

July 31, 2018

Dear Jeanette,

Again, thank you for your time and advisement last week regarding this matter, which I've outlined below.

In response to annual negotiations with the San Leandro Unified School District, Girls Inc. surprisingly received notification that the district would no longer provide funding for our school-based mental health services going into FY 2018-19. The district's decision pertained to the funding available for their priorities and was not a reflection of the quality of Girls Inc.'s work. Without sustainable funding and an ongoing partnership commitment from the district, Girls Inc. cannot continue delivering on the sizable commitment of resources which included three full-time clinicians at school campuses in FY2017-18.

Girls Inc. is proud of the school-based mental health services we have provided to San Leandro schools continuously since 1988. Our thoughts are *always* with the students and families we serve through mental health. We know that our work is transformational, and that there is great value in it to the students and families we serve.

We notified individual school principals and key campus liaisons of this news, and ensured that Joanne Clark was aware as well. As part of our ongoing agreement with Joanne, we had already sent her the case disposition information for individual students and families in order to coordinate care going into the next school year. As well, Joanne and school principals also received copies of our year-end school-based mental health questionnaire responses, which were very positive reviews of our services.

Our plan for San Leandro mental health services otherwise remains unchanged. The target population and numbers to be served will remain the same. We will continue to deliver mental health services for San Leandro children and families at center- and community-based locations, including through other key partners. Please note that our downtown San Leandro office is moving at the end of the summer. The new address will be: 433 Callan Ave., Suite 101.

Thank you very much for your consideration.

Sincerely,



Julayne Virgil
Chief Executive Officer

City of San Leandro

Community Assistance Funding

GRANT COVER PAGE

ORGANIZATION: Girls Incorporated of Alameda County

IF APPLICABLE, FISCAL SPONSOR:

FEDERAL TAX ID#: 94-1558073

FEDERAL TAX ID#:

ADDRESS: 510 16th Street

ADDRESS:

CITY/STATE/ZIP: Oakland, CA 94612

CITY/STATE/ZIP:

PHONE: (510) 357-5515

PHONE:

FAX: (510) 357-5112

FAX:

E-MAIL: rcannon@girlsinc-alameda.org

E-MAIL:

CONTACT NAME & TITLE: Rebecca Cannon, MFT,
Chief Mental Health Officer

CONTACT NAME & TITLE:

Program Description (Program for which you are requesting funding)

PROGRAM TITLE:

Pathways Counseling Center's Family Strengthening Program

PROGRAM DESCRIPTION (Describe proposed program in 25 words or less):

Evidence-based, culturally responsive services supporting families, including mental health and case management, crisis intervention, trainings for caregivers, and consultation to increase capacity of youth-serving professionals.

Amount Requested,

AMOUNT REQUESTED PER FISCAL YEAR: \$ 45,000

(Amount must be the same for each year)

Checklists & Signatures - Verify, by checking each box that the following have been completed and are attached. See Basic requirements in Instructions for number of copies needed.

Required Attachments:

- ☒ ARTICLES OF INCORPORATION AND BYLAWS
- ☒ DOCUMENTATION OF GOOD STANDING FROM THE STATE OF CALIFORNIA
- ☒ STATE AND FEDERAL TAX EXEMPTION DETERMINATION LETTERS [IRS 501(C) 3]
- ☒ COPY OF NONDISCRIMINATION POLICIES
- ☒ LIST OF BOARD OF DIRECTORS
- ☒ BOARD OF DIRECTORS' AUTHORIZATION TO SUBMIT PROPOSALS AND DESIGNATION OF AUTHORIZED OFFICIAL
- ☒ ORGANIZATION CHART
- ☒ RESUME OF PROGRAM ADMINISTRATOR
- ☒ RESUME OF PROJECT LEAD STAFF PERSON
- ☒ RESUME OF CHIEF FISCAL OFFICER
- ☒ FINANCIAL STATEMENT AND AUDIT
- ☒ EVIDENCE OF COMMITTED FUNDING
- ☒ DOCUMENTATION OF DATA SUPPORTING NEED FOR PROGRAM IN SAN LEANDRO
- ☒ LIST OF ALL CITY FUNDING RECEIVED BY THE AGENCY SINCE 2012

(Note: Certificates of General Liability and Workers Compensation will be required for funded agencies.)

APPROVED BY:

APPROVED BY

SIGNATURE/EXECUTIVE DIRECTOR

DATE

SIGNATURE/BOARD PRESIDENT

DATE

Julayne Virgil, Chief Executive Officer

Robin Evitts, President

1. Organization Overview (briefly describe):

a. Background (Provide a brief history of your organization. The number of years in existence. How long it has served San Leandro residents.)

As an affiliate of the national Girls Incorporated, Girls Incorporated of Alameda County (Girls Inc.) has provided critical resources and opportunities for girls and families in our community for more than 50 years. In 1958, local businesswomen established Girls Inc. in response to the lack of a supportive center for girls in the community. From a humble beginning in a small neighborhood house in San Leandro, Girls Inc. has grown into an agency serving over 10,000 youth, families and community members annually. Today, Girls Inc. programming is implemented in 23 schools and community sites in San Leandro, Oakland, and surrounding towns.

In 1973, Girls Inc. formed Pathways Counseling Center (Pathways) in response to requests from Juvenile Hall, the County Social Services Agency, and group home placements to provide support group services for girls in out-of-home placements. Since that time, Pathways Counseling Center has expanded mental health services to serve the entire community, and has provided counseling and case management services to students (girls and boys) and their families at San Leandro schools continuously since 1988. In addition, Girls Inc. has provided afterschool programming for girls in grades 1-5 at Wilson Elementary School for 16 years, and to middle school girls at John Muir Middle School since 2004.

b. Mission (Briefly describe the purpose, goals and objectives of your organization.)

Girls Inc. of Alameda County's mission is to inspire all girls to be strong, smart and bold. Since 1958, Girls Inc. has responded to the unique needs of girls in the least resourced Alameda County communities, equipping them to navigate gender, economic, and racial barriers and grow into healthy, educated, and independent adults. Our cost-free continuum of programs and counseling services are developmentally appropriate, recognizing girls' changing needs as they grow. From literacy activities in elementary school, to exciting hands-on science projects in middle school, to building college readiness in high school, Girls Inc. girls receive the support and the opportunities they need to thrive.

Pathways Counseling Center's mission in particular is to promote healing and well-being in our community by delivering high quality, timely, accessible, and well-coordinated mental health services. Services are available to children and families of any gender, and are intentionally culturally and linguistically responsive. In order to promote accessibility, services are delivered at our San Leandro office, Oakland offices, San Leandro public school campuses, during home visits, as well as at other community and partner sites. The spectrum of Pathways Mental Health services includes:

- Mental health treatment (at our offices as well as at school sites)
- Case management
- Family crisis intervention
- Respite care intervention (24-48 hour respite stay)
- Mental health consultation and trainings services for preschools, in- and after-school programs, and public schools.

Through Girls Inc.'s programs and services, more children and families receive the support and opportunities they need to move forward into a thriving future.

d. Current programs (List your current programs and services.)

The following are more specific descriptions of Girls Inc.'s programs, which support girls at each stage of development, and Pathways services, which support girls, boys, and family members at all stages.

Elementary Programming

Girls Inc. supports elementary girls' success by helping them master foundational academic skills, practice healthy behaviors, and build positive relationships with peers and adults. Girls begin to identify themselves as readers while acting out characters from culturally-relevant books, wonder over STEM in their everyday lives as they engage in "jump rope math" and "schoolyard bug science," and explore healthy relationships with peers and staff. In addition, Mental Health services take place at public elementary schools, including four in San Leandro: Garfield, Jefferson, Monroe, and Roosevelt.

Middle School Programming

Girls Inc. supports middle school girls' success by providing a wide range of physical and intellectual activities to explore, promoting sustained and increased interest in STEM, and giving girls opportunities to build self-confidence as they think about their future. Girls try bike riding and hiking, and learn about media messages and reproductive health; engage in hands-on STEM projects and connect with female STEM professionals; and talk about how to move into a safe and successful future post-high school.

High School Programming

Girls Inc. supports high school girls' success by focusing on college- and workplace-readiness, sisterhood, and community leadership. Girls gain valuable experience through coding projects and paid summer internships at some of the Bay Area's top companies; go on college tours and learn about the college application and financial aid process; uplift themselves and their peers through reproductive health education; and leverage social change tools to advocate for positive change in the world around them. In addition, Mental Health services are provided at Lincoln Continuation High School and the Lighthouse Independent Study program

Pathways Counseling Center

To support the success and well-being of youth and their families, Girls Inc. delivers comprehensive mental health services and capacity building. Accessible services include mental health counseling; case management; classes; and family crisis intervention. Services are provided in both English and Spanish, and take place at school sites, our San Leandro office at 433 *Estudillo Avenue*, and our Oakland office. In addition, Pathways provides training and consultation at Girls Inc. and in the community, and a clinical internship program to increase professional capacity to serve our community.

2. Compliance with HUD's National Objectives

DOCUMENTATION OF BENEFIT TO LOW- AND MODERATE-INCOME PERSONS

a. Does the activity proposed by your agency on the grant application benefit a clientele at least 51% of whom are low- and moderate-income persons?*

☒ YES ☐ NO

If YES, provide verification/documentation that at least 51% of the clientele are low- and moderate-income persons. Such documentation includes:

☒ 1) Information on household size and income so that it is evident that at least 51% of the clientele are persons whose household income does not exceed the low- and moderate-income limit.**

Or

☐ 2) Income eligibility requirements which limit the activity exclusively to low- and moderate-income persons.

If NO, does the activity proposed by your agency on the grant application *primarily* benefit the following eligible clientele? This clientele are presumed by HUD to be principally low- and moderate-income persons?

☐ YES ☐ NO

Check all that applies.

☐ Abused children

☐ Elderly persons

☐ Battered spouses

☐ Severely disabled adults

☐ Homeless persons

☐ Migrant farm workers

☐ Illiterate persons

☐ Persons living with AIDS

* "Low Income" and "Moderate-Income" are defined in the federal Housing and Community Development Act of 1974, as amended. A Low-income person is a member of a family with a gross income of no more than 50 percent of the area median income. A Moderate-Income person is a member of a family with a gross income of no more than 80 percent of the area median income.

**** 2014 HUD Income Limits for Low- and Moderate-Income:**

Persons in Household	Annual Income Extremely Low (30%)	Annual Income Very Low (50%)	Annual Income Low (60%)	Annual Income Low (80%)	Annual Income Median (100%)	Annual Income Moderate (120%)
1	\$19,350	\$32,200	\$38,640	\$47,350	\$61,950	\$77,280
2	\$22,100	\$36,800	\$44,160	\$54,100	\$70,800	\$88,320
3	\$24,850	\$41,400	\$49,680	\$60,850	\$79,650	\$99,360
4	\$27,600	\$46,000	\$55,200	\$67,800	\$88,500	\$110,400
5	\$29,850	\$49,700	\$59,640	\$73,050	\$95,600	\$119,280
6	\$32,050	\$53,400	\$64,080	\$78,450	\$102,700	\$128,160
7	\$36,030	\$57,050	\$68,460	\$83,850	\$109,750	\$136,920
8	\$40,090	\$60,750	\$72,900	\$89,250	\$116,850	\$145,800

Subject to change by HUD.

b. Will this program's activities specifically address any of the following needs? (Select more than one, if applicable.)

☐ Homeless prevention
 ☐ Homeless persons
☐ Persons with disabilities
 ☐ Persons with HIV/AIDS
 ☒ N/A

3. Scope of Work

a. Project Goals and Objectives (Describe the project or program and how participants will benefit.):

Girls Inc. aims to have a lasting positive impact on the mental health of families living in the least resourced neighborhoods in San Leandro by providing a range of comprehensive and evidence-based services supporting their mental health and well-being. This includes serving 275 children and families with evidence-based, trauma-informed counseling and case management services that support their well-being and connect them with needed resources in the community. It also involves providing crisis intervention services when families are undergoing immediate, severe challenges that require additional support. This could mean intensive counseling support to de-escalate the situation, or a voluntary respite stay at the Crisis Receiving home. Finally, Girls Inc. hopes to increase the positive impact of adult practitioners in San Leandro by providing consultation to youth-serving professionals, including school staff - helping to increase the community's capacity to be a supportive place for young people and families, including those who have experienced trauma, to thrive.

b. Describe the activities and services provided through this project or program.

Activities and services provided through the Family Strengthening Program include:

Counseling Services: Pathways will offer culturally sensitive, linguistically appropriate counseling services to 275 children and families. Services are accessible, taking place at 6 schools and a clinic in San Leandro. Counselors are trained in evidence-based practices like Trauma-Focused Cognitive Behavioral Therapy (TFCBT) and Brief Functional Family Therapy (BFFT), as well as cultural responsiveness and compassion fatigue. The Child and Adolescent Needs and Strengths (CANS) assessment helps counselors work collaboratively with families to understand child needs, and create a treatment plan to address them.

Case Management: Case management services will help ensure that barriers to care are addressed, and families have access to all the resources they need. The case manager links families with appropriate services based on their needs, and intercedes on their behalf when necessary to ensure equitable opportunities and services are provided.

Family Crisis Intervention: Clinicians work with families to de-escalate crisis and work toward family reunification, including intensive therapeutic intervention and safety planning.

Respite Stay Services: If necessary, clinicians work with the Alameda County Crisis Receiving Home (Malabar House) to provide clients with a voluntary respite stay as a "cooling off" period. As a member of the Alameda County Delinquency Prevention Network, Girls Inc. is one of ten agencies county-wide with access to Malabar House.

Effective Parenting and Family Workshops: Workshops, in English and Spanish, will support caregivers in using effective communication tools to deescalate behavior challenges and build a supportive, encouraging relationship with their child.

Consultation Services: Pathways will work with Girls Inc. staff and youth-serving professionals in San Leandro, including employees of San Leandro Unified School District, to identify child strengths and risk factors and address problems effectively. This includes understanding when referral to mental health services is necessary, and methods of supporting youth within the classroom.

c. Performance Measures (Describe the direct quantifiable outputs of the program activities. Provide specific data projections. For example: the number of meals provided or participants served. Program outputs should be measurable and realistic.)

Girls Inc.'s Pathways Counseling Center will provide the following quantifiable services to San Leandro residents:

1. Provide family support services for 275 San Leandro children and family members served within 12 months.
2. Assist 75% of children and family members to address psychological and communication problems within their family, as evidenced by CANS scores and client surveys
3. Provide 30 hours of consultation to Girls Inc. staff and other youth-serving professionals, helping them effectively utilize positive mental health approaches with the youth they serve.

d. Timelines (Provide a quarterly timeline for the performance measures. For example: 1st Quarter (Jul – Sept) – Provide 100 hot meals to eligible seniors.)

By October 1, 2017, Girls Incorporated of Alameda County will have:

- Served 69 participating children and family members with family support services, including counseling, case management, and/or parenting workshops.
- Demonstrated that 75% or 52 of the participating children and family members will be able to address psychological and communication problems within their family, as evidenced by CANS scores and client surveys.
- Provided 60 hours of consultation to Girls Inc. staff and other youth-serving professionals, helping them effectively utilize positive mental health approaches with the youth they serve.

By January 1, 2018, Girls Incorporated of Alameda County will have:

- Served 138 participating children and family members with family support services, including counseling, case management, and/or parenting workshops.
- Demonstrated that 75% or 103 of the participating children and family members will be able to address psychological and communication problems within their family, as evidenced by CANS scores and client surveys.
- Provided 120 hours of consultation to Girls Inc. staff and other youth-serving professionals, helping them effectively utilize positive mental health approaches with the youth they serve.

By April 1, 2018, Girls Incorporated of Alameda County will have:

- Served 206 participating children and family members with family support services, including counseling, case management, and/or parenting workshops.
- Demonstrated that 75% or 155 of the participating children and family members will be able to address psychological and communication problems within their family, as evidenced by CANS scores and client surveys.
- Provided 180 hours of consultation to Girls Inc. staff and other youth-serving professionals, helping them effectively utilize positive mental health approaches with the youth they serve.

By July 1, 2018, Girls Incorporated of Alameda County will have:

- Served 275 participating children and family members with family support services, including counseling, case management, and/or parenting workshops.
- Demonstrated that 75% or 206 of the participating children and family members will be able to address psychological and communication problems within their family, as evidenced by CANS scores and client surveys.
- Provided 240 hours of consultation to Girls Inc. staff and other youth-serving professionals, helping them effectively utilize positive mental health approaches with the youth they serve.

e. What are your sources of data and how will you collect the information?

Pathways follows the Results Based Accountability (RBA) approach, which asks the following three questions: "How much work was done," "How well was it done," and "Who benefitted as a result of the work." To assess program effectiveness, data from the family functioning matrices conducted by Mental Health Clinicians, as well as their child behavioral assessments, is aggregated and analyzed. Data is also collected to assess the quality of the mental health services. More specifically:

From parents and children, Pathways:

- Administers the Child and Adolescent Needs and Strengths (CANS). The CANS is an evidence-based, multi-purpose tool developed for children's services to support decision making, including level of care and service planning; to facilitate quality improvement initiatives; and to allow for the monitoring of outcomes of services. Versions of the CANS are currently used in 25 states in child welfare, mental health, juvenile justice, and early intervention applications. All clinicians and case managers are certified (with annual re-certification) to administer the CANS.
- Conducts clinical assessments (measured on a 10-point scale conducted at intake, subsequent 90-day intervals, and termination). Each assessment is conducted by mental health clinicians.
- Collect families' completed Communication Skills Assessments.
- Administer and collect survey evaluations regarding quality of treatment services

From school sites where services are delivered, Pathways:

- Administers twice-yearly evaluations by school liaison regarding quality and timeliness of services. These are a combination of either interviews or returned written questionnaires (based on respondents' preference).

From key resources partners, Pathways:

- Conducts annual evaluations regarding service quality, service gaps, and needed new/expanded services. These include completed questionnaires for ad hoc consultation, and focus groups for formal consultation

4. Program Model

a. Is this an ongoing program of your agency? ☒ yes ☐ no If yes, how long has it been in operation? 30+ yrs

b. On what do you base the likelihood this program will achieve the proposed outcomes described in Attachment A?
(choose one and explain):

☒ We have experience operating this program and have achieved similar outcomes under similar circumstances with similar populations.

☐ We will be replicating a program model that has achieved similar outcomes under similar circumstances with similar populations.

☐ We have developed a new program model and believe we can achieve the proposed outcomes.

☐ Other (describe):

Please explain your response: (what research or documented evidence supports the approach of your proposed program?)

Girls Inc.'s Pathways Counseling has over 35 years of experience providing comprehensive and evidence-based supports that result in positive outcomes for Alameda County youth and their families. Our approach involves extensive training and supervision of staff to support the effective use of trauma informed, evidence-based practices such as TFCBT, and to promote an understanding of positive youth development. In addition, we prioritize collaboration with other lead service providers to make sure youth and families are being provided with cohesive and comprehensive services. These consistent collaborators include:

- Law enforcement
- Alameda County Social Services Agency
- The Alameda County Receiving Home (Malabar House)
- Alameda County Health Care Services and Behavioral Health Care Services
- Alameda County Family Court Services
- Alameda County Center for Health Schools and Communities
- Alameda County Probation Department
- Alameda County Truancy Court
- Individual schools and COST teams
- School Attendance Review Boards (SARBs) for the San Leandro Unified School District
- Pediatricians, Primary Care Providers, and Federally Qualified Health Centers

Our membership in the Alameda County Delinquency Prevention Network is especially vital to our provision of crisis intervention services, since it means we are one of ten organizations in the county with access to the Alameda County Crisis Receiving Home (Malabar House). Because of this, we are able to provide voluntary respite intervention for our families when necessary during a family crisis, in conjunction with intensive therapy and case planning for reunification.

The clearest indication that the Family Strengthening Program will be successful in achieving positive outcomes is the impact the program has had in previous years. Last year, on client surveys, an average of 92% of families reported that their mental

health goals were met, that they got the help they needed, and that there was a reduction in symptoms and problems. In addition, 92% of participants indicated that, based on their experience of mental health services at Pathways, they would be likely to refer a family member or friend if they needed mental health services.

Another indicator of success were the changes in clients' scores on the Child and Adolescent Needs and Strengths Assessment (CANS), which pinpoints specific areas children and youth demonstrate significant struggles. This year, the percentage of clients struggling with Family Relationships went from 62% to 38% over the course of therapy, and the percentage struggling with school functioning went from 41% to 27%. The percentage of youth struggling with social functioning dropped by half (34% to 17%) and those having significant issues with their living situation dropped by more than two thirds (from 24% to 7%).

In terms of the impact of Parent and Family Workshops, caregivers overwhelmingly rated the workshops as a "5" (the highest mark possible) on post-workshop surveys, and written comments included: "I found ways to acknowledge my child's anger and have better ways to help her through it"; "I [learned I] could listen to my son more, acknowledge his feelings"; and "I've learned if I am angry, I can find ways to calm down before responding to my kids."

And staff participants receiving consultation services had similarly positive feedback: "The trauma-focus on consultation has increased our identification and understanding of those youth behaviors associated with traumatic events and experiences"; "Consultation has helped me learn how to develop ways to navigate the systems of care to get improved and increased collaboration"; and "Consultation keeps us focused on our youth, their families, and the community."

5. Target Population(s)/Client Demographics

- a. Are you able to track the numbers of persons/households and services related to the above populations?
☒ Yes ☐ No ☐ N/A
- b. If funded, you will also be required to maintain records on ethnicity, gender, family size, female/male heads of households, geographic location, income and unduplicated clients served by the program. Are you able to track this information?
☒ Yes ☐ No
- c. Briefly describe your program's target population(s). What are the common needs or characteristics, risk factors, barriers, health or economic status, etc.? Cite any relevant data you may have regarding the characteristics. Why do you believe this program will be effective with the population(s)?

Girls Inc., and Pathways Counseling Center, intentionally serve children and families in the most under-resourced areas of Alameda County. These families are primarily very low-income: according to Girls Incorporated's FY 2015-16 agency statistics, 70% of families receiving services had annual incomes of \$35,000 or less, and 57% had annual incomes of \$20,000 or less. Among our San Leandro clients defined as "low income" by the U.S. Department of Housing, significant numbers come from single-mother families and from families living below the poverty line. Eighty-six percent of clients identify as people of color.

Living in low-income neighborhoods often means that families are disproportionately impacted by stressors such as high arrest rates, unemployment, and chronic school absences. In addition, a significant number of families we serve are living undocumented, and are uninsured or underinsured. These chronic stressors, along with elevated rates of trauma exposure, can have significant impacts on mental health- including depression, anxiety, and PTSD. Currently, one in five low-income youth over the age of five suffers from a mental health disorder (youth.gov). In addition, data from the Alameda County Public Health Department, Community Assessment, Planning, and Evaluation (CAPE) unit's Map Set 2016 demonstrate that "poverty greatly affects health outcomes and is a good indicator of overall deprivation. Educational attainment, employment, and levels of health insurance coverage are also closely tied to poverty and impact health outcomes as well."

The Pathways Family Strengthening program meets the needs of the children and families we serve in a variety of ways. Recognizing the barriers and challenges clients face, Pathways counselors and case managers work collaboratively with other organizations to try and ensure that their basic needs are met. Recognizing the elevated rates of trauma for many of our clients, Staff also take part in extensive trainings and supervisions around trauma, including workshops on the effects of trauma, vicarious trauma, and burnout faced in the work place. All positions also attend extensive group and individual supervisions and

twice-monthly Clinical Quality meetings that focuses on ongoing quality improvement, meaning that there is ongoing tracking of how trauma-informed principles are being implemented. In addition, Pathways works to ensure that services are trauma-informed by collaboration with other organizations in youth's lives to create a network of support, as well as continual inclusion and prioritization of family members' voices in treatment and treatment planning. Pathways always works to ensure that the physical space in which services are provided are safe and comfortable for youth and their families.

Since Pathways serves primarily families of color, many of whom speak Spanish as their primary language, three of our professional staff are Bilingual (Spanish-English), all documents (outreach materials, forms, and fliers) are available in English and Spanish, and all family events and community gatherings are presented in English and Spanish. Additional referrals to partnering agencies are made to support clients with other language needs. Family Counselors also develop strong in-house relationships with the 60+ Girls Inc. youth development providers, who reflect the linguistic and cultural diversity of the Alameda County- helping form another trusted network of support for youth and families.

d. How will target population(s) be referred to or find this program? What is your experience in outreach to the population(s)? What are your experience and expertise in working with the population(s)?

■ **Referrals:** Children and families access our program differently, depending on the service:

Counseling and Case Management services. Coordination with the San Leandro Unified School District and city law enforcement connects appropriate clients with Pathways' mental health treatment services. Individual school campuses request school-based mental health services as well as Effective Parenting Workshops. We have an ongoing waiting list for services (outpatient as well as school-based). Pathways currently delivers school-based mental health services at 5 San Leandro public schools, as well as the Lighthouse Independent Study program located at the Lincoln Continuation High School campus. This coming school year, we may be at additional or different schools as we try to respond to SLUSD's requests

Family crisis intervention services. These services are accessed by law enforcement delivering minors in-custody to Alameda County's Crisis Receiving Home (Malabar House). Pathways is contacted immediately after intake at Malabar House. All cases in this category are prioritized and seen on a same day/next day basis.

Respite intervention services. These services are accessed through Pathways Counseling Center's mental health clinicians and case manager. All cases in this category are seen immediately and seen for intensive services (more frequently than once per week).

■ **Outreach:** Outreach occurs through regular contact with the Alameda County Behavioral Health Care Services ACCESS Unit, through word-of-mouth, and through ongoing relationships with key partners; more aggressive outreach is not implemented because there are always more cases than the Pathways staff is able to accommodate.

■ **Experience and expertise:** The San Leandro Unified School District, individual schools, and the San Leandro Police Department refer many children and families to our services. Pathways has successfully worked with this population for many years and we are familiar with the needs of the school and law enforcement systems as well.

e. Briefly describe the needs of the neighborhoods and geographic areas to be served. What unmet need(s) will the program address? Provide data and describe how funding application will address unmet needs. How will this program use or work with other community resources to address the identified needs? Why do you believe this program will be effective in the geographic areas identified?

The Family Strengthening Program intentionally serves children and families in the least resourced areas of San Leandro. This means our clients frequently experience many unmet needs. For example, since many low-income neighborhoods have few safe spaces for recreation or stores selling healthy food, low-income youth are twice as likely to be overweight as their high-income peers (California Children's Report Card 2014). In addition, many under-resourced schools struggle to support students in core courses, and economic status is linked to negative academic and health outcomes (Alameda County Public Health Department Map Set, 2016). Additionally, as mentioned previously, many of our clients have histories of exposure to significant trauma and community stressors, and many are living undocumented.

Pathways works to support clients and mitigate these significant issues in many ways. Clinicians work to gain a holistic sense of the struggles children and families are facing in their communities through the assessment process, including the CANS, which

means that they are better able to connect families to resources- including health, housing, and legal resources- that will be supportive. As mentioned previously, treatment planning for counseling always takes into account these systemic factors, and treatment is intentionally trauma-informed.

Accessibility is also fundamental in being truly supportive to our San Leandro children and families. Treatment is cost-free, and takes place at our downtown office in San Leandro, as well as at 4 school sites, so that busy families are able to fully participate in services.

Finally, Pathways is always dedicated to partnering with others in our community to make sure our clients receive the best care possible. This includes working with local schools, community based organization, Alameda County, law enforcement agencies, and many others. As a member of the Delinquency Prevention Network, Pathways Counseling Center is San Leandro's only designated mental health provider serving pre-delinquent and delinquent children and their families, and is one of ten designated collaborative partners working in conjunction with the Alameda County Crisis Receiving Home (Malabar House). Pathways also participates in and often leads nine consortia, coalitions, and collaboratives, which bring together services for parents and youth and include resources from schools, the Probation department, Social Services, County Health and Mental Health, and case management services.

6. Program Target Population/Client Profile

Please estimate the number and/or percentage of clients to be served per year by this program.

Number of UNDUPLICATED clients served by this program:	220
--	-----

GEOGRAPHIC LOCATION OF PEOPLE SERVED BY THE PROGRAM	NUMBER	% OF TOTAL
San Leandro	275	100%
Oakland		
Hayward		
Unincorporated		
Other		
TOTAL	275	100%

GENDER	NUMBER	% OF TOTAL
Female	157	57%
Male	118	43%
TOTAL	275	100%

INCOME LEVEL	NUMBER OF PERSONS	NUMBER OF HOUSEHOLDS
1. Extremely Low Income (0-30% AMI)	157	65
2. Very Low Income (31 – 50% AMI)	44	18
3. Low Income (51 – 80% AMI)	4	2
4. Moderate Income (>80% AMI)	22	9
TOTAL	227	189

RACIAL/ETHNICITY DATA	PERSONS	HOUSEHOLDS
White	170	71
Black/African American	65	27
Asian	4	2
American Indian or Alaskan Native		
Native Hawaiian or Pacific Islander		
American Indian or Alaskan Native and White		
Asian and White		
Black/African American and White		
American Indian/Alaskan Native and Black/African American		
Other Multi-Racial Combinations	35	15
TOTAL	275	115

Hispanic Ethnicity	PERSONS	HOUSEHOLDS
	131	55

Note: Above categories may vary depending on federal government regulation changes. Under OMB 1997, Hispanic is not a race category, but an ethnic category that cuts across all races. Hispanic: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. Participants must choose a race/ethnicity category and may also choose to identify as Hispanic.

HOUSEHOLD TYPE	NUMBER OF PERSONS	NUMBER OF HOUSEHOLDS
Homeless	4	2
Female-Headed Household	105	44
Disabled/Special Needs	17	7

7. Organization Experience & Capacity

a. Enclose a list of the organization's Board of Directors, including titles and affiliations.

Please see attachment for the current list of Girls Inc. of Alameda County's Board of Directors.

b. Oversight of the Organization-- Please describe the key staff person responsible for organizational oversight. Include their: a) Name and Title; b) Brief statement of qualifications/experience; c) Length of time in position; d) Length of time of predecessor in position; and, e) Brief statement of individual's roles & responsibilities.

a) Chief Executive Officer: Julayne Virgil

b) Qualifications: Julayne has nearly 20 years of experience in the nonprofit, government and corporate sectors. Prior to this role, Julayne held a number of roles with Education Pioneers over seven years, including Vice President of Leadership and Development. Julayne's experience also includes cultivating resources for community and school-based health centers with Access Community Health Network in Chicago, and managing social change communications on education, health, and public safety initiatives for national non-profit and federal agency clients of The Advertising Council in New York City. Julayne received her B.A. from the University of Pennsylvania and holds a master's degree in public administration from the Sol Price School of Public Policy at the University of Southern California.

c) Length of Time in the Position: 1 years

d) Length of Time of Predecessor: 8 years

e) Roles and Responsibilities: As Chief Executive Officer, Julayne is responsible for overseeing the management of the organization, working closely with the Board of Directors and staff, managing the finances (including the agency budget), and serving as the chief liaison from Girls Incorporated of Alameda County to other community organizations and funders.

c. Oversight of the Organization's Finances -- Please describe the key staff person responsible for financial oversight. Include their:

a) Name and Title; b) Brief statement of qualifications/experience; c) Length of time in position; d) Length of time of predecessor in position; and, e) Brief Statement of individual's roles & responsibilities.

a) Chief Financial Officer: Lisa Wanzor

b) Qualifications: Lisa has over 30 years of nonprofit and administrative management experience, including as CFO at Coaching Corps supporting their scale nationally. Lisa earned her B.A. in Religion from Princeton University.

c) Length of Time in the Position: 1.75 years

d) Length of Time of Predecessor: 8 years of service by predecessor

e) Roles and Responsibilities: Lisa has overall responsibility for the fiscal oversight of the organization, in collaboration with the Chief Executive Officer and Senior Leadership Team. In managing the daily financial duties, the CFO is responsible for cash management, financial reporting, budgets, grant fiscal reporting, risk management, general accounting, payroll, and asset management. The agency's annual financial audit is completed each fiscal year by an outside firm and reviewed and approved by Girls Inc.'s Audit Committee and Board of Directors. The Finance team is comprised of the CFO, Senior Accountant, and an Accountant. Other duties include oversight and management of facilities and information technology.

d. Oversight of the Proposed Program -- Please describe the key staff person(s) responsible for oversight and implementation of the proposed program. Include their: a) Name(s) and Title(s); b) Brief statement of qualifications/experience; c) Length of time in position(s); d) Length of time of predecessor(s) in position(s); and, e) Brief statement of individuals' roles & responsibilities.

a) Program Responsibility: Rebecca Cannon, Chief Mental Health Officer

b) Qualifications: Rebecca Cannon has been a licensed marriage and family therapist since 1981 and has extensive professional experience in treating children and families with multiples problems. She also has lengthy experience conducting clinical training and supervision.

c) Length of Time in the Position: 29 years.

d) Length of Time of Predecessor: 10 years

e) Roles and Responsibilities: The Chief Mental Health Officer has oversight responsibility for the five Family Strengthening Program mental health clinicians (clinical and administrative supervision; professional development) and is responsible for family crisis intervention and respite care intervention services. John Henry, MFT is the Outpatient Mental Health Services Director and has been a staff member for 21 years. He has responsibility for clinical quality review for all outpatient mental health services, and he supervises Selene Fabiano, Ph.D., who is the Clinical Quality Manager and has been on staff for 21 years. Vicci Tibbetts, MFT is the Clinical Training Director and she has been with Pathways Counseling Center for 21 years. Vicci supervises Kim Durham, Psy.D. who is the Clinical Training Program Manager. Vicci and Kim have responsibility for the recruitment, training, and clinical and administrative supervision of Interns and the professional staff who supervise Interns. Alex Mendez, Ph.D. is the Community Mental Health Services Director and he has been on staff for 17 years. He is responsible for all school-based contracts and is also the Case Management supervisor.

8. Budget

1. Program Budget (Complete this budget only for the program for which you are requesting Community Assistance funding. BUDGET PERIOD: JULY 1, 2017 to JUNE 30, 2018)

EXPENSES	Allocation of San Leandro Grant Request	Total Program	REVENUE	Committed	Pending
Personnel (salaries & fringe benefits)	\$35,000	\$543,789.00	Fund Raising		
Operating	\$10,000	\$98,792.13	Foundations/Corp		\$50,000
(Operating includes all non-personnel program-related expenses. Note: SLCA does not make grants for the purchase of capital items, organizational deficits, interest on indebtedness or depreciation expenses.)			Individual Donations		
			Counties	\$357,917	
Total Program Expenses	\$45,000	\$642,581	State Grants	\$45,000	
			Federal Grants	\$110,942	
			Cities:		\$69,000
Cost Per Client or Service Unit		\$2,337	Total Program Revenue	\$513,859	\$119,000

2. Program Staffing (Identify each paid staff position in this program by title and the full time equivalent percentage.)

<u>Paid Program Staff Title</u>	<u>FTE%</u>
Chief Mental Health Officer	25%
Community Mental Health Services Director	60%
Clinical Quality Improvement and Leadership Manager	60%
Outpatient MH Services Director	25%
Clinical Training Program Director	60%
Clinical Training Program Manager	60%
Bilingual Case Manager	50%
Clinical Interns (School-based)	8 @ 100%
Mental Health Clinicians	3 @ 60%
Administrative Assistant	30%

3. List all City of San Leandro Funding Received by the Agency

None

✓ Attach list of all funding provided by the City of San Leandro during the last two grant cycles (since 2012). For example: CAP Grant, CDBG Capital Grant, Redevelopment, Housing, in-kind rent or other support.

4. Committed Funding. (Enclose evidence of any committed funds for this program. Evidence may include copies of award letters and grant contracts, including the source, amounts, and description of how these funds will be used. If the Board of

Directors has allocated any organizational or special funds for this program, enclose a letter signed by the Board President or Chair indicating that such action has been taken.)

5. Total Organizational FY 2017-2018 Budget

Total Organization Expenses
(including this program)
\$6,475,000__

Total Organization Revenue
(including this program)
\$ 6,200,000

10. Summary Questions

1. If the City of San Leandro does not award the funds requested in this proposal, what impact would this have on the proposed project?

Losing this funding would jeopardize Girls Inc.'s capacity to continue delivering services to children and families in San Leandro. Over the years, Pathways Counseling Center's family strengthening services in San Leandro have been funded largely through a grant from Alameda County Probation Department as well as Girls Inc.'s Board of Directors' Annual Campaign. Historically, we have been able to leverage these funds with the City of San Leandro Community Assistance Program funding to bring additional services to the San Leandro children and their families who need them most. Although there have been some Probation cuts in recent years, Girls Inc. has been able to continue at similar levels in part because we had the secured funding from the City of San Leandro. Additionally, Girls Inc.'s subsidy for San Leandro services has increased each year. However, this coming year, Girls Inc.'s Mental Health costs will expand not only because of increased clients served, but because of the introduction of Intern stipends. Losing the City's support—especially when Alameda County's budget and economy are still weak—could seriously impact our ability to continue these services at existing levels.

Girls Inc. has been a strong proponent of building and maintaining the effective City-Schools-CBO partnership that supports those in most need of critical safety net services in San Leandro, including children in our schools who are desperately in need of mental health counseling and family case management services. Pathways Counseling Center provides mental health services in a most cost-effective manner; through our structured and comprehensive clinical training program, advanced interns delivered over 23,000 hours of clinical services last year, 17,250 of which were specifically to San Leandro residents. Additionally, Girls Inc. has made a commitment to continue serving the San Leandro community. Our San Leandro-based services have increased each year, and we continue our commitment at the same level even after our headquarters moved to downtown Oakland in late summer of 2013. We would like to continue to have City of San Leandro support to match Girls Inc.'s commitment to the San Leandro community. This partnership, and the mental health support system it makes possible, has made a difference for hundreds of school children and their families, and we know it will continue to do so in the future.

2. (a) If the City of San Leandro wants to support this project, but cannot award the full amount requested, what is the minimum amount that could be awarded and still make this project feasible?

The CAP application from Girls Inc. for the 2017-2019 grant cycle seeks \$45,000 for our services in San Leandro, which is a small but meaningful portion of the overall cost of providing these vital services to San Leandro youth and their families. A reduction in the grant size would translate into a reduction in the numbers served.

- (b) If the minimum amount is awarded instead of the amount requested, what impact would it have on the project?

Although Girls Inc. is seeking a \$45,000 grant to be able to serve 275 youth and their families per year, if we are awarded the minimum amount of \$10,000, we would be forced to reduce the service level to significantly fewer youth and families than projected. CAP funding not only helps support Pathways' Family Strengthening Programs, but is instrumental in allowing Girls Inc. to leverage additional funding for these services. Other leveraged funding streams include: 1) the San Leandro Unified School District (for school-based services); 2) the Alameda County Probation Department (for secondary school-age children and their families); 3) the Alameda County Child Abuse, Prevention, Intervention and Treatment Program (for child abuse cases); and 4) MediCal Administrative Activities (MAA – a federal funding stream). Leveraging these additional/new funds requires that Girls Inc. demonstrate significant support from diverse sources, including the City

of San Leandro. Without the commitment from a Community Assistance grant, Girls Inc.'s other funding sources could become jeopardized as well.

3. **Please describe your fund raising plans for the two-year grant cycle.**

Since Girls Inc. is committed to providing no- or low-cost services for San Leandro children and families, we have developed a diverse and effective fund development program for raising public and private funds on an ongoing basis, including these key activities: 1) Annual campaign; 2) Annual *Strong, Smart and Bold* luncheon; 3) Annual *Taste* dinner; 4) Ongoing direct appeal letters and an Annual Report; 5) A strong social media presence and a new website developed in conjunction with marketing firm Advocate Creative; 6) Renegotiation of private managed health care contracts for mental health services and fee for service contract with local schools; and 7) Grant proposals to public and private entities, including foundations, corporations, and governmental entities.