

COUNTY OF SAN DIEGO - REQUEST FOR PROPOSAL (RFP #6373)
PROBATION DEPARTMENT
COGNITIVE BEHAVIORAL THERAPY SERVICES
REPRESENTATIONS AND CERTIFICATIONS

County of San Diego
Department of Purchasing and Contracting
REPRESENTATIONS AND CERTIFICATIONS

The following representations and certifications are to be completed, signed and returned with the offer.

1. **NOT-FOR-PROFIT ORGANIZATIONS**
Attach proof of status and onst Paragraph 3
2. **INTERLOCKING DIRECTORATE**
In accordance with Board of Supervisors Policy A-79, if Offeror is a non-profit as indicated in paragraph 1 above, Offeror is required to identify any related for-profit subsidiaries in which an interlocking directorate, management or ownership relationship exists. By submission of this offer, Offeror certifies it will not enter into a subcontract relationship with a related for-profit entity if Offeror is a non-profit entity. If Offeror is a non-profit and will be subcontracting with a related for-profit entity, Offeror must list the entity(ies) on an attached separate sheet listing them all and the contract must be approved by the Board of Supervisors.
3. **BUSINESS REPRESENTATION**
 - 3.1. **REPRESENTATION AS DISABLED VETERANS BUSINESS ENTERPRISE**
"Disabled Veterans Business Enterprise" means a business which is at least fifty-one (51%) owned and operated by one or more veterans with a service related disability as certified by Equal Opportunity Management Office (EOMO), California Department of General Services, Office of Small Business and members of Joint Agencies Contracting Opportunities (JACO). (California Military and Veterans code, Article 6, section 986)

This Offeror represents as a part of this offer that the ownership, operation and control of the business are in accordance with the specific definition in 3.1 I am currently certified by.

Certifying Government Agency: _____
Certification #: _____
4. **CERTIFICATE REGARDING DEBARMENT, SUSPENSION AND RELATED MATTERS**
Offeror hereby certifies to the best of its knowledge that neither it nor any of its officers:
 - 4.1. Are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency; and
 - 4.2. Have within a three (3) year period preceding this agreement been convicted of or had a civil judgment rendered against them for commission of fraud or criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property; and
 - 4.3. Are presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State or local) with the commission of any of the offenses enumerated in paragraph 4.2 of this certification; and
- 4.4. Have within a three (3) year period preceding this agreement had one or more public transactions (Federal, State or local) terminated for cause or default.
- 4.5. Are presently the target or subject of any investigation, accusation or charges by any Federal, State or local law enforcement, licensing or certification body and if they are, the appropriate information is included in the proposal, as requested in the Submittal Requirements.
- 4.6. Contractor will report in writing to the County Department of Purchasing and Contracting within five business days of knowing or have any reason to know any change in status as certified in the preceding paragraphs 4.1 through 4.5, and that occur prior to award (in the case of bids) and contract execution (in the case of negotiated procurements)
- 4.7. Offeror and its proposed subcontractors, agents and consultants have not previously contracted with the County to perform work on this project (e.g. preparing components of the statement of work or plans and specifications for this project) if Offeror or any of its subcontractors, agents or consultants, have previously contracted with the County to perform work on this project, Offeror shall identify those previous agreement(s) and submit that list along with the proposal.
5. **CERTIFICATE OF CURRENT COST OR PRICING**
This is to certify that, to the best of my knowledge and belief, cost and/or pricing data submitted with this offer, or specifically identified by reference if actual submission of the data is impracticable, is/are accurate, complete, and current as of the date signed below.
6. **CERTIFICATE OF INDEPENDENT PRICING**
By submission of this offer, each Offeror certifies, and in the case of a joint offer, each party thereto certifies as to its own organization, that in relation to this procurement:
 - 6.1. The prices in this offer have been arrived at independently, without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with other Offeror, with any competitor, or with any County employee(s) or consultant(s) involved in this or related procurements; and
 - 6.2. Unless otherwise required by law, the prices which have been quoted in this offer have not been knowingly disclosed by the Offeror and will not knowingly be disclosed by the Offeror prior to opening, in the case of a bid, or prior to award, in the case of a proposal, directly or indirectly to any other Offeror or to any competitor; and
 - 6.3. No attempt has been made or will be made by the Offeror to induce any other person or firm to submit or not to submit an offer for the purpose of restricting competition.
7. The Offeror understands that prior to receiving a contract award from the County, the Offeror must submit a completed IRS W-9 form to provide a Federal Tax ID number, or if not available, to provide a Social Security Number (SSN).

CERTIFICATION

The information furnished in Paragraphs 1 through 7 is certified to be factual and correct as of the date submitted and this certification is made under penalty of perjury under the laws of the State of California.

Name: Nancy Gannon Hornberger

Signature: 

Title: Chief Executive Officer

Date: 04/04/2014

Company/Organization: SAY San Diego

SUBMIT THIS FORM AS DIRECTED IN THE REQUEST FOR SOLICITATION DOCUMENTS OR WITH THE OFFER

DPC 201 (07-28-11 - C0014 & P0027)

SAY San Diego
Cognitive Behavioral Therapy Services, RFP #6373
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Introduction

Social Advocates for Youth (SAY) San Diego is an experienced county contractor with 25 years of experience delivering therapeutic services, including Cognitive Behavioral Therapy (CBT), with both adults and juveniles involved in the justice system, in correctional facilities and community settings. SAY's programs have been effectively delivered at facilities including Correctional Alternatives, Naval Consolidation Brig Miramar, George Bailey Detention Facility and Donovan State Prison.

SAY's programs and services have been documented to reduce recidivism rates, arrest rates, and substance abuse, and increase family functioning, family-community connections, and mental wellness. See pages 43-46 for details. Also refer to the letter from The Department of the Navy to support their reference and verify the success and impact of SAY's services, and compliance of SAY with grant requirements – page 49.

SAY is proposing to deliver evidence-based CBT services to participants at six satellite locations throughout San Diego County. SAY will provide an outcomes-based program model that will maximize participants' abilities to meet all goals and comply with all probation requirements. SAY's current therapists have years of experience of delivering CBT counseling individually and in groups, and SAY already delivers CBT Thinking for Change and Criminal Conduct and Substance Abuse Treatment groups.

SAY will go beyond the requirements specified by the County in the request for proposals (RFP). For example, SAY's therapists will help all participants develop a service plan, with specific goals and a timeframe for accomplishment. SAY will leverage services from within its own agency and leverage services from its partners to connect participants to key resources such as job training and placement, self-sufficiency programs, housing, food, clothing, and healthcare.

From top to bottom, SAY will provide the County with a staff team that is highly qualified, experienced, knowledgeable, well-trained and well-supported by the agency's leadership. The project will be led by Laura Soto, a licensed clinical social worker (LCSW). She will initially serve as Project Manager, and will provide overall project oversight. Ms. Soto previously worked for the Los Angeles County Jail Mental Health Services program, providing services to incarcerated men with mental illness. As part of the San Diego Dads Corps project, she coordinates services with the County's adult probation and child welfare staff. She is trained in cognitive behavioral therapy (CBT) and trauma-focused cognitive behavioral therapy (TF-CBT). In addition, Jamie Shorthill, a licensed marriage family therapist and CBT trainer with 15 years of experience, will provide group supervision to SAY's therapists. She currently fulfills a similar role for SAY's existing therapists. Other SAY staff members have the required clearances and working relationships with correctional facility and Probation Department staff, meaning that SAY will be ready to implement services from day 1.

The narrative below contains the details about SAY's overall approach and how the agency will comply with all the provisions and requirements identified by the County in the RFP.

1. Service Description

1.1 Understanding the Statement of Work

1.1.1. Scope of Work/Purpose (Statement of Work [SOW] Section 1)

Scope of Work/Purpose (SOW 1): SAY's therapists will provide evidence-based CBT curriculum to the offender population in San Diego County. SAY's therapists will address any factors such as the criminal thought process, cognitive and behavioral control of anger, interpersonal skill deficits, and exposure to trauma and attendant symptoms.

SAY uses Cognitive Behavioral Therapy (CBT) curriculum and therapies in the services it provides to adult and juvenile populations, including the offender population. SAY has placed a unit-wide focus on training its staff on effective implementation of CBT interventions. By the end of June 2014, all SAY therapists will be trained on Trauma-Focused CBT.

1.1.2 Goals and Outcomes (SOW Sections 3 and 4, and subsections)

Goals (SOW 3): SAY will provide CBT services specifically tailored to change criminal thinking of offenders who have been identified to have criminogenic needs or have been exposed to trauma. SAY's team of therapists will work with participants to develop skills, knowledge, and insights needed to make positive, healthy choices in the future.

Objectives (SOW 4): SAY will achieve all required objectives and outcomes identified in the RFP. SAY has a history of exceeding objectives in its County of San Diego and other contracts (see section 2.1).

- At least fifty percent (50%) of participants will successfully complete the treatment program. (SOW 4.1.1.)
- At least seventy-five percent (75%) of participants completing the program will demonstrate the ability to identify two (2) or more personally relevant points or issues learned. SAY's Program Manager will use pre/post- tests and self-report evaluations to measure this outcome. (SOW 4.1.2.)

SAY will meet or exceed all process objectives:

- Intake services will be provided to a minimum of seventy-five percent (75%) of the participants referred to the program within three (3) business days of the date of referral to the program. (SOW 4.2.1.)
- Seventy-five percent (75%) of participants who complete the program will complete pre- and post- tests. (SOW 4.2.2.)
 - Copies of the pre- and post-tests will be made available to Probation monthly. (SOW 4.2.2.1.)
- SAY will meet monthly with the Probation Treatment Director to discuss program implementation, clinician adherence to treatment protocol/curriculum, barriers to be overcome for highest level of participation as well as treatment attendance and compliance. (SOW 4.2.3.)
- Working with the case carrying Probation Officer, SAY's professional collector will conduct random urine drug screening on fifty percent (50%) of participants with the screening condition in accordance with Probation's drug testing guidelines, "Urinalysis

Testing”. (SOW 4.2.4.)

Using CBT, SAY therapists will help participants focus on addressing issues related to criminal attitudes/thinking and trauma. SAY’s therapists will help participants develop skills, knowledge, and insights to make positive, healthy choices in the future.

1.1.3 Target Population and Geographic Areas (SOW Section 5 and subsections)

Target population (SOW 5.1.): SAY will provide services to offenders referred by the Probation Department, and will provide services county-wide. As identified in the introduction, SAY currently provides services to many adult and juvenile correctional facilities throughout the County, including:

- Correctional Alternatives Inc. and Naval Consolidation Brig Miramar
 - 24/7 Dad Curriculum developed by the National Fatherhood Initiative
 - Evidence-based World Class Relationships for Work and Home created by Healthy Relationships of California.
- Pre-release services to offenders at George Bailey Detention Facility and Donovan State Prison. SAY prepares offenders to connect to post-release community services.

Service Area (SOW 5.2.): SAY staff have worked with Probation and correctional facility staff for many years, at locations throughout the county. SAY has delivered therapeutic services at locations in South, East, Central and North Central San Diego County. SAY will leverage those working relationships to expedite services and ensure project success.

1.1.4 Program Location and Hours of Operation (SOW Section 6 and subsections)

Program Operations (SOW 6.1.): SAY San Diego will make services available in six different areas of San Diego County. Because 41% of the probation population is in the Central Region and 26% is in the North Region (San Diego Probation Department, 2014), SAY will plan to provide more groups and services in the those regions. SAY has offices in Central and North Central San Diego County.

- Central: SAY Family Resource Center, 4275 El Cajon Blvd, San Diego
- North Central: SAY Family Resource Center/Main Office, 8755 Aero Drive, San Diego

Partners will host SAY satellite locations at the following facilities:

- North Coastal, Family Fellowship Church N 420 El Camino Real, Oceanside
- North Inland, Escondido: SAY will establish a site in this region
- East, El Cajon/La Mesa: SAY will establish a site in this region
- South Bay, Church facility, 148 30th Street, National City

SAY will hire a program manager, clinical supervisor, data specialist and therapists. SAY will also purchase training curriculum for Seeking Safety, Thinking for Change, Criminal Conduct and Substance Abuse Treatment, and Trauma-Focused CBT. SAY will also purchase computers, printer, cell phones, office furniture and general office supplies.

Access by Public Transportation (SOW 6.2.): All facilities are accessible by public transportation and comply with ADA requirements.

Facility Location	Public Transit Lines Serving Facility
4275 El Cajon Blvd, San Diego	SDMTS bus lines 1, 13, 15
8755 Aero Drive, San Diego	SDMTS bus line 25
420 El Camino Real, Oceanside	SDMTS bus line 309 (309 also has a connection with the Sprinter rail line)
148 30 th St, National City	SDMTS bus lines 929, 932, 961, Blue Line Trolley
Escondido	Sites to be determined; both sites will be accessible to public transportation
El Cajon/La Mesa	

Program Hours (SOW 6.3): All facilities will be available for morning, afternoon, evening and weekend sessions. Schedules for group sessions will be customized to be responsive to the availability of participants.

1.1.5 Service Delivery Requirements (SOW Section 8 and subsections)

Cognitive Behavioral Therapies (SOW 8.1): SAY's therapists will provide cognitive behavioral therapies and deliver CBT group therapy sessions as specified by the RFP. Therapists will implement these interventions in coordination with the COR, and will use three of the recommended evidence-based interventions.

Staff will be well-trained and experienced, and will receive ongoing supervision and support as they provide CBT therapies. The Program Manager will bring in experts to train and oversee therapists to ensure that they appropriately carry out the best practices for each intervention. In accordance with RFP requirements, SAY will also invite the Probation Treatment Director for monthly observations of group therapy sessions in order to assess the fidelity of treatment with the curriculum. Identified improvements will be implemented and reported back as needed.

In addition, SAY will work with the COR to provide access to Probation Department staff member or Sheriff's Correctional Counselors to observe group sessions to increase their familiarity with the treatment approach and engage participants in activities.

SAY has selected three of the recommended CBT approaches. Each group session will be delivered for 90 minutes. SAY's case managers have already implemented two of these interventions with a similar population. The interventions are:

1) Thinking for Change (T4C) – SOW 8.1.2

SAY will use T4C, which was developed specifically for criminal offender populations by the National Institute of Corrections. This treatment focuses on three (3) cognitive perspectives: cognitive restructuring, social skills development, and development of problem solving skills.

- SAY will provide one (1) therapist for every 8-12 participants in T4C. All therapists will be certified to deliver the 22 session curriculum.
- Curriculum will consist of weekly or biweekly therapy sessions that take place for at least three (3) months, but will be available as long as nine (9) months in duration.
- Therapists will deliver T4C at all six locations throughout the county.

Rationale: SAY has experience using T4C for individuals with a dual diagnosis, for youth in probation, and for youth incarcerated at a detention facility or day treatment sites operated by Probation. SAY selected T4C because it focuses on problem-solving and using approaches that involve cognitive restructuring and social skills development. SAY has used T4C to help youth and adults, including participants, take ownership and responsibility for their problems. SAY has helped these individuals identify behaviors or risk factors that could cause a relapse and recidivism, and focused on helping them make self-improvements and create ongoing support networks. SAY recognizes the evidence that this model leads to reduced recidivism and improved problem-solving skills.¹

2) Seeking Safety – SOW 8.1.3.

SAY will also implement Seeking Safety: A Treatment Manual for PTSD and Substance Abuse.

- SAY will provide a minimum of one (1) counselor per 8-12 participants for Seeking Safety.
- Curriculum will consist of weekly or biweekly therapy sessions that take place for at least three (3) months, but can be as long as nine (9) months in duration, including aftercare/maintenance sessions.

Rationale: While SAY has not previously implemented Seeking Safety, SAY's therapists have provided Trauma-Focused CBT for a number of years. As identified earlier, all SAY program staff will be trained on Trauma-Focused CBT on June 5 and 6, 2014. SAY believes that Seeking Safety and TF-CBT can benefit all participants, and can be tailored to help women who have experienced trauma. SAY believes that women will benefit from a group where they can discuss interpersonal trauma such as sexual assault in an all-female program.

SAY will use Seeking Safety's 25 topic areas² to identify and address symptoms related to trauma and substance abuse. SAY's therapists will follow the key principles of Seeking Safety:

- 1) **Safety** as the primary focus, helping participants attain safety in their relationships, thinking, behavior and emotions
- 2) **Integrated** treatment that simultaneously addresses both PTSD and substance abuse.
- 3) **A focus on helping the participant create ideals** to counteract the ideals that were lost from both PTSD and substance abuse
- 4) **A focus on** cognitive, behavioral, interpersonal, and case management
- 5) **Clinician processes that address** countertransference (the clinician's emotional feelings toward the participant), self-care, and other issues.

¹ Golden, L. (2002) Evaluation of the efficacy of a cognitive behavioral program for offenders on probation: *Thinking for a Change*. Dissertation: University of Texas Southwestern Medical Center at Dallas.

² Introduction/Case Management, Safety, PTSD: Taking Back Your Power, When Substances Control You, Honesty, Asking for Help, Setting Boundaries in Relationships, Getting Others to Support Your Recovery, Healthy Relationships, Community Resources, Compassion, Creating Meaning, Discovery, Integrating the Split Self, Recovery Thinking, Taking Good Care of Yourself, Commitment, Respecting Your Time, Coping with Triggers, Self-Nurturing, Red and Green Flags, Detaching from Emotional Pain (Grounding). Life Choices, and Termination

Criminal Conduct and Substance Abuse Treatment (CCSAT) – SOW 8.1.6

SAY will implement CCSAT's cognitive-behavioral treatment curriculum to change the behaviors of individuals who have both problems of substance abuse and criminal behavior. SAY acknowledges its focus on preventing recidivism and substance abuse relapse, and has success implementing CCSAT as part of its Dual Diagnosis intervention with juvenile offenders.

- SAY will provide a minimum of one (1) counselor per 8-12 participants during CCSAT.
- SAY will follow recommended operational guidelines for a nine (9) to twelve (12) month curriculum. SAY's therapists will implement three phases of treatment delivery: challenge to change, commitment to change, and ownership of change, using the curriculum's rationale, objectives, content, and presentation sequence.

SAY will create Criminal Conduct and Substance Abuse Treatment groups for women-only as needed.

Individual CBT therapy sessions will be available to address specific issues identified by mental health assessments, or issues that are identified during group therapy sessions. Individual therapy sessions will be 50 minutes in length.

Urinalysis: SAY's Professional Collector will provide on-site random urine drug screening, working with the case carrying Probation Officer, random urine drug screening for participants with the screening condition. If the participant tests positive, samples will be sent to a drug testing laboratory, approved by Probation, for confirmation. Urinalysis will be carried out in compliance with drug testing guidelines and practices consistent with the law and National institute on Drug Abuse (NIDA) standards. Testing will focus on those with an admitted history of previous drug use or drug use/possession stemming from the instant offense or a previous offense. Tests will be random, not predetermined, and on short notice.

Aftercare component:

SAY's therapists will provide aftercare group sessions that support continued support and skill building that will help participants meet their goals and maintain recovery. Aftercare sessions will be available one to two evenings every week, and will recur on a routine schedule. Aftercare will be available at least weekly. Aftercare will be delivered in 90 minute sessions. Therapists will be available to provide additional assessments. Participants will be eligible for one year of aftercare during the term of supervision. Therapists will support each individual as they carry out their discharge plan, doing whatever it takes to support recovery maintenance after an individual has been discharged from a treatment program. Participants will continue to be able to access additional services and comply with probation requirements such as urinalysis requirements.

Leveraging services during group sessions and aftercare

SAY will provide access to other services in-house or leverage services to address other needs, including job readiness/employment, communication skills, and parenting skills. SAY will connect participants with resources such as transportation assistance, food banks, work clothing programs, and other resources. SAY also contracts with Scales of Justice to provide legal

assistance around custody, paternity and child support issues, and will provide participants with access to this resource.

1.1. Intake. (SOW 8.2.)

SAY's therapists will provide an intake screening for all participants within three business days of referral to the program (SOW 8.2.1.). The Program Manager and therapists will review and explain to each program participant the program purpose, requirements, and responsibilities of the participant. SAY's intake form will complement the information identified by the County's COMPAS assessment. COMPAS will provide therapists with insight on the cognitive-behavioral needs of each individual, their criminal background, history of violence and non-compliance, as well as insight on issues such as social isolation, social environment, prior substance abuse, financial problems and vocational/educational background. SAY will use COMPAS information to better understand the attitudes and prior behavior of each participant.

SAY's intake process will collect general information, such as the participant's age, gender, ethnicity, primary language, education level, and veteran status. SAY will also ask participants about other members of their household and social circle. The case file will include information about the offense, including whether or not it was a first-time offense.

Beyond this basic information, SAY therapists will complement the COMPAS intake by conducting a participant interview to learn about how the participant believes they can avoid future arrests. These questions will focus on how the participant has spent their free time, and what changes they believe are important for avoiding future arrests. The therapists will explore whether or not substance abuse has led to their prior arrests, and whether or not the participant has anger management issues. The therapist will inquire into legal needs and requirements for each participant's situation during intake.

The therapist will explore prior problems in school and/or learning disabilities, and how those factored in the participant's attitudes. The therapists will ask each participant about their employment history, their need for additional training, and their potential barriers to success.

Therapists will ask participants about their attitude toward their family background and social interactions. In addition, participants will be asked about their interests, and how they envision spending their unstructured time in the future. Other factors explored during intake/assessment will include chronic health/medical conditions, and access to medical care, and disabilities or special needs each individual has.

Service Plan

Beyond receiving therapeutic services, SAY believes that participants need a roadmap for success. At intake, SAY staff will work with each participant to develop an individualized service plan, with specific goals and a timeframe for accomplishment. The service plan will include any services the participant specifically requests, such as parenting classes, employment assistance, education/training, and food/clothing/ transportation assistance.

The service plan will also be informed in part by an intake assessment that identifies each probationer's strengths, such as communication skills, family and peer relationships, stress

management, conflict resolution, self-control and self-sufficiency; and their challenges, such as previous criminal or negative behaviors, including fighting, routine defiance of rules, substance abuse, and gang involvement.

As identified above, SAY will help each participant access community resources, such as employment training, housing, food, clothing, and healthcare.

1.2. Contractor shall provide services that are gender-specific. (SOW 8.3.)

As discussed, Seeking Safety and Criminal Conduct and Substance Abuse Treatment groups will include women-only groups. These groups will focus on creating safety plans, increasing self-awareness, empowerment, developing a positive female image and identity, and creating a physically and emotionally safe space. The groups will provide women with time to talk, develop trusting relationships with other women, and learn about key women's health issues.

Men will be referred to SAY's 24/7 Dad classes as appropriate. Therapeutic interventions for men will likely focus on issues such as positive parenting, relationship skills, and positive male identity.

1.3. Contractor shall provide services that are culturally relevant. (SOW 8.4.)

SAY provides an annual cultural-competency staff training. Training will focus on creating an understanding of probationer's background that relates to success, including their language, educational experiences, home environment, economic status, family structure, cultural values and strengths. SAY will staff the CBT program based on needs/demographics of clientele in each geographic region of the county. Staffing will include Spanish-speaking, bilingual, and bicultural therapists, and specific training on culturally-competent CBT practices.

1.4. Contractor shall provide signature documentation for all group session participants to include start and stop time. (SOW 8.5.)

SAY will require each participant to sign in and out of all group sessions using a form that records the start and stop time of each group.

1.5. Contractor shall require all counselors to sign in and out on a daily basis on a form approved by Probation. (SOW 8.6.)

SAY will require each therapist to sign in and out of all group sessions using a form that records the start and stop time of each group.

1.6. Contractor shall provide crisis intervention services as needed. (SOW 8.7.)

SAY's therapists will provide crisis intervention services as needed by each participant. However, the initial focus of services will be on reducing the potential for crisis situations, and ensuring that participants have networks and resources in place to deal with issues before they escalate to a crisis. At intake, therapists and participants will identify early warning signs with

steps to identify emergency numbers and family or other social supports. All participants will provide emergency contact information. Each participant will identify a crisis intervention plan, and will receive a resource list of services, including San Diego County's crisis hotline, San Diego County Psychiatric Hospital - Emergency Psychiatric Unit, UCSD Outpatient (Gifford) Clinic, and the national suicide hotline. Therapists will focus group and individual sessions on building coping skills and problem-solving.

When a crisis does arise, SAY's team will be ready to respond. SAY's therapists, Clinical Supervisor or Program Manager will provide services or coordinate care for safe stabilization of individuals in crisis situations. Therapists will focus on problem-solving and helping participants cope with an immediate crisis. Therapists will carry out a suicide/homicide assessment to identify severity of crisis and risk, including plan, intent and lethality. If the individual is determined to be high risk, the therapist will immediately create a plan with the participant and link them to immediate treatment services, including inpatient treatment. They will contact the Psychiatric Emergency Response Team(PERT). For potentially dangerous situations, the therapist will immediately call 911 and request police assistance following agency protocol and procedure.

If the therapist determines that the individual is at a lower risk level, the therapist will develop a safety plan with the participant and make sure they have a plan and a support network that they can contact when they have suicidal/homicidal thoughts or triggers in the future. For low-risk situations, therapists will meet with the individual as quickly as possible. In all cases, staff will make sure that the individual has a safety plan and can get the help that they need.

After-hours, services will be available through a crisis line, where participants will be quickly linked to a mental health professional or case manager. Participants will be asked to call 911 if they have an emergency.

1.7. Contractor shall provide Probation COR with the following prior to contract implementation (SOW 8.8.)

Prior to contract implementation, SAY's Program Manager will provide copies of the curriculum, therapy staff resumes and/or qualifications (including professional licensing), pre- and post- tests, customer satisfaction questionnaires, and the program schedule. The Program Manager will notify COR of any schedule changes within a twenty-four (24) hour period, with an exception to be only within a one hour period of extenuating circumstances. SAY will make every effort to continue programming in the event of staff absences. In the event that SAY cancels any programming, the Program Manager will notify COR in writing of the cancellation within a twenty-four (24) hour period and report the steps taken to avoid the cancellation.

SAY has previously been able to operate county-contracted services with no interruptions. SAY already uses approved pre- and post-tests and customer satisfaction questionnaires, and will draw upon this experience to meet the requirements of this contract. The pre-/post-tests measure impact, changes made, length of employment, length of time out of jail, improvements in communication skills, and increased family time, personal goals and ability to resolve conflict.

1.8. Contractor shall maintain a written policy outlining the organization/practice's service delivery continuum, including:

- *Documentation standards*
- *Procedures for scheduling intakes*
- *Intake assessment of participants*
- *Waiting list policy*
- *Follow-up phone call to participant when absent.*
- *Follow-up contact with Probation when participant misses two (2) sessions in a row or when a participant has missed twenty percent (20%) of scheduled sessions.*
- *Reporting participant progress/non-compliance to Probation*
- *Crisis intervention services*
- *Discharge criteria*
- *Collection and reporting of measurable outcomes including urine drug screen results.*

(This section aligns with SOW 8.9.)

SAY has policies in place to address all of the above except for discharge criteria and collecting and reporting of urine drug screen results. If selected to provide services, SAY will create those policies prior to the beginning of the contract period.

1.1.6 Service Delivery System Requirements (SOW Section 9 and subsections)

Program Management (SOW 9.1.): Laura Soto will initially serve as the Program Manager until a candidate is identified to permanently fill the position. In this role, she will be responsible for business and administrative planning, organizing, directing, coordinating, and approval actions designed to accomplish overall program objectives.

Per COR requirements, when a new program manager is hired, the program manager will be a licensed mental health professional with a minimum of three years direct clinical experience working with adults. He or she will have one year of experience on a cross-disciplinary team and one year of administrative experience that included supervision of paid clinical personnel. SAY will obtain approval from the COR regarding the qualifications of the Program Manager subsequent to hiring. Documentation of staff qualifications will be kept on file at SAY. (*Ms. Soto meets all of these requirements*).

SOW 9.1.1.: SAY will notify the COR within seventy-two (72) hours when there is a change in key management and direct service personnel funded by this contract. Notification will include a plan to ensure services continue with minimal impact.

Staff qualifications (SOW 9.2.1): Ms. Soto has been a licensed clinical social worker for the past eight years. In addition, for ten years she worked for the Los Angeles County Jail Mental Health Services program, providing services to incarcerated men with mental illness. For four of those ten years, she supervised a multidisciplinary team focusing on psychiatric treatment, substance abuse treatment, case management and counseling programs. She also provided services as part of the North Star Assertive Community Treatment team for one year. She is trained in CBT and TF-CBT.

Currently, Ms. Soto is the Parent Support Services Coordinator, and Project Coordinator for San Diego Dads Corps. She has provided supervision and oversight for relationship, parenting,

employment and counseling services. She works in close collaboration with the Re-entry Roundtable which includes advocates, practitioners, formerly incarcerated individuals, and policy makers who together address the complex issues of reentry. In addition, as part of the San Diego Dads Corps project, she coordinates services with the County's adult probation and child welfare staff, and Department of Child Support Services. She works with parents and carries out program reporting and supervision to meet contractual and grant requirements.

In the role of Program Manager, Ms. Soto will provide weekly supervision to the clinical supervisor. She will carry out required reporting and administration, and participate in the evaluation process. She will serve as liaison with the County of San Diego, carrying out business and administrative planning, organizing, directing, coordinating, and approval actions designed to accomplish the overall program objectives. (SOW 9.2.2)

Meetings and Trainings (SOW 9.3)

SOW 9.3.1.: The Program Manager and therapists will hold monthly case review meetings to monitor participant progress toward established benchmarks in competencies. If a participant fails to make expected progress, SAY will engage the multi-disciplinary integrated team (Probation Officer, Probation Treatment Director or designee, and any applicable behavioral health and physical health providers) to identify a plan of action to better serve the participants. SAY will participate in quarterly meetings with the COR as required.

SOW 9.3.2: SAY will also participate in System of Care system-wide meetings, emergency planning meetings, other meetings as required, and training as called by the COR. The Program Manager and other SAY staff as necessary will participate in monthly Coordinator's meetings with the Probation Department.

SOW 9.3.3: SAY will participate in periodically scheduled training events or conferences that have a training component identified by COR. Staff appropriate for the trainings, based on training notices sent by the COR, will attend.

SOW 9.3.4: SAY's counselors will take a CORI/CLETS class and Institutional safety class within sixty (60) days of employment. Several SAY staff have already completed CORI/CLETS and Institutional safety class.

Bilingual Services. (SOW 9.4)

SOW 9.4.1.: SAY will provide bilingual language services in the participants' primary languages to ensure effective communication. As identified earlier, SAY San Diego will provide program staff that are culturally and linguistically competent to serve the diverse cultural and community backgrounds of the participants.

SOW 9.4.2.: SAY staff are tested for bilingual proficiency during their interview orally and in writing. As identified, SAY provides an annual cultural competency training, and will require project staff to participate in that training and other ongoing training and supervision around supervision.

SAY's Youth, Family and Community Services Division will manage the CBT program.

Currently, 55% of staff in this division are bilingual/bicultural, predominantly in Spanish. SAY is committed to having its staffing pattern mirror the participant population that it serves.

SOW 9.4.3.: If staff do not speak a participant's language, staff will either make an appropriate referral or will use interpreters through the County-approved Interpreters Unlimited. These services will include interpretation for participants who use American Sign Language.

Eligibility (SOW 9.5.): Services will not be refused to participants based on race/ethnicity, disability, culture, religion, gender or sexual orientation.

1.1.7 Data Collection and Reporting Requirements (SOW Section 10 and subsections)

Reporting Outcomes (SOW 10.1.): SAY will report outcomes, pursuant to Section 4.1 and 4.2 of the RFP, in a monthly status report. The monthly report will be sent to the Probation Department for approval. The report will include the number of unduplicated participants served by location and type of service, units of service delivered, staff hiring and terminations, and status of contract program outcome objectives. SAY will report on the number of new participants to the program, by site in the report. The report will be provided to COR by the 10th calendar day of each month for the preceding month. SAY has regularly provided reporting to the County on its other contracts, fully complying with deadlines and reporting requirements.

Database (SOW 10.2.): SAY's Program Manager will oversee management of a database that collects, maintains and reports required information. Data collection will include number of referrals per site, terminated participants and completions by participants. In addition the database will collect baseline information such as gender, race, age and transient status. This database will be available for review by Probation Department upon request. SAY has designed databases for similar grants, and has a consultant who will tailor the database for the required reporting on this contract. SAY will hire or assign a Data Collection Specialist to track data.

Clinical Records (SOW 10.3.): SAY will prepare and maintain complete and accurate participant clinical records which include documentation of services provided, program progress, and discharge plans as appropriate.

Billing/Caseload Reports (SOW 10.4): For the billing purposes, SAY will provide a monthly caseload report in a format approved by Probation listing the names of participants served and dates of service.

1.2. Performance Management Process

The Program Manager and a Data Collection Specialist will be responsible for data collection and monitoring progress toward meeting contractual outcomes. The Data Collection Specialist will enter referrals into the database, and identify demographics of participants, including age, ethnicity/race, and gender. The database will also track each participant's needs, action plan, participation in activities, participation in urinalysis testing, pre- and post-tests, program completion and outcomes. The pre- and post-test will measure the ability of participants to identify two or more points from the group and individual therapy sessions that are personally relevant to their situation.

The database will track whether or not referrals were processed within the required 72 hour window, and whether or not therapists contacted each participant within the first 48 hours after receiving the referral to identify an appropriate therapeutic model and treatment plan.

Weekly supervision meetings will focus on progress made toward required outcomes (see implementation plan below). The Program Manager will analyze data to track whether or not performance outcomes are on target. The Program Manager will carry out a weekly chart review to monitor quality, and provide weekly supervision.

SAY's Youth Family and Community Services Director, Parent Support Services Coordinator and the Program Manager will monitor monthly reports for compliance with contract requirements. SAY's Contract Compliance Coordinator will also ensure the integrity of record keeping and contract compliance, and will monitor the project for compliance with county oversight and reporting requirements.

1.3. Implementation Plan

Action Plan			
Responsible	Dependencies (actions/tasks)	Milestones	Outcomes
Program Manager	Hire therapists	Therapists in place to cover the six sites by August 2014.	Qualified therapists ready to provide services
CBT Trainer	Train therapists on CBT	Therapists trained on CBT by August 2014	4 therapists trained on CBT by July 2014
Program Manager, therapists	Provide intake, and develop an action plan for all participants.	Monthly intake of participants completed (ongoing, begins August 2014)	75% of the participants referred to SAY will complete intake within three (3) business days of their referral
Program Manager, CBT Trainer	Provide monthly supervision and training on CBT	September 2014-June 2015	100% of therapists will effectively use CBT practices
Therapists	Provide Seeking Safety group therapy sessions	Complete four cohort groups by December 2014, four cohorts by April 2014, and four more cohorts by August 2014.	- At least 50% of participants will successfully complete the treatment program, - 75% of those completing the program will demonstrate the ability to identify two or more personally relevant points or issues learned. - 75% of participants who complete the program will
Therapists	Provide Thinking for Change group therapy sessions	Complete four cohorts by February 2014, and four cohorts by August 2015	
Therapists	Criminal Conduct and	Complete four	

Responsible	Dependencies (actions/tasks)	Milestones	Outcomes
	Substance Abuse Treatment	cohorts by July 2015	complete pre- and post-tests
Therapists	Provide individual CBT services	Provide 100% of needed individual CBT therapy sessions from July 2014-June 2015	
Program Manager, therapists	Provide aftercare services, including CBT	Monthly aftercare service available from October 2014-June 2015	100% of participants will have access to follow-up services
Program manager, Data Specialist	Comply with county reporting and oversight requirements, including monthly meetings with the Probation Treatment Director, monthly reporting and pre-/post-test data	Meet monthly deadlines, from July 2014-June 2015	SAY will meet 100% of reporting, administration and oversight requirements
Program Manager, therapists	Working with the case carrying Probation Officer, SAY will conduct random urine drug screening	Random drug screenings will be conducted from July 2014-June 2015	50% of participants with the screening condition will be screened in accordance with Probation's drug testing guidelines
YFCS director, Parent Supp. Coordinator	Contract compliance, fiscal compliance, meeting administrative requirements, program supervision	Contractual compliance over term of grant period.	SAY will meet or exceed all administrative and program requirements for the CBT program

1.3.1 Gantt Chart / Project Plan														
Activity	2014							2015						
	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	Month	
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	
Hire Program Manager														
Prepare monthly status reports by 10th of month														
Participate in meetings with Probation Treatment Director														
Purchase supplies and materials														
Finalize contracts with therapists														
Finalize licensing, certifications, site locations, prepare for services														
Provide training on CBT														
Provide intake														
Begin data collection, pre-tests														
Provide SS groups at six sites (session 1)														
Provide T4C Groups at six sites (session 1)														
Provide CCSAT groups at six sites (session 1)														
Provide individual CBT														
Weekly supervision on CBT														
Collect post-test data														
Staff complete CORI/CLETS training														
Aftercare center groups provided. Also provide referrals for wellness, employment, classes														
Administer pre-tests														
Provide SS groups at six sites (session 2)														
Provide T4C Groups at six sites (session 2)														
Collect post-test data														
Provide SS groups at six sites (session 3)														
Collect post-test data, prepare final report														

1.3.2 For each identified action and task, the chart should show responsibilities, dependencies, and milestones

See above

1.3.3 For purposes of the Implementation Plan, you should assume a full service implementation and start date by July 1, 2014.

SAY is prepared to begin service on that date.

1.4 Training & Supervision

The clinical supervisor will provide weekly clinical supervision, along with outside CBT consultant Jamie Shorthill, a licensed marriage family therapist and CBT trainer. SAY's Parent Support Services Coordinator will also provide input during the supervision process.

Ms. Shorthill will provide group supervision. She is experienced in providing oversight and training on CBT. She currently provides ongoing contractual services for SAY, including training and supervision of licensed staff on CBT.

Weekly supervision will provide individual and group review of therapists' clinical work, and identify specific issues and challenges that they need to address. The clinical supervisor and CBT consultant will review how each therapist applied information from their CBT training, and from previous supervision sessions. The clinical supervisor and CBT consultant will prepare therapists to understand specific issues related to the probation population. They will also focus on how to customize approaches to the different needs of each individual, how to structure group and individual sessions, and how to engage and involve participants. They will train therapists on using each participant's action plan as a tool to guide services.

Supervision will include observation, review of audio recordings of clinical sessions, role-play, and modeling of CBT best practices. Therapists will provide input, identify successful use of CBT in individual and group sessions, and areas for overall program improvement. SAY's CBT Program Manager will supervise and monitor the clinical supervisor, ensuring that the CBT groups and individual therapy comply with best practices and standards for service.

Group sessions

SAY will give preference in hiring to therapists with experience leading Seeking Safety, Thinking For Change, and/or Criminal Conduct and Substance Abuse Treatment groups. Therapists hired for the project that have not previously led these groups will participate in shadowing opportunities to observe the groups and best practices for implementation. In addition, training will be provided through the following resources:

- SAY will contract with a trainer for Seeking Safety located in northern California to train project staff on the intervention. SAY will also order a training video and training guide.
- Thinking For Change training is available online at no cost. SAY already has staff who are using T4C, and will schedule an in-house training and/or shadowing.
- An online training module will be used to train staff on the Criminal Conduct and Substance Abuse Treatment program. SAY already has staff who are using Criminal Conduct and Substance Abuse Treatment, and will schedule an in-house training and/or shadowing.

2 Experience, Proposed Organization, Management and Staffing

2.1 Offeror's Resume/Experience – *Provide a resume of your experience within the last five (5) years in developing, implementing, and managing services that are the same or comparable to the services and population described in Exhibit A.*

2.1.1 *Include for each listed experience, at a minimum, the beginning and end dates when you operated each program; the facility name; contact person(s) in the agency or organization for which the program(s) operated (name, title, phone number, and e-mail address); a brief description of the services; the size of the program or services (annual number of participants and annual budget); and the location (county/city and state) for the services. County staff may verify this information.*

1. Dual Diagnosis, 2009 to present

Facility: County of San Diego Starling Office

Contact: Kelly Vales, LCSW, YFCS Director, SAY, 619-283-9624 x 204, kvales@saysandiego.org

Brief Description: SAY provides mental health services and outreach services for youth in juvenile detention facilities and field services programs that are in need of mental health and substance abuse services. Services include individual, group and family counseling; and psychosocial and substance abuse education. Therapies included Trauma-Focused CBT.

Size of program: 1200 clients per year are served, with a budget of \$682,027. The program employs 8 direct service staff, a psychiatrist, a data entry specialist and a coordinator.

Location: Services are county wide.

Outcomes: SAY has consistently exceeded all goals for this contract with the county. SAY was required to serve 1,200 clients per year; SAY has **annually** averaged more than 2,800 clients over the first four completed years of implementation. SAY has met every baseline for measurement:

- The Dual Diagnosis program requires that at least 80% of clients who participate in three or more educational/counseling groups will demonstrate ability to identify two or more personally relevant points or issues learned, and one or more means by which the learned material will be applied to his or her behavior or functioning. **SAY has met that goal every year of program implementation, and has exceeded 90% since the 2011-12 implementation year (the contract is still in progress).**
- SAY met the 2010-11 goal that 100% of all counseling clients shall be assessed for substance use during the assessment period as evidenced by documentation in the medical record and completion of the CRAFFT measure.
 - Beginning in 2011-12, this goal was replaced with “90% of clients will avoid hospitalization or re-hospitalization during the outpatient episode.” **SAY has helped 100% avoid hospitalization or re-hospitalization.**
- In 2012-13, the County created a new goal that “80% of those clients whose episodes lasted 3 weeks or longer, the discharge summary shall reflect no increased impairment

resulting from substance use, as measured by the domain rating for substance use.” To date, 100% of those served by SAY have met this benchmark.

2. San Diego Dads Corps; 2011 – present.

Facility: Mid City Family Resource Center

Contact: Laura Soto, LCSW, Parent Support Services Coordinator, 619-283-9624,
lsoto@saysandiego.org

Brief Description: San Diego Dads Corps is designed to support fathers to succeed as spouses, parents and providers. The program provides healthy relationship workshops, in-home support focusing on raising health children, positive communication and child discipline workshops, referral services to legal assistance, food, clothing, and child care, health care, transportation, supportive counseling, job readiness and job placement.

Size of program: The scope is to serve 300 fathers per year, including 125 active duty military and 175 low income civilians. The budget is \$790,927, which supports six direct service staff, an intake worker, a data specialist, a job developer, and a coordinator.

Location: Services are county wide.

Outcomes: Last year 539 fathers successfully completed a relationship workshop, parenting class and/or employment program. In addition, 51 successfully obtained employment. Over 700 fathers were enrolled, more than double the required number. A pre- and post-test found that more than 80% improved their parenting skills, and more than 70% improved their interpersonal relationship skills.

3. Community Assessment Team (CAT); 1994 to present.

Facility: Mid City Family Resource Center

Contact: Vikki Bouck, LCSW, Juvenile Justice Coordinator, 619-283-9624,
Vikki@saysandiego.org

Brief Description: The program provides services that reduce the number of youth who enter the juvenile justice system or re-offend while on probation. The program focuses on strengths and needs of youth, and on training families on accessing community resources. Services provided are: case management, counseling, groups, gender specific programming, work readiness training, and crisis intervention.

Size of program: 1200-1400 clients (most are referred out for other services, about 400 or so are case managed). This is a pay per performance contract, so there is no specification on the number of clients to be served annually. The budget is \$1,241,848, which covers costs for ten direct service staff, a data entry specialist, an intake worker and a coordinator.

Location: Services are for the Central and North Central Region of San Diego.

Outcomes: The program has served 1,832 unduplicated youth over the past five years; 90% have successfully completed the program. A county-wide evaluation of all CAT contractors found that the program led to:

- A six percent increase in school attendance
- A 30% increase in school performance
- A 30% increase in readiness to carry out problem-solving
- A 39% increase in connection to community resources by families

Source: San Diego County Juvenile Justice Crime Prevention Act Evaluation Report, SANDAG, February 2014.

4. Breaking Cycles, 1998 to present.

Facility: County of San Diego Starling Office

Contact: Kelly Vales, LCSW, YFCS Director, SAY, 619-283-9624 x 204, kvales@saysandiego.org

Brief Description: Through a subcontract with North County Lifeline, SAY provides prevention, intervention, supervision, and treatment for repeat juvenile offenders referred by the Juvenile Court and their families. Contracted case managers are part of a multi-agency, multi-disciplinary team including the San Diego County Probation Department's Director, Probation Officers and Community Family Monitors. Breaking Cycles program reduces juvenile crime and incarceration by providing community based interventions to youth and their families as an alternative, while ensuring public safety.

Size of program: The budget is \$168,825, which funds three direct service staff and a part-time coordinator. It is pay per performance based on number of staff hours provided by SAY. SAY delivers case management services when individuals are referred to the program, and there is no set number of referrals made each year.

Location: Serves Central and North Central Regions of San Diego.

Outcomes: Over the past three completed years, SAY has provided case management for 483 unduplicated juvenile offenders, and provided family services to 772 unduplicated families. A county-wide evaluation of all Breaking Cycles contractors found that the program led to

- A reduction in recidivism rates. Less than 1 in 5 Breaking Cycles participants were arrested.
- A reduction in arrests. Only 13 percent had a referral of any type, 8 percent had a sustained petition and only 4 percent had an institutional commitment

Source: San Diego County Juvenile Justice Crime Prevention Act Evaluation Report, SANDAG, February 2014.

5. Reflections Day Treatment; 1993 to present.

Facility: Reflections Central Day Treatment Center

Contact: Megan Baker, ASW, Program Coordinator, 619-463-1378,

megan.baker@sdcounty.ca.gov

Brief Description: The Reflections program is a school-based, day treatment center that offers an alternative to out-of-home placement for youth in the juvenile justice system. On-site and in-home intensive and family focused services are provided to youth, siblings and parents. The youth are referred by the Juvenile Court or assessed to the program through the County of San Diego Probation Department's Breaking Cycles Program. Reflections staff utilize a multi-disciplinary, wrap around approach to maximize benefits to youth and their families. Services include parenting classes, psychiatric assessment, individual, family and group counseling.

Size of program: The annual budget is \$265,000, which supports two direct service staff, a parent educator and a coordinator. No expected number of youth is served, but generally there are 60 youth served at any one time; the typical length of participation is 6 months.

Location: Serves all of San Diego County.

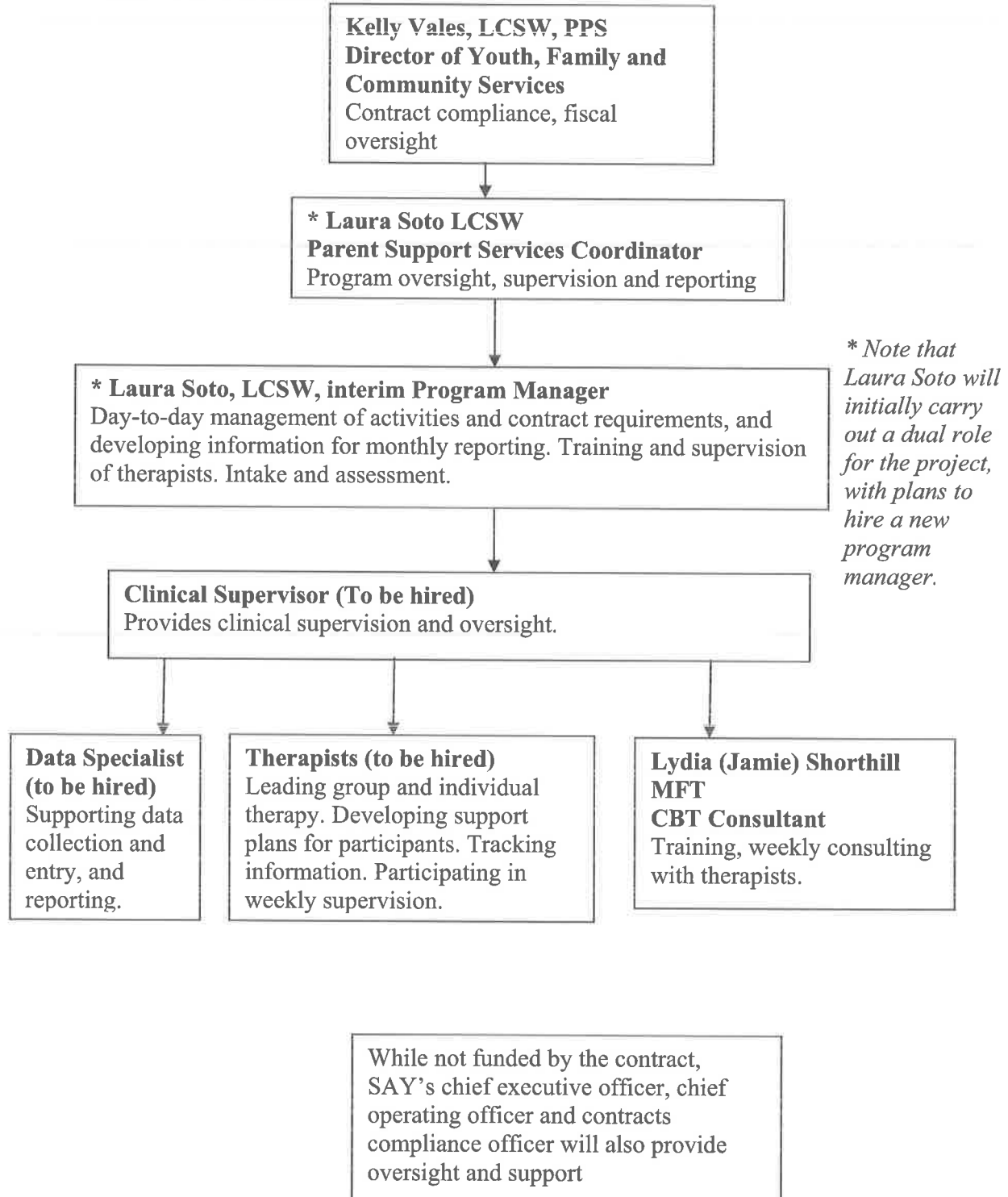
Outcomes:

SAY has always exceeded requirements for Reflections.

- SAY is required to provide direct counseling twice a month to 90% of youth; over the past five years, SAY has provided counseling to 97% to 100% of youth.
- SAY is required to visit 50% of families; Over the past five years, SAY has met this requirement, and exceeded 72% in four of those years.
- SAY also met or exceeded requirements for providing in-home support services, mental health assessments, counseling and educational group sessions for youth and families,

2.2 Organization and Staffing

2.2.1. Staffing Chart:



2.2.2. Staff Resumes:

Kelly Vales, LCSW, PPS

LCS 17072

Youth, Family and Community Services Director

OBJECTIVE: To secure an administrative position that will challenge my supervisory and management skills.

EDUCATION:

BA Social Work, MARQUETTE UNIVERSITY, May 1988
MSW, PPS, SAN DIEGO STATE UNIVERSITY, May 1990
LCSW, July 1994

EXPERIENCE:

9/11 – present SAY SAN DIEGO, San Diego, CA

Youth, Family and Community Services (YFCS) Director

Oversee administration, management and personnel, resource development and management, marketing and public relations for the Youth, Family and Community Services Unit.

7/01 – 8/11 SAY SAN DIEGO, San Diego, CA

Mental Health Coordinator

Supervise professional, paraprofessional and intern staff; oversee case management and clinical services and provide clinical licensing supervision; provide individual and family counseling; manage county contracts, including Medi-Cal, lead unit planning, and assist in overseeing unit hiring and staff training and development. In charge of supervision and contract compliance for Medi-Cal. HIPAA Project Manager and Privacy Officer prior to and during HIPAA implementation. Assist management team with grant/proposal writing. Develop and monitor EPSDT budgets.

7/98 – 6/01 SAY SAN DIEGO, San Diego, CA

Clinical Coordinator

Supervise professional, paraprofessional and intern staff; oversee case management and clinical services; manage government contracts, lead unit planning, assist in overseeing unit outreach and community development activities; and assist in overseeing unit hiring and staff training and development.

1/91 – 6/98 SAY SAN DIEGO INC., San Diego, CA

Extended Day Counselor

Counsel children and families in SAY's Extended Day Childcare Unit; facilitate and develop psycho-educational groups with school age children on self-esteem, anger management, conflict resolution, social skills, divorce, grief and child abuse; develop and lead parent trainings and support groups; trained mediator; train staff on child abuse issues and reporting, positive discipline, parent education, drug/alcohol prevention and high-risk children; supervise staff social worker and interns; provide resource and referral services to families; have written and was awarded numerous mini grants.

Other

Children's Member at Large, Mental Health Contractor's Association; 2008-2012
Alternate, Children's Mental Health System of Care Council; 2010-present
Training and supervision in Brief Strategic Therapy for 3 years (2008-2011)

Laura Soto, LCSW
Parent Support Services Coordinator and CBT Program Manager

Objectives

- To provide enhancement to organizational plans while maximizing limited resources in the provision of services with a focus on client sustainability and growth in the community.
- To create and develop innovative programs through partnerships with probation, correctional facilities, communities and other stakeholders with an emphasis on the importance of community support.
- To promote the growth and development of clinical staff that demonstrates a commitment to supportive supervision, an integration of best practices, and an excellent education.

Experience

Parent Support Services Coordinator

December 2011-present

Social Advocates for Youth (SAY) San Diego Dads Corps

- Supervise professional, para-professional and intern staff and conduct ongoing evaluation of staff performance, as well as hiring and maintaining staff for program.
- Manage contracts, including preparation of monthly reports, statistical compilation, liaison with contract monitors, prepare for service audits and contract negotiations.
- Facilitate crisis intervention and management.
- Develops policies, procedures and record keeping systems as required.

Program Manager

August 2010 – 2011

Mental Health Systems-North Star ACT (Assertive Community Treatment)

- Responsible for overall program operations, including fiscal, administrative and clinical management.
- Conducted weekly treatment team and staff meetings with a multidisciplinary team focusing on diagnosis and treatment of clients.
- Ensured adherence to best practices and highest professional standards overseeing quality of clinical and other direct services for clients with a serious mental illness.
- Supervised staff and developed and implemented ongoing staff training especially in regards to suicide and crisis risk assessments.
- Responsible for overall Housing First component with the ACT model, with an emphasis on improving clients' daily living skills as well as skills for employment to ensure successful living in the community.
- Ensured all charting and documentation was written as contractually required.

Supervising Psychiatric Social Worker

September 2006 – 2010

County of Los Angeles, Department of Mental Health, Jail Mental Health Services

- Provide direct services in the form of individual, group and family interventions to particularly difficult clients with serious mental illness.
- Provide clinical, administrative and procedural supervision for multi-disciplinary team comprised of social workers, psychologists, registered nurses, psychiatrists, case and community workers.
- Plan, evaluate, and develop interdisciplinary services for incarcerated men suffering from mental illness as a Supervisor for Los Angeles County.
- Provide specific follow up on Department of Justice (DOJ) monitoring recommendations by gathering statistical data, preparing and reviewing monitoring reports, ensuring compliance and

- focus on quality of treatment and release planning for successful community reintegration.
- Represent the Jail Mental Health Services program with other county departments, such as Mental Health Courts, MHSA programs, Sheriff's Department, universities, etc.
- Liaison with community providers, and other county departments such as Patient Rights regarding the provision of quality client care.

Psychiatric Social Worker II

December 2005 – September 2006

Los Angeles County Department of Mental Health, Jail Mental Health Services

- Provided clinical and administrative supervision as a team leader for a multi-disciplinary team, to include the maintenance and monitoring of Department and program policies and procedures to ensure compliance.
- Planned, evaluated, and developed interdisciplinary services for incarcerated men suffering from mental illness as a team leader, including the facilitation of case conferences and daily team and high observation client care meetings.
- Provided individual and group therapy for inmates suffering from severe and persistent mental illness, homelessness and substance abuse.
- Provided emergency on call coverage, release planning and preparation for clients transitioning into the community.
- Worked collaboratively with Sheriff's Department custody and medical services to address special concerns, as well as, community partners such as Mental Health Court, directly operated clinics and other community stakeholders.
- Provided clinical supervision for ASW's.

Psychiatric Social Worker I

July 2000 - June 2005

Los Angeles County Department of Mental Health, Jail Mental Health Services

Provided psychotherapy interviewing skills, individual and group therapy, and crisis intervention for incarcerated clients suffering from mental illness and co-occurring disorders. Explored psychosocial factors with the focus on integration and coordination of concurrent treatment modalities and adjunctive resources. Participated in Department of Mental Health, Jail Mental Health Community of Care pilot project with treatment focused on continuity of care based on service area which received the Departments Productivity and Quality Award in 2002. Volunteered to assess high acuity clients for the team and distribute assignments to the clinicians. Worked collaboratively with psychiatrists on hospitalization of high acuity clients. Coordinated release planning with local county mental health agencies for the incarcerated mentally ill.

Education

Master of Social Work

2000

California State University, Long Beach, California

Concentration in Mental Health and Older Adult Population

Bachelor of Science

1996

California State University, Long Beach, California

Major in Psychology

Accomplishments / Skills

Faculty Appointment to University of California, Los Angeles as a Lecturer

Director of Social Work for Correctional – Community Mental Health Academic Program

Licensed Clinical Social Worker

Pro ACT Instructor (Professional Assault Crisis Training)

Lydia (Jamie) Shorthill, MFT (#42317)

CBT Consultant

EDUCATION: Licensed MFT with Ability to Supervisor Interns

CADRE certified/ Adult and Pediatric First Aid and CPR/ CPI certified

Certificate of Completion USD Special Education Advocate Program (12/2012)

Post Institute Certified Instructor and Coach for Children and Families

University of Phoenix (10-00) Masters in Counseling

Halcyon Crisis Center (severely mental ill and dual diagnosis adults 11/99-11/00)

EMPLOYMENT:

Vista Hill G.P.S. Assessment Program

G.P.S ERMHS (Educationally Related Mental Health Services) Assessor (1/2013-present)

Responsible for assessing the mental health needs of students and making recommendations of services for the students in a variety of school placements throughout the county.

LJTherapy

Owner and Operator (7/2011-present) Private practice serving children, adolescent, individuals, couples and families in individual and group settings utilizing a multi-dimensional approach including but not limited to cognitive behavioral, solution focused and strategic in a strength based and mindfulness environment.

San Diego Center for Children

Residential Program Manager/ Level 12(promoted 9/2010- 7/2011 laid off due to county budget cuts)

Program Manger for entire 24 bed residential program responsible for budget, county and state compliance, and clinical day treatment program, supervision of therapists as well as oversee all program employees. Liaison to San Diego Unified School System, CADRE representative for all San Diego Center for Children Employees. Administrator on call for all San Diego Center for Children residential programs in order to handle any situation that may arise for employees and clients

Clinical Supervisor Level 12 Residential Treatment (6/08-9/2010 promoted)

Responsible for the operations of entire level 12 (24 bed) residential program and all its components including daily interface with San Diego Unified Schools and district, overseeing all employees, client care and internal and external audits. Supervision of interns and the accurate completion of county documentation. CADRE representative for entire facility and responsible for the assistance in completing MSR reports. Functions as administrator on call for entire San Diego Center for Children in order to handle any situation that may arise for employees and clients.

Residential therapist Licensed (1/30/06-9/2006)

Responsible for the overseeing of 10 "Level 14" residential adolescents at the Clark Center including individual, family, crisis management including PERT term involvement and group therapy, completed county paperwork, care coordination contact, and overseeing the interventions of child care staff.

Lydia (Jamie) Shorthill, MFT (#42317)

Page 2

Residential Therapist Intern (3/2004-3/2005)

Responsible for the overseeing of 10 “Level 14” residential children including individual, family and group therapy, completed county paperwork, care coordination, and crisis intervention and overseeing the interventions of child care staff. (3/2004-3/2005- lay off)

Providence Community Services (9/22/06- 6/08)

Program Director of EPSDT (Early Prevention Diagnosis and Treatment)

Program.

Responsible for the overseeing of clinicians including practicum students performing individual, family and group therapy, carry a clinical case load as well as daily management of an outpatient EPSDT therapy clinic. Majority of therapy and care coordination through AB2726 funding and special education in San Diego Schools, Strong knowledge of San Diego County paperwork including audit criteria, county requirements for therapeutic interventions and payment and MediCal and MHSA billing. Excellent therapeutic skills, communication skills and crisis intervention techniques. CADRE certified and able to supervise ASWs and IMFs. Responsible for competing MSR and CADRE quarterlies as well as oversee the budget of the program.

Walden Family Services (5/05-1/30/06)

Social Worker

Responsible for case load of children placed in FFA foster homes in San Diego, provided case consultation with all parties involved in children’s lives. Crisis counseling via phone and in person for foster parents and the children, case management and treatment coordination

Broad Horizons Residential Level 12 (12/00-8/2004)

Lead Clinician/ Quality Assurance Manger

Responsible for overseeing employees including social workers and admissions department, training new staff, proofing documentation, insurance authorization calls and customer service as well as crisis management. Began at Broad Horizons as a Therapist (12/00-9/03) and moved up through the admission department (9/03-1/04) and promoted to the Lead Clinician position.



2.2.3. Job Descriptions

SAY SAN DIEGO

YFCS Director

DEPARTMENT: YFCS

OF HOURS: 40

REPORTS TO: COO

PAYRATE: \$90,000 – \$120,000 \$43.27 - \$57.69 per hour

CLASSIFICATION: Salary exempt

POSITION PROFILE/RANGE OF AUTHORITY: This is a senior management position accountable directly to the COO. In addition to normal tasks associated with management of a particular department (Youth, Family and Community Services) this position assists the COO in the overall management of the agency. Regular full time and part time employees (25 or more hours worked per week) are eligible for discretionary benefits after they complete their introductory period.

ESSENTIAL JOB FUNCTIONS AND RESPONSIBILITIES:

ADMINISTRATION

- Implement appropriate internal administrative policies and procedures.
- Maintain internal fiscal accountability.
- Maintain fiscal accountability to funding sources of assigned programs.
- Maintain administrative requirements of assigned contracts
- Maintain service level reporting and accountability systems for assigned programs.
- Oversee data from assigned staff, compile required reports and assure contract compliance.
- Facilitate communication and liaison between clinical staff and other SAY service units.
- Maintain consistent information exchange with other unit managers.
- Oversee provision of office maintenance, procurement, and vendor management for assigned programs.
- Provide sufficient and timely information to the COO in order to facilitate executive and Board exercise of legally defined authority and discretion.
- Proactively identify needed changes in policies and procedures.

MANAGEMENT AND PERSONNEL

- Provide for regular supervision of staff.
- Provide for regular (annual) written evaluation of staff.
- Follow personnel policies and procedures.
- Follows legal requirements of managing employment.
- Delegate work appropriately.
- Encourage staff growth and development and provide for required training.
- Motivate staff.
- Select and maintain competent staff.
- Assist in the orientation of agency staff and volunteers.
- Coordinate staff development and orientation.
- Ensure adequate intern staff support.
- Proactively identify and implement needed changes in staffing patterns and structure.
- Utilize supervision and evaluation to foster staff growth.

RESOURCE DEVELOPMENT AND MANAGEMENT

- Assist in development of budgets effectively.
- Manage expenditures to insure appropriate use of funds.
- Monitors expenditures and revenues of assigned programs regularly and effectively.
- Assist in grant writing and other development activities of the agency that further agency capacity to meet the needs of children and families.
- Maintain effective relationships with funding sources (lobbying, communication, etc.).
- Proactively initiate required changes in budgets through budget adjustments, payroll status changes, etc.

MARKETING/PUBLIC RELATIONS

- Maintain effective positive relationships with various agency “publics”, including referral sources, funding sources, politicians, clients and customers, local community groups, and the general public.
- “Network” and maintain effective positive visibility within delinquency prevention, juvenile diversion, mental health, and related human care services.
- Be attentive to appropriate public relations opportunities for the agency and communicate and/or implement these effectively.
- Accurately represent the agency to various agency “publics”, including referral sources, funding sources, politicians, clients and customers, local community groups, and the general public.

PROGRAM

- Communicate the agency and department mission effectively.
- Provide effective leadership to staff, that furthers the agency and department mission.
- Provide effective leadership to the broader community that furthers the agency mission.
- Maintain high program quality expectations in all assigned programs.
- Monitor and evaluate all assigned programs in order to ensure high program quality delivery.
- Proactively initiate changes in assigned programs as required to ensure high program quality.
- Plan, in consultation with Board, Executive Director, COO, staff and other appropriate publics, for development of department and agency programs that effectively address the changing needs of San Diego’s youth and families.
- Develop, in consultation with Board, Executive Director, COO, staff and other appropriate publics, attainable goals and objectives for self and assigned programs appropriate to the agency mission.
- Effectively monitor and evaluate progress toward goals.
- Provide for the overall management of assigned programs within the agency.
- Consult and work effectively with other managers within the agency to promote integration and coordination of service delivery.
- Provide administrative supervision of counselors.
- Coordinate activities of staff in regards to shared tasks such as monitor coverage, information and referral, crisis intervention, and client intake responsibilities.
- Develop and coordinate outreach efforts targeted at client-finding.

GENERAL

- Have and maintain positive and supportive relationships with coworkers.
- Maintain accurate knowledge about the agency, its programs and services.

- Communicate positive and negative feedback from the community through your supervisor to management.
- Other tasks as assigned by the COO.

QUALIFICATIONS (Education, Experience and Certifications):

- Master's degree in Public Administration, Social Work or related field, or commensurate experience
- Five years progressive leadership in a management position
- Experience in grant writing and fund development
- Excellent oral and written communication skills
- Ability to manage multiple demands
- Ability to work independently in a flexible work environment
- Experience with direct service clinical work

KNOWLEDGE, SKILLS AND ABILITIES:

- Strong supervisory skills for both clinical and administrative supervision.
- Experience with and respect for diverse cultures.
- Experience in youth, family and community development methods.
- Experience in program development, contract administration and compliance issues.
- Ability to establish and maintain effective working relationships with partners.
- Knowledge of local resources and services.
- Ability to manage multiple demands and priorities.
- Ability to prepare written and oral reports and communicate in a wide variety of public forums.
- Computer literacy and budget experience.

WORKING CONDITIONS:

ENVIRONMENT: Office settings. Job could include minimum to high intensity noise level based on whether conducting groups, one-on-one or trainings.

PHYSICAL REQUIREMENTS: While performing the duties of this job, the employee is regularly required to sit, reach with hands and arms, and talk or hear. The employee is occasionally required to walk; use hands and arms to perform repetitive motions; and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, and ability to adjust focus. Typically an office environment with adequate lighting and ventilation and a normal range of temperature and noise level. Moderate dexterity application of basic skills (calculator, keyboard, eye/hand coordination).

MENTAL: Must be able to relate well to all people of the community regardless of color, national origin, religion, sex, pregnancy, age, marital status, veteran status, sexual orientation, disability or socio-economic level. Must be emotionally mature, stable, tactful and be able to provide professional leadership.

The Job Description is intended to describe the general nature and level of work being performed by people assigned to this classification. They are not to be constructed, as an exhaustive list of all responsibilities, duties and skills required of personnel so classified. All personnel may be required to perform duties outside of their normal responsibilities from time to time, as needed.

SAY SAN DIEGO

Parent Support Services Coordinator

DEPARTMENT: YFCS

OF HOURS: 40

REPORTS TO: YFCS Director

PAYRATE: \$65,000 \$31.25 per hour

CLASSIFICATION: Salary exempt

POSITION PROFILE/RANGE OF AUTHORITY: Under the supervision of the YFCS Director, provides overall coordination of the San Diego Dads Corps program and supervises at least one coordinator. Monitors compliance with project budget and objectives. Serves as a liaison between the program and other SAY programs, as well as between community partners, funding source and the broader community. Performs other essential job-related work as required.

ESSENTIAL JOB FUNCTIONS AND RESPONSIBILITIES:

- Supervise professional, para-professional and intern staff and conduct ongoing evaluation of staff performance, as well as hiring and maintaining staff for program.
- Oversees intakes, allocates case referrals and monitors caseload maintenance for project staff.
- Coordinate closely with other management staff and make referrals for project clients to other agency programs.
- Manage contracts, including preparation of monthly reports, statistical compilation, liaison with contract monitors, prepare for service audits and contract negotiations.
- Aggregate statistical data and prepare reports for SAY and funding partners.
- Monitors expenditures for project budget.
- Participate in meetings, collaborative and coalitions, often making presentations to large groups.
- Participates in staff training including identification of training needs and coordination of training opportunities for staff.
- Accurately represents SAY in the community and with collaborative partners.
- Facilitate crisis intervention and management.
- Develops policies, procedures and record keeping systems as required.
- Is knowledgeable of funding streams and pursues grant writing opportunities when appropriate.
- Oversees and supervises the work of program coordinators.
- Submit accurate and timely evaluations.
- Conduct regular chart audits, no less than once per month.
- Develop, maintain and coordinate ongoing outreach and linkage activities between referral sources and other community members.
- Maintain program database and coordinate for monthly data collection and contract compliance.
- Oversee implementation of healthy marriage and parenting classes/curriculums.
- Plan, organize and facilitate community meetings and events.
- Performs other tasks as assigned.

QUALIFICATIONS (Education, Experience and Certifications):

- LCSW, MFT or licensed psychologist in the State of California
- Licensed 2+ years
- 1 year of management experience and 3 years of clinical experience

KNOWLEDGE, SKILLS AND ABILITIES:

- Strong supervisory skills for both clinical and administrative supervision. Experience with and respect for diverse cultures. Experience in youth, family and community development methods. Experience in program development, contract administration and compliance issues. Ability to establish and maintain effective working relationships with partners. Knowledge of local resources and services. Ability to manage multiple demands and priorities. Ability to prepare written and oral reports and communicate in a wide variety of public forums. Computer literacy and budget experience.

WORKING CONDITIONS:

ENVIRONMENT: (Example) Office and client home settings. Job could include minimum to high intensity noise level based on whether conducting groups, one-on-one or trainings.

PHYSICAL REQUIREMENTS: (Example) While performing the duties of this job, the employee is regularly required to sit, reach with hands and arms, and talk or hear. The employee is occasionally required to walk; use hands and arms to perform repetitive motions; and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, and ability to adjust focus. Typically an office environment with adequate lighting and ventilation and a normal range of temperature and noise level. Moderate dexterity application of basic skills (calculator, keyboard, eye/hand coordination).

MENTAL: Must be able to relate well to all people of the community regardless of color, national origin, religion, sex, pregnancy, age, marital status, veteran status, sexual orientation, disability or socio-economic level. Must be emotionally mature, stable, tactful and be able to provide professional leadership.

The Job Description is intended to describe the general nature and level of work being performed by people assigned to this classification. They are not to be constructed, as an exhaustive list of all responsibilities, duties and skills required of personnel so classified. All personnel may be required to perform duties outside of their normal responsibilities from time to time, as needed.

SAY SAN DIEGO

CBT Program Manager

DEPARTMENT: YFCS

OF HOURS: 40

REPORTS TO: Parent Support Services Coordinator

PAYRATE: \$65,000 \$31.25 per hour

CLASSIFICATION: Salary exempt

POSITION PROFILE/RANGE OF AUTHORITY: Under the supervision of the Parent Support Services Coordinator, provides overall coordination of the CBT program. Monitors compliance with project budget and objectives. Serves as a liaison between probation and other SAY programs, as well as between community partners, County staff and the broader community. Performs other essential job-related work as required.

ESSENTIAL JOB FUNCTIONS AND RESPONSIBILITIES:

- Supervise professional, para-professional and intern staff and conduct ongoing evaluation of staff performance, as well as hiring and maintaining staff for program.
- Oversees intakes, allocates case referrals and monitors caseload maintenance for CBT staff.
- Coordinates closely with other management staff and makes referrals for CBT clients to other agency programs.
- Manage contracts, including preparation of monthly reports, statistical compilation, liaison with contract monitors, service audits and contract negotiation.
- Aggregates statistical data and prepares monthly reports for SAY and funding partners.
- Monitors expenditures for project budget.
- Participate in meetings, collaboratives and coalitions, often making presentations to large groups.
- Participates in staff training, including identification of training needs and coordinator of training opportunities for project staff.
- Accurately represent SAY in the community and with collaborative partners.
- Facilitate crisis intervention and management.
- Develops policies, procedures and record keeping systems are required.
- Is knowledgeable of funding streams and pursues grant writing opportunities when appropriate.
- Submit accurate and timely evaluations.
- Conduct regular chart audits, no less than once per month.
- Monitors expenditures for project budget.
- Develop, maintain, and coordinate ongoing outreach and linkage activities between probation department, law enforcement, agencies, and other community members.
- Maintains positive relationships with Probation and community entities that are referral sources for the CBT programs.
- Performs other tasks as assigned.

QUALIFICATIONS (Education, Experience and Certifications):

- LCSW, MFT in the State of California
- Licensed 2+ years
- 2 years of management experience and 3 years of clinical experience in CBT.

KNOWLEDGE, SKILLS AND ABILITIES:

- Strong supervisory skills for both clinical and administrative supervision. Experience with and respect for diverse cultures. Experience in youth, family and community development methods. Experience in program development, contract administration and compliance experience. Ability to establish and maintain effective working relationships with partners. Knowledge of local resources and services. Ability to manage multiple demands and priorities. Ability to prepare written and oral reports and communicate in a wide variety of public forums. Computer literacy and budget experience.

WORKING CONDITIONS:

ENVIRONMENT: Office and client home settings. Job could include minimum to high intensity noise level based on whether conducting groups, one-on-one or trainings.

PHYSICAL REQUIREMENTS: While performing the duties of this job, the employee is regularly required to sit, reach with hands and arms, and talk or hear. The employee is occasionally required to walk; use hands and arms to perform repetitive motions; and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, and ability to adjust focus. Typically an office environment with adequate lighting and ventilation and a normal range of temperature and noise level. Moderate dexterity application of basic skills (calculator, keyboard, eye/hand coordination).

MENTAL: Must be able to relate well to all people of the community regardless of color, national origin, religion, sex, pregnancy, age, marital status, veteran status, sexual orientation, disability or socio-economic level. Must be emotionally mature, stable, tactful and be able to provide professional leadership.

The Job Description is intended to describe the general nature and level of work being performed by people assigned to this classification. They are not to be constructed, as an exhaustive list of all responsibilities, duties and skills required of personnel so classified. All personnel may be required to perform duties outside of their normal responsibilities from time to time, as needed.



SAY SAN DIEGO

CBT Clinical Supervisor

DEPARTMENT: YFCS

OF HOURS: 40

REPORTS TO: Parent Support Services Coordinator **PAYRATE:** \$64,000 \$30.77 per hour

CLASSIFICATION: Salary exempt

POSITION PROFILE/RANGE OF AUTHORITY: Under the supervision of Parent Support Services Coordinator, provides clinical oversight and supervision for CBT Therapists. Monitors adherence to CBT theory and program efficacy.

ESSENTIAL JOB FUNCTIONS AND RESPONSIBILITIES:

- Supervises therapists using CBT model.
- Provides therapeutic services as needed.
- Coordinates closely with other management staff and makes referrals for CBT clients to other agency programs.
- Participates in staff training, including identification of training needs and coordinator of training opportunities for project staff.
- Accurately represent SAY in the community and with collaborative partners.
- Facilitate crisis intervention and management.
- Provide and research resource and referral opportunities.
- Conduct regular chart audits, no less than once per month.
- Maintains positive relationships with Probation and community entities that are referral sources for the CBT programs.
- Performs other tasks as assigned.

QUALIFICATIONS (Education, Experience and Certifications):

- LCSW, MFT in the State of California.
- Licensed 2+ years
- 3 years of clinical experience providing CBT.

KNOWLEDGE, SKILLS AND ABILITIES:

Strong supervisory skills for clinical supervision. Experience with and respect for diverse cultures. Experience in youth, family and community development methods. Ability to establish and maintain effective working relationships with partners. Knowledge of local resources and services. Ability to manage multiple demands and priorities. Ability to prepare written and oral reports and communicate in a wide variety of public forums. Computer literacy and budget experience.

WORKING CONDITIONS:

ENVIRONMENT: Office and client home settings. Job could include minimum to high intensity noise level based on whether conducting groups, one-on-one or trainings.

PHYSICAL REQUIREMENTS: While performing the duties of this job, the employee is regularly required to sit, reach with hands and arms, and talk or hear. The employee is occasionally required to walk; use hands and arms to perform repetitive motions; and stoop, kneel, crouch, or crawl. Specific vision abilities required by this job include close vision, distance vision, color vision, and ability to adjust focus. Moderate dexterity application of basic skills (calculator, keyboard, eye/hand coordination).

MENTAL: Must be able to relate well to all people of the community regardless of color, national origin, religion, sex, pregnancy, age, marital status, veteran status, sexual orientation, disability or socio-economic level. Must be emotionally mature, stable, tactful and able to provide professional leadership.

SAY SAN DIEGO

CBT Therapist

DEPARTMENT: CBT
REPORTS TO: CBT Program Manager
CLASSIFICATION: TBD

OF HOURS: Full-time
PAYRATE: based on experience

POSITION PROFILE/RANGE OF AUTHORITY: Provides counseling, education, and prevention services to children, youth, and families referred to us through other agencies or within this agency.

ESSENTIAL JOB FUNCTIONS AND RESPONSIBILITIES:

- Supervise and manage a full time caseload. Provide case management, counseling, and group services to clients.
- Provide psycho-social assessment and services to clients. Strong skills in individual/family/group therapy needed.
- Maintain and aggregate casework and statistical records for government contracts.
- Administrative responsibilities including caseload distribution, client assignments, contract coordination and accountability services as assigned.
- Maintain on-going outreach and linkage building activities within the community, the schools and justice system.
- Supervise graduate and BA level interns and agency volunteers.
- Provide case management services including psycho-social assessment and treatment planning.
- Supervise urinalysis testing
- Client advocacy and client follow-up.
- Maintain accurate updated case files and compile statistical data monthly.
- Proficient in CBT.
- Other tasks as assigned by the CBT Program Coordinator.

QUALIFICATIONS (Education, Experience and Certifications):

- Master's degree in Social Work, Counseling, or related field. MSW/LCSW preferred. License eligible. LCSW/MFT licensing supervisions provided
- Bilingual English/Spanish required.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge and experience working with minority populations
- Strong clinical skills in family therapy, group, and multi-family group therapy, and parent education
- Direct experience/expertise in working with clients involved in the justice system, substance abuse, gang activity, and criminality.
- Experience in providing casework/case management services
- Skilled in providing clinical supervision to interns and student trainees
- Access to reliable transportation and willing to use it for job-related tasks
- Have and maintain positive and supportive relationships with coworkers.
- Maintain accurate knowledge about the agency, its programs and service.
- Accurately represent the agency to and maintain positive working relationships with the general public, clients, funding sources, government bodies, etc.

- Communicate positive and negative feedback from the community through your supervisor to management.
- Utilize appropriate opportunities to pursue positive public relations for the agency.

WORKING CONDITIONS (Mental and Physical):

ENVIRONMENT: Office and client home settings. Job could include minimum to high intensity noise level based on whether conducting groups, one-on-one or trainings.

PHYSICAL REQUIREMENTS: While performing the duties of this job, the employee is regularly required to sit, reach with hands and arms, and talk or hear. The employee is occasionally required to walk; use hands and arms to perform repetitive motions; and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, and ability to adjust focus. Typically an office environment with adequate lighting and ventilation and a normal range of temperature and noise level. Moderate dexterity application of basic skills (calculator, keyboard, eye/hand coordination).

Mental: Must be able to relate well to all people of the community regardless of color, national origin, religion, sex, pregnancy, age, marital status, veteran status, sexual orientation, disability or socio-economic level. Must be emotionally mature, stable, tactful and be able to provide professional leadership.

The Job Description is intended to describe the general nature and level of work being performed by people assigned to this classification. They are not to be constructed, as an exhaustive list of all responsibilities, duties and skills required of personnel so classified. All personnel may be required to perform duties outside of their normal responsibilities from time to time, as needed.



SAY SAN DIEGO

DATA ENTRY SPECIALIST

DEPARTMENT: YFCS

REPORTS TO: CBT Program Manager

CLASSIFICATION: Non-exempt

OF HOURS: Part-time, 50% FTE

PAYRATE: Hourly, based on exper.

POSITION PROFILE/RANGE OF AUTHORITY: This is a part time non-exempt position, which reports to the CBT Program Coordinator of SAY, San Diego. The Data Entry Specialist is responsible for providing administrative and clerical support to program staff. This position requires excellent people skills, scheduling, organizing, and other administrative duties, works with database, word processing, and spreadsheet applications.

ESSENTIAL JOB FUNCTIONS AND RESPONSIBILITIES:

- Facilitate timely collection of data from program staff and answer questions from program staff about evaluation, ID numbers, client status, use of forms, etc.
- Data entry of information from CBT forms into databases.
- Communicate with Coordinator any questions and/or problems in regards to interpreting or entering data.
- Produce reports from the database program for management and evaluation purposes.
- Maintain overall completeness, accuracy, and timeliness of the data system on site
- Communicate with evaluation team as necessary regarding problem solving, hardware, software, and data collection and entry issues.
- Maintain client ID systems and case filing systems.
- Create and maintain a system for collecting forms at the program site, ensuring completeness and accuracy.
- Train staff as necessary to complete forms properly.
- Typing, copying, faxing & provide clerical support as needed.
- Have and maintain positive and supportive relationships with coworkers.
- Maintain accurate knowledge about the agency, its programs and services.
- Accurately represent the agency to and maintain positive working relationships with the general public, clients, funding sources, government bodies, etc.
- Communicate positive and negative feedback from the community through your supervisor to management.
- Utilize appropriate opportunities to pursue positive public relations for the agency.
- Other tasks as assigned by the Project Coordinator.

QUALIFICATIONS (Education, Experience and Certifications):

- High School Diploma needed, AA/BA/BS preferred
- Two years previous experience
- Demonstrated administrative experience
- Proficient in Word, Excel, Access, PowerPoint, Outlook
- Access to reliable transportation and willing to use it for job-related tasks
- Have a driving record that complies with SAY Driving Policies

KNOWLEDGE, SKILLS AND ABILITIES:

- Effective oral and written communication skills
- Excellent organizational skills
- Competency in maintaining accurate and detailed records
- Problem solving skills
- Ability to meet deadlines and manage multiple priorities
- Capable of working independently and responsibly

WORKING CONDITIONS (Mental and Physical):

ENVIRONMENT: Office and client home settings. Job could include minimum to high intensity noise level based on whether conducting groups, one-on-one or trainings.

PHYSICAL REQUIREMENTS: While performing the duties of this job, the employee is regularly required to sit, reach with hands and arms, and talk or hear. The employee is occasionally required to walk; use hands and arms to perform repetitive motions; and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, and ability to adjust focus. Typically an office environment with adequate lighting and ventilation and a normal range of temperature and noise level. Moderate dexterity application of basic skills (calculator, keyboard, eye/hand coordination).

Mental: Must be able to relate well to all people of the community regardless of color, national origin, religion, sex, pregnancy, age, marital status, veteran status, sexual orientation, disability or socio-economic level. Must be emotionally mature, stable, tactful and be able to provide professional leadership.

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SAY SAN DIEGO

Professional Collector

DEPARTMENT: YFCS
REPORTS TO: CBT Program Manager
CLASSIFICATION: Non-Exempt

OF HOURS: 10-20 hours/week
PAYRATE: \$10/hour

POSITION PROFILE/RANGE OF AUTHORITY: The Professional Collector is responsible for conducting collections in support of on-site and off-site urinalysis testing.

ESSENTIAL JOB FUNCTIONS AND RESPONSIBILITIES:

- Perform on-site and off-site urinalysis testing.
- Complete all drug screen collection and accompanying paperwork.
- Transport samples to central location and off-site lab.
- Additional duties assigned by program manager.

QUALIFICATIONS (Education, Experience and Certifications):

- High School diploma or GED required.
- At least 2 year driving experience preferred
- Bilingual English/Spanish preferred.
- Valid CA Driver license.
- Clean DMV printout (2 or less points).
- Must have access to own reliable transportation and be willing to use it for job-related tasks.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge and experience working with diverse cultures.
- Exceptional listening, communication and interpersonal skills
- Ability to manage multiple demands and prioritize when needed.
- Prior knowledge of drug and alcohol testing.
- Prior knowledge or history in the probation system.

WORKING CONDITIONS:

ENVIRONMENT: In vehicle, community, office setting. Job could include minimum to high intensity noise level subject to which environment setting you are in.

PHYSICAL REQUIREMENTS: While performing the duties of this job, the employee is regularly required to sit, reach with hands and arms, and talk or hear. The employee is occasionally required to walk; use hands and arms to perform repetitive motions; and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, and ability to adjust focus. Typically in an environment in your vehicle and on city streets, freeways but at times in the community and office setting with adequate lighting and ventilation in normal range of temperature and noise level dependent on setting.

MENTAL: Must be able to relate well to all people of the community regardless of color, national origin, religion, sex, pregnancy, age, marital status, veteran status, sexual orientation, disability or socio-economic level. Must be emotionally mature, stable, tactful and be able to provide professional leadership.

2.2.4. Bilingual Capability

While therapists have not yet been hired, SAY has a history of providing these services and bilingual capacity. As discussed previously, SAY's Youth, Family and Community Services Division, will manage the CBT program. Currently, 55% of staff in this division are bilingual/bicultural, predominantly in Spanish. For other languages, SAY will provide access to translation services or make appropriate referrals when staff do not have the capability to speak a participant's language.

2.3 County Contracts

2.3.1. List all County contracts you have had in the last three (3) years.

Project Name, Dates	Funding Agency + Contact	Type of Service	Project Outcomes	Compliance Issues
Project KEEP – Countywide 9/1/2013 – 6/30/2016	County of San Diego Health and Human Services Agency (HHSA) – Child Welfare Services Patti Hoyt 858/616-5981	Present 16-week cycles of parent education utilizing the KEEP curriculum to foster and kinship parents referred by CWS with child that has multiple behavioral issues. Staff also provides weekly follow-up calls to parents, makes referrals for supportive services, conducts in-home consent interviews and make-up KEEP sessions, and conducts outreach and recruitment.	Reduced placement disruption, improved child behaviors, reduced stress in parents, improved parenting skills.	No performance reviews as yet.
Community Transforma- tion Grant Contract: 543686 4/15/2013- 9/29/2014	County of San Diego, Health & Human Services Agency, Public Health Services Tobacco Control Resource Prog. Irene Linayao- Putman 619/692-5514 Irene.Linayao- Putman@sdcount y.ca.gov	Integrated tobacco prevention services utilizing environmental and community- based prevention strategies: include planning, research and assessment, capacity building of staff and community members, education, implementation, media advocacy, training and technical assistance, and policy development and evaluation.	Protect people from secondhand smoke (SHS) exposure by adopting smoke-free policies in market-rate multi-unit housing (MUH) properties throughout San Diego County; and Protect populations with high health disparities from SHS exposure by adopting smoke-free policies in low- income/ affordable MUH properties throughout San Diego County.	None

Project Name, Dates	Funding Agency + Contact	Type of Service	Project Outcomes	Compliance Issues
Dual Diagnosis 7/2009 – 6/2014	HHSA – Behavioral Health Services Frances Edwards 619/584-3015	Mental health and outreach services for youth who are in need of mental health and substance abuse services; provides evidence-based group programming to youth in San Diego County detention facilities.	Assist youth to successfully complete requirements of probation and prepare for transition to lower levels of probation supervision, structure and services, including returning to the community; Assist youth to remain safely in the home and community, reduce delinquency recidivism, and improve the child's functioning at home, school, and in the community.	Corrective action in 2011. Staff member claimed to be doing two activities at once. Staff member was terminated. No Medi-Cal or financial fraud.
Reflections 7/2009 – 6/2014	S.D. County Probation Julie McCawley-Self 619/667-7910	On-site and in-home intensive and family-focused services to minors at Probation day treatment site offering an alternative to out-of-home placement. Services also include on-site, gender specific support group services and mental health assessments of youth referred to the program.	Reduce recidivism, improve the individual behavior of targeted youth, siblings, and parents, affecting positive changes in family functioning and strengthen bond with community.	None
Family Self-Sufficiency- North Central Region 1/2005 – 12/2016	HHSA – Community Action Partnership Maggie Fenn 619/338-2762	Case management to address financial literacy, employment, emergency food and shelter. Assistance with budgeting, linkage to community resources, nutrition education, and obtaining, retaining and/or improving employment.	Participants will obtain or improve employment, will know how to budget, will have adequate food, clothing, shelter and transportation	None
Community Services for Families – Central	County of San Diego Health & Human Services Agency (HHSA)	In-home parent education & case management and community-based parent education classes, parent partner services	Increase parents' knowledge of how to safely care for their children including: immunizations, medical care, nutrition, child development, discipline and	None

Project Name, Dates	Funding Agency + Contact	Type of Service	Project Outcomes	Compliance Issues
7/2004 – 6/2015 From 11/2005 – 6/2009 included an addendum for Project KEEP	– Child Welfare Services Patti Hoyt 858/616-5981		community resources. Increase parents' knowledge about CWS and the roles of social work staff. Reduce child abuse & neglect.	
Community Services for Families – No. Central 7/2004 – 6/2015 From 2/2013 – 8/2013 included an addendum for Project KEEP	County of San Diego Health & Human Services Agency (HHSA) – Child Welfare Services Patti Hoyt 858/616-5981	Same as above	Same as above	None.
Community Assessment Team (CAT)-WINGS (City of San Diego) 7/2004 – 6/2014	S.D. County Probation Secorra Getty 858/492-2329	Delinquency prevention and juvenile diversion through case management and a wide range of center- and home-based services.	Increase resiliency and reduce risk for juvenile delinquency. Reduce recidivism of juvenile delinquency.	None

Project Name, Dates	Funding Agency + Contact	Type of Service	Project Outcomes	Compliance Issues
AOD Regional Prevention Services-Central Region 534067 8/1/10 – 6/30/13	HHSA-Behavioral Health Services COR: Adrienne Yancey Prevention Services Manager 619-584-5075	Integrated alcohol and other drug prevention services utilizing environmental and community-based prevention strategies: develop community coalitions, media advocacy, policy development collaboration, work-group participation, youth leadership development.	Develop and implement annual media advocacy plan Develop and implement community survey Conduct at least 7 community meetings per year in a least 7 cities in response to community survey above. Organize and conduct at least 12 community collaborative meetings per year. Engage, recruit and maintain at least 24 youth in active participation to support ADS goals.	None
AOD Regional Prevention Services-North Central Region 534608 8/1/10 – 6/30/13	HHSA-Behavioral Health Services COR: Adrienne Yancey Prevention Services Manager 619-584-5075	Integrated alcohol and other drug prevention services utilizing environmental and community-based prevention strategies: develop community coalitions, media advocacy, policy development collaboration, work-group participation, youth leadership development.	Develop and implement annual media advocacy plan Develop and implement community survey Conduct at least 5 community meetings per year in a least 5 cities in response to community survey above. Organize and conduct at least 12 community collaborative meetings per year. Engage, recruit and maintain at least 24 youth in active participation to support ADS goals.	None

2.4 Litigation - State all lawsuits, litigation and regulatory actions in which you have been involved in the last five (5) years.

None

2.5 References – Provide a minimum of three (3) business references of your most relevant similar projects or programs within the past five (5) years.

SAY is including references for three projects that demonstrate its experience and qualifications to carry out CBT services for individuals on parole in the San Diego County system. Each contractual experience will demonstrate SAY's experience leading groups for adults in the justice system or on probation. Therapists and professional staff have helped men and women gain the skills they needed to reduce recidivism rates, improve communication skills, create stable relationships, and become more self-sufficient. Program staff worked closely with correctional facility and probation staff to overcome challenges and meet expectations.

Each of these experiences prepared SAY for delivering CBT services. The Program Manager and therapists will adapt existing processes for delivering effective services, including counseling and therapeutic groups, to the CBT model. SAY has delivered individual and group therapy in the correctional setting, and for probation, and has modified and optimized services to reach a similar population. This experience will help SAY's therapists tailor effective approaches for CBT participants. SAY has experience coordinating services with probation and correctional staff. SAY has a track record for leveraging services and resources from the community. The following references will be able to speak to this experience. Please also refer to page 49 for an accompanying letter of reference from the Department of the Navy.

Reference Name and Purpose	Address, Phone & Email	Contact, title, phone & email	Summary of Work Provide, Fee/Contract Term, Problems/Resolutions, Objectives and Results.
Department of the Navy, Naval Consolidated Brig Miramar Purpose: detention facility	P.O. Box 452135 San Diego CA 92145-2135	Heather Tanel Life Skills Instructor Email:heather.tanel@navy.mil Telephone (858) 577-7372	The work provided includes healthy relationship groups offered twice week for 2 hours and fatherhood groups once per week for 2 hours. A Memorandum of Understanding served as an agreement for services. The objectives were to provide services to those military men that were incarcerated to prepare them for return to civilian life. The skills gained included communication, conflict resolution, self confidence and morals and values for children, being role models. These men successfully transition as they reintegrate with their families. Results: 83 different men enrolled in the program. Close to 90% successfully completed the relationship training program, and 98% successfully completed the parenting training

			program. No fee or contract.
Correctional Alternatives Inc. Community Based Program Purpose: detention facility, probation program	551 South 35 th Street San Diego, CA 92113	Leilani Stone, Programs Supervisor Email: lstone@cai-rrc.com Telephone: (619) 232-8600 ext 255	The work provided includes healthy relationship groups offered twice week for 2 hours. A Memorandum of Understanding served as an agreement for services. The objectives were to provide men on probation with skills to prepare them to return to work and home. Skills gained included communication and conflict resolution to assist men in building positive relationships at work and home. Results: 49 men successfully completed either parenting or relationship programming. No fee or contract.
Community Resources and Self-Help (CRASH) Purpose: Alcohol and other drug abuse prevention and rehabilitation	726 F. Street, San Diego, CA 92101	Kevin Suratt, Program Coordinator Email: ksuratt@crashi.nc.org Telephone: (619) 239-9691	Participants received relationship groups once a week. The objectives were to provide men on probation with skills to prepare them to return to work and home. Skills gained included communication and conflict resolution to assist men in building positive relationships at work and home. Results: Of the 76 participants enrolled in parenting programs, 45 successfully completed the training. No fee or contract.

2.6 Please explain if you or any of your officers presently the target or subject of any investigation, accusation or charges.

N/A



DEPARTMENT OF THE NAVY
NAVAL CONSOLIDATED BRIG MIRAMAR
PO BOX 462135
SAN DIEGO, CA 92146-2135

IN REPLY REFER TO

March 3, 2014

To Whom It May Concern:

Please accept this letter as my highest recommendation of the SAY San Diego. I have the pleasure working with SAY San Diego for the past year through a variety of services they provide for our prison population.

SAY San Diego provides two services for the Naval Consolidated Brig Miramar. First, is the Healthy Relationship's class that is offered 2-days a week, for 2 hour sessions. The Healthy Relationship's class is design to improve their communication skills, conflict resolution, self-confidence, and values leading to successful relationships. Second, is the Dads Corps class that is offered 1-day a week for 1 ½ hours. Dads Corps is designed to support fathers to succeed as parents and providers. This class provides our prisoners with safe place to talk, listen, and learn about what it takes to be the best Dad they can be. I have had the opportunity to observe the professionalism of the instructors, they are enthusiastic and dedicated. SAY San Diego's curriculum is aligned with our command's mission statement to prepare prisoners for return to civilian life as productive citizens.

I have heard countless stories from many prisoners about how the Healthy Relationships class given them the tools to help mend their relationship with their partner. Also, prisoners boost about the future opportunities they have to build a healthy relationship with their children now that they are equip with positive parenting skills. Prisoners are excited about the opportunity to learn new skills that will help them successfully transition as they re-integrate into their families. SAY San Diego has given our prisoners to the opportunity to hone communications and coping skills that will enable them to lead socially productive lives as well as help them develop a sense of self-worth and a feeling of dignity.

You will not find another organization more dependable, reliable or hard-working, therefore, I highly recommend SAY San Diego, they would be an asset to the offender population. Please feel free to contact me if you would like any additional information.

Thank you,

Heather Tanel
Life Skills Instructor
EMAIL: heather.tanel@navy.mil
TEL: (858) 577-7372 or (858) 577-7413

3 Fiscal

3.1 Financial Management Process

As of January 31, 2014 SAY had a fiscal solvency ratio (assets/liabilities) of 2.62 translating to \$2.62 of assets for each \$1.00 of liabilities. It is SAY's intent to maintain a current ratio at all times of 2.0 or greater for continued financial stability. SAY's financial strength and internal fiscal management processes are proven with its 43 year history of never defaulting on a contract or receiving an audit exception. SAY currently manages in excess of 50 government and private grants and contracts annually, from multiple funding sources. SAY monitors its financial position through the review of financial statements by the agency executive and senior management, Board Finance Committee and full Board of Directors. The statements include a balance sheet, combined agency revenue and expense statement, revenue and expense statements for each contract and a variance of actual to budgeted expense report detailing variances in excess of 20%. An analysis of these variances is conducted, an action plan is prepared and implemented by program staff and monitored by senior management until the condition falls into normal range. Executive and senior management staff and program managers all have a role in developing supplemental and complementary sources of funding to support programs and services of the agency. With collaborative efforts, subcontractors and community partners also participate in identifying, soliciting and securing funds to ensure programs and services can be sustained.

3.2 Financial Documents (See attached)

- 3.2.1 *Most current unaudited interim financial statements.*
- 3.2.2 *Audited financial statements with the applicable notes*
- 3.2.3 *Independent Auditor's Report on Compliance and Internal Control over Financial Reporting based on an Audit of the Financial Statements in Accordance with Government Accounting Standards.*
- 3.2.4 *Independent Auditor's Statement of Findings and Questioned costs*

Financial documents are attached as required – see Appendix A and B.

- 3.3 Financial Information** – *Provide documentation that the organization has sufficient reserves to maintain the program for sixty (60) days.*

See attached bank statement – Appendix C.

PRO FORMA CONTRACT ACCEPTANCE/CLAUSE EXCEPTION(S) STATEMENT

SAY San Diego accepts the proposed pro forma contract and insurance requirements, including insurance terms.

Appendix A

SAY, San Diego, Inc.
Balance Sheet
As of 1/31/2014

		Unrestricted Funds	Restricted Funds	Total
Assets				
Cash & Investments				
Petty Cash	10000	15,668.99	0.00	15,668.99
Operating Account - Torrey Pines Bank	11300	(663,020.88)	1,122,624.52	459,603.64
Village of Promise - Torrey Pines Bank	11400	10,806.82	0.00	10,806.82
General Account - Torrey Pines Bank	11500	175,476.50	0.00	175,476.50
Reserve - Western Alliance Bank	11560	241,925.50	0.00	241,925.50
Reserve - Bank of Nevada	11570	234,492.50	0.00	234,492.50
Marketable Securities - Wells Fargo Advisors	12036	<u>1,189,049.22</u>	<u>0.00</u>	<u>1,189,049.22</u>
Total Cash & Investments		1,204,398.65	1,122,624.52	2,327,023.17
Receivables				
Extended Day Fees Receivable	13000	(39,143.48)	0.00	(39,143.48)
Accounts Receivable - Contracts	13050	2,799,282.95	0.00	2,799,282.95
Accrued Receivables	13100	720.00	0.00	720.00
A/R Employee Advances	13200	<u>6,514.81</u>	<u>0.00</u>	<u>6,514.81</u>
Total Receivables		2,767,374.28	0.00	2,767,374.28
Other Current Assets				
Prepaid Expenses	14000	202,824.93	0.00	202,824.93
Prepaid Insurance	14100	21,713.15	0.00	21,713.15
Fingerprint deposit	14150	1,219.00	0.00	1,219.00
Postage Deposit	14170	1,538.31	0.00	1,538.31
Prepaid Workers' Comp.	14200	108,846.00	0.00	108,846.00
Security Deposits	15000	<u>44,353.31</u>	<u>0.00</u>	<u>44,353.31</u>
Total Other Current Assets		380,494.70	0.00	380,494.70
Fixed Assets				
Furniture & Equipment	16000	130,454.44	0.00	130,454.44
Computer Equipment	16200	39,042.85	0.00	39,042.85
Leasehold Improvements	16300	2,195.00	0.00	2,195.00
Dingeman Building	16400	343,468.98	0.00	343,468.98
Accum. Deprec. Furn & Equip	17000	(72,077.19)	0.00	(72,077.19)
Accum. Deprec. Comp. Equip.	17200	(15,146.85)	0.00	(15,146.85)
Accum. Deprec. Leasehold Impr.	17300	(2,195.01)	0.00	(2,195.01)
Accum. Deprec. Dingeman Building	17400	<u>(186,357.08)</u>	<u>0.00</u>	<u>(186,357.08)</u>
Total Fixed Assets		<u>239,385.14</u>	<u>0.00</u>	<u>239,385.14</u>
Total Assets		<u>4,591,652.77</u>	<u>1,122,624.52</u>	<u>5,714,277.29</u>
Liabilities				
Accounts Payable	20000	155,612.39	0.00	155,612.39
A/P Fiscal Agent Accounts	20900	145,526.94	0.00	145,526.94
Accrued Payroll	21000	121,812.63	0.00	121,812.63
SUI Trust Payable	22100	102,965.83	0.00	102,965.83
Workers' Comp. Payable	22200	51,471.50	0.00	51,471.50
Group Insurance Payable	22220	3,311.60	0.00	3,311.60
COBRA & Other Ins. Payable	22230	1,121.62	0.00	1,121.62
TSA W/H Payable	22310	0.00	0.00	0.00
United Way Payable	22320	0.00	0.00	0.00
USE Tax Payable	22325	3,492.03	0.00	3,492.03
Garnishments Payable	22350	0.00	0.00	0.00
Accrued Vacation	22400	418,221.29	0.00	418,221.29
Accrued Expenses	22500	34,780.44	0.00	34,780.44
Checks in Transit	22600	16,845.03	0.00	16,845.03
Advance Payments - Extended Day	22700	0.00	0.00	0.00
Advance Reg. Fees - Extended Day	22710	0.00	0.00	0.00
Deferred Revenue	22915	<u>0.00</u>	<u>1,122,624.52</u>	<u>1,122,624.52</u>
Total Liabilities		<u>1,055,161.30</u>	<u>1,122,624.52</u>	<u>2,177,785.82</u>

SAY, San Diego, Inc.
Balance Sheet
As of 1/31/2014

	Unrestricted Funds	Restricted Funds	Total
Fund Balances			
Beginning Fund Balance			
Fund Balance	30010 3,277,607.85	0.00	3,277,607.85
Total Beginning Fund Balance	3,277,607.85	0.00	3,277,607.85
Current Period Excess (Deficit) Rev. over Exp.			
	258,883.92	0.00	258,883.92
Total Current Period Excess (Deficit) Rev. over Exp.	258,883.92	0.00	258,883.92
Total Fund Balances	3,536,491.77	0.00	3,536,491.77
Liabilities & Fund Balances	4,591,653.07	1,122,624.52	5,714,277.59

SAY, San Diego, Inc.
Statement of Revenues and Expenditures
From 7/1/2013 Through 1/31/2014

		Unrestricted Funds	Total
Revenues			
Donations - Individuals	30100	21,336.26	21,336.26
Donations - Corporations	30150	28,000.00	28,000.00
Donations - Foundations	30200	8,056.46	8,056.46
Fundraising Revenue	30260	4,541.00	4,541.00
Grants - Corporations	30300	27,887.76	27,887.76
Grants - Foundations	30350	884,670.22	884,670.22
Grants - Gov't Sources	30400	174,282.74	174,282.74
Cost Reimbursement Contracts	30500	5,413,135.20	5,413,135.20
Performance Based Contracts	30550	1,739,595.99	1,739,595.99
Targeted Case Management	30650	106,081.44	106,081.44
Extended Day Fees	30700	1,972,829.59	1,972,829.59
Registration Fees	30720	61,674.48	61,674.48
Instructional Materials	30725	25,250.00	25,250.00
Late Charges	30730	2,402.00	2,402.00
Other Fees	30740	75.00	75.00
Child Enrichment Revenue	30755	100.00	100.00
Medi-Cal Revenue	30770	566,340.00	566,340.00
Interest Income	30800	707.49	707.49
Dividend Income	30850	12,166.26	12,166.26
Indirect Cost Reimb.	30900	1,062,586.08	1,062,586.08
Copier Fees	31000	34,135.38	34,135.38
Unrealized Gain/Loss on Investments	31150	86,648.32	86,648.32
Other Revenue	32000	36,005.82	36,005.82
Total Revenues		12,268,507.49	12,268,507.49
Expenses			
Salaries & Benefits			
Salaries	41000	6,744,462.13	6,744,462.13
Social Security	41200	400,560.40	400,560.40
Medi-Care	41210	95,872.75	95,872.75
SUI	41220	85,379.52	85,379.52
Group Insurance	41230	672,113.70	672,113.70
Workers' Comp.	41240	178,606.73	178,606.73
Retirement	41250	99,805.83	99,805.83
Total Salaries & Benefits		8,276,801.06	8,276,801.06
Other Expenses			
Contract Services	51000	431,110.41	431,110.41
ADP Fees	51007	25,884.43	25,884.43
Home Start	51020	118,412.01	118,412.01
Horn of Africa Community	51025	36,963.00	36,963.00
Family Health Centers of San Diego	51035	47,741.20	47,741.20
SDSU Foundation	51040	25,575.17	25,575.17
South Bay Community Services	51050	102,564.59	102,564.59
San Diego Youth Services	51060	63,912.52	63,912.52
Jewish Family Service	51105	8,400.00	8,400.00
Vista Community Clinic	51110	80,073.65	80,073.65
International Rescue Committee	51115	40,485.50	40,485.50
Bayalde Community Center	51240	14,166.67	14,166.67
Fingerprinting	52000	10,065.00	10,065.00
Employee Screening	52010	23,287.21	23,287.21
Employee First Aid	52020	(84.24)	(84.24)
Rent	53000	461,975.72	461,975.72

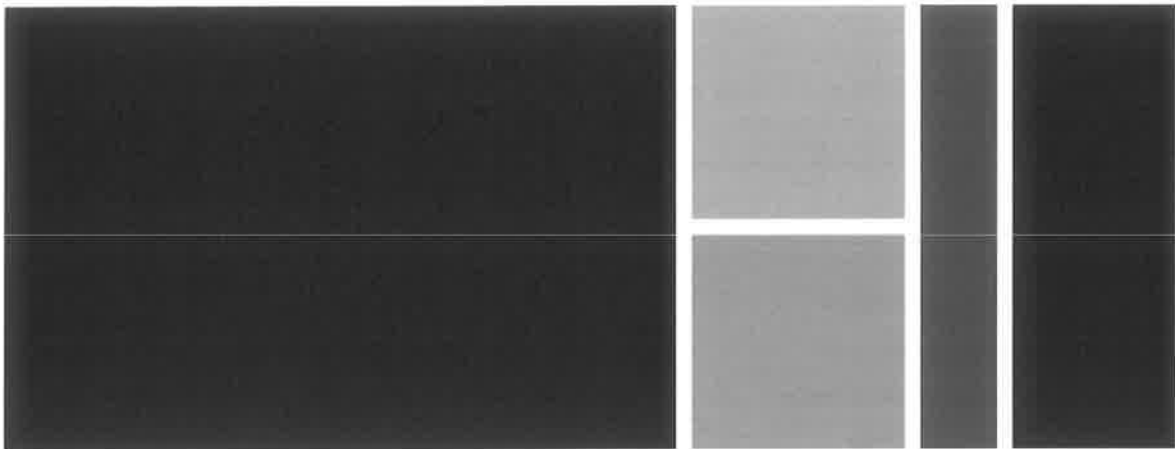
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JD - Stmt of Rev & Exp - Restrictions

SAY, San Diego, Inc.
Statement of Revenues and Expenditures
From 7/1/2013 Through 1/31/2014

		<u>Unrestricted Funds</u>	<u>Total</u>
Utilities	53100	20,962.17	20,962.17
Telephone	53200	38,623.58	38,623.58
Internet Service	53201	17,675.47	17,675.47
Repair & Maintenance	53300	8,079.85	8,079.85
Maint. & Cleaning Supplies	53400	593.87	593.87
Insurance Expense	54000	57,773.21	57,773.21
Office Supplies	54100	54,302.46	54,302.46
Postage	54200	7,243.81	7,243.81
Printing - In House	54300	36,341.45	36,341.45
Printing - Outside	54400	20,453.87	20,453.87
Copier Expense	54500	37,959.05	37,959.05
Food	55000	62,746.78	62,746.78
Food Service Supplies	55100	5,322.09	5,322.09
Books	55200	2,558.21	2,558.21
Program Supplies	55300	121,845.16	121,845.16
Wrap Around Services	56000	78,230.14	78,230.14
Mentor Stipend	56160	2,530.00	2,530.00
Client/Family Incentives	56200	33,426.81	33,426.81
Admission	56400	2,396.10	2,396.10
Mileage	57000	104,378.14	104,378.14
Vehicle Rental	57100	8,222.89	8,222.89
Travel - Out of County	57200	14,556.21	14,556.21
Lodging	57300	8,403.93	8,403.93
Training - Staff	58000	40,703.86	40,703.86
Training Expense - Volunteers	58300	79.96	79.96
Small Equipment	60000	105,563.33	105,563.33
Equipment Lease/Rental	60100	4,483.15	4,483.15
Equipment - Not Capitalized	60200	7,785.63	7,785.63
Bank Fees	61000	64,535.44	64,535.44
Corporate & Licensing Fees	61200	21,859.49	21,859.49
Employee/Vol. Recognition	61250	37,819.00	37,819.00
Advertising	61300	40,009.59	40,009.59
Promotional Items	61350	3,134.65	3,134.65
Dues & Subs	61400	19,599.51	19,599.51
Conference & Meetings	61500	77,590.26	77,590.26
Fundraising Expense	61660	2,450.00	2,450.00
Child Enrichment Expense	61665	613.90	613.90
Misc. Expenses	61700	10,077.50	10,077.50
Bad Debt	61810	(1,226.93)	(1,226.93)
Indirect Cost	90000	1,062,586.08	1,062,586.08
Total Other Expenses		<u>3,732,822.51</u>	<u>3,732,822.51</u>
Total Expenses		<u>12,009,623.57</u>	<u>12,009,623.57</u>
Excess (Deficit) Revenue over Expenses		<u>258,883.92</u>	<u>258,883.92</u>

Appendix B



**SOCIAL ADVOCATES FOR
YOUTH, SAN DIEGO, INC.**

Financial Statements and Supplemental Information

Years Ended June 30, 2013 and 2012



SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Financial Statements and Supplemental Information
Years Ended June 30, 2013 and 2012

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CPAS AND BUSINESS CONSULTANTS

Personal | Local | Global

INDEPENDENT AUDITORS' REPORT

To the Board of Directors
of Social Advocates for Youth, San Diego, Inc.

Report on the Financial Statements

We have audited the accompanying statements of financial position of Social Advocates for Youth, San Diego, Inc. (a nonprofit organization) as of June 30, 2013 and 2012, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Social Advocates for Youth, San Diego, Inc. as of June 30, 2013 and 2012, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying schedule of expenditures of federal awards, as required by Office of Management and Budget Circular

A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued with report dated October 15, 2013, on our consideration of Social Advocates for Youth, San Diego, Inc.'s internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Social Advocates for Youth, San Diego, Inc.'s internal control over financial reporting and compliance.

AKT LLP

San Diego, California
October 15, 2013

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.**Statements of Financial Position**

June 30, 2013 and 2012

	2013	2012
ASSETS		
Current Assets:		
Cash and cash equivalents	\$ 1,146,498	\$ 2,055,895
Accounts receivable	122,293	127,732
Investments	878,710	611,887
Grants receivable	2,555,128	1,289,025
Prepaid expenses and deposits	388,643	295,788
Total Current Assets	5,091,272	4,380,327
Property and Equipment, net of accumulated depreciation	208,118	200,476
Total Assets	\$ 5,299,390	\$ 4,580,803
LIABILITIES AND NET ASSETS		
Current Liabilities:		
Accounts payable	\$ 517,261	\$ 355,279
Accrued expenses	665,291	610,151
Advanced extended day fees	211,387	213,741
Deferred revenue	627,843	542,979
Total Current Liabilities	2,021,782	1,722,150
Net Assets - Unrestricted	3,277,608	2,858,653
Total Liabilities and Net Assets	\$ 5,299,390	\$ 4,580,803

See accompanying notes to financial statements.

3

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.**Statements of Activities**

Years Ended June 30, 2013 and 2012

	2013	2012
Unrestricted Revenue and Support:		
Cost reimbursement contracts	\$ 8,925,718	\$ 9,169,110
Performance based contracts	3,297,509	2,969,540
Use/client fees	3,535,699	3,172,976
Grant revenue	1,302,465	1,347,691
Other revenue	60,134	74,648
Contributions	111,739	89,664
Investment income	81,255	5,399
Total Unrestricted Revenue and Support	17,314,519	16,829,028
Expenses:		
Program Services:		
Extended Day After School Care	6,595,035	6,856,765
Delinquency Prevention and Juvenile Diversion	1,795,407	1,483,676
Child Abuse Prevention	1,429,374	1,430,207
Family Support and Development	1,385,876	1,068,827
Alcohol, Tobacco, and Other Drug Prevention	1,059,413	1,010,317
Health Promotion	1,011,168	1,118,651
Mental Health	870,499	849,004
Community Development and Collaboration	503,564	544,548
School Readiness and Support	325,959	305,964
Supporting Services:		
Management and general	1,645,495	1,571,311
Fundraising and development	273,774	216,419
Total Expenses	16,895,564	16,455,689
Increase in Net Assets	418,955	373,339
Net Assets, beginning	2,858,653	2,485,314
Net Assets, ending	\$ 3,277,608	\$ 2,858,653

See accompanying notes to financial statements.

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.

Statement of Functional Expenses

Year Ended June 30, 2013

	Program Services				
	Extended Day After School Care	Delinquency Prevention and Juvenile Diversion	Child Abuse Prevention	Family Support and Development	Alcohol, Tobacco and Other Drug Prevention
Salaries and fringe benefits	\$ 5,655,403	\$ 1,463,385	\$ 975,613	\$ 1,042,178	\$ 809,945
Contract services	175,519	53,807	244,628	63,669	99,231
Program supplies	193,243	15,219	2,307	43,163	15,120
Facilities cost	214,368	116,372	57,142	71,125	63,592
Wrap around services	130	64,609	90,013	40,844	6,373
Travel	73,885	33,355	30,927	18,652	14,734
Communication	32,868	7,373	3,988	10,207	5,259
Equipment purchased	3,430	17,846	11,451	4,450	7,296
Office expense	11,253	9,658	5,179	8,906	6,687
Printing and copier	31,476	8,401	6,238	11,297	16,766
Insurance	64,451	2,847	1,672	2,731	1,691
Other Miscellaneous	26,020	-	-	3,605	-
Interest/ bank fees	90,574	-	-	-	-
Conferences, dues, and subscriptions	5,132	291	-	32,270	3,086
Advertising	1,468	75	76	1,709	4,785
Depreciation	14,483	-	-	-	-
Training	1,332	2,169	140	31,070	4,600
Equipment rental and maintenance	-	-	-	-	248
	<u>\$ 6,595,035</u>	<u>\$ 1,795,407</u>	<u>\$ 1,429,374</u>	<u>\$ 1,385,876</u>	<u>\$ 1,059,413</u>

See accompanying notes to financial statements.

Supporting Services						
Health Promotion	Mental Health	Community Development and Collaboration	School Readiness and Support	Management and General	Fundraising and Development	Total
\$ 748,106	\$ 716,336	\$ 325,977	\$ 301,376	\$ 1,085,774	\$ 166,942	\$ 13,291,035
141,184	102,711	83,257	12,371	301,690	19,233	1,297,300
8,232	1	1,820	4,649	3,546	14,450	301,750
80,029	8,963	15,720	-	83,220	22,350	732,881
6,333	-	3,763	949	2	27,178	240,194
5,971	24,206	21,146	801	8,639	791	233,107
8,179	5,531	952	129	7,368	3,580	85,434
1,122	1,515	5,795	900	17,068	6,482	77,355
3,616	6,005	3,929	446	30,846	4,569	91,094
5,712	2,467	4,357	564	(3,701)	5,999	89,576
1,974	1,564	777	2,524	12,043	647	92,921
220	-	-	-	42,744	1,018	73,607
-	-	-	-	15,070	-	105,644
-	1,000	28,477	-	13,080	448	83,784
25	200	1,740	-	2,745	-	12,823
-	-	-	-	17,049	-	31,532
465	-	5,854	1,250	5,283	87	52,250
-	-	-	-	3,029	-	3,277
<u>\$ 1,011,168</u>	<u>\$ 870,499</u>	<u>\$ 503,564</u>	<u>\$ 325,959</u>	<u>\$ 1,645,495</u>	<u>\$ 273,774</u>	<u>\$ 16,895,564</u>

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.

Statement of Functional Expenses

Year Ended June 30, 2012

	Program Services				
	Extended Day After School Care	Delinquency Prevention and Juvenile Diversion	Child Abuse Prevention	Family Support and Development	Alcohol, Tobacco and Other Drug Prevention
Salaries and fringe benefits	\$ 5,700,505	\$ 1,242,526	\$ 833,747	\$ 804,003	\$ 776,426
Contract services	312,633	59,793	441,225	31,515	82,911
Facilities cost	239,322	79,058	56,307	81,791	65,874
Program supplies	239,098	3,997	1,500	37,699	8,027
Wrap around services	-	49,817	48,467	32,743	11,833
Travel	107,809	22,471	24,223	17,182	16,806
Communication	24,968	6,712	4,910	12,537	5,582
Printing and copier	34,012	5,806	3,935	8,731	12,193
Insurance	43,598	8,598	5,220	4,151	3,636
Interest/ bank fees	75,422	-	-	-	-
Other Miscellaneous	36,454	-	479	2,659	-
Office expense	12,266	3,094	2,927	11,544	7,237
Training	921	-	1,160	5,462	5,120
Conferences, dues, and subscriptions	4,647	256	-	255	7,068
Depreciation	14,483	-	-	-	-
Equipment purchased	9,100	1,497	5,982	18,305	5,591
Equipment rental and maintenance	-	-	-	-	1,848
Advertising	1,527	51	125	250	165
	<u>\$ 6,856,765</u>	<u>\$ 1,483,676</u>	<u>\$ 1,430,207</u>	<u>\$ 1,068,827</u>	<u>\$ 1,010,317</u>

See accompanying notes to financial statements.

Supporting Services						
Health Promotion	Mental Health	Community Development and Collaboration	School Readiness and Support	Management and General	Fundraising and Development	Total
\$ 804,973	\$ 680,566	\$ 287,023	\$ 274,552	\$ 1,093,687	\$ 155,076	\$ 12,653,084
178,445	108,725	86,098	6,995	236,171	11,314	1,555,825
84,873	12,025	56,679	29	100,311	22,038	798,307
8,769	4	2,989	2,718	1,171	6,827	312,799
7,525	-	1,690	7,617	194	7,973	167,859
7,166	18,308	44,907	275	10,115	559	269,821
6,823	3,892	2,157	2,224	7,763	1,776	79,344
4,095	2,900	3,689	333	9,084	3,639	88,417
4,451	4,822	1,737	2,079	7,767	560	86,619
-	-	-	-	19,967	-	95,389
223	-	-	8,400	26,838	1,429	76,482
5,934	6,912	2,440	108	14,807	2,325	69,594
429	10,250	14,384	-	3,838	1,440	43,004
790	500	12,184	-	12,438	423	38,561
-	-	-	-	17,529	-	32,012
4,130	-	1,835	609	7,728	1,040	55,817
-	-	-	-	1,903	-	3,751
25	100	26,736	25	-	-	29,004
<u>\$ 1,118,651</u>	<u>\$ 849,004</u>	<u>\$ 544,548</u>	<u>\$ 305,964</u>	<u>\$ 1,571,311</u>	<u>\$ 216,419</u>	<u>\$ 16,455,689</u>

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.**Statements of Cash Flows**

Years Ended June 30, 2013 and 2012

	2013	2012
Cash Flows from Operating Activities:		
Increase in net assets	\$ 418,955	\$ 373,339
Adjustments to reconcile increase in net assets to net cash provided (used) by operating activities:		
Depreciation	31,532	32,012
Investment (gains) losses	(60,069)	1,248
Changes in operating assets and liabilities:		
Accounts receivable	5,439	(109,817)
Grants receivable	(1,266,103)	189,801
Prepaid expenses and deposits	(92,855)	(17,186)
Accounts payable	161,982	(139,425)
Accrued expenses	55,140	(73,425)
Advanced extended day fees	(2,354)	149,383
Due to State of California	-	(89,110)
Deferred revenue	84,864	64,032
Net Cash Provided (Used) by Operating Activities	(663,469)	380,852
Cash Flows from Investing Activities:		
Purchases of property and equipment	(39,174)	-
Purchases of investments	(206,754)	(415,223)
Net Cash Used by Investing Activities	(245,928)	(415,223)
Net Decrease in Cash and Cash Equivalents	(909,397)	(34,371)
Cash and Cash Equivalents, beginning	2,055,895	2,090,266
Cash and Cash Equivalents, ending	\$ 1,146,498	\$ 2,055,895

See accompanying notes to financial statements.

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SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Notes to Financial Statements
Years Ended June 30, 2013 and 2012

Note 1 – Organization and Summary of Significant Accounting Policies

Nature of Activities

Social Advocates for Youth, San Diego, Inc. (Organization) is a California nonprofit organization formed in 1971 that is dedicated to supporting the positive development of young people, their families and communities. The Organization's mission is to be a consistent leader in creating and providing quality services and support that assist children, families and communities to overcome barriers while developing skills to realize and sustain their full potential. The Organization is funded through private and public grants and awards, user fees and contributions.

The Organization's comprehensive and integrated programs include Extended Day Services, Delinquency Prevention and Juvenile Diversion, Child Abuse Prevention, Family Support and Development, Alcohol, Tobacco and Other Drug Prevention, Health Promotion, Mental Health, Community Development and Collaboration and School Readiness and Support.

Financial Statement Presentation

The Organization reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

- Unrestricted net assets represent expendable funds available for operations, which are not otherwise limited by donor restrictions.
- Temporarily restricted net assets consist of contributed funds subject to donor-imposed restrictions contingent upon specific performance of a future event or a specific passage of time before the Organization may spend the funds.
- Permanently restricted net assets are subject to irrevocable donor restrictions requiring that the assets be maintained in perpetuity usually for the purpose of generating investment income to fund current operations.

The Organization had no temporarily or permanently restricted net assets during the years ended June 30, 2013 and 2012.

Cash and Cash Equivalents

The Organization includes all cash accounts that are not subject to withdrawal restrictions or penalties, and all highly liquid debt instruments with an original maturity of 90 days or less, as cash and cash equivalents.

Accounts and Grants Receivable

The accounts and grants receivable arise in the normal course of operations. It is the policy of management to review the outstanding accounts and grants receivable at year end, as well as the bad debt write-offs experienced in the past, and establish an allowance for doubtful accounts for uncollectible amounts. No allowance was considered necessary at June 30, 2013 and 2012 because management believes that all amounts are collectible.

Investments

Investments with readily determinable fair values are reported at fair value with realized and unrealized gains and losses included in the change in net assets.

Property and Equipment

Acquisitions of property and equipment of \$5,000 or more are capitalized. Property and equipment are recorded at cost, or if donated, at the approximate fair market value at the date of donation. Expenditures for maintenance and repairs are charged against operations. Depreciation is computed using the straight-line method over the estimated useful lives of the related assets of two to 25 years.

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Notes to Financial Statements
Years Ended June 30, 2013 and 2012

Note 1 – Organization and Summary of Significant Accounting Policies, continued

Support and Revenue

Contributions received are recorded as unrestricted, temporarily restricted, or permanently restricted support, depending on the existence and/or nature of any donor restrictions. All donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction.

When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statements of activities as net assets released from restrictions. Contributions received with donor-imposed restrictions that are satisfied within the same reporting period are reported as unrestricted support in that period.

Grants and other revenues which are considered contracts for services are not recorded as restricted contributions. Prepaid grants are recorded as deferred revenue.

Contributed Materials and Services

Contributed goods are recorded at their estimated fair market value at the time of donation. Such items are capitalized or charged to operations as appropriate. The fair market value of contributed professional services is reported as support and expense in the period in which the services are performed.

The Organization receives donated services from a variety of unpaid volunteers. No amounts have been recognized in the financial statements because the criteria for recognition as contributions of such volunteer effort have not been satisfied.

Advertising

The Organization expenses the cost of advertising as incurred.

Income Taxes

The Organization is exempt from income taxes under Section 501(c)(3) of the Internal Revenue Code and Section 23701(d) of the California Revenue and Taxation Code. The Organization has been determined by the Internal Revenue Service not to be a private foundation within the meaning of Section 509(a) of the Internal Revenue Code. The Organization may be subject to tax on income which is not related to its exempt purpose. For the years ended June 30, 2013 and 2012, no such unrelated business income was reported and, therefore, no provision for income taxes has been made.

The Organization follows the provisions of uncertain tax positions as addressed in FASB Accounting Standards Codification. The Organization recognizes accrued interest and penalties associated with uncertain tax positions as part of the income tax provision, when applicable. There are no amounts accrued in the financial statements related to uncertain tax positions for the years ended June 30, 2013 and 2012.

The Organization files informational and income tax returns in the United States and various state and local jurisdictions. The Organization's Federal income tax and informational returns for the years ended June 30, 2012, 2011 and 2010 are subject to examination by the Internal Revenue Service, generally for 3 years after the returns were filed. State and local jurisdictions have statutes of limitation that generally range from 3 to 5 years.

Fair Value Measurements

The Organization defines fair value as the exchange price that would be received for an asset or paid for a liability in the principal or most advantageous market. The Organization applies fair value measurements to assets and liabilities that are required to be recorded at fair value under generally accepted accounting principles. Fair value measurement techniques maximize the use of observable inputs and minimize the use of unobservable inputs, and are categorized in a fair value hierarchy based on the transparency of inputs. The three levels are defined as follows:

Level 1 - Inputs to the valuation methodology are quoted prices (unadjusted) for identical assets or liabilities in active markets.

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Notes to Financial Statements
Years Ended June 30, 2013 and 2012

Note 1 – Organization and Summary of Significant Accounting Policies, continued

Fair Value Measurements, continued

Level 2 - Inputs to the valuation methodology include quoted prices for similar assets or liabilities in active markets, and inputs that are observable for the asset or liability, either directly or indirectly, for substantially the same term of the financial instrument.

Level 3 - Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

A financial instrument's categorization within the valuation hierarchy is based upon the lowest level of input that is significant to the fair value measurement.

The carrying value of cash and cash equivalents, receivables, and payables approximates fair value as of June 30, 2013 and 2012, due to the relative short maturities of these instruments.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Subsequent Events

The Organization has evaluated subsequent events through October 15, 2013, which is the date the financial statements were available to be issued.

Note 2 – Concentrations of Credit Risk

Cash

The Organization maintains its cash in bank deposit accounts that are insured by the Federal Deposit Insurance Corporation (FDIC) up to a limit of \$250,000 per depositor per institution. At times, bank deposit accounts may exceed federally insured limits. Balances of \$707,903 and zero dollars were exposed to credit risk during the years ended June 30, 2013 and 2012, respectively.

Revenues

During the years ended June 30, 2013 and 2012, the Organization received funding of \$10,933,366 (63%) and \$10,829,367 (64%) from two sources, respectively. At June 30, 2013 and 2012, amounts due from these funding sources included in grants receivable were \$2,077,992 (81%) and \$1,053,141 (82%), respectively.

Note 3 – Grants Receivable

Grants receivable consist of the following:

	2013	2012
County of San Diego	\$ 1,423,093	\$ 712,861
San Diego Unified School District	654,899	340,280
U.S. Department of Health and Human Services	225,385	81,378
California Department of Public Health	35,279	28,144
United States Department of Justice	24,049	13,970
City of San Diego	-	8,282
Other	192,423	104,110
Total Grants Receivable	\$ 2,555,128	\$ 1,289,025

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Notes to Financial Statements
Years Ended June 30, 2013 and 2012

Note 4 – Investments

The following table presents the fair value measurement hierarchy of investments at June 30, 2013:

	Level 1	Level 2	Level 3	Total Fair Value
Cash and sweep balance	\$ 38,878	\$ -	\$ -	\$ 38,878
Corporate stocks	490,990	-	-	490,990
Fixed income securities	-	226,566	-	226,566
Mutual funds	91,879	-	-	91,879
Preferred stocks	-	30,397	-	30,397
	<u>\$ 621,747</u>	<u>\$ 256,963</u>	<u>\$ -</u>	<u>\$ 878,710</u>

The following table presents the fair value measurement hierarchy of investments at June 30, 2012:

	Level 1	Level 2	Level 3	Total Fair Value
Cash and sweep balance	\$ 57,741	\$ -	\$ -	\$ 57,741
Corporate stocks	339,046	-	-	339,046
Fixed income securities	-	126,111	-	126,111
Mutual funds	-	66,209	-	66,209
Preferred stocks	-	22,780	-	22,780
	<u>\$ 396,787</u>	<u>\$ 215,100</u>	<u>\$ -</u>	<u>\$ 611,887</u>

The following schedules summarize the investment return and its classification:

	2013	2012
Interest and dividends	\$ 21,186	\$ 6,647
Net realized and unrealized gains (losses)	60,069	(1,248)
	<u>\$ 81,255</u>	<u>\$ 5,399</u>

Note 5 – Property and Equipment

Property and equipment consist of the following:

	2013	2012
Furniture and equipment	\$ 138,230	\$ 145,998
Modular classroom buildings	343,469	343,469
Leasehold improvements	2,195	19,294
	<u>483,894</u>	<u>508,761</u>
Less accumulated depreciation	<u>(275,776)</u>	<u>(308,285)</u>
	<u>\$ 208,118</u>	<u>\$ 200,476</u>

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Notes to Financial Statements
Years Ended June 30, 2013 and 2012

Note 6 – Deferred Revenue

Deferred revenue consists of the following:

	2013	2012
California Endowment - Tech Assist	\$ 198,296	\$ -
California Endowment - Building Healthy Communities	82,847	305,559
Resident Empowerment Project	74,196	20,118
California Endowment - TCE Support	37,500	-
Fieldstone Foundation	31,870	31,870
Other Programs	29,212	18,930
United Way Financial Literacy	25,640	-
California Endowment - BMOC	25,000	-
Crawford Connection Healthy Start	22,101	11,246
Family Self Sufficiency	19,792	-
Teen Court	19,263	8,130
Dad's Club	17,664	8,043
Southeast San Diego Living Healthier Project	14,031	22,023
Safe Care - Dad's Corp	12,400	-
United Way - Better Dads, Better Kids	7,007	55,791
Street Germaine's Aux	6,000	16,269
United Way Military Family Collaborative	5,024	45,000
	<u>\$ 627,843</u>	<u>\$ 542,979</u>

Note 7 – Line of Credit

The Organization has a \$500,000 line of credit with interest at the 30 day Libor rate plus 450 basis points with an interest floor of 4.75% per annum. The line matures on September 30, 2014 and no amounts were due on the line as of June 30, 2013 and 2012.

Note 8 – Commitments

The Organization leases certain facilities under agreements which expire at various dates to September 30, 2018. Other facilities, principally extended day care sites leased from public school districts, are currently rented on a month-to-month basis. In addition, the Organization leases certain equipment under leases expiring at various dates to July 28, 2017.

Rent expense for the years ended June 30, 2013 and 2012 was \$746,521 and \$815,155, respectively.

Minimum future lease payments at June 30, 2013 are due as follows:

Year Ending June 30,	
2014	\$ 615,212
2015	619,618
2016	620,050
2017	311,061
2018	380,913
Thereafter	-
	<u>\$ 2,546,854</u>

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Notes to Financial Statements
Years Ended June 30, 2013 and 2012

Note 9 – Functional Allocation of Expenses

The costs of providing the various programs and activities have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited.

Note 10 – Retirement Plan

The Organization has adopted a tax shelter annuity plan covering all eligible employees. The plan provides that the Organization match employee contributions up to 4% of the participant's compensation. The Organization's contributions totaled \$153,486 and \$147,482 for the years ended June 30, 2013 and 2012, respectively, and are included in salaries and fringe benefits in the statements of functional expenses.

Note 11 – Reclassification

The Organization has reclassified certain prior year information to conform with current year presentations.

SUPPLEMENTAL INFORMATION



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Present Local Global

INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

To the Board of Directors
of Social Advocates for Youth, San Diego, Inc.

We have audited, in accordance with the auditing standards generally accepted in the United State of America and the standards applicable to financial audits contained in Government Auditing Standards issues by the Comptroller General of the United States, the financial statements Social Advocates for Youth, San Diego, Inc. (a nonprofit organization), which comprise the statement of financial position as of June 30, 2013, and the related statements of activities, and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated October 15, 2013.

Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Social Advocates for Youth, San Diego, Inc.'s internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Social Advocates for Youth, San Diego, Inc.'s internal control. Accordingly, we do not express an opinion on the effectiveness of the Organization's internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Social Advocates for Youth, San Diego, Inc.'s financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audits, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

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AKT LLP

**INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER
MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING
STANDARDS**

(continued)

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

AKT LLP

San Diego, California
October 15, 2013



CPAS AND BUSINESS CONSULTANTS

PERMANENT BUSINESS CONSULTANTS

INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE IN ACCORDANCE WITH OMB CIRCULAR A-133

To the Board of Directors
of Social Advocates for Youth, San Diego, Inc.

Report on Compliance for Each Major Federal Program

We have audited Social Advocates for Youth, San Diego, Inc.'s compliance with the types of compliance requirements described in the *OMB Circular A-133 Compliance Supplement* that could have a direct and material effect on each of Social Advocates for Youth, San Diego, Inc.'s major federal programs for the year ended June 30, 2013. Social Advocates for Youth, San Diego, Inc.'s major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of Social Advocates for Youth, San Diego, Inc.'s major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Social Advocates for Youth, San Diego, Inc.'s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of Social Advocates for Youth, San Diego, Inc.'s compliance.

Opinion on Each Major Federal Program

In our opinion, Social Advocates for Youth, San Diego, Inc. complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2013.

Report on Internal Control over Compliance

Management of Social Advocates for Youth, San Diego, Inc. is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Social Advocates for Youth, San Diego, Inc.'s internal control over compliance with the types of requirements that could have a direct and material effect on

7676 HAZARD CENTER DRIVE, SUITE 1300, SAN DIEGO, CA 92108
PHONE: 619.810.4940 FAX: 619.810.4941

PORTLAND, OR | SALEM, OR | CARLSBAD, CA | ESCONDIDO, CA | SAN DIEGO, CA | ANCHORAGE, AK
AKT LLP

INDEPENDENT AUDITOR'S REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE IN ACCORDANCE WITH OMB CIRCULAR A-133

(continued)

each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Social Advocates for Youth, San Diego, Inc.'s internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

AKT LLP

San Diego, California
October 15, 2013

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.

Schedule of Expenditures of Federal Awards

Year Ended June 30, 2013

Federal/Pass-Through Grantor and Program Title	Federal CFDA Number	Agency or Pass-Through Grantor No.	Expenditures
<u>U.S. Department of Health and Human Services</u>			
Direct Programs:			
Office of Family Assistance Program Grants	93.086	H9SP14691A	\$ 822,880
Drug-Free Communities Support Program Grants	93.276	H9SP14691A	127,218
Total Direct Programs			950,098
Pass-through Programs From County of San Diego:			
Community Services Block Grant Cluster:			
Community Services Block Grant	93.569	525119/544428/46229	331,599
Total Community Services Block Grant Cluster			331,599
Medicaid Cluster:			
Medi-Cal Assistance Program	93.778	MAA-145/ TCM-507	23,907
Total Medicaid Cluster			23,907
Community Transformation Grant	93.531	543686	39,777
Block Grants for Community Mental Health Services	93.958	530294	403,435
SAPT Prevention	93.959	534607/534608	837,346
Promoting Safe and Stable Families	93.556	532089	352,349
Stephanie Tubbs Jones Child Welfare Services Program	93.645	532089	116,262
Community-Based Child Abuse Prevention	93.590	532089	31,366
			2,136,041
Total expenditures of federal awards			\$ 3,086,139

See independent auditors' report and notes to schedule of expenditures of federal awards.

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SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Notes to Schedule of Expenditures of Federal Awards
Year Ended June 30, 2013

Note 1 – Basis of Presentation

The accompanying schedule of expenditures of federal awards includes the federal grant activity Social Advocates for Youth, San Diego, Inc. and is presented on the accrual basis of accounting. The information in this schedule is presented in accordance with the requirements of OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*.

Note 2 – Amounts Provided to Subrecipients

The amount provided to subrecipient, San Diego Youth Services, from the Prevention and Treatment of Substance Abuse Program during the year ended June 30, 2013 was \$72,845. No other subrecipients were under this program.

SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.
Schedule of Findings and Questioned Costs
Year Ended June 30, 2013

Section I – Summary of Auditors' Results

Financial Statements

Type of auditors' report issued:	Unmodified
Internal control over financial reporting:	
Significant deficiency(ies) identified?	___yes <u>x</u> no
Material weakness(es) identified?	___yes <u>x</u> no
Noncompliance material to the financial statements noted?	___yes <u>x</u> no

Federal Awards

Internal control over major programs:	
Significant deficiency(ies) identified?	___yes <u>x</u> no
Material weakness(es) identified?	___yes <u>x</u> no

Type of auditors' report issued on compliance for major programs	Unmodified
--	------------

Any audit findings disclosed that are required to be reported in accordance with OMB Circular A-133, Section 510(a)?	___yes <u>x</u> no
--	--------------------

Identification of major programs:

<u>CFDA Number</u>	<u>Name of Federal Program or Cluster</u>
93.556	Promoting Safe and Stable Families
93.645	Stephanie Tubbs Jones Child Welfare Services Program
93.958	Block Grants for Community Mental Health Services

Dollar threshold used to distinguish between Type A and Type B programs:	\$300,000
--	-----------

Auditee qualified as a low-risk auditee under OMB Circular A-133, Section 530?	<u>x</u> yes ___no
--	-----------------------

Section II – Financial Statement Findings

None

Section III – Federal Award Findings

None

See independent auditors' report.

20

Appendix C

Alliance Bank

OF ARIZONA

A division of Western Alliance Bank. Member FDIC.

002 00092 01
ACCOUNT:
DOCUMENTS:

PAGE: 1
01/31/2014

SOCIAL ADVOCATES FOR YOUTH INC
DBA SAY SAN DIEGO
8755 AERO DRIVE STE 100
SAN DIEGO CA 92123

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0
0

MONEY DESK
ONE E WASHINGTON ST STE 100
PHOENIX, AZ 85004

On December 31st, Bank of Nevada and Torrey Pines Bank merged with Western Alliance Bank, a wholly-owned subsidiary of our parent company Western Alliance Bancorporation. The divisions of Western Alliance Bank now include: Alliance Bank of Arizona, Bank of Nevada, First Independent Bank and Torrey Pines Bank. The deposit insurance coverage on deposit accounts with Western Alliance Bank is the FDIC's standard maximum deposit insurance amount of \$250,000 per depositor for each account ownership category, regardless of division. Deposit accounts at Bank of Nevada or Torrey Pines Bank as of 12/31/13 will also have separate deposit insurance until June 30, 2014.

WAL BUSINESS MONEY MARKET ACCOUNT

AVG MIN BALANCE	241,874.14	LAST STATEMENT 12/31/13	241,874.14
MINIMUM BALANCE	241,874.14	1 CREDITS	51.36
AVG AVAILABLE BALANCE	241,874.14	DEBITS	.00
AVERAGE BALANCE	241,874.14	THIS STATEMENT 01/31/14	241,925.50

DESCRIPTION	OTHER CREDITS	DATE	AMOUNT
INTEREST		01/31	51.36

I N T E R E S T			
AVERAGE LEDGER BALANCE:	241,874.14	INTEREST EARNED:	51.36
INTEREST PAID THIS PERIOD:	51.36	DAYS IN PERIOD:	31
INTEREST PAID 2014:	51.36	ANNUAL PERCENTAGE YIELD EARNED:	.25%
INTEREST PAID 2013:	546.34		

* * * C O N T I N U E D * * *



P.O. BOX 28237
LAS VEGAS, NEVADA 89126-0237
(702) 248-4200

003 00001 01
ACCOUNT:
DOCUMENTS: 0

PAGE: 1
01/31/2014

A Division of Western Alliance Bank, Member FDIC

SOCIAL ADVOCATES FOR YOUTH INC
DBA SAY SAN DIEGO
8755 AERO DR STE 100
SAN DIEGO CA 92123

30
0
0

On December 31st, Bank of Nevada and Torrey Pines Bank merged with Western Alliance Bank, a wholly-owned subsidiary of our parent company Western Alliance Bancorporation. The divisions of Western Alliance Bank now include: Alliance Bank of Arizona, Bank of Nevada, First Independent Bank and Torrey Pines Bank. The deposit insurance coverage on deposit accounts with Western Alliance Bank is the FDICs standard maximum deposit insurance amount of \$250,000 per depositor for each account ownership category, regardless of division. Deposit accounts at Bank of Nevada or Torrey Pines Bank as of 12/31/13 will also have separate deposit insurance until June 30, 2014.

WAL BUSINESS MONEY MARKET ACCOUNT

DESCRIPTION	DEBITS	CREDITS	DATE	BALANCE
BALANCE LAST STATEMENT			12/31/13	234,442.72
INTEREST		49.78	01/31/14	234,492.50
BALANCE THIS STATEMENT			01/31/14	234,492.50
TOTAL CREDITS (1)	49.78			
TOTAL DEBITS (0)	.00			

----- I N T E R E S T -----

AVERAGE LEDGER BALANCE:	234,442.72	INTEREST EARNED:	49.78
INTEREST PAID THIS PERIOD:	49.78	DAYS IN PERIOD:	31
INTEREST PAID 2014:	49.78	ANNUAL PERCENTAGE YIELD EARNED:	.25%
INTEREST PAID 2013:	559.70		

* * * C O N T I N U E D * * *

REINSTATEMENT OF AND AMENDMENT TO LOAN AGREEMENT

THIS REINSTATEMENT OF AND AMENDMENT TO LOAN AGREEMENT (this "Amendment"), dated as of the 10th day of September, 2013 (the "Effective Date"), is made by and between (i) **NCB CAPITAL IMPACT**, a non-profit corporation organized under the laws of the District of Columbia at the direction of the United States Congress in 12 U.S.C. 3051 (together with successors and assigns, "Lender") and (ii) **SOCIAL ADVOCATES FOR YOUTH, SAN DIEGO, INC.**, a California not-for-profit corporation ("Borrower").

RECITAL;

R-1. Lender extended to Borrower a certain line of credit loan in the original maximum principal amount of \$750,000 (the "Loan"), which Loan was evidenced by a certain Promissory Note, dated April 26, 2005 and governed by a certain Business Loan Agreement, dated April 26, 2005.

R-2. Lender and Borrower subsequently entered into: (a) certain Change in Terms Agreements dated: April 1, 2006; March 26, 2007; April 14, 2008; and March 23, 2009 (collectively, the "Change in Terms Agreements"); (b) a certain Third Amendment to Loan Agreement, dated April 1, 2011 (the "Third Amendment"); and (c) certain Allonges to Promissory Notes dated June 30, 2011 and June 26, 2012 (together the "Allonges"). The aforesaid Promissory Note, as amended by the Change in Terms Agreements, the Allonges and that certain Reinstatement of and Amendment to Promissory Note of even date herewith, is herein referred to as the "Note". The aforesaid Business Loan Agreement, as amended by the Change in Terms Agreements and the Third Amendment is herein referred to as the "Loan Agreement". The Note, the Loan Agreement and any and all other documents and instruments evidencing and securing the Loan are herein referred to collectively as the "Loan Documents".

R-3. Pursuant to the Note, the Maturity Date of the Loan was June 15, 2013 and the Term of the Loan expired on the Maturity Date.

R-4. Lender and Borrower have agreed to reinstate the Loan on the terms and conditions set forth in the Loan Documents, as the same are amended and modified pursuant to this Amendment and that certain Reinstatement of and Amendment to Promissory Note of even date hereof.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, Lender and Borrower, intending to be legally bound, hereby agree as follows:


1. Defined Terms. All capitalized terms used but not defined in this Amendment shall have the meanings set forth in the Loan Agreement.
2. Reinstatement of Loan and Loan Agreement. The Loan is hereby reinstated and continued under and subject to the terms and conditions set forth in the Loan Documents as if the same had never terminated. The Loan Agreement is hereby reinstated and shall hereafter be and remain in full force and effect pursuant to the terms and conditions thereof, as amended hereby.
3. Reaffirmation of Principal Amount. The Principal Amount of the Loan shall remain Five Hundred Thousand Dollars (\$500,000.00).

4. Extension of Maturity Date. The Maturity Date of the Loan shall be extended from June 15, 2013 to September 30, 2014.
5. Reaffirmation of Interest Rate. The Floating Rate shall remain the fluctuating per annum rate of interest equal to 450 basis points (4.50%) in excess of the One Month Libor Rate. The Interest Rate shall in no event be less than 4.75% per annum
6. Non-Usage Fee. Lender shall be entitled to charge Borrower a fee (the "Non-Usage Fee") in the event that either (a) Borrower draws less than \$50,000 of the Principal Amount in any calendar quarter, or (b) the outstanding Principal Amount remains less than \$50,000 for thirty (30) or more days in any given calendar quarter. The amount of any Non-Usage Fee assessed hereunder shall equal one-fifteenth of one percent (.15%) of the then undisbursed portion of the Loan. Lender shall assess the Non-Usage Fee for any applicable quarter, within sixty (60) days after the end of such quarter by written notice to Borrower, in which event Borrower shall remit the Non-Usage Fee to Lender within thirty (30) days after receipt of such written assessment.
7. Representations and Warranties. Borrower represents and warrants to Lender, as of the Effective Date of this Amendment, (a) Borrower is not in default under the Loan Agreement, the Note, or any other Loan Document; (b) there does not exist any act, event, or circumstance, which, with the giving of notice or the passage of time or both, would constitute a default under any of the Loan Documents; (c) all representations and warranties set forth in the Loan Agreement are true, accurate and complete; and (d) the officer executing this Amendment has the right and authority to do so.
8. Miscellaneous. The Loan Agreement remains in full force and effect, as amended hereby. The Loan Agreement, as amended hereby, is hereby ratified and confirmed by Lender and Borrower. The terms and conditions of this Amendment shall be binding upon and inure to the benefit of the parties hereto and their respective successors and permitted assigns. If there is a conflict between the terms of the Loan Agreement and the terms of this Amendment, the terms of this Amendment shall govern. This Amendment shall be effective as of the Effective Date set forth above. This Amendment may be executed in counterparts, each of which shall be deemed an original, but which, together, shall constitute one and the same instrument. A facsimile or email transmission by one party to the other of an executed signature page of this Amendment shall have the same effect as delivery of an original signature page. The transmitting party shall forward the original signature page to the receiving party upon the request of the receiving party. This Amendment shall be governed by the law governing the Loan Agreement pursuant to the terms thereof.

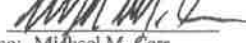
[Signatures appear on the next page]

IN WITNESS WHEREOF, each of the parties hereto has caused this Amendment to be executed by its duly authorized officer, effective for all purposes as of the Effective Date.


NCB Capital Impact

By: 
Name: Chris Dimetis
Title: Senior Loan Officer


Social Advocates for Youth of
San Diego, Inc.

By: 
Name: Michael M. Carr
Title: Executive Director

Appendix D

 **IRS** Department of the Treasury
Internal Revenue Service
P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248667580
July 15, 2010 LTR 4168C E0
23-7107958 000000 00
00012152
BODC: TE

 SOCIAL ADVOCATES FOR YOUTH SAN
DIEGO INC
8755 AERO DR STE 100
SAN DIEGO CA 92123-1750

025485

Employer Identification Number: 23-7107958
Person to Contact: Mr. Lockhart
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your July 06, 2010, request for information regarding your tax-exempt status.

Our records indicate that your organization was recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in August 1973.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Beginning with the organization's sixth taxable year and all succeeding years, it must meet one of the public support tests under section 170(b)(1)(A)(vi) or section 509(a)(2) as reported on Schedule A of the Form 990. If your organization does not meet the public support test for two consecutive years, it is required to file Form 990-PF, Return of Private Foundation, for the second tax year that the organization failed to meet the support test and will be reclassified as a private foundation.

If you have any questions, please call us at the telephone number shown in the heading of this letter.

0248667580
July 15, 2010 LTR 4168C E0
23-7107958 000000 00
00012153

SOCIAL ADVOCATES FOR YOUTH SAN
DIEGO INC
8755 AERO DR STE 100
SAN DIEGO CA 92123-1750

Sincerely yours,

Michele M. Sullivan

Michele M. Sullivan, Oper. Mgr.
Accounts Management Operations I

**COUNTY CONTRACT NUMBER 549167
AGREEMENT WITH SAY SAN DIEGO
FOR COGNITIVE BEHAVIORAL THERAPY SERVICES
EXHIBIT B – INSURANCE AND BONDING REQUIREMENTS**

INSURANCE REQUIREMENT FOR CONTRACTORS

Without limiting Contractor's indemnification obligations to County, Contractor shall provide at its sole expense and maintain for the duration of this contract, or as may be further required herein, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of the work by the Contractor, his agents, representatives, employees or subcontractors.

1. Minimum Scope of Insurance

Coverage shall be at least as broad as:

- A. Commercial General Liability, Occurrence form, Insurance Services Office form CG0001.
- B. Automobile Liability covering all owned, non owned, hired auto Insurance Services Office form CA0001.
- C. Workers' Compensation, as required by State of California and Employer's Liability Insurance.
- D. Professional Liability required if Contractor provides or engages any type of Professional services, including, but not limited to, medical professionals, counseling or legal services.

2. Minimum Limits of Insurance

Contractor shall maintain limits no less than:

- A. Commercial General Liability including Premises, Operations, Products and Completed Operations, Contractual Liability, and Independent Contractors Liability: \$1,000,000 per occurrence for bodily injury, personal injury and property damage. The General Aggregate limit shall be \$2,000,000.
- B. Automobile Liability: \$1,000,000 each accident for bodily injury and property damage.
- C. Employer's Liability: \$1,000,000 each accident for bodily injury or disease. Coverage shall include a waiver of subrogation endorsement in favor of County of San Diego.
- D. Professional Errors and Omissions Liability: \$1,000,000 per claim with an aggregate limit of not less than \$2,000,000. Any self-retained limit shall not be greater than \$25,000 per occurrence/event without County Risk Management approval. If policy contains one or more aggregate limits, a minimum of 50% of any such aggregate limit must remain available at all times; if over 50% of any such aggregate limit has been paid or reserved, County will require additional coverage to be purchased by Contractor to restore the required limits. This coverage shall be maintained for a minimum of two years following termination or completion of Contractor's work pursuant to the Contract.

3. Deductibles and Self-Insured Retentions

Any deductible or self-insured retention must be declared to and approved by County Risk Management. At the option of the County, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the County, the members of the Board of Supervisors of the County and the officers, agents, employees and volunteers; or the Contractor shall provide a financial guarantee satisfactory to the County guaranteeing payment of losses and related investigations, claim administration, and defense expenses.

4. Other Insurance Provisions

The general liability and automobile liability policies are to contain, or be endorsed to contain the following provisions:

- A. Additional Insured Endorsement (does not apply to Professional Liability)
Any general liability policy provided by Contractor shall contain an additional insured endorsement applying coverage to the County of San Diego, the members of the Board of Supervisors of the County and the officers, agents, employees and volunteers of the County, individually and collectively.
- B. Primary Insurance Endorsement

**COUNTY CONTRACT NUMBER 549167
AGREEMENT WITH SAY SAN DIEGO
FOR COGNITIVE BEHAVIORAL THERAPY SERVICES
EXHIBIT B – INSURANCE AND BONDING REQUIREMENTS**

For any claims related to this Contract, the Contractor's insurance coverage shall be primary insurance as respects the County, the members of the Board of Supervisors of the County and the officers, agents, employees and volunteers of the County, individually and collectively. 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.

C. Notice of Cancellation

Notice of Cancellation shall be provided in accordance with policy provisions.

D. Severability of Interest Clause

Coverage applies separately to each insured, except with respect to the limits of liability, and that an act or omission by one of the named insureds shall not reduce or avoid coverage to the other named insureds.

General Provisions

5. Qualifying Insurers

All required policies of insurance shall be issued by companies which have been approved to do business in the State of California by the State Department of Insurance, and which hold a current policy holder's alphabetic and financial size category rating of not less than A-, VII according to the current Best's Key Rating guide, or a company of equal financial stability that is approved in writing by County Risk Management.

6. Evidence of Insurance

Prior to commencement of this Contract, but in no event later than the effective date of the Contract, Contractor shall furnish the County with certificates of insurance and amendatory endorsements effecting coverage required by this clause. Copies of renewal certificate and amendatory endorsements shall be furnished to County within thirty days of the expiration of the term of any required policy. Contractor shall permit County at all reasonable times to inspect any required policies of insurance.

7. Failure to Obtain or Maintain Insurance; County's Remedies

Contractor's failure to provide insurance specified or failure to furnish certificates of insurance, amendatory endorsements, or failure to make premium payments required by such insurance, shall constitute a material breach of the Contract, and County may, at its option, terminate the Contract for any such default by Contractor.

8. No Limitation of Obligations

The foregoing insurance requirements as to the types and limits of insurance coverage to be maintained by Contractor, and any approval of said insurance by the County are not intended to and shall not in any manner limit or qualify the liabilities and obligations otherwise assumed by Contractor pursuant to the Contract, including, but not limited to, the provisions concerning indemnification.

9. Review of Coverage

County retains the right at any time to review the coverage, form and amount of insurance required herein and may require Contractor to obtain insurance reasonably sufficient in coverage, form and amount to provide adequate protection against the kind and extent of risk which exists at the time a change in insurance is required.

10. Self-Insurance

Contractor may, with the prior written consent of County Risk Management, fulfill some or all of the insurance requirements contained in this Contract under a plan of self-insurance. Contractor shall only be permitted to utilize such self-insurance if in the opinion of County Risk Management, Contractor's (i) net worth, and (ii) reserves for payment of claims of liability against Contractor, are sufficient to adequately compensate for the lack of other insurance coverage required by this Contract. Contractor's utilization of self-insurance shall not in any way limit liabilities assumed by Contractor under the Contract.

11. Claims Made Coverage

**COUNTY CONTRACT NUMBER 549167
AGREEMENT WITH SAY SAN DIEGO
FOR COGNITIVE BEHAVIORAL THERAPY SERVICES
EXHIBIT B – INSURANCE AND BONDING REQUIREMENTS**

If coverage is written on a "claims made" basis, the Certificate of Insurance shall clearly so state. In addition to the coverage requirements specified above, such policy shall provide that:

- A. The policy retroactive date coincides with or precedes Contractor's commencement of work under the Contract (including subsequent policies purchased as renewals or replacements).
- B. Contractor will make every effort to maintain similar insurance during the required extended period of coverage following expiration of the Contract, including the requirement of adding all additional insureds.
- C. If insurance is terminated for any reason, Contractor shall purchase an extended reporting provision of at least two years to report claims arising in connection with the Contract.
- D. The policy allows for reporting of circumstances or incidents that might give rise to future claims.

12. Subcontractors' Insurance

Contractor shall require that any and all Subcontractors hired by Contractor are insured in accordance with this Contract. If any Subcontractors coverage does not comply with the foregoing provisions, Contractor shall defend and indemnify the County from any damage, loss, cost or expense, including attorney fees, incurred by County as a result of Subcontractors failure to maintain required coverage.

13. Waiver of Subrogation

Contractor and County release each other, and their respective authorized representatives, from any Claims (as defined in the Article entitled "Indemnity" of the Contract), but only to the extent that the proceeds received from any policy of insurance carried by County or Contractor, other than any self-insurance, covers any such Claim or damage. Included in any policy or policies of insurance provided by Contractor hereunder shall be a standard waiver of rights of Subrogation against County by the insurance company issuing said policy or policies.

COUNTY CONTRACT NUMBER 549167
 AGREEMENT WITH SAY SAN DIEGO
 FOR COGNITIVE BEHAVIORAL THERAPY SERVICES
 EXHIBIT C - PRICING/PAYMENT SCHEDULE

~~REQUEST FOR PROPOSAL (RFP) NO. 437X~~
~~COUNTY OF SAN DIEGO PROBATION DEPARTMENT~~
~~COGNITIVE BEHAVIORAL THERAPY EXHIBIT C~~
~~PRICING SCHEDULE~~

Provide a pricing schedule for tasks performed under this RFP for the initial contract term and six option years. Rates are fixed for the duration of each of the listed contract periods.

	Intake (Rate per Individual)	Group Session (Rate per Session/ Individual)	Individual Therapy Session (Rate per Session/ Individual)	Aftercare Session (Rate per Session/ Individual)	Crisis Intervention Service (Rate per Hour)	Urinalysis Testing (Rate per Presumptive Test)	Urinalysis Testing (Rate per Laboratory Test) ¹
Initial Contract Term (07/14 - 06/15)	\$142.15	\$227.58/ session or \$28.44/ individual (if 8 in group)	\$131.25/ \$131.25	\$93.75/ session or \$11.71/indiv (if 8 in group)	\$62.50/ hour	\$4.00 per 400 tests	\$25.00 per 250 tests
Option Year 1 (07/15 - 06/16)	\$142.15	\$227.58/ session or \$28.44/indiv (if 8 in group)	\$131.25/ \$131.25	\$93.75/ session or \$11.71/indiv (if 8 in group)	\$62.50/ hour	\$4.00 per 400 tests	\$25.00 per 250 tests
Option Year 2 (07/16 - 06/17)	\$142.15	\$227.58/ session or \$28.44/indiv (if 8 in group)	\$131.25/ \$131.25	\$93.75/ session or \$11.71/indiv (if 8 in group)	\$62.50/ hour	\$4.00 per 400 tests	\$25.00 per 250 tests
Option Year 3 (07/17 - 06/18)	\$142.15	\$227.58/ session or \$28.44/indiv (if 8 in group)	\$131.25/ \$131.25	\$93.75/ session or \$11.71/indiv (if 8 in group)	\$62.50/ hour	\$4.00 per 400 tests	\$25.00 per 250 tests
Option Year 4 (07/18 - 06/19)	\$142.15	\$227.58/ session or \$28.44/indiv (if 8 in group)	\$131.25/ \$131.25	\$93.75/ session or \$11.71/indiv (if 8 in group)	\$62.50/ hour	\$4.00 per 400 tests	\$25.00 per 250 tests
Option Year 5 (07/19 - 06/20)	\$142.15	\$227.58/ session or \$28.44/indiv (if 8 in group)	\$131.25/ \$131.25	\$93.75/ session or \$11.71/indiv (if 8 in group)	\$62.50/ hour	\$4.00 per 400 tests	\$25.00 per 250 tests
Option Year 6 (07/20 - 06/21)	\$142.15	\$227.58/ session or \$28.44/indiv (if 8 in group)	\$131.25/ \$131.25	\$93.75/ session or \$11.71/indiv (if 8 in group)	\$62.50/ hour	\$4.00 per 400 tests	\$25.00 per 250 tests

¹ Laboratory tests shall be utilized if a presumptive test is positive.

COMPANY/ORGANIZATION: SAY San Diego

BY: 
 (SIGNATURE)

NAME: Nancy Gannon Hornberger

TITLE: Chief Executive Officer

COUNTY OF SAN DIEGO – DEPARTMENT OF PURCHASING AND CONTRACTING
CONTRACT NO. 549167 AMENDMENT NO. 1

Social Advocates for Youth ("Contractor") and the County of San Diego ("County") enter into this amendment ("Amendment") to amend the above-referenced contract ("Contract") as described herein.

Title of Contract: **Cognitive Behavioral Therapy Services**

Amendment Effective Date: Date signed by the Department of Purchasing and Contracting

Description of Contract Change(s):

I. Contract Terms and Work:

1.1. Remove and Replace COR from Signature Page as follows:

"COR. The County has designated the following individuals as the Contracting Officer's Representatives ("COR"):

Probation Department:

Dr. Geoff R. Twitchell, Treatment Director

9444 Balboa Avenue, Suite 500

San Diego, CA 92123

Phone: (858) 514-3175 and Email: Gcoff.Twitchell@sdcounty.ca.gov

District Attorney's Office:

Rachel Solov, Deputy District Attorney V

330 W. Broadway

San Diego, CA 92101

Phone: (619) 531-3564 and E-mail: Rachel.Solov@sdcounty.ca.gov

1.2. Add Section 19, "District Attorney", to the Statement of Work (SOW) as follows:

19. District Attorney (DA) Clients

19.1. **Target Population:** Contractor shall provide CBT services to clients referred by the District Attorney's Office.

19.2. **Program Location:** Services for DA clients shall be held primarily at the Community, Action, Resource, Engagement (CARE) Community Center located at: 12 N. Euclid Ave. National City, CA 91950.

19.2.1. DA will provide a temporary hoteling station or office for the therapist before and after sessions.

19.2.2. Any change in program location shall be agreed upon with the DA.

19.3. **Service Delivery Requirements:** Requirements of SOW Sections 8.2 through 8.7 shall also apply to DA clients.

19.4. **Billing:** Certain DA Clients will pay a fee directly to contractor to partially cover contractor's costs. This fee can be reduced by Contractor based on contractor's assessment of the client's ability to pay for services. DA will reimburse contractor for services performed less any fees paid by client per Exhibit C-2 DA Pricing Schedule. Billing for services to DA clients will be sent directly to the DA contact for payment.

19.5. **Reporting Requirements:** Contractor shall report completions and incompletions of DA clients to DA contact listed in section 19.6.

19.6. **DA Contact:** Any notifications or issues shall be reported to the DA contact:

Rachel Solov, Deputy District Attorney V

E-mail: Rachel.solov@sdcounty.ca.gov Phone: 619-531-3564

1.3. Add Exhibit C-2, District Attorney (DA) Pricing Schedule Amendment #1 (attached).

2. **Compensation:** The compensation due to Contractor under the Contract is increased by \$249,000 in Option Year 3 (July 1, 2017 through June 30, 2018) and each subsequent option period (Option Years 4-6) for a total amount of \$996,000, for an amended total contract price not to exceed \$6,246,000.

Revised Contract Total Price is \$6,246,000.

3. **Term of Agreement:** The Contract term remains unchanged through June 30, 2021.

All other terms and conditions of the Contract shall remain in effect.

IN WITNESS WHEREOF, County and Contractor have executed this Amendment effective as of the date set forth above. This Amendment is not valid unless signed by Contractor and the County Department of Purchasing and Contracting.

CONTRACTOR:

By: 
NANCY GANNON HORNBERGER, CEO
Social Advocates for Youth (SAY) San Diego

Date: March 19, 2018

COUNTY:

Department Review and Recommended Approval:

By: 
ADOLFO GONZALES, Chief Probation Officer
Probation Department

Date: 3/20/18

APPROVED:

By: 
JOHN M. PELLEGRINO, Director
Department of Purchasing and Contracting

Date: 3/20/2018

5/2/2017 v4

CONTRACT #549167 AMENDMENT #1

**COUNTY CONTRACT NUMBER 549167
 AGREEMENT WITH SAY SAN DIEGO
 FOR COGNITIVE BEHAVIORAL THERAPY SERVICES
 EXHIBIT C-2 – DISTRICT ATTORNEY (DA) PRICING SCHEDULE (AMENDMENT #1)**

	Intake (Rate per Individual)	Group Session (Rate per session/individual)	Individual Therapy Session (Rate per session)
Option Year 3 (07/17 – 06/18)	\$142.15	\$227.58/session (\$28.44/individual)	\$131.25
Option Year 4 (07/18 – 06/19)	\$142.15	\$227.58/session (\$28.44/individual)	\$131.25
Option Year 5 (07/19 – 06/20)	\$142.15	\$227.58/session (\$28.44/individual)	\$131.25
Option Year 6 (07/20 – 06/21)	\$142.15	\$227.58/session (\$28.44/individual)	\$131.25

5/2/2017 v4

CONTRACT #549167 AMENDMENT #1