probation youth need far more support when transitioning towards independent adulthood.

After 30 years of serving this population, B:E has developed a deep understanding of the diverse needs and best practices to serve our most vulnerable and disconnected youth. Nearly two decades of operating transitional housing programs for current and former foster and probation youth has demonstrated to the organization that secure housing is key for overall stability and success. Young people experiencing homelessness are far more likely to enter or be reintroduced to the criminal justice system. They also experience significant barriers to achieving their academic goals or stable employment, underscoring the need for wraparound support that addresses stable housing, educational resources, and career development. B:E's theory of change model, presented below, demonstrates how all of B:E's services are designed to develop transformational relationships with youth and young adults to support a successful transition into adulthood.

B:E THEORY OF CHANGE

Mission: Support young people as they imagine and create their own life beyond foster care
Vision: A more equitable world where all young people with experience in foster care thrive as adults
Values: Youth-Centered, Equity, Transformation, Community, Continuous Learning



CCRW - B:E's proprietary strengths-based coaching framework—which helps youth develop the inner resiliency, sense of competence, and external support networks that are key to long-term success—plays a significant role in our success by offering a multifaceted direct service approach that incorporates coaching, permanency, youth development, and crisis management. As a transformative practice, coaching is key to long-lasting change. Youth are much more committed to goals and behavioral changes when they choose them themselves. In fact, 90% of youth participants surveyed reported that they felt coaching was the most important service they received at B:E, even more so than direct financial support. Through coaching, B:E empowers youth to access the assets they already have within, helping young people to excel far beyond foster care. Coaching honors young people as experts on themselves and provides information, skills, and supports that enable them to take responsibility for their own planning and decisions. With coaching, vulnerable youth develop the inner resiliency and sense of competence that are necessary for long-lasting positive change.

B:E maintains fidelity to evidence-based and community-informed youth development and engagement practices that we have used for nearly thirty years, coupled with new modalities of working with youth based on current research and learnings. Community-based practices, in particular, come from diverse communities and offer an intersection of participants/users to contribute their own perspectives and lived experience to increase relevance.

B:E has over 17 years experience operating transitional housing programs for current/former foster and probation youth and 8 years of operating the independent living programs (ILP), providing wraparound services for TAY foster and probation youth aged 14-24 around housing, education, employment, and well-being. B:E also has 3 years of experience in developing and implementing a Youth Council, dedicated to elevating youth voice in program design and delivery.

B:E has expanded our housing capacity year over year – having housed 129 youth and their children this year, an increase from last year's 97. The vast majority of youth (>75%) in B:E housing obtain a job or enroll in school within 6 months of becoming housed. B:E's unique edge comes from three major services provided to housing participants: (1) workforce development programming, (2) wraparound support, (3) our proprietary coaching model. Descriptions of programs are detailed below:

- Housing Navigation Program (HNP): B:E has been the sole housing navigation provider for the past 4 years when the program was first launched by the county, demonstrating success in operating this program to help youth connect to transitional housing resources while working on housing readiness goals. We serve about 100 youth annually with housing navigation services and were recently awarded the next round of HNP funds to start the new contract next Spring.
- THP+ Housing: B:E has 20 beds available in our THP+ transitional housing program, including our successful Host Housing program, where youth exiting care can live with an identified supportive adult and receive financial and coaching services from B:E.
- FYI Housing Vouchers: B:E currently provides intensive case management and wraparound services to 65 youth in Section 8 housing through Foster Youth to Independence (FYI) housing vouchers. In 2023, we distributed all available vouchers and helped youth find suitable housing options using their vouchers. Through our partnership with Alameda County Social Services Agency, we can now access an additional 150 on-demand housing vouchers from local housing authorities and are working to support youth with accessing and maintaining these vouchers, while providing education/employment coaching once housed through our Pathways program.
- Pathways: Pathways is B:E's education and employment program dedicated to supporting youth in our housing programs with their employment goals once housed. This program uses a combination of intensive bootcamp-style job readiness workshops, developed from YearUp's evidence-based Career Labs curriculum, along with 1-1 employment coaching from an experienced employment coach using B:E's CCRW coaching model. B:E's *Dream Beyond* workforce development program is a cohort-style intensive program that provides Career Labs curriculum and coaching while connecting youth with partnering workforce development organizations.
- Youth Council: B:E launched our first Youth Council in 2021 with the intention of having a group of current and former foster/probation youth support with collecting youth feedback to inform programming and delivery. Working closely with West Coast Children's Clinic's Youth Advocate Program, B:E has provided leadership trainings for youth on the council as well as trainings around how to effectively gather and respond to youth feedback. Last year we were able to collect anonymous feedback from 75 youth for our annual survey, and youth advocates supported with facilitating 3 focus group and conducting youth interviews to dive deeper into the themes presented in the annual survey.

100% of B:E's current youth are systems-involved, about 25% have had experience in probation. We currently serve 150 current and former foster TAY with housing, education and employment services. Prior to this year when we held the ILP contract we provided services to an average of 500 foster and probation youth annually.

Youth Story: One of the successful participants of B:E's *Dream Beyond* workforce development program is J'Von, a father of three young children. J'Von joined B:E in 2022 at the age of 19, following a referral from his probation officer for support services. As one of the oldest participants in the program, J'Von naturally emerged as a leader, bringing maturity, life experience, and a sense of responsibility to the cohort. Although his probation status required him to miss a few workshops due to court matters, J'Von was proactive in communicating with his coach and the facilitators, ensuring that he made up any missed assignments promptly.

During his time in *Dream Beyond*, J'Von was also working with one of B:E's Housing Navigators to secure stable housing for his family. Through B:E, he was connected to the Foster Youth to Independent voucher program and was successfully housed, providing a stable foundation for his future career aspirations.

For his final presentation, J'Von shared his goal of one day owning a music label and becoming a music executive. He developed a clear plan to achieve this goal, recognizing the importance of earning enough to support his family in the meantime. While in the program, J'Von was connected to Civiccorps, a one-year program offering on-the-job training in land conservation fields. He reported that many of the skills he learned in *Dream Beyond*, especially around communication techniques like codemesh (aka code-switching), have been invaluable in his new job. J'Von credits *Dream Beyond* for equipping him with the tools to stay focused, advocate for himself, and effectively communicate with management and colleagues.

After he completed his year with Civiccorps, J'Von expressed an interest in exploring other career opportunities through pathways with employers like EBMUD and CalTrans, while continuing to work toward his long-term dream of becoming a music executive.

ACPD Collaborations and Justice-Related Support

B:E collaborates with AB-12 Probation, meeting regularly with the unit supervisor to discuss ways in which we can best support and engage justice-impacted youth. Through this collaboration, B:E has been invited to participate in many ACPD events, including Positive Youth Futures Fair and Probation Graduation.

In addition, B:E supports youth involved in the juvenile and/or criminal justice systems through the following:

- Attending court and briefings along with youth when requested or if they need an advocate present, as well as providing transportation to court when needed

- Exposure to community events, such as the recent JBAY Gala, an annual Bay Area event with local politicians, advocates and stakeholders
- Education, Employment, Housing Navigation and Life Skills coaching (using CCRW coaching model)
- Referrals and connections to legal aid, such as Bay Area Legal Aid or East Bay Children's Law Office
- Writing letters of support for court cases, most recently we submitted multiple letters of support for a youth in our FYI Program letting the judge know about the program and the supportive services he is receiving so he did not get incarcerated
- Collaborating with local advocacy and legal aid organizations to provide workshops such as Know Your Rights workshop series

B:E's Evidence-Based Approach

B:E maintains fidelity to evidence-based and community-informed youth development and engagement practices that we have used for nearly thirty years, coupled with new modalities of working with youth based on current research and learnings. Community-based practices, in particular, come from diverse communities and offer an intersection of participants to contribute their own perspectives and lived experience to increase relevance. Some of the engagement modalities we integrate into our coaching and programming are:

Trauma-Informed/Healing-Centered Care
Using a non-judgmental approach in working with youth. Prioritizing youth participation in the development, delivery, and evaluation of services. Youth are engaged through culturally and linguistically competent services, youth focus groups, evaluations, the partnership-based CCRW Coaching model, positive youth development, as well as being involved in their own healing process. We implement recovery-oriented goals and future-oriented goals and planning while tending to basic needs.
Positive Youth Development
An intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people's strengths; and promotes positive outcomes for young people by providing opportunities and fostering positive relationships.
Adolescent Brain Development
Particularly for youth brain development has been impacted due to trauma, B:E will support them to develop critical thinking skills, emotional intelligence, etc. and corresponding life skills that support them to live independently.
Substance Abuse and Mental Health
The Substance Abuse and Mental Health Services Administration (SAMHSA) offers an evidence-based practices resource center that provides tools and resources on various conditions and issues and supports harm reduction.
Caring, Open and Adaptable Staff
Our highly trained, culturally competent staff team brings heart to their work and demonstrates deep connection with youth, especially since some share the same lived experience. B:E has

open-door programming; clients may exit and re-enter at multiple points: it is important for youth to view B:E as a stable, reliable source of support.

2. Please describe Bidder's experience working with a multi-cultural youth population who are currently or were formerly involved in the juvenile and/or criminal justice systems.

RESPONSE:

A historically BIPOC-led organization, B:E deeply values diversity, equity, inclusion, and belonging—acquiring and institutionalizing best practices, policies, and procedures that support cultural responsiveness, humility, and accountability for board, staff and youth engagement. B:E is committed to hiring a diverse team whose histories mirror our youths experiences: over 80% of staff (including 75% of BE's Leadership Team) identify as BIPOC and more than 20% have personal lived experience in foster care or juvenile systems. The table below shows the demographics of our FY23-24 youth population:

B:E FY23-24			
534 Youth Served			
<i>Gender</i>		<i>Sexual Orientation</i>	
Female	58.61%	Heterosexual	37.27%
Male	35.58%	Gay	3.60%
Trans Identifying	1.50%	Bisexual	2.70%
Gender Non-Binary	0.56%	Queer	1.80%
Decline to State	3.75%	Lesbian	0.90%
		Questioning	0.56%
		Pan Sexual	0.37%
		Decline to State/No data	53.60%
<i>Age</i>		<i>Ethnicity</i>	
14	0.37%	African American/Black	52.25%
15	0.94%	Hispanic/Latinx	17.04%
16	2.81%	Caucasian	7.30%
17	5.43%	Multi-Heritage	5.43%
18	13.30%	Southeast Asian (Filipino, Laotian)	1.87%
19	16.10%	Asian/Indian	1.69%
20	13.86%	Haawaiian/Pacific Islander	0.94%
21-24	36.14%	Middle Eastern	0.75%
25+	11.05%	Native American/Alaskan Native	0.56%

		Unknown or Decline to State	12.17%
Parenting Status		County of Residence	
Not Parenting	70%	Alameda	81.65%
Parenting	13%	Butte	0.19%
Pregnant & Parenting	2%	Calaveras	0.19%
Pregnant	1%	Contra Costa	1.80%
Unknown	14%	Fresno	0.19%
		Kern	0.37%
		Los Angeles	0.90%
		Merced	0.90%
		Placer	0.90%
		Riverside	1.80%
		Sacramento	2.70%
		San Bernardino County	0.00%
		San Francisco	2.70%
		San Joaquin	0.90%
		San Mateo County	0.56%
		Santa Clara County	0.37%
		Santa Cruz	0.19%
		Stanislaus	0.00%
		Solano County	1.31%
		Yolo	0.37%
		In transition/No Data	4.49%

B:E's commitment to diversity is also reflected in our commitment to developing a more diverse board (including BIPOC, lived experience in the foster care and probation systems, and a range of skills/expertise). Through a concerted effort, B:E's board demographics shifted from majority white in 2020 to majority BIPOC today.

3. Please describe how Bidder's personnel have been trained, or are willing to be trained, in Circle Keeper training/curricula and are willing to deliver curricula to youth involved in the YAC.

RESPONSE:

B:E has a proven track-record of ensuring personnel have the necessary tools and trainings to respond to the specific needs of Alameda County systems-involved youth.

We have previously worked with Restorative Justice for Oakland Youth (RJOY) to provide restorative justice trainings for staff and plan to collaborate with them, or another restorative justice training organization, to receive their Circle Keeper training for our staff, with the intention of having at least 2 staff (one of whom will be the YAC Coordinator) trained in Circle Keeper curriculum within the first 3

months of the contract. These staff will provide trainings for YAC members as well as ongoing coaching about restorative justice approach.

Staff are also trained in the following areas that are related to Circle Keeper training:

- **CCRW Coaching Certification:** all staff receive training on B:E's proprietary coaching model and recently B:E brought on a DEI consultant, Eshawn Peterson, to reevaluate our CCRW training curriculum to develop updated training materials to have all staff re-certified in CCRW within the next fiscal year. Eshawn is an organizational change management consultant with over 17 years of child welfare expertise. Eshawn specializes in capacity-building and coaching support for nonprofits, with a specific focus on Diversity, Equity, Inclusion, and Justice.
- **Becoming Me:** training series that provides workers with strategies to work with participants who have been sexually exploited, including trauma-informed and healing-centered strategies for working with systems-involved youth.
- **Restorative, Trauma-Informed and Crisis Prevention De-Escalation Trainings:** these trainings are provided annually to support coaches to work with youth dealing with trauma. Case conferencing is also a regular practice that all direct-service staff participate in to support each other with ongoing coaching development.

To train staff for our *Dream Beyond* workforce development program, B:E partnered with YearUp to have *Dream Beyond* facilitators become certified in using their evidence-based Career Labs curriculum. The new program curriculum delivers a comprehensive three-month series of job readiness workshops and intensive coaching specifically tailored to meet the needs of systems-impacted youth.

We have partnered with organizations such as RJOY (Restorative Justice for Oakland Youth) to provide trainings for staff in circle keeping as well as collaborations to hold restorative circles, recent example includes our Housing Navigator holding restorative circle to support a youth with conflict resolution with their roommate in order to stay in housing placement.

4. Please describe how Bidder will comply with ACPD's zero-tolerance policy related to the sexual assault or rape of juveniles, or sexual misconduct toward any juveniles housed in any of its facilities or contracted venues, noting that sexual abuse and sexual harassment are prohibited by state and federal law.

RESPONSE:

B:E is committed to ACPD's zero-tolerance policy regarding sexual assault, rape, and sexual misconduct toward juveniles in any of our facilities or contracted venues. We recognize the seriousness of this issue and the importance of ensuring that youth are protected from all forms of sexual abuse and harassment, in accordance with state and federal law. In addition to having all staff complete a criminal background check, below are the steps we take to ensure full compliance with this policy:

Staff Trained on Sexual Harassment and Trauma-Informed Care

All B:E staff receive comprehensive sexual harassment and sexual misconduct trainings during onboarding, followed by annual refresher courses. This ensures that every team member is equipped

with the knowledge and skills to prevent and address sexual misconduct effectively. Additionally, all staff members are trained annually in trauma-informed care, healing-centered coaching, and other specialized training programs aimed at working with youth who have experienced sexual trauma. These trainings are designed to create a supportive and empathetic environment that prioritizes the safety and well-being of youth in our care.

Becoming Me Certification for Specialized Support

Two of our staff members have recently been certified in the *Becoming Me* program, a specialized trauma-informed coaching curriculum designed to support youth who have experienced commercial sexual exploitation and other forms of sexual trauma. These certified staff members will lead trainings for the rest of our direct service team on how to implement effective strategies to help youth cope with the impacts of sexual trauma. This approach ensures that every staff member is capable of providing individualized, sensitive support to youth who have experienced or are at risk of sexual abuse or exploitation.

Experienced Staff in Transitional Housing for At-Risk Youth

B:E also has 17 years of experience in operating THP+ transitional housing facilities specifically designed for transitional-aged systems-impacted youth. We currently hold a community care license to operate such facilities, which includes having trained staff on site to ensure that youth receive the appropriate care, supervision, and support to keep them safe from sexual abuse or harassment.

Through these efforts, B:E maintains a proactive approach to ensuring the safety of all youth in our care. Our staff are trained to identify, prevent, and respond to incidents of sexual misconduct, and we are fully committed to adhering to ACPD's zero-tolerance policy. Our trauma-informed and youth-centered approach further strengthens our ability to provide a safe and supportive environment for all youth, in full compliance with both state and federal law.

5. Please describe how Bidder will provide participant selection, oversight, training, opportunity development, and general support for the YAC.

RESPONSE:

Participant Selection

The YAC will be comprised of 12-15 youth aged 17-25 who were formerly involved in the juvenile justice system and who are no longer supervised by ACPD. An ideally diverse group of youth, the YAC should include youth with varied ages, cultural backgrounds and identities. Targeted outreach will be performed to ensure that the YAC represents the diverse ACPD community.

For outreach, B:E will use our existing relationships with ACPD and other stakeholders to inform social workers, probation officers and lawyers/advocates about this opportunity to share with youth. More details around our outreach approach are described in #7 below.

Eligible transitional-aged youth (TAY) interested in applying will complete an application and then participate in an interview. The interview panel will include the YAC Coordinator and an ACPD

representative, such as the designated deputy probation officer (DPO) or other designated ACPD staff. B:E will also seek a youth representative to be on the panel, which may be a current or former YAC member, a Juvenile Justice & Delinquency Prevention Commission (JJDP) youth commissioner, or another youth with prior experience in the system.

YAC Oversight

The YAC will work primarily with the YAC Coordinator, a new FTE position at B:E, who will oversee the development, implementation and oversight of the YAC. When hiring for this position, we will target a bilingual (English-Spanish) coordinator who has experience working with juvenile justice-involved youth as well as experience with youth training and development. B:E's Director of Impact & Learning will oversee this position, providing an evaluative lens to ensure that the goals, activities and trainings of the YAC are impact-led. With nearly a decade of experience in program evaluation and over 15 years of experience in training and education of at-risk youth, B:E's Director of Impact & Learning will lead training and data collection efforts to ensure that best practices are used to gather and analyze youth feedback.

The YAC Coordinator will also be trained as Circle Keeper as well as become certified in B:E's CCRW coaching model. The YAC Coordinator will work closely with ACPD leadership, meeting quarterly with a leadership committee to discuss youth feedback and policy advocacy items that are determined by the YAC as well as meeting regularly with ACPD's designated DPO.

YAC Leadership Committee

A YAC Leadership Committee will meet quarterly and will include designated YAC members, YAC Coordinator, ACPD's designated DPO as well as other stakeholders. Other youth representatives such as youth commissioners from the JJDP will also be invited to join the Committee. The purpose of the Committee is to review goals and impact of the YAC to ensure it is achieving desired outcomes.

YAC Training & Development

The following training series will be included in the required annual trainings that YAC members will participate in:

- a. **Leadership Development:** This training series will use YearUp's evidence-based Career Labs curriculum to include leadership, professional development and job readiness trainings on topics such as professionalism, collaboration, codemeshing (aka codeswitching), communication, and public speaking. B:E staff have been certified to facilitate Career Labs workshops for youth and will lead this training series.
- b. **Feedback Systems:** A major goal of the YAC will be gathering, analyzing and sharing insights from current and former probation youth with juvenile justice workers to better inform policies and practices. YAC members will participate in a training series focused on the Feedback Lab's feedback loop process, including training on developing and distributing impactful surveys, facilitating equitable focus groups and conducting interviews in a way that is inclusive. B:E's Director of Impact & Learning is a certified Feedback Labs practitioner and will be leading this training series.

- c. **Advocacy & Systems Change:** Another major component of the YAC is advocating for systems-impacted youth. This training series will focus on how to advocate for change within the juvenile justice system and will be a collaboration between B:E and a partnering youth advocacy organization that specializes in policy work, such as California Youth Connection (CYC) or John Burton Advocates for Youth (JBAY) and/or through collaborations with the JJDPC.
- d. **Circle Keeper Training:** This ongoing training opportunity will be provided by staff trained in Circle Keeper curriculum and will include an initial training series followed by ongoing Circle Keeper training activities. We will collaborate with an organization that specializes in restorative practices, such as RJOY, to provide additional expertise in this area, as well as ACPD's designated DPO.
- e. **Individualized Coaching:** In addition to the training series described above, each YAC member will meet 1-1 with the YAC Coordinator to develop their own professional development goals, which they will work on over the course of the year. The YAC Coordinator will be certified in B:E's proprietary coaching model, CCRW, to provide individualized coaching for YAC members to meet their established goals.
- f. **Education & Employment Coaching:** All YAC members are also invited to participate in *Pathways*, B:E's education and employment program for systems-impacted youth. *Pathways* provides participants with individualized 1-1 coaching towards education and employment goals provided by specialized *Pathways* employment coaches. YAC members can also opt-in to participate in B:E's *Dream Beyond* workforce development program, an intensive 3-month program dedicated to supporting systems-involved TAY with job readiness and career exploration opportunities.

Youth Incentives

Once accepted, youth are expected to stay active in the YAC for the entire year. They are expected to participate in at least one meeting per month, as well as contribute to individual or collaborative projects as they come up. Youth are also encouraged to participate in YAC Leadership Committee as well as meet with other advocacy-related organizations to remain updated with current events and policies that may impact systems-involved youth. In addition to meetings and collaborations, YAC members are also invited to participate in B:E programming, including attending B:E special events, coaching, and workshops when available.

By participating in the YAC, individuals will not only gain leadership, advocacy and collaborative skills through trainings and collaborative projects, they will also receive a Certificate of Completion and letter of recommendation/reference at the end of their term. If needed, a reference can also be provided before the completion of their year-long term, depending on the need and their participation in the YAC. YAC members will also gain professional skills that will help them gain and retain future employment. At the conclusion of the year, youth will be celebrated with a graduation dinner. Once graduated, members can continue participating in the YAC as peer mentors.

Youth will also be compensated for participating in YAC – regular members are paid a quarterly stipend of \$250, totaling \$1000/year, as well as receiving \$25/week when participating in YAC activities. To

receive the stipends, youth must participate in all trainings and meetings that take place during the specified time period unless alternative arrangements have been made.

YAC members will also receive incentives for participating in life skills workshops or other B:E programming.

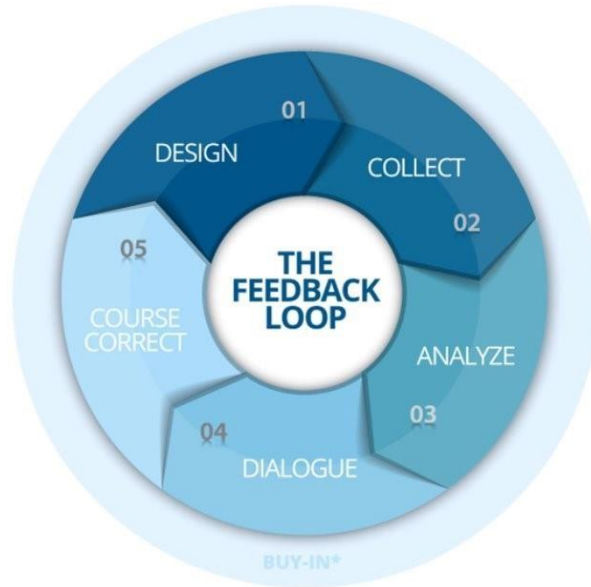
6. Please describe how Bidder will collaborate with ACPD and the YAC to develop surveys, conduct focus groups, and facilitate meetings as needed to gain insight from justice involved youth.

RESPONSE:

B:E has a proven track record of effectively gathering youth feedback to inform best practices. In 2018, we participated in the Fund for Shared Insight initiative, receiving coaching from Listen4Good, a national nonprofit that specializes in community feedback collection and analysis. This collaboration enabled us to establish an annual process for gathering and responding to youth feedback, incorporating an annual survey, focus groups, and youth interviews. In 2021, B:E launched our first Youth Council to provide a peer approach to gathering youth feedback. In 2022, B:E's Director of Impact & Learning expanded the organization's expertise by becoming certified in Feedback Labs' DEIB-focused (Diversity, Equity, Inclusivity, and Belonging) approach, ensuring that our methods for gathering youth feedback are inclusive and equitable.

In our most recent feedback cycle (FY23-24), B:E anonymously surveyed 75 current and former foster and probation youth, conducted three focus groups to explore key themes from the survey, and held one-on-one interviews for more in-depth insights. To ensure the data accurately represented the target population, we collected demographic information from respondents and intentionally focused on underrepresented groups to participate in focus groups and interviews, including Spanish-speaking youth, non-minor dependents, and youth who identify as LGBTQAI+. Additionally, we trained TAY peers to facilitate the focus groups, creating a comfortable environment where participants felt more at ease sharing their thoughts with a peer rather than a B:E staff member.

One of the primary tasks of the YAC will be to lead the phases of an annual youth feedback loop to gather insights from current and former probation youth on juvenile justice policies and programming. As previously stated, all YAC members will receive training on how to implement the feedback loop using Feedback Labs' DEIB-centered approach. The phases of the feedback loop are displayed below:



This annual feedback loop process uses best evaluation practices to gather feedback in a way that is equitable, inclusive and impactful. Below is the annual timeline, activities, and goals of the feedback loop phases, which demonstrates collaboration with ACPD and YAC to develop and implement the feedback loop process. This feedback loop repeats after Y1 for each consecutive year in the contract:

Phase Timeline	Activities	Annual Goals
DESIGN Oct – Dec	Develop survey questions and distribution plan based on desired outcomes. Questions will be developed as a collaboration between B:E, YAC, and ACPD and will include demographic information to ensure data collected matches demographics of the target population.	Complete initial survey tool for Y1 by December 2025: <ul style="list-style-type: none"> • Include Spanish and English version • For accessibility, include various methods to complete survey – online link, printed paper copy, offer interview format
COLLECT Jan – Mar	Launch anonymous survey tool and work with ACPD to perform youth outreach to gather responses. All youth who complete the survey will be offered a \$20 gift card incentive.	Goal of receiving 50-100 anonymous survey responses in Y1
ANALYZE Apr	Analyze raw survey data to come up with themes, develop initial findings report to present to YAC and ACPD leadership.	For Y1, initial findings report and presentation to be provided by May 2026.

DIALOGUE Apr – May	Engage with target audience to dive deeper into themes presented via focus groups and interviews. Dialogue phase is also an opportunity to gather feedback from groups underrepresented in survey data.	In Y1, the YAC will host at least 3 focus groups and interview 5-10 youth to dive deeper into themes presented in survey data.
COURSE CORRECT June - Aug	Bring data back to ACPD workers/ stakeholders to develop an action plan, share out this action plan with stakeholders and youth to implement change based on youth feedback	The YAC will host a stakeholder roundtable event with ACPD and other stakeholders to share insights and lead discussions to collectively develop an action plan based on youth feedback

To close the annual feedback loop, a final report will be distributed that includes survey insights as well as the course correct action plan that was developed during the stakeholder roundtable event. This will be distributed to ACPD as well as other stakeholders along with youth.

YAC members will be invited to lead and/or participate in each phase of the feedback loop journey under the guidance of the YAC Coordinator and DPO. Some of the tasks that YAC members will participate in include (but are not limited to):

- Providing input on survey questions to ask and data to be collected
- Support with outreach to complete youth survey, including input on outreach materials as well as actually performing youth outreach
- Participating in, reviewing, and presenting on the analysis of findings
- Organizing and facilitating youth focus groups
- Conducting 1-1 youth interviews
- Facilitating round table event to sharing findings and develop action plans with ACPD and other stakeholders to adjust policies and programming based on youth feedback
- Presenting findings and action plan(s) to youth and stakeholders

Throughout each phase of the loop, YAC members will work with ACPD via DPO and quarterly meetings with the Leadership Committee to get input on survey questions, support with distribution and outreach, and analysis of data.

Stakeholder Roundtable Event

The YAC will host an annual roundtable event, inviting ACPD workers and stakeholders to review the feedback and collectively develop an action plan in response to the insights gathered from justice-involved youth. From this action plan, the YAC will create an annual report that outlines the year's findings along with proposed action items to ensure that youth voice is included in ACPD decisions.

7. Please describe how Bidder will conduct outreach to recruit YAC members with a particular emphasis on former ACPD clients.

RESPONSE:

Providing wraparound services for foster and probation youth for three decades, B:E has served an average of over 500 current and former foster and probation youth annually, creating a robust network of potential YAC members. B:E has also built strong partnerships with key stakeholders serving systems-impacted youth, including AB-12 Probation, Alameda Social Services Agency (SSA), Alameda County Independent Living Program (ILP), Bay Area Legal Aid, East Bay Children's Law Office, and Court-Appointed Special Advocates. In addition to these organizations, B:E is a part of the Next Step Collaborative, working collaboratively with multiple transitional housing providers in Alameda County. Through these existing relationships and established referral pipelines, B:E will facilitate targeted outreach for YAC member recruitment.

In addition to our robust referral network mentioned above, B:E currently holds the contract for Alameda County's Housing Navigation and Foster Youth to Independence (FYI) Programs, with over 150 transitional-aged former foster youth currently active in programming. Approximately 25% of these youth have had previous involvement with the juvenile justice system. We will use this pool of eligible participants to perform outreach for potential members for the YAC.

YAC Coordinator will also work with ACPD's designated DPO to ensure outreach materials are shared on the appropriate ACPD channels.

Once the YAC is launched, B:E will organize roadshows to inform stakeholders and youth about the council and how to apply. Additionally, we will utilize our TAY Providers email list, which includes over 100 local providers working with foster and probation youth, to distribute information on the YAC and application process.

B:E has also previously participated in the Positive Youth Futures Fair and plans to use this event as another platform for youth outreach. We will also collaborate with the YAC Leadership Committee to identify other opportunities within ACPD spaces to engage potential members.

Eligible youth will complete an application, followed by an interview conducted by a panel. The interview panel will include the YAC Coordinator, DPO, and a youth representative with prior juvenile justice system involvement. To ensure equitable onboarding, the panel will use a standardized scoring rubric and ask the same set of questions for all interviews.

8. Please describe how Bidder will attend ACPD sponsored outreach events, such as the Positive Youth Futures Fair.

RESPONSE:

B:E has participated in past and most recent Positive Youth Futures Fair as well as other ACPD-hosted events to do outreach for ILP as well as our housing navigation services and workforce development programming. If awarded this contract, we anticipate not only attending for outreach purposes to recruit potential YAC members and share B:E programming, but we would also plan to use this event as an opportunity to engage with youth who would like to share their experiences in the juvenile justice

system. This might look like hosting an activity, distributing a survey for feedback, or gathering contact information to conduct youth interviews after the event. We would also support with event coordination as well as youth outreach as needed. B:E would collaborate with ACPD and DPO to learn more about the ways in which B:E and the YAC can best support the Positive Youth Futures Fair.

9. Please describe how Bidder will attend regular meetings with ACPD leadership for the ongoing support of the YAC.

RESPONSE:

B:E will work closely with ACPD's designated DPO to set up a YAC Leadership Committee prior to the YAC launch, which would include B:E's YAC Coordinator, DPO, other ACPD workers/stakeholders, as well as youth commissioners from JJDC and designated YAC participants once the YAC is launched. This Committee would meet initially prior to program launch to work on strategic planning and program development, and then once the YAC is launched the Committee will meet regularly, quarterly at a minimum, to discuss the priorities, goals and impact of the YAC.

At the launch of the Committee, and at the beginning of each following year, the Committee will participate in a retreat to map out an annual strategic plan for the YAC. This will include determining priorities and outcomes for the YAC to accomplish during the given year, developing or redefining mission and vision statements, as well as mapping out an outreach and recruitment plan to onboard new members. For the first year, this strategic planning would only include ACPD and B:E leadership, but once the YAC has launched, YAC members would also be invited to participate in any future strategic planning sessions.

In addition to meeting regularly as a full Committee, B:E's YAC Coordinator will also schedule recurring check-ins with designated ACPD DPO to further enhance collaborations. B:E will work with DPO to ensure that the YAC participates in ACPD events and activities, such as the Positive Youth Futures Fair. The YAC will support these events as well by developing and implementing youth feedback systems that can be used to create better experiences for youth participating in these events.

B:E will also conduct annual roadshows for ACPD units working with transitional-aged youth to share YAC project updates and to inform probation officers about this leadership opportunity available for youth exiting their caseloads.

10. Please describe how Bidder will collaborate and integrate with designated ACPD staff including, but not limited to, the following:
 - a. Forming, structuring, and supporting the YAC;
 - b. Developing the mission and vision statements for the YAC;
 - c. Defining the various roles of youth involved in the YAC;

- d. Developing an annual work plan and timeline for the YAC;
- e. Developing pre- and post-surveys for YAC participants;
- f. Creating and developing a means for support for youth's participation in potential roles; and
- g. Serving as a conduit between the juvenile justice system and youth on active probation.

RESPONSE:

B:E will collaborate and integrate with designated ACPD staff on the following:

a. Forming, structuring, and supporting the YAC

As stated previously, B:E will designate one FTE position, the YAC Coordinator, to oversee the formation and ongoing support of the YAC. The YAC Coordinator will work alongside ACPD's DPO to lead the formation of a YAC Leadership Committee to include B:E leadership as well as designated members of ACPD leadership, targeted stakeholders and JJCPD youth commissioners to support with initial program development and youth recruitment strategies of the YAC. Prior to the launch of the YAC and the YAC Leadership Committee, B:E will host a meet-n-greet event with ACPD leadership, probation officers and JJCPD representatives to gather input on program design and launch while building community. B:E will also use this meet-n-greet as an opportunity to find additional volunteers from ACPD who would like to be included in the YAC Leadership Committee.

b. Developing the mission and vision statements for the YAC

This would be one of the first tasks for the YAC Leadership Committee. Prior to finalizing YAC program materials and the YAC outreach and recruitment plan, the Committee will participate in a short retreat, where members can work together on strategic planning, including the development of a program logic model, mission and vision statements for the YAC. B:E's Director of Impact & Learning would lead these strategic planning sessions in collaboration with ACPD leadership.

c. Defining the various roles of youth involved in the YAC

Youth roles will be developed largely by the YAC members themselves, but with input and guidance from the YAC Coordinator and DPO. A general program overview will be created with input from the Committee prior to onboarding YAC members, which will include recommendations for youth roles within the YAC. Having prior experience developing and implementing a Youth Council, B:E is mindful that having member buy-in when developing specific roles is crucial for success, so these decisions will be made collaboratively with members once the YAC is launched.

d. Developing an annual work plan and timeline for the YAC

Developing an annual work plan and timeline would also be included as part of the YAC Leadership Committee's annual retreat. This workplan and timeline will be shared with YAC

members at the launch event for feedback and finetuning to increase member input and buy-in.

e. Developing pre- and post-surveys for YAC participants

These can be developed by B:E using previous Youth Council pre- and post-surveys and then shared with ACPD for feedback via the YAC Leadership Committee. Pre-surveys would be provided at the initial launch of the YAC and post-surveys would be given at the completion of the program year, with results being reviewed by the YAC Leadership Committee during the next annual retreat to inform future programming. Pre- and post-surveys will also be given at the beginning and end of all YAC training series to gather feedback on the effectiveness of these trainings as well as suggestions for continuous improvement.

f. Creating and developing a means for support for youth's participation in potential roles

B:E would lean on ACPD to refer youth for specific roles within the YAC. Once these are developed – in part by the YAC Leadership Committee and also in part by the YAC members themselves – ideal candidates can be identified by probation officers as well as ACPD leadership. Youth in these roles can receive 1-1 leadership coaching from the YAC Coordinator, and may also work with other mentors depending on need and specialization of role. Specific role descriptions, similar to job descriptions, will be developed by the YAC Coordinator in collaboration with DPO and with feedback from the Leadership Committee as needed, as well as necessary interviewing materials.

g. Serving as a conduit between the juvenile justice system and youth on active probation

To maintain relationships and keep a pulse with youth on active probation, the YAC will host community events, peer support groups, and information sessions for youth on current probation caseloads. These would be planned as a collaboration between B:E and ACPD and priorities for these events include:

- Distributing information to probation youth on Court and Probation processes, including hosting youth panel Q&A sessions and orientations for youth new to the system and also creating and/or updating resource guides to be distributed to current probation youth
- Hosting Know Your Rights workshops, which B:E has hosted previously for foster and probation youth in collaboration with organizations such as Fresh Lifelines for Youth (FLY), California Youth Connection (CYC) and John Burton Advocates for Youth (JBAY)
- Holding restorative circles for healing and peer support
- Participating in community events such as Positive Youth Futures Fair, ACPD graduation, and other events where youth in active probation may be present
- Hosting focus groups and 1-1 interviews for current and former probation youth to gather youth feedback as part of the feedback loop process

11. Please describe how Bidder will utilize youth input to help develop programs serving youth, and system partners acknowledge how to integrate youth voice with the broader community.

RESPONSE:

In addition to developing and implementing an annual youth feedback process, which includes an annual survey, focus groups, youth interviews, B:E will host a stakeholder round table event to share findings and develop an action plan in response to the youth feedback provided. A final report will be made, similar to an impact report, to share results and the course correct action plan with ACPD and other organizations providing services for probation youth, which includes recommendations to adjusting programming in response to youth feedback.

The YAC will also support with creating general feedback systems for programming, such as pre- and post-surveys for workshops and events as well as implementing an anonymous ongoing feedback system for youth active in probation to provide real-time feedback on programming elements. This might look like a suggestion box, anonymous feedback link that can be accessed at any time, or auditing and updating grievance policies.

12. Please describe how Bidder will provide opportunities for YAC participants to:

- a. Assist youth who are new to the system to learn and understand the Court and Probation process;
- b. Share their story to motivate other youth to succeed on probation;
- c. Help youth transition away from probation;
- d. Have a voice at various decision points for justice-involved youth;
- e. Have a voice through participation in various system/County collaborative; and
- f. Participate in system meetings or focus groups to provide feedback to system professions.

RESPONSE:

a. **Assist youth who are new to the system to learn and understand the Court and Probation process**

In addition to developing and implementing feedback systems to amplify youth voice in programming and policies, the YAC will also support activities to provide information to youth new to the system, including but not limited to the following:

- **Probation Orientation:** the YAC will host Probation Orientations for new youth navigate the system. These will be held bi-monthly or can be more often depending on youth and ACPD needs.
- **Probation Q&A Panel:** in addition to the Orientation, the YAC will host a Q&A event where individuals with prior experience in the juvenile justice system will sit on a panel to discuss their experiences and also to answer questions that youth new to the system might have. This may be included as part of the Orientation or as a separate event depending on decisions made by the YAC.

- **Probation Resource Guidebook:** the YAC will create, distribute and then routinely update a probation resource guide for youth entering the system. This will be distributed during Orientation and will also be available for probation officers and ACPD staff to distribute to youth as they are onboarded.
- **Know Your Rights Workshops:** the YAC will work in collaboration with advocacy/policy organizations such as FLY, JBAY and CYC to host Know Your Rights workshops for youth new to the system

b. Share their story to motivate other youth to succeed on probation

YAC members will coordinate the following activities to share stories to motivate probation youth:

- **Probation Q&A Panel:** described above, in addition to Q&A, this panel will also be an opportunity for YAC members to speak about their experiences while in the system
- **Peer Support Groups/Peer Mentorship:** these groups or peer mentorship program will be determined by the YAC; YAC members will utilize Circle Keeper strategies for story sharing and peer support.
- **YAC Newsletter:** this quarterly newsletter will be one of the projects of the YAC and will create an opportunity to share resources and information with youth in active probation, as well as youth success stories from youth who were previously in the system and successfully transitioned out, including YAC members themselves
- **YAC Member-Directed Projects:** B:E will lead the YAC in developing their own ideas for how to best share stories with active probation youth. These projects might include things like a social media campaign, a story-telling event, creating spaces for peer support groups, etc. By allowing YAC members to develop these project ideas themselves, B:E will be increasing buy-in while fostering an environment that encourages creativity and professional growth.
- **Participating in Community Events and Conferences:** the YAC Coordinator will work with ACPD to identify opportunities for YAC members to share their stories with the greater community. These may include TAY provider meetings, conferences, or other community events where justice-impacted youth and stakeholders are present.

c. Help youth transition away from probation

- **Story Sharing and Peer Support:** the YAC will create opportunities for justice-involved youth to hear from individuals who were previously in the system and who successfully transitioned out of the system as well as provide opportunities for peer engagement and support groups. YAC members will utilize strategies learned in Circle Keeper trainings to hold peer circles for story sharing and peer support.
- **Individual Coaching & Mentorship:** the YAC will consider how to best connect active youth in probation with mentors for individual coaching. This might look like developing a mentorship program for probation youth, which would include finding individuals with lived experience (YAC members included) willing to be mentor volunteers and connecting them to youth interested in receiving mentorship coaching. B:E can further support this initiative by providing coaching workshops for potential mentors using our proprietary Creative, Connected, Resourceful and Whole (CCRW) coaching model.

- **Education & Employment Coaching:** In hopes of supporting juvenile-involved youth with developing healthy goals for independent living, the YAC will share B:E programming opportunities with youth, including *Pathways* and *Dream Beyond*, B:E's workforce development programming for systems-impacted youth, as well as other education/employment resources.
- d. **Have a voice at various decision points for justice-involved youth**
- **YAC Leadership Committee:** YAC members will be invited to participate in the YAC Leadership Committee, where they can speak directly with ACPD leadership to provide input on decisions being made for justice-involved youth. ACPD representatives on the Committee will bring discussion topics and questions for YAC member feedback.
 - **Collaborations with Juvenile Justice and Delinquency Prevention Commission:** The YAC Coordinator will foster a relationship with the JJDP for the YAC to have ongoing collaborations with JJDP to provide input on advocacy and juvenile law.
 - **Stakeholder Roundtable Event:** At the end of the program year, B:E will support YAC members in hosting a roundtable event to review annual youth feedback data. The outcome of this event will be to develop a course correct action plan that addresses the concerns raised by the feedback, which will be an opportunity for YAC members to lead discussions around ACPD decisions.
- e. **Have a voice through participation in various system/County collaborative**
- **YAC Representation at SSA/Probation Officer (PO) Unit Meetings:** YAC members will work with ACPD via DPO and the YAC Leadership Committee to determine the best way for YAC members to have ongoing participation in SSA/PO unit meetings. This may start as an initial roadshow to go over the YAC and application requirements, eventually turning into ongoing collaborations between YAC members and SSA/PO meetings.
 - **TAY Providers Meetings:** B:E will coordinate YAC representation at the quarterly TAY Providers Meetings that are hosted by ILP, which is an opportunity to meet with social workers as well as POs and other stakeholders working with transitional-aged foster and probation youth.
- f. **Participate in system meetings or focus groups to provide feedback to system professions**
- **YAC Input on Hiring & Onboarding:** B:E will work with DPO to determine the best way for YAC members to provide input on Probation Officer and other justice profession hiring. Ideally there will be an opportunity for a YAC member to sit on an interview panel for new system professions, as well as having an input on hiring questions and the onboarding process.
13. Please describe how Bidder will work in conjunction with ACPD in actively identifying and facilitating opportunities for the inclusion of the youth voice in juvenile justice related activities and decisions.

RESPONSE:

B:E will work in conjunction with ACPD primarily via collaborations with ACPD's designated DPO and the YAC Leadership Committee to actively identify and facilitate opportunities for the inclusion of

youth voice in juvenile justice related activities and decisions. The Committee, which will include members of B:E leadership, ACPD leadership, POs, JJDPC and YAC members, will meet quarterly at a minimum and a priority of these meeting spaces will be for ACPD to share opportunities for YAC members to act as youth leaders and provide input during ACPD activities.

In addition to the quarterly Committee meetings, B:E's YAC Coordinator will meet regularly with ACPD's designated DPO to discuss upcoming events and opportunities for YAC members to be involved in to amplify youth voice in ACPD decisions and activities.

B:E will also support the YAC in implementing an annual youth feedback process that includes surveying current and former juvenile-involved youth, facilitating focus groups and conducting youth interviews to gather feedback from youth about their preferences and experiences while on probation. At the end of the annual cycle, the YAC will host a round table event to lead discussion with ACPD and other stakeholders focused on developing a course correct action plan that addresses concerns raised by youth feedback. These findings and the course correct action plan will be shared with youth, ACPD and other stakeholders via an annual report to influence decisions made that impact juvenile-involved youth.

14. Please describe how Bidder will work with the assigned ACPD staff to facilitate the YAC activities and projects.

RESPONSE:

As described previously, the YAC Coordinator will meet quarterly with the YAC Leadership Committee to ensure that projects and priorities are aligned with YAC mission and vision. The YAC Coordinator will also meet regularly with ACPD's designated DPO to further these collaborations. The cadence of these meetings will be determined once the YAC is launched and partnerships are established. Once launched, ACPD staff will be invited to participate in YAC meetings as needed and YAC members will create and develop presentations for ACPD staff for youth outreach, recruitment, and to provide youth feedback results. The YAC will also host an annual meet-n-greet as well as a stakeholder roundtable event to work alongside ACPD toward program outcomes.

15. Please describe how Bidder will direct and guide young adults who have most likely not had an opportunity to provide input into or directly influence juvenile justice system decisions.

RESPONSE:

YAC members will participate in multiple training series in the first 6 months of launching the program. These will include the following: (1) Leadership & Professional Development trainings via YearUp's Career Labs material; (2) Feedback Systems using Feedback Lab's DEIB-focused feedback loop process; (3) Advocacy & Policy Change from a partnering advocacy group such as CYC, JBAY pr JJDPC, and (4) Circle Keeper training from a partnering restorative justice organization such as RJOY. In addition to these cohort-style training series, each youth will receive 1-1 coaching from the YAC Coordinator around their own professional development goals. YAC members will also have an opportunity to

participate in the YAC Leadership Committee, gaining experience working directly with ACPD leadership towards YAC goals, as well as the opportunity to sit on other advocacy groups, such as CYC or JJDPC, and participate in larger advocacy-related events, such as the annual JBAY Gala that takes place each year in San Francisco.

16. Please describe how Bidder will create:

- a. Mindful strategies for recruitment of YAC participants;
- b. A referral/recruitment process for YAC participants; and
- c. Participation rules and protocols with input from YAC participants.

RESPONSE:

a. Mindful strategies for recruitment of YAC participants

For Year 1, B:E will work with ACPD and the YAC Leadership Committee to develop an outreach and recruitment plan as part of the initial program planning retreat that will take place at the start of the contract and before the official launch of the YAC. This will include creating mindful strategies for recruitment of YAC participants, including how to target youth to ensure that the YAC is comprised of a diverse group of individuals with varied ages, cultural backgrounds, and identities. The target population for outreach will ideally match the demographic breakdown of youth in active probation to ensure that youth representative in the YAC is successfully captured.

Once YAC members are onboarded, they will lead member recruitment with support from YAC Coordinator. YAC members will help develop a more comprehensive ongoing youth recruitment plan that engages ACPD staff and the greater community. This includes hosting information sessions to get youth interested in joining the YAC as well as presenting roadshows and attending resource fairs.

B:E's experience in launching a Youth Council has shown us the importance of peer mentorship among participants. Our peer mentors were youth who joined the Youth Council for the initial launch and then stayed after their yearlong commitment, providing guidance for new members that joined the Council. Working with YAC participants, B:E will determine what peer mentorship might look like in the YAC after Year 1, as well as determine what is considered program completion.

b. A referral/recruitment process for YAC participants

As stated previously, B:E will use our existing robust referral network to perform youth outreach for YAC participants. This will include presenting roadshows to social services and probation units as well as presenting at ILP's TAY Providers Meeting and sending outreach materials to other organizations serving justice-impacted youth. We will perform outreach at events where justice-

impacted TAY would be present, such as the Positive Youth Futures Fair and ACPD graduation. We will also lean on our ACPD partners to share with us events and activities that might be good for referral networking.

Youth referred will complete an application and then participate in an interview process. The interview panel will include the YAC Coordinator, ACPD representative, and a current or prior YAC member and/or youth commissioner from the JJDPC.

c. Participation rules and protocols with input from YAC participants.

Although much of the program development work will take place prior to the launch of the YAC, including the development of expectations and participation rules, B:E will include the voice of YAC participants to come up with group agreements and expectations. We will also seek feedback from prior YAC participants on program model and program expectations to include youth voice prior to the launch of the YAC.

17. Please describe how Bidder will develop screening and application for YAC participants.

RESPONSE:

Eligible applicants will need to have had prior experience in the juvenile justice system and be between the ages of 17-25. Applicants will go through B:E's intake process to confirm eligibility, get entered into our database and to collect demographic information. B:E will develop the application and interview questions with guidance from B:E's Youth Council application as well as support from the YAC Leadership Committee and Eshawn, B:E's DEI coaching consultant. Once applications are reviewed, selected applicants will participate in an interview and have references checked. Interview panel will include YAC Coordinator, DPO, current or former YAC member, and/or a JJDPC representative.

18. Please describe how Bidder will identify opportunities for participation and personal growth within the program.

RESPONSE:

In addition to the four training series already mentioned (Leadership & Professional Development, Feedback Systems, Advocacy & Policy Change, and Circle Keeper), each YAC member will have the opportunity to receive 1-1 coaching from YAC Coordinator using B:E's CCRW proprietary coaching approach, where they will be able to set up their own individual professional development goals to be coached on while they are a member of the YAC.

CCRW (Creative Connected Resourceful Whole): B:E Proprietary Coaching Approach

Creative Connected Resourceful Whole (CCRW) is B:E's proprietary strengths-based coaching framework that integrates strengths-based coaching techniques with youth development principles and trauma theory to support enduring success in housing, education, employment, permanency, and wellness for transition-aged youth with experience in the foster care and probation systems. In contrast to more traditional case management models that position the adult as the expert and the

youth as a passive recipient of services, CCRW is built on the premise that youth need to identify, access and cultivate their own strengths, voice, and values for a more sustainable and successful transition to adulthood.

Developed over a decade ago, B:E's CCRW model is uniquely designed to engage youth and help them build community with their peers. The CCRW model involves a multi-faceted approach that incorporates coaching, permanency, youth development, and crisis management, along with trauma-informed care, motivational interviewing, and youth development. Coaching is applied in different ways and at different times depending on youth's unique situation. While at first coaching is primarily staff-led, over time responsibility for the coaching sessions shifts to youth; eventually, they are expected to drive the meeting agenda and process. Coaches use the following tools to explore three areas enhanced through coaching: Self-Discovery, Addressing Barriers, and Identifying Future Goals:

Self-Discovery Coaching Tools
Values Extract: Helps youth prioritize and sort values to better understand what matters most to them
Double Emotion: Helps youth name and explore conflicting emotions around a single issue
Perspectives: Helps youth see a situation from many points of view
Addressing Barriers Coaching Tools
Inner Voices: Helps youth turn conflicting emotions/perspectives into playful characters
Naming Shadows: helps youth become aware of voices of doubt or distraction
Loyal Soldier: Helps youth name various parts of themselves that may be creating an internal block
Identifying Future Goals Coaching Tools
Picture It: Helps youth develop visual imagery to better articulate an experience or situation
Visioning: Helps youth explore the big picture both short and long-term
Future Self: Helps youth to fully move into action by supporting them to identify their desired future self

YAC members will be empowered to explore and define their own challenges, identify their desired goals, and navigate and access services to help them reach their goals. The YAC Coordinator will also provide permanency support, helping youth nurture relationships with a community of supportive adults and peers, including key family members and caregivers. Youth will also receive referrals to partners such as legal assistance providers, mental health resources, and youth leadership programs, as well as other services available for former justice-impacted youth, including education, employment support, and life skills instruction. YAC members can also receive education and employment coaching from B:E's *Pathways* program or enroll in B:E's workforce development program, *Dream Beyond*, as well as receive housing navigation coaching. All of B:E's case management and coaching adheres to the guiding principles of positive youth development:

Strengths-Based	Encourages Youth Voice	Creates Supportive Networks	Fosters Caring Relationship
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Goal-Oriented	Culturally Inclusive	Developmentally Responsive	Long-Term & Sustainable
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19. Please describe Bidder’s mechanism, including protocols and logistics, for providing youth with participation stipends.

RESPONSE:

B:E plans to provide quarterly stipends for YAC members who participate in the YAC events for that quarter. These would be in the amount of \$250 each quarter, for a total of \$1,000 for participating in the YAC for the entire year. To encourage participation in other YAC projects, YAC members will also receive \$25/week participation stipends for any week they participate in YAC activities. In order to receive the quarterly stipend, youth must participate in all meetings and trainings unless prior communication and arrangements have been made. Stipends will be paid on a quarterly basis, including the \$25/week participation stipends.

Stipends will be paid via individual quarterly checks, which B:E has experience providing after years of operating incentivized workshops as well as our own internal Youth Council. Incentives would also be distributed via giftcards to youth who participate in the survey, focus groups and interviews.

20. Please describe Bidder’s understanding that some required YAC activities may include evenings and weekends.

RESPONSE:

B:E understands that some required YAC activities may include evenings and weekends and we have systems in place for staff to be available to accommodate these after hour activities. B:E’s current programming includes chaperoning youth to evening events as well as hosting programming over the weekends and after hours. We recognize the importance of having flexibility to meet the scheduling needs of youth and will be able to attend, support and host activities that take place outside regular business hours.

21. Please confirm that all Bidder personnel who will transport youth possess a valid California Driver’s License.

RESPONSE:

All current B:E personnel who will be working with YAC participants currently hold a valid California Driver’s License. B:E’s HR department screens all employees upon hire for driver’s license status and clearance through the DMV. B:E will also ensure that the YAC Coordinator who is hired also holds a valid CA driver’s license. HR communicates with all non-driving staff that they are not allowed to drive on company business or transport any employees or clients in any vehicle.

22. Please describe Bidder's capabilities to:

- a. Hold in person and virtual meetings. Meetings can take place at the Juvenile Justice Center or at community-based sites specific to the particular activity.
- b. Transport or provide transportation for YAC participants to and from Contractor's office and various Alameda County locations in which a valid driver's license and current vehicle insurance coverage are necessary.

RESPONSE:

- a. B:E has a Youth Service Center/Office with accessible conference space and larger classrooms for in-person and virtual meetings located in Oakland at 675 Hegenberger, Ste 101, Oakland, CA 94621, which is a quick 15-minute drive from the San Leandro Juvenile Justice Center. This location is shared with Alameda County's ILP youth center and has on-site security, is accessible by BART and also has a monitored parking lot for vehicles.

Since the pandemic, we have adjusted all of our programming to be accessible for remote attendees and all of our conference and classrooms/training spaces currently have technology set up for hybrid meetings.

We are also available to travel to the Juvenile Justice Center for activities as needed.

- b. B:E will ensure that the YAC Coordinator holds a valid CA driver's license and that any transportation provided to YAC participants will be by staff with a valid driver's license and current vehicle insurance coverage.

23. Please describe how Bidder will fulfill the following responsibilities:

- a. To hire or train one full-time designated staff to serve as a YAC Coordinator to partner with the ACPD.
- b. To train the Coordinator on any evidence-based, evidence-informed, or best practice models that can be implemented to reach the goals of the program in a sustainable, cost-effective way and provide on-going supervision.
- c. Training must include but not be limited to delivery of a specific model, curricula and/or supportive circle model that is youth-centered and which builds confidence, social appropriateness skills, and leadership skills in the participating youth. The youth must be enabled to develop specific skills and professional growth in an intentional and meaningful way through their involvement in the YAC.

RESPONSE:

- a. **To hire or train one full-time designated staff to serve as a YAC Coordinator to partner with the ACPD.**

Upon receiving notification of intent to award, B:E will begin the recruitment process for the YAC Coordinator, with the intention of having this staff person hired within 30 days of contract start date. While looking for the ideal candidate, B:E will target individuals with prior experience either in juvenile justice or working with youth who are justice-impacted. We will also target someone who is bilingual (Spanish-English) and who has experience as Circle Keeper or other restorative justice practices. An ideal candidate may also come with prior experience working in ACPD, bringing knowledge and connections to the Juvenile Justice Center. Once hired, the YAC Coordinator will lead a meet-n-greet with ACPD leadership and create an ongoing schedule for collaborations as well as the implementation of the YAC Leadership Committee.

- b. To train the Coordinator on any evidence-based, evidence-informed, or best practice models that can be implemented to reach the goals of the program in a sustainable, cost-effective way and provide on-going supervision.**

Once onboarded, the YAC Coordinator will participate in the following trainings, in addition to standard HR trainings for all staff, including sexual harassment, mandated reporter, and PII trainings:

- **CCRW Coaching Training:** YAC Coordinator will become certified in B:E's proprietary coaching model, CCRW, which includes trauma-informed care and de-escalation strategies to coach young systems-impacted adults. This is a longer training program that will take a few months to fully complete.
- **Feedback Systems Training:** YAC Coordinator will be trained in Feedback Lab's evidence-based and DEIB-focused feedback systems. B:E's Director of Impact & Learning is certified in Feedback Lab's approach and will lead this internal training.
- **Circle Keeper:** YAC Coordinator will receive training on restorative justice practices, including Circle Keeper, via collaboration with partnering restorative justice organization, such as RJOY.
- **Data and Evaluation:** YAC Coordinator will receive training in B:E's data tracking system, Apricot Social Solutions, by B:E's Director of Impact & Learning.
- **Juvenile Justice Systems:** YAC Coordinator will receive training on Juvenile Justice processes, which will be determined on their prior knowledge of the system.

Ongoing supervision will be provided by B:E's Director of Impact & Learning, who brings 15+ years experience working with at-risk youth, 10+ years experience in program evaluation and development, and 3 years of developing and overseeing B:E's Youth Council. The Director of Impact & Learning will evaluate the YAC Coordinator's understanding of the necessary knowledge to be successful in their role and develop a 30-60-90 plan to ensure they are fully trained within 3 months of being hired.

- a. Training must include but not be limited to delivery of a specific model, curricula and/or supportive circle model that is youth-centered and which builds confidence, social**

appropriateness skills, and leadership skills in the participating youth. The youth must be enabled to develop specific skills and professional growth in an intentional and meaningful way through their involvement in the YAC.

As mentioned above, YAC Coordinator will receive training in Circle Keeper and other restorative justice practices as well as CCRW coaching model to support YAC members with their individual professional growth.

24. Please describe how Bidder will be integrally involved in a youth-focused and engaged process throughout the development of the program and engaging youth in various decision points or systems collaborations.

RESPONSE:

Youth voice will be included in all decisions made by the YAC. From determining roles within the YAC to deciding on project priorities and implementation of projects, each aspect will be determined by the YAC under guidance of the YAC Coordinator, DPO and YAC Leadership Committee.

Additional Specifics That Are Desired:

25. Please advise regarding whether Bidder's firm has bilingual (Spanish/English) personnel who will be assigned to this project.

RESPONSE:

B:E's current staffing has bilingual Spanish-speaking staff on all levels, from direct-service to administrative to leadership positions. Currently, 20% of B:E's staff are bilingual, which very closely represents our bilingual participant population, and we translate all outreach and programming materials in Spanish for our Spanish participants.

One of the things we will be targeting as we seek to hire a YAC Coordinator is to hire someone who is Spanish-speaking, further ensuring that the YAC will be working with B:E personnel who are bilingual (Spanish-English).

Administrative Requirements Response:

Please describe how Bidder will administer the Program in accordance with the following administrative requirements, including having and maintaining plans, policies, and procedures for addressing each of the following:

1. Administration and Fiscal Management: Please describe how Bidder will administer the Program as a separate organizational, administrative, and fiscal activity and must keep this program separate and distinct from other activities. No supplanting of funds is allowed.

RESPONSE:

B:E generally employs a Director of Finance or Controller who oversees all finances for B:E including management of all finance accounts, preparation of invoices, monitoring of all contract and grant spending, accounts payables and receivables coordination and processing, along with other administrative financials tasks. Currently B:E has outsourced most of our finance management to a third-party provider, however it is our intent to hire a new controller in early 2025 and reduce the scope of a third-party services to include bookkeeping and AP/AR support functions.

Through the use of a fiscal management and budget software program, B:E maintains specific and individual coding as well as separation of expenses and receivables for each of our programs, including tracking of different program activities. Expenses are coded according to approved budgetary line items and monthly expense reports are generated and approved by program management to ensure that all costs are coded correctly. These systems ensure that there is no supplanting of funds from one funding source to another.

All B:E Staff receive training on finance procedures (including how to know how to code expenses) at the time they are hired and onboarded. Additionally, B:E provides refresher finance trainings to staff throughout the year.

2. Staff Background Checks: Please describe how Bidder will:
 - a. Conduct background checks on all staff and verify compliance as requested by the County;
 - b. Share Bidder's background clearance process, including any exclusion criteria or procedures;
 - c. Include in Bidder's background checks verification of educational credentials and employment experience as part of the background checks; and
 - d. Include the individuals' valid driving records (for personnel who will transport youth).

RESPONSE:

Beyond Emancipation uses Guardian as well as Background Info USA to complete background checks as part of our hiring process for all staff. We do a criminal search for county, federal, and Department of Justice (DOJ) in addition to previous employment and education verifications and driving records from the DMV. These records are managed by our Director of Human Resources.

3. Staffing: Please describe how Bidder will have and maintain current job descriptions on file with ACPD for all personnel whose salaries, wages, and benefits are funded through any contract awarded as a result of this RFP, including any amendments. Please describe how job descriptions will specify the minimum qualifications for services to be performed and must be provided to ACPD for approval. Please describe how Bidder will submit revised job descriptions ACPD for approval prior to implementing any staffing changes or employing persons who do not meet the minimum qualifications.

RESPONSE:

Our Director of Human Resources manages and maintains all employment records at B:E. As part of our personnel records, most recent job descriptions, resumes, and all personnel action forms are maintained and any and all changes are reflected in individual confidential files. All job descriptions include minimum qualifications for experience and education as well as required and preferred qualifications. Any revisions on job descriptions for all personnel whose salaries, wages, and benefits are funded through this RFP will be sent to ACPD for approval prior to implementing staffing changes as well as employing any personnel who do not meet the minimum qualifications.

4. **Emergency Preparedness Plan:** Please describe Bidder's emergency preparedness, response, and recovery plan. Please describe how the plan contains strategies for addressing evacuation, security, food, medical supplies, and notification to participant's families, as appropriate. Please describe how, in the event of an evacuation due to specific facility issues, such as fire, loss of utilities, or at the direction of authorities, an alternative location will be established and posted.

RESPONSE:

See below responses regarding B:E's Emergency Preparedness Plan:

Emergency Evacuation: Staff are trained in the emergency evacuation procedure in the office. If youth are also onsite, staff will also guide them to the designated evacuation area. The designated safety person of the day will take roll call of all staff members to ensure that everyone has evacuated.

Security: Staff members are in office within the building that has a badging access system. All staff must utilize their access badges to enter the office. If youth are to meet with staff in the office, communication is needed to be made with their coach to coordinate time that works best for both parties.

Food: The organization is in the process of creating an emergency food bin. Due to recent site changes and transitions, the organization does not currently have emergency food supply. There is a water supply available to staff.

Medical Supplies: Staff have access to two fully stocked first aid kits at all times. There is one in each office suite. Housing staff members are all required to be CPR, First Aid, and AED certified and are able to provide medical attention to other staff and youth until emergency medical professionals arrive. First Aid kits are checked regularly to maintain an adequate stock of supplies. There is also a designated walk-in medical facility for staff to see a provider for any work related injuries.

Notification to Participant's Families: The organization collects emergency contact information for participants. Our communication plan includes multiple channels to reach to the youth participants' families, which include phone calls and emails. A designated contact person, usually the youth's direct coach, is responsible for coordinating communication with families during an emergency. If necessary, senior leaders may step in to communicate directly with families.

Upon being notified about the emergency evacuation, occupants must:

- o Leave the building using the designated escape routes.
- o Assemble in the designated area in the back parking lot.

- o Remain outside until the competent authority (designated official or designee) announces that it is safe to reenter.

In the event that the building is unable to be re-entered, staff will continue to work from home or within the community as needed. Youth will be met in the field with their coaches at agreed upon locations such as school, their youth's place of employment, home, or at community partner locations (i.e. Oakland Housing Authority, First Place for Youth, Alameda County Superior Courthouse, etc).

Youth participants will be given all necessary tools and trainings to conduct programming and meetings remotely.

5. Staff Development and Training Plan:

- a. Please describe how Bidder will ensure that all paid and volunteer workers are trained on the Core Competencies of Youth Workers necessary to carry out the objectives and activities of the contract. This must include but is not limited to, positive youth development, trauma-informed care, evidence-informed practices, outreach and recruitment, human trafficking prevention and intervention, harm reduction, assessment and case management, worker safety, understanding the diversity and culture of life on the street, safe and ethical practices, and community resources for well-being and self-sufficiency.
- b. Please describe how Bidder will provide staff with regular trainings, including attendance at all trainings required by County as part of any Contract awarded as a result of this RFP, including any amendments. For example, trainings on core competencies for working with criminal-justice involved individuals, and evidence-based practices may be required.

Funding for staff development must be reflected in the Bidder's proposed budget.

RESPONSE:

B:E currently complies with all federal and state training requirements for personnel as well as trainings that implement best practices for working with our target population, included but not limited to trainings on the following topics: trauma-informed and healing-centered care, commercial sexual exploitation prevention and intervention, Apricot training for case management and data tracking, life skills assessment and goals setting, injury and illness prevention, sexual orientation and gender identity, compassion fatigue, coping skills, first aid/CPR, child abuse prevention mandated reporter, and crisis prevention de-escalation techniques. In addition, staff are trained in CCRW coaching techniques, B:E's proprietary coaching model that is explained in more detail earlier in this proposal.

For any trainings B:E is not currently providing, we plan to work with ACPD to identify these trainings and implement all Core Competency Trainings for Youth Workers. B:E's Director of Impact & Learning will work with ACPD to identify trainings on core competencies and evidence-based practices for working specifically with criminal-justice individuals. A revised staff training schedule will be developed at the start of the contract to ensure that these core competency trainings are part of our staff onboarding and ongoing staff development.

6. Funding Acknowledgements: Please describe how Bidder will ensure all written materials, publications, electronic media which are produced with funds from any Contract awarded as a result of this RFP, including any amendments, and/or pertains to the target population being serviced by this Contract include a funding acknowledgment statement in the form of a sentence under a separate heading entitled "Funding" directly after Bidder's acknowledgments. "Alameda County Probation Department" must be written out in full, an approved logo attached followed by the Contract number in square brackets and submitted to ACPD for written approval of the name and logo prior to mass production and/or distribution. All written materials, publications, and electronic media, which include the funding statement and logo, must be submitted to ACPD prior to mass production for approval. Contractor must NOT distribute any materials including the ACPD logo or acknowledgment prior to receiving written approval from ACPD. The following is an example of a funding statement:

"This work is supported by the Alameda County Probation Department, funded by JJCPA dollars, as part of the Positive Youth Development Prevention and Intervention Programs (Master Contract No. 902530)."

RESPONSE:

B:E will ensure that all written materials, publications, electronic media which are produced with funds from any Contract awarded as a result of this RFP, including any amendments, and/or pertains to the target population being serviced by this Contract will include a funding acknowledgment statement in the form of a sentence under a separate heading entitled "Funding" directly after B:E's acknowledgments. "Alameda County Probation Department" will be written out in full, and an approved logo will be attached followed by the Contract number in square brackets and submitted to ACPD for written approval of the name and logo prior to mass production and/or distribution. All written materials, publications, and electronic media, which include the funding statement and logo, must be submitted to ACPD prior to mass production for approval.

A funding statement like the following will be used: *"This work is supported by the Alameda County Probation Department, funded by JJCPA dollars, as part of the Positive Youth Development Prevention and Intervention Programs (Master Contract No. XXXXX)."*

PREA Requirements Response:

1. Background Check: Please confirm Bidder's understanding that ACPD is required by PREA (28 CFR § 115.317[d]) to perform a criminal background records check, and consult applicable child abuse registries, before enlisting the services of any Contractor who may have contact with youth. Please describe how, upon the start of any contract awarded as a result of this RFP, Bidder will work with ACPD to ensure that Bidder's staff undergoes a criminal background records check and child abuse registry check. Please confirm Bidder's understanding that these checks must be performed every three (3) years for all Contractor staff who may have contact with youth.

RESPONSE:

B:E performs criminal background checks for all B:E staff, including county, federal, and DOJ, as well as child abuse registry, which is a standard practice of Guardian background check. B:E understands that these checks must be performed every three years, currently Guardian sends B:E an updated background check whenever criminal activity is reporting and starting in January 2025 any B:E staff who has been at B:E for over 3 years will complete a new background check and then receive another background check every three years moving forward.

2. Training: Please confirm Bidder's understanding that ACPD is required by PREA (28 CFR § 115.332) to ensure that all Contractors who have contact with youth have been trained on their responsibilities under ACPD's sexual misconduct (including sexual assault, sexual abuse, sexual harassment, and voyeurism), prevention, detection, and response policies and procedures. Please confirm Bidder's understanding that the level and type of training provided will be determined by ACPD and will be based on the services provided and level of contact with youth. Please confirm Bidder's understanding that this training must be conducted every three (3) years for all Contractor staff who may have contact with youth.
 - a. Please confirm Bidder's understanding that all Contractor staff who have contact with youth must participate in such training and must be notified by the Contractor of ACPD's zero-tolerance policy regarding sexual misconduct and be informed how to report such incidents.

RESPONSE:

B:E recognizes the importance of sexual misconduct training for staff working with justice-involved youth. B:E understands that all staff who have contact with youth must participate in sexual misconduct trainings determined by ACPD in addition to our current sexual harassment trainings provided at onboarding and in annual refresh trainings. Staff who have contact with youth will be notified by B:E of ACPD's zero-tolerance policy regarding sexual misconduct and be informed of the process to report such incidents.

- f. Please describe how Bidder will ensure the following at the start of any contract awarded as a result of this RFP:
 - g. Please describe how Bidder will provide ACPD with a completed PREA certification (See Exhibit D) for each individual who will plan to work with youth during the term of any contract awarded as a result of this RFP, including any amendments.
 - h. Please describe how Bidder will ensure that Bidder's staff will receive and understand the PREA training prior to working with youth.

- i. Please describe how Bidder will maintain documentation and provide copies to ACPD's Policy & Standards Compliance Office and other designated ACPD staff a list of all Contractor staff personnel/positions who will or who plan to work with youth.
- j. Please confirm Bidder's understanding that PREA certification documents are due, upon the execution of any contract awarded as a result of this RFP, to ACPD's Policy & Standards Compliance Office, with copies to the ACPD designee).

RESPONSE:

Upon award of the contract, B:E will ensure that all staff will receive and complete PREA certification as well as receive PREA training prior to working with youth. B:E will maintain a list of staff working with ACPD youth and submit this list to designated ACPD staff, providing personnel change updates as they occur. B:E will submit all PREA certification documents to ACPD's Policy & Standards Compliance Office for all staff upon execution of the contract.

Deliverables/Reports Response:

1. Data/Reports: Please describe how Bidder will ensure that all data will be submitted quarterly and disaggregated by race/ethnicity and gender. Other data to be tracked will be identified as the program is further developed and must be done so through an inclusive process with the involvement of the administration of the ACPD, ACPD's Positive Youth Development Division, the selected vendor, the YAC Coordinator and must include youth input.

RESPONSE:

B:E's Director of Impact & Learning will work with the YAC Coordinator to ensure that all data will be submitted quarterly and disaggregated by race/ethnicity and gender, as well as collecting data and producing reports for future data requests to be determined. B:E demonstrates success in producing high quality data by submitting monthly reports for all three Alameda County Social Services contracts we currently hold – Housing Navigation, FYI Vouchers, and THP+ Housing Programs – which require monthly demographics, invoicing, milestones and activities reports for all youth engaged in programming. To track this data, B:E uses Apricot Social Solutions database, a cloud-based system which tracks demographic information, eligibility, attendance, youth stipends and incentives, goals, milestones and case notes.

Initial demographic information is collected during B:E's intake process, as well as current education, employment and housing statuses for milestones tracking. This information is updated on a routine basis and as updates are communicated to staff. All attendance will be tracked in Apricot as well as youth stipends and incentives. Milestones will also be tracked as well as goals set during coaching sessions. All of this data will be entered by the YAC Coordinator or B:E coach working directly with youth, all of whom receive training in data collection during onboarding as well as refresher data trainings throughout the year.

Demographic data will also be collected on surveys and other youth feedback tools in order to not only disaggregate data by race, ethnicity, gender identity, age, or sexual orientation, but also to ensure that the survey sample is representative of the greater justice-impacted population.

2. Outcome Measures: Please describe how Bidder will submit quarterly progress reports in a format determined and agreed upon through collaboration between the selected vendor and the ACPD. Please describe how the primary outcomes to be measured initially will include:
 - a. Establishment of a mission statement;
 - b. Establishment of a vision statement;
 - c. Development of a recruiting methodology;
 - d. Number and type of activities youth are participating in;
 - e. Determination of protocols for referrals of youth participants in the YAC;
 - f. Number and types of activities youth involved in the YAC have participated or may participate in;
 - g. Number and type of collaborative meetings YAC participants attend and participate in;
 - h. Pre-post testing results for YAC youth; and
 - i. Qualitative measures including youth participants rating their experience in the various activities to ensure a positive and productive experience for the young adult.

RESPONSE:

B:E will submit quarterly progress reports in a format that is agreed upon through collaboration between B:E and ACPD. This will include updates on established outcomes as well as data to be determined during the contract cycle. The following tables shows an initial outcomes table for data submission, noting that additional data requirements will be added as the program is implemented:

Initial Outcomes	Data Collection Methodology	Timeline for Submission
Establishment of Mission Statement	Developed during YAC Leadership Committee Retreat	Submit with Q1 Report
Establishment of Vision Statement	Developed during YAC Leadership Committee Retreat	Submit with Q1 Report
Development of Recruitment Methodology	Developed during YAC Leadership Committee Retreat and updated upon YAC launch	Submit with Q1 Report, Q2 Report to include revisions as well as enrollment data

Number and type of activities youth participate in	Program Overview developed in initial planning phase; activities tracking through Apricot attendance records as well as activity sign-in sheets	Initial schedule of activities to be included in Q1 Report ; all quarterly reports will include breakdown of activities attended by youth
Determination of protocols for referrals of youth participants in the YAC	Developed by YAC Coordinator in collaboration with ACPD	Submit with Q1 Report
Number and types of activities youth involved in the YAC have participated or may participate	Ongoing data collection via Apricot attendance records	Breakdown of activities attended by YAC participants will be included in each quarterly report
Number and type of collaborative meetings YAC participants attend and participate	Ongoing data collection via Apricot attendance records	Breakdown of meetings attended by YAC participants will be included in each quarterly report
Pre-post testing results for YAC youth	Pre-surveys will be distributed at YAC launch as well as prior to all training series. Post-surveys will be distributed at the conclusion of the program year as well as the conclusion of all training series. Data will be analyzed to compare pre- and post-results to create a report showing data trend results.	Data analyses will be shared in quarterly reports as post-surveys are completed and compared to pre-surveys.

3. Please describe your understanding that the need to adapt initial data and reports, as well as include new data points may be identified as the program is further developed and must be done so with the involvement of the administration of the ACPD, ACPD's Juvenile Division, the selected vendor, the YAC Coordinator and must include youth input.

RESPONSE:

B:E is very familiar with the process of identifying additional data points as new programming is implemented and we understand that there may be a need to adapt initial data and reports. B:E understands and will respond to new data points being identified as the program is further developed and that this must be done with the involvement of the administration of the ACPD, ACPD's Juvenile Division, B:E and the YAC Coordinator.

Additional Response:

1. Identify any limitations or restrictions that exist for Bidder to provide the services. Explain what measures will be taken to adequately provide the services. (Please note any requests for exceptions or clarifications MUST be identified on the [Exceptions and Clarifications](#) form. **The County is under no obligation to accept any exceptions or clarifications, and any such exceptions and clarifications may be a basis for bid disqualification.**)

RESPONSE:

Limitations include B:E's ability to directly access youth records for checking eligibility and reviewing case history. In order to work around this, B:E can collaborate with ACPD to develop a streamlined system for checking eligibility and obtaining case history as needed. Another limitation is that B:E does not have direct access to youth in active probation for outreach and recruitment. As stated previously in this proposal, B:E will collaborate with ACPD to gain access to youth in active probation to perform youth outreach and recruitment.

Maximum Length: NA

IMPLEMENTATION PLAN AND SCHEDULE

Instructions: Bidder is to provide an **Implementation Plan and Schedule**.

In conjunction with the *Description of Proposed Services* and the *Budget Detail*, the Bidder must include an *Implementation Plan and Schedule* that specifically addresses the following:

1. Submit a timeline of project goals, measurable outcomes, and benchmark activities related to the provision of required services and the key personnel assigned to each.
2. The ideal Implementation Plan and Schedule will provide a clear picture of what the County can expect during the contract term and in preparing to start the contract. Bidders should consider the information and questions contained in the Evaluation Criteria and Specific Requirements in preparing the Implementation Plan and Schedule.

Maximum Length: Two (2) pages

Key activities that B:E will undertake to implement the Youth Advisory Council (YAC):

1. **Alameda County Probation Department and B:E Partnership:** B:E will begin contract with a meet-n-greet with ACPD leadership for introductions and to do some initial program planning. We hope to form a YAC Leadership Committee with ACPD representatives to gather input on program design and to develop mission and vision statements of the YAC.
2. **Staff Recruitment, Hiring, Training and Retention:** B:E will prioritize hiring a YAC Coordinator (FTE), ideally someone with experience both with working with justice-impacted youth as well as with youth development and restorative justice strategies.
3. **YAC Member Recruitment and Training:** In addition to performing youth outreach and conducting interviews to onboard YAC members, B:E will work with collaborating partners to provide the following trainings for youth as a cohort: (1) Leadership & Professional Development; (2) Feedback Systems; (3) Advocacy & Policy Change; and (4) Circle Keeper.
4. **Annual Youth Feedback Loop:** One of the main priorities of the YAC will be to gather, analyze and respond to youth feedback around ACPD policies and programming. This will be an annual process using Feedback Lab's evidence-based DEIB approach to collecting feedback from at-risk populations.
5. **Community Events and Peer Engagement Activities:** Throughout the year, the YAC will participate in events and host peer engagement activities that are recommended by the YAC

Leadership Committee. This will include participating in the Positive Youth Futures Fair as well as holding circles for story telling and peer support.

Implementation Plan & Schedule

Activity	Staff Responsible	Milestone/Measurement and Deadline (Y1)
Hire YAC Coordinator	Director of Impact & Learning, with support from interview panel	Create interview panel and hire and onboard YAC Coordinator by July 2025 , complete all trainings by August 2025
Establish ACPD partnership with contract kickoff	YAC Coordinator, Director of Impact & Learning	B:E will host a contract kickoff meet-n-greet with ACPD for introductions and to gather input on program design by July 2025 Formation of YAC Leadership Committee by July 2025
Develop YAC program materials	YAC Coordinator with input from YAC Leadership Committee	B:E will host a short retreat with YAC Leadership Committee to develop mission and vision statements by August 2025 All programming, data/evaluation, and youth outreach materials finalized by August 2025
YAC Member recruitment and training	YAC Coordinator	Youth outreach completed with youth interviews to take place by interview panel by September 2025 Onboarded YAC Members to complete Leadership and Feedback Systems training series by December 2025 , and complete Advocacy & Systems Change and Circle Keeper training series by March 2026 .
Launch YAC	YAC Coordinator, DPO	Member orientation and launch event to take place by September 2025 YAC Members to host a stakeholder information session by October 2025
Implement Annual Youth Feedback Loop	YAC Coordinator, DPO, YAC Members	1. <u>Design Phase</u> to develop survey questions and outreach plan by December 2025 2. <u>Collect Phase</u> to collect at least 50-100 survey responses by March 2026 3. <u>Analyze Phase</u> to analyze survey results and come up with themes for focus groups/ youth interviews by April 2026 4. <u>Dialogue Phase</u> to dive deeper into themes presented in survey data by facilitating at least 3 targeted focus groups and conducting 5-10 youth interviews by May 2026

		<p>5. <u>Course Correct Phase</u> to host a roundtable event with ACPD/stakeholders to come up with action items to respond to youth feedback by July 2026</p> <p>B:E will share out final report of findings and action plan to ACPD, stakeholders and youth by August 2026</p> <p>This feedback loop will repeat itself each contract year.</p>
Participate in and host community events and peer engagement activities	YAC Coordinator, DPO, YAC Members	<p>The YAC will participate in Positive Youth Futures Fair as well as other community events recommended by the YAC Leadership Committee as they are scheduled.</p> <p>The YAC will also host peer engagement and support activities at least once per quarter.</p>