



City of Vallejo Police Department
111 Amador Street
Vallejo, CA 94590

Dear Captain Drew Ramsay,

Felton Institute is pleased to submit a proposal in response to the City of Vallejo Police Department Request for Proposal: Integrated Health and Resources Team (IHART). As detailed in our response, Felton Institute brings extensive experience in street outreach, community engagement/crisis intervention, and a history of successful collaborations with justice system partners and law enforcement (Antioch Police Department, Alameda County Probation, San Francisco Superior Court, San Francisco Probation, San Francisco Police Department, BART Police). This expertise makes us uniquely qualified to 1) Operate a mobile crisis team; 2) Respond 12 hours per day, 7 days per week, 365 days per year; and 3) Provide a timely in-person response for the entire city of Vallejo.

Our work is rooted in Felton Institute's belief in equity, transformative services, and social services to accelerate community-led change. We enter this opportunity with the understanding that our interactions must show respect for community residents, whether unhoused, impaired by substances, or living with a severe and persistent mental illness.

Our current experience leading the Angelo Quinto Community Response Team (AQCRT) in the City of Antioch, and past years of experience with Felton's Engagement Specialist Team (FEST) in San Francisco are the foundations of our expertise in engaging in essential street-based crisis response interventions. This includes outreach and engagement within many of San Francisco's most challenging communities and its most vulnerable residents. Felton Institute teams have supported clients in meeting legal requirements to prevent charges and/or incarceration (as applicable), linked more than 45% of clients (300 over three years) with navigation centers and/or longer-term housing options, and implemented successful harm reduction and motivational interviewing techniques with 100% of individuals we engage. Both programs have decreased systems barriers and supported clients to receive psychiatric care, behavioral health care, and residential treatment for substance use disorders. Our teams deescalate individuals safely and with compassion, creating greater community safety for all.

We generate our successes through a combination of 1. A team-based supervision support model; 2. Highly intentional staff selection and training; 3. Ongoing evaluation and open communication. The Justice Services Division at Felton Institute consists of a highly diverse team of engagement specialists, case managers, and clinicians who reflect the individuals we serve, including sharing a similar lived experiences of systems, shared traditions and cultural touchpoints, and shared histories in many of the neighborhoods we serve. It would be a special honor to bring these characteristics to serve the communities in the City of Vallejo.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Al Gilbert', with a stylized flourish at the end.

Al Gilbert, CEO and President
Felton Institute

2. Felton Institute has extensive experience operating programs that provide street-based de-escalation services, including the following programs:

- **Angelo Quinto Community Response Team (AQCRT) Antioch, CA 2022-Present:** AQCRT provides a 24-hour alternative response service to low-level 911 calls from Antioch Residents. Felton Institute’s Crisis Intervention Workers assist with crisis intervention and connect individuals to long-term services, community-based organizations, and resources. Our team focuses on de-escalation, mitigation, and prevention of repeated non-life-threatening emergency situations. The AQCRT team works in partnership with a collaborative network of service providers in Antioch to provide a safer response to behavioral health needs, instigate low-threshold medical calls, and increase in the quality of life for Antioch residents. In June 2023 alone, AQCRT received 226 dispatch calls. Of these calls, 79 were welfare calls, 79 were community service linkages, 53 were relocations from unwanted guests, 6 were mental health linkages, and 4 were shelter placements.
- **Felton Institute Engagement Specialist Team (FEST) 2015-2023:** We provided FEST services across San Francisco. Outreach workers and case managers proactively provided outreach and engagement for unhoused residents, individuals exhibiting challenging behaviors on the street, and those in encampments. These staff members visited identified neighborhoods and areas in a consistent pattern, providing basic essential services (food, water, warm clothing, hygiene items), and developing relationships with residents to provide service brokerage and linkages. We focused on those areas of the city with the highest rates of vulnerable populations. The FEST team also served clients who were referred directly to us by SFDPH. These clients often required low-threshold and longer-term case management. The team worked with individuals to provide de-escalation, and immediate linkage to services and supports (Sobering Center, acute care, Street Medicine team), as well as beginning the building of relationships with the individual to support longer-term engagement. FEST staff worked to provide transportation and resources to immediate linkages to services such as sobering centers, acute care, a nearby street medicine team, psychiatric care, medical care, housing, etc. FEST case managers offered system navigation services to an average of 60 individuals per month, approximately 720 people a year.

Felton Institute understands the importance and impact of successful community partnerships. Our teams are experienced in leveraging collaboration with, and services of other community leaders to amplify and extend the impact of Felton’s services. When community-based organizations work together, we create a web of support that is stronger than any one organization operating alone.

Nowhere is such community collaboration more essential than in outreach, crisis intervention and linkage services. The key focus of the Felton IHART team would be de-escalation and supporting enhanced community safety – but this must take place drawing upon the existing safety net of available services. Cross-sectional, collaborative efforts lead to more inclusive and

thorough continuums of care for our clients and those receiving our services.

As a provider experienced at entering new cities and neighborhoods, we have developed a successful protocol for building new and enhancing existing relationships. For example, Justice Services Division Director, Curtis Penn will begin outreach to the VPD, and the Program Manager will continue these efforts with the support of Mr. Penn. We have found that attending shift changes to meet personnel, setting ‘lunch and learn’ meetings to draw on officer knowledge of the community, and leveraging positive communication are all essential connection points with police personnel. Of course, we will defer to VPD leadership and their ideas on how best to facilitate communication, including shift-change reports, after-action reports, or other tools. Our IHART team will strive to make decisions in collaboration with officers and their leadership, illustrate our ability to remain within the boundaries of our assigned work, and respect the challenges that law enforcement faces. We will design communication and coordination tools and procedures in collaboration with VPD leadership and personnel assigned to assist the IHART team to create ongoing and seamless communication.

At the same time, Mr. Penn (and Program Manager) will also conduct outreach to local community-based organizations (CBO’s) to reinforce the available safety-net of services and network of referrals and linkages that are needed to support referred residents. We also spend significant time meeting community members, grassroots leaders, and other stakeholders who are invested in the success of the IHART program and community safety.

3. Felton Institute’s comprehensive and robust workforce allows for a seamless and strong application of services. With nearly 400 employees, 200 volunteers, and 30 contractors—our team can produce high-quality services in a short start-up period.

To ensure an authentic connection with the residents, the IHART Team will locally recruit individuals with similar experiences of systems as residents such as interactions with behavioral health services, justice systems, child welfare programs, and others. The proposed IHART team will consist of current Felton Institute staff and new hires with a unique understanding of the Vallejo community.

- 2.25 FTE Crisis Intervention Workers – Newly hired employees with relevant lived experience
- 2.25 FTE Mobile Crisis EMTs – Newly hired employees to respond to a broad range of non-life-threatening medical calls and situations without law enforcement.
- 1 FTE Program Director - Newly hired employee to provide overall management and direction including management of staff, budget, and policies
- .40 FTE Clinical Manager License Clinician or MSN – Newly hired employee to coordinate care for clients
- .40 FTE: Administrative Assistant/Data Input – Current Felton Institute staff, Robyn Miller with over five years of experience providing administrative support

The staff outlined above represent hours worked based upon a 12-hour workday, 7 days of week, 365 days a year.

4. Resumes for all existing staff who will work on the IHART program are attached at the end of the document. If job descriptions for newly hired staff are required, Felton Institute can provide documentation upon request.

5. Currently, Felton Institute operates Antioch's AQCRT program with two vans that support our client's needs. The first van, a slightly smaller vehicle, serves as a safe space to transport clients and their belongings—providing a dependable option for those who worry about losing their personal items when receiving outreach services. This vehicle is also ADA-compliant to ensure clients who require increased accessibility can utilize the van and its functions. This van is also used to transport families and children. The larger van also allows us to conduct meetings in a confidential safe space as needed. Each van is equipped with a standard, first aid kit, jumper cables, and cleaning supplies. Felton Institute will use this same approach to provide adequate vehicle accessibility for the clients served through IHART in Vallejo.

6. Our experience leading the AQCRT team in Antioch has provided us with insight into the importance of a well-trained and robust team—when working with an at-risk population, we have found that having a well-staffed team is critical to the success of the program. The cost proposal spreadsheet is attached at the end of this document.

7. Felton Institute is able to comply with all the insurance requirements outlined in Exhibit B of The City of Vallejo Police Department RFP: Integrated Health and Resources Team.

8.

Antioch Police Department Dispatch: Stacey Malsom

- Email: smalsom@antiochca.gov
- Phone Number: (925) 779-6965
- Length of Partnership: 8 months

Antioch Police Department Dispatch: Jennifer Vitalie

- Email: jvitalie@antiochca.gov
- Phone Number: (925) 779-6900
- Length of Partnership: 8 months

Antioch Police Department: Sergeant Price Kendall

- Email: Kendall pkendall@antiochca.gov
- Phone Number: (925) 779-6850
- Length of Partnership: 8 months

9. Research suggests that the provision of crisis intervention services by those who are highly trained, and also resemble their communities is highly effective. The use of trained peers and other community-based experts increases trust in providers, reduces agitation and fear, and can prevent increased trauma.

Our commitment to recruiting relatable staff and expertise in providing innovative and evidence-based training curricula through qualified peer specialists ensures that our services are comprehensive, trauma-informed, and responsive to the population we serve. We will focus on recruiting any new staff from the communities in Vallejo – attending existing employment fairs, but also hosting our own events, using social media and building connections with existing community-based organizations who support community members seeking work, training and education opportunities. We include staff recruitment as part of our ongoing community-building efforts. We are often able to hire staff who have existing relationships and/or are in trusted positions within trusted community bodies, who are especially interested in crisis intervention work within their own community.

TEMPLATE IHART Mobile Crisis Intervention Services Team Budget

Summary Costs - One 12-hour Unit

Annual Personnel Budget	\$738,933
Non Personnel Operational Costs	\$58,500
Annual Costs	\$797,433
One Time Start-Up Costs	\$192,500
Indirect costs @ 15%	\$148,490
First Year Total Costs	\$1,138,423

\$911,280.00 approved budget \$704,780 annual; \$207,000 start up

Detailed Costs - One 12-hour Unit

Personnel Costs -	FTE	Hourly Rate (Incl. Benefits, etc.)	Annual Total
Crisis Intervention Workers	2.25	48.10	\$245,887.20
Mobile Crisis EMTs	2.25	48.10	\$245,887.20
Clinical Manager Licensed Clinician or MSN)	0.40	91.40	\$71,293.09
Administrative Assistant/Data Input	0.40	30.76	\$32,150.35
Program Director	1.00	55.00	\$143,715.00

3 staff work 1,460 hrs per yr. Paid 1,704 hrs (due to CA overtime law)
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Annual Staffing Subtotal	6.3		\$738,932.84
Annual Staffing Total			

Non Personnel Operational Costs			Annual Total
Office Space			\$43,500.00
Phones, Emails, etc.			\$10,000.00
Misc. Costs (Medical and Office Supplies, Uniforms, CE, etc.)			\$5,000.00
Van Insurance, Fuel*, Upkeep*			
Non Personnel Operational Costs Total			\$58,500.00

One Time Start-Up Costs			Total
Vans*	\$140,000.00		
Medical Supplies	\$7,500.00		
Uniforms, Computers, Phones	\$45,000.00		
One Time Start-Up Costs Total	\$192,500.00		

* City incurs one-time start up cost of van and ongoing costs of insurance, fuel, maintenance and upkeep.

ROBYN MILLER

robyn.miller137@gmail.com

(216) 965-2750

As an Administrative Professional I enjoy organizing and strategizing to support efficient and empowering work environments. With experience working with various organizations; facilitating groups, providing case management and administrative support; I appreciate opportunities to coach staff towards problem solving and positive client outcomes.

Education

Bachelor of Arts in Psychology, Ursuline College - Pepper Pike, OH 2011

Work Experience

Administrative Manager II-Justice Services Division - Felton Institute – San Francisco, CA May 2023-Present

Direct administrative support to the FSCM & STARR Program Director while also supporting the FEST and YAC teams. My current duties include:

- Maintaining a safe environment and greeting staff, clients and visitors to the space.
- Coordination of staff outings and assistance coordinating team building activities and meetings.
- Collaboration with Program Management staff to develop policies that ensure efficient program operations.
- Assisting staff with San Francisco AVATAR Staff ID registrations and completing NPI number registration if needed.
- Assistance tracking STARR and FSCM referrals and referring documents. Ensuring client profiles are updated in CIRCE; a salesforce based EHR software.
- Assistance coordinating monthly reports for funder review and reconciling Program caseloads for AVATAR opening and closings.
- Assisting the Program Management and Quality Management teams in preparation for yearly BSCC and BOCC audits including assistance with service report coordination and ensuring compliance documents and site-visit components are in place for review.
- Coordinating and tracking staff SFDPH annual training completion.
- Program supply ordering and tracking of client related expenditures.

Maintenance Coordinator-Progressive Urban Property Management-Cleveland, OH September 2021 - Present

- Database management to delegate tasks to the maintenance team daily.
- Daily communication with property owners and tenants to provide updates regarding maintenance services in a timely manner.
- Relationship building with local contractors and vendors for seamless facilitation of services.
- Collaboration with the Bookkeeper and Operations Manager for payment and reporting of property related expenses.

Administrative Manager Justice Services Division - Felton Institute - Alameda, CA February 2020 to June 2021

- Provided a variety of administrative support to the Justice Services Division Director, Program Managers and Direct Service staff.
- Coordinated office space and greeted visitors to the program.
- Assisted with program supply ordering, expense tracking, budgeting and on-boarding of new staff.
- Cross-trained and coached staff towards problem solving with a collaborative approach.
- Supported program data entry requirements using a Salesforce based software.

Programs Assistant San Francisco Suicide Prevention - Felton Institute - San Francisco, CA October 2019 to February 2020

- Greeted and assisted visitors and volunteers of the Program.
- Engaged in training necessary to support Hotline staff and volunteers in the 24-hour Crisis Call-room.
- Maintained polite and professional communication via phone, e-mail, and mail.
- Screened phone calls and routing callers to the appropriate party.
- Handled office tasks, such as filing, processing payments to outside vendors, processing and depositing donations sent via check and reordering supplies.
- Coordinated and perform intake interviews for the Survivors of Suicide Grief Support Group.

Administrative Assistant The Women's Therapy Center - Berkeley, CA August 2019 to October 2019

- Handled office tasks, such as filing, generating reports and presentations, setting up for meetings, and reordering supplies.
- Provided real-time scheduling support by booking appointments and preventing conflicts.
- Screened phone calls and routing callers to the appropriate party.
- Used computers to generate reports, transcribe minutes from meetings, create presentations, and conduct research.
- Greeted and assisted visitors.
- Maintained polite and professional communication via phone, e-mail, and mail.
- Anticipated the needs of others in order to ensure their seamless and positive experience.

Wrap Specialist The Centers for Families and Children - Cleveland, OH February 2018 to October 2018

- Established cooperative relationships with families to assess need and develop service plans that help promote family stability.
- Provided linkage to resources to reduce the risk of child maltreatment.
- Advocated and Support families at Team Decision Meetings to determine the safest and least restrictive placement of children.
- Marketed, recruited and Facilitated Active Parenting Workshops.

Program Assistant Ohlhoff Recovery Programs - San Francisco, CA November 2016 to September 2017

- Served as first point of contact for staff and visitors to the 30-Day treatment program.
- Answered all inbound phone calls and provided intake information and resources to potential clients and community stakeholders.
- Completed Insurance verification and new client intake for all new clients.
- Coordinated prospective client meetings with Program Director.
- Provided administrative support to the clinical staff.

Program Leader/Contract STEAM Teacher ASEP (After-School Enrichment Program) - San Francisco, CA August 2016 to November 2016

- Designed and implemented curriculum focused on Science and technology interpreted through engineering and the arts for youth in grades kindergarten through 1st grade.
- Designed and implemented Theme-based learning activities for 4th and 5th grade youth.
- Supervised program youth at school and at community sites.

High School Youth Support Specialist University Settlement - Cleveland, OH February 2016 to August 2016

- Planned and implemented age-appropriate youth programming.
- Supervised youth in the program while building relationships with families and school staff to ensure student academic success.
- Maintained program files; prepare reports; compile data; maintain appropriate documentation.
- Complied with Organization and Funder program requirements.
- Facilitated Drug and Violence Prevention Education groups in school settings.

Prevention Team Leader/Group Facilitator The Centers, RapArt Center - Cleveland Heights, OH August 2012 to January 2016

- Facilitated Drug Prevention Education programming for children and youth.
- Mentored Prevention staff in meeting documentation requirements, curriculum implementation and meeting all compliance requirements of the State of Ohio Prevention standards.
- Tracked program expenditures using Concur and stocked department supplies.
- Developed work plans and schedules, tracks reporting progress, and manages multiple complex projects and deadlines.
- Identified potential funding sources for expansion of services and program capacity.
- Collaborated with community partners and stakeholders to coordinate and support prevention programming at various community sites.

Intern Kaiser Permanente, Ohio Permanente Medical Group - Cleveland, OH September 2006 to June 2007

- Supported four executive assistants with the execution of special projects as needed.
- Assisted with preparation of board meeting materials and mailings, entered data, and screened phone calls to executive board.
- General front desk duties such as answering customer calls, receiving packages and served as initial point of contact for visitors.