

Mental Health Services Oversight and Accountability Commission

MENTAL HEALTH STUDENT SERVICES ACT of 2019

Round 4 RFA

Category 3 - Sustainability



Mental Health Services
Oversight and Accountability Commission

Santa Cruz County Application

County Behavioral Health Department & County Office of Education



SANTA CRUZ
COUNTY OFFICE OF
EDUCATION
DR. FARIS SABBABH • SUPERINTENDENT OF SCHOOLS




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ATTACHMENT 3-1 – Grant Application Cover Sheet / Minimum Requirements (Existing Grantees)

Provide the information related to the partnership below.

Name of County and/or City Mental Health/Behavioral Health Department	Director or Designee Name and Title	
Santa Cruz County Children's Behavioral Health Department	Lisa Gutiérrez Wang, Ph.D., Director of Children's Behavioral Health, Santa Cruz County Health Services Agency (HSA)	
Director or Designee Signature (Sign as Lead Agency or sign to authorize the Lead Agency listed below, if not the county/city)		Date
<div>DocuSigned by:  46B21881618441E...</div> Director, Children's Behavioral Health		June 28, 2024

Provide the Lead agency information if it is not the County and/or City Mental Health/Behavioral Health Department.

Name of Lead Agency	Director or Designee Name and Title	
Santa Cruz County Office of Education	Michael Paynter, Ed.D., LMFT, Executive Director of the Student Support Services Department, Santa Cruz COE	
Director or Designee Signature		Date
		June 28, 2024

I HEREBY CERTIFY under penalty of perjury that I have the authority to apply for this grant and that this grant Application is accurate, correct, and consistent with the terms and requirements of the Commission's Request for Application for the Mental Health Student Services Act.

If this is a joint effort with another County and/or City Mental Health/Behavioral Health, list all additional participants to the application. (Add lines as needed)

Additional County and/or City Mental Health/Behavioral Health Departments	Director or Designee	Date Signed
1.	Name:	
	Signature:	
2.	Name:	
	Signature:	

List all entities in the existing partnership.

List all entities in the existing partnership (Add lines as needed)	Entity Type (e.g., COE, School District, School)
1. Santa Cruz City Schools	School District
2. Scotts Valley Unified School District	School District
3. San Lorenzo Valley Unified School District	School District
4. Live Oak School District	School District
5. Soquel Union Elementary School District	School District
6. Pajaro Valley Unified School District	School District
7. Happy Valley Elementary School District	School District
8. Bonny Doon Elementary School District	School District
9. Mountain Elementary School District	School District
10. Pacific Elementary School District	School District
11. Santa Cruz County COE Alternative Education Department	COE
12. Pajaro Valley Prevention and Student Assistance	Non-Profit
13. Encompass Community Services	Non-Profit
14. Central Coast Alliance for Health (Managed Care Plan (MCP)	Health Insurance
15. Santa Cruz County Probation	Government Agency
16. Santa Cruz County Child Welfare Services	Government Agency
17. Health Services Agency of Santa Cruz County – Multiple Departments	Government Agency

Applicant/Lead Grant Coordinator Contact Information:

Name:	Michael Paynter Ed.D., LMFT
Title:	Executive Director, Student Support Services Department, Santa Cruz COE
Email:	mpaynter@santacruzcoe.org
Phone Number:	831-466-5729

Applying for Multiple Grants:

Complete as applicable	
Are you applying for a grant in another category? (Yes / No)	YES
<p><i>If yes, describe your capacity for managing and completing the Contractor's Responsibility for each grant.</i></p> <p>The Santa Cruz County Office of Education's (Santa Cruz COE's) Student Support Services Department has been managing multiple federal, state and local grants for more than two decades. The current Executive Director has taken the lead in this area for the past seven years. Most relevant to this application are the current and active grants from MHSA (Mental Health Services Act via County Behavioral Health), MHSSA (Mental Health Student Services Act via MHSOAC), two SAMHSA (Substance Abuse and Mental Health Services Act, one direct and one via the California Department of Education (CDE), known as CalWell) Awards, Kaiser, Department of Health Care Services (DHCS) State Capacity Grant for the Multi-Payer Fee Schedule, School Health Demonstration Project (SHDP), SBHIP (School Based Health Incentive Program), SEL (Social Emotional Learning), several Tobacco Use Prevention Education (TUPE) grants, as well as allied work with Foster Youth Services Coordinating Grant, the McKinney-Vento Homeless Student Grant, Probation diversion funding and finally public health awards for prevention and early intervention with regards to opioid use and health education requirements.</p> <p>In all of these efforts and more, the Santa Cruz COE has developed robust systems of programming, evaluative and fiscal tracking, reporting and implementation. This comes from a core "hub" of staff internal to the Student Support Services Department, which includes three managers in addition to the Executive Director, a fiscal analyst and a department coordinator. Key staffing partners from other departments, such as the Fiscal Director for Business Services, the Director of Human Resources and even the County Superintendent all support meeting deadlines, hiring, producing reports and elevating the vision and impact of the programming endeavors. Perhaps equally as strong are the non-Santa Cruz COE partners in the non-profit, managed care and government entities that help with pass-through funds and contracting, direct services and a braided approach to sharing resources and providing services. Taken all together this community of colleagues, departments and agencies provides a solid foundation for ensuring the Santa Cruz COE, and especially the Student Support Services Department, are able to meet deadlines, outcomes and spending plans.</p>	

ATTACHMENT 3-3 – Applicant Background

Applicant Background	
11.C.1.	<p><i>Describe your experience in sustaining programs.</i></p> <p>As noted in the “capacity for managing and completing” contractor’s responsibilities for multiple grants question above, the Student Support Services Department at the Santa Cruz County Office of Education manages more than three dozen grants at a time with the extensive help of internal, interdepartmental and allied agency supports. While that question spoke more to an ability to coordinate myriad efforts well at the same time, this question brings up the ingenuity, innovative and collaborative aspects of ensuring the programming remains even after the initial grant funding sunsets.</p> <p>The most successful example of this experience over the past decade was in the area of Foster Youth Services. Initially funded by a small state grant from the CDE, Santa Cruz COE partnered with the National Center for Youth Law (NCYL) who secured a one-time grant in the seven figures. Over the course of several years working under funding from the Stuart Foundation, Santa Cruz COE was able to establish a Title IV-E drawdown practice quarterly with our local child welfare department, secure annual funding from the Board of Supervisors as a match obligation tied to local education agencies (LEAs), read school districts, contributing via their LCAP (Local Control Accountability Plan) designated funding allocations. Adding these three new funding sources, which were ongoing, not grant dependent, to the state grant, nearly tripled the annual revenue for the program from 225K to 625K. To this day, the Foster Youth Services Coordinating Program, known locally as FosterEd due to this original grant/partnership, is thriving and continuing years and years after NYCL and the Stuart Foundation have left at the same level it established under the one-time grant funding.</p> <p>We have done slightly less robust versions of this braiding local, state and federal dollars in other areas such as support for students experiencing homelessness (tying McKinney-Vento and HUD (Housing and Urban Development) dollars together for more than three cycles of three years each; Narcan and opioid prevention work (linking public health and CDE resources); maximizing School MediCal Administrative Activities (SMAA) for ongoing departmental revenue; and just over the horizon, we are in the middle of funding a half dozen high school wellness centers via federal and state grants, slowing to be transitioned to the Multi-Payer Fee Schedule and in-kind LEA contributions from their general funds. This will hopefully produce an everlasting and sustainable plan for much of the behavioral health and counseling services offered at the school sites.</p>
11.C.2.	<p><i>Explain your current sustainability efforts for the MHSSA program funded the MHSSA grant.</i></p>

Narrowing down sustainability efforts to the currently funded MHSSA program, known locally as The Companion Project, we have several ideas in motion. The Companion Project primarily funds a partial Director of Behavioral Health as well as five direct navigation and counseling staff that serve all the school districts in Santa Cruz County. These six staff make up the lion's share of the budget, with some smaller non-profit and consultant contracts, supplies and travel rounding out the entire grant. Focusing on the staffing sustainability as the key aim, Santa Cruz COE, of course, will participate in the CYBHI (Child and Youth Behavioral Health Initiative) cohort 2 or 3 this fall or winter to begin billing under the Multi-Payer Fee Schedule (MPFS) set up by the DHCS. We hope this will generate approximately 50% of the current expenditures now being supplied by the MHSSA Grant. Additionally, we have applied to our Managed Care Plan (MCP) to be Enhanced Care Management (ECM) providers, and possibly also Community Supports (CS). This may provide another 20% of the staffing costs for the five direct services staff, as a higher per client rate was negotiated to make the Return on Investment (ROI) worth the work. Lastly, we are in conversation with our leadership team, discussing increasing the amount of general fund contributions the Student Support Services Department receives. Currently only 10% of the department's budget is from the general fund, even a 5% increase would likely equal a quarter million dollars and could fill in the remaining 30% gap in funding and/or support the Behavioral Health Care Director's role more intensively.

Moving to less long-term and permanent ideas, the Santa Cruz COE was also awarded nearly three million to support all of the districts with moving key staff to Wellness Coaches, and several are in the Student Support Services and Alternative Education Departments. For the few internal to our department, this will infuse some dollars to support the transition to the more permanent solutions noted above. Additionally, we are exploring creating an MOU for the Companion Project services, which, like the FosterEd agreement, would ask for a prorated reimbursement for care based on the number of clients seen and hours used at a particular school district. The Santa Cruz COE is not historically skilled in this model, so this will be the largest culture shift, as well as landing in a difficult time for school district budgets given the economy, declining enrollment, and the end of COVID era extra dollars. However, priced at the right amount, it will start a needed process of having school sites and districts acknowledge the services they receive in a fiscal language.

11.C.3. ***Describe any non-monetary sustainability efforts that have been considered.***

Ultimately, each solution does seem to involve money at some point, but some of the discussions we have been having that do not involve generating new revenue yet still continue the key services offered via the current MHSSA awarded program, which is essentially behavioral health navigation and/or direct services to any youth or family struggling to get connected to the appropriate level and scope of service in the entire

county, have included our Alternative Education Department, some of the non-profit counseling agencies and school districts. These discussions ponder the co-ownership of the staff in the Companion Project, where those entities take on part of the FTE (full time equivalent) costs, but we continue to manage the supervision and coordination and consistency of the program. This is slightly different than those entities giving us money or being “charged-back” for services, while we continue to bankroll the full FTE wages. It could change enough that the Companion Project staff would shift to officially being staff of those other entities, but the coherence would remain via an MOU.

Another, less desirable, route on the table but not executed upon, is to have the key navigation staff be absorbed by other programming and funding sources. Given that almost all the services and experiences we offer through the several dozen grant programs involve the youth needed behavioral health care at some point, we imagined we might build into those other grant avenues elements of the current MHSSA offering into those roles and continue, at least partially, with the best of the services, retaining all the connections, processes, relationships and skills gleaned from the MHSSA program, but now as an adjacent component to other efforts and funding.

11.C.4. ***Explain if the efforts have been successful or not.***

As a backdrop to declaring a mostly resounding “almost”, a key group is worth mentioning prior. For about 18 months now, led by our County Superintendent of Schools, the County Health Services Administrator and another local large school district Superintendent, a convening of all stakeholders interested in a robust, communicative and interconnected system of care for youth in the Behavioral Health arena was created. This Santa Cruz County Behavioral Health Collaborative as it is called includes non-profit partners, Federally Qualified Health Centers (FQHCs), county behavioral health agencies, along with probation and child welfare, the County’s Managed Care Plan – Central Coast Alliance for Health, and multiple school districts. Most of these partners have attended the Breaking Barriers Conference and plan to do so again, and will be part of a tertiary offering from that conference known as the Transformational Change Project. All of this shows the readiness for the intense and complicated next steps of setting up a Multi-Payer Fee Schedule system in all school districts and blending each of these agencies to maximize what is possible at each school site location. So, while it is not yet complete, the trajectory seems very good for a billing revenue plan as a key sustainability effort.

We are optimistically hopeful about the Enhanced Care Management (ECM) revenue, but that also has not yet produced any money, and we have yet to see the total time and effort involved in each referral to understand if the needs of the clients or students or families surpasses our financial return for staffing. For example: Since the monthly fee is the same for each referral, if they each need 8 visits a month, but only 4 makes it sustainable, we will have to recalibrate this pathway.

We have not gone very far down the path of co-ownership of staff with other LEAs or charging for services yet. This gets complicated with other districts worried themselves about enduring line items in their tight budgets, but is still an avenue we want to experiment with, even on a small scale.

Lastly, our COE, like, all of the LEAs, is worried about taking on long term fiscal commitments for all the reasons that were noted in an earlier section, hence requesting up to a quarter million more in this category is not a simple “ask”. However, this tension is counterbalanced by the sheer number and depth of the mental health concerns that seem to emerge weekly from all directions. Meaning, if there was one area to take on more burden from a general funding source, this is a prime candidate.

11.C.5. ***What are the lessons learned from that experience.***

Truly, the biggest lesson learned from all these preparations is to “diversify”! The future of sustainable funding for behavioral health care, which is at the core of our MHSSA current award, will be a complex relationship of insurance billing, other grants, general funds from schools and governments, MOUs for shared working roles and locations and braided staffing structures with personnel who can navigate the various terrain involved with these differing funding sources.

The other lesson that undergirds this blended functioning is that an authentic leadership group must also be in place to ensure that policies, staff time and priorities keep this effort near the top of everyone’s task lists. Without this “positive pressure”, most colleagues fall back into just surviving the day and have a hard time finding the time and energy to truly do systems improvement work and create innovatively. This is not from a lack of desire, but more from a lack of daylight and sometimes support. Therefore, if their bosses and leaders are creating an expectation for the work, and hopefully understanding and accommodating their workflows, knowing other things may take longer, then key staff and champions can feel the freedom to work on this effort without the overbearing stress of too much on their plates.

Finally, the lesson that this is a marathon and not a sprint has become glaringly obvious. In our work to understand insurance billing, FQHCs, MCP services like ECM and now wellness coaches, we at the Santa Cruz COE feel like we are having to learn whole new languages. Each pass at one of these new possibilities feels like going into a dark room and slowly the eyes adjust, and you can see after a while. If you move too fast in the dark room, you might trip and fall, but if you’re careful and thoughtful, all will be revealed in due time with no harm done. Similarly with the original metaphor, if you try to sprint in any one of these areas, oftentimes other agencies or personnel will feel slighted or left out, or larger errors might be made from “unknown unknowns”, but if you jog lightly as in a marathon, there is time to be inclusive, communicative and reflective. This is truly one of those moments where you must go slow to go fast, as they say!

11.C.6.	<p><i>How will those lessons learned be addressed with this grant.</i></p> <p>This grant will support and address the lessons learned by building a dedicated trio of staff, combined to maximize knowledge, leverage position, utilize experience and strengthen the highest leadership engagement all to create the most nuanced and interconnected sustainability plan the Santa Cruz COE has attempted to date. Rather than hire a single QIS (Quality Improvement and Sustainability) Coordinator, we propose to release 20% of the Executive Director (ED) role to the effort, add a highly qualified consultant contractor in the area of braiding funding and sustainability as well as a local educational professional, current or former administrator and teacher, who will bring in the impact and evaluation component. This trio will have internal positional power at the COE, decades of experience in leveraging funding sources and extensive knowledge about how to know if things are working, for whom and how so.</p> <p>Additionally, we plan to support an entire team moving through the Transformational Change Partnership journey, and a large contingent from Santa Cruz County to attend the Breaking Barriers Conference. These last two efforts will further strengthen the foundational behavioral health collaborative, keeping this effort salient and high profile. The beauty of this plan is that after three years, the 20% of the internal staff member can continue with general COE funding, and the two contractors can also be retained, if needed through this funding source and potential others. At minimum the aim will be to keep this amount of time and duty focus in this area.</p>

ATTACHMENT 3-4 – Proposed Plan

Proposed Plan	
11.D.1.	<p><i>Describe, in detail, your plans and expectations for a QIS coordinator.</i></p> <p>As described at a high level in the last Background Question above, the Santa Cruz COE does not plan to hire a single FTE position to meet the QIS Coordinator role. The level of expertise and skill needed for such a position would demand a fairly high salary and management placement, leaving little or even insufficient funding in this grant budget. However, and even more importantly, the design for several part time personnel to combine knowledge, years of direct experience, and current positional and political power to create a multi-faceted approach to improvement and sustainability, is preferred for the sheer collective synergy and potency contained therein. In addition, the Santa Cruz COE felt very strongly that the sustainability work could only be done in a larger context of the whole community, hence some of the resources requested in this grant will go for processes and conferences that continue to build relationships and connections to our much-needed interconnected partners. Therefore, the expectations described here will be divided into those three roles, making up cumulatively a QIS Coordinator. The Transformational Change Partnership process and the Breaking Barriers Conference work will be blended into the narrative below and/or the budget narrative sections.</p> <p style="text-align: center;"><i>Expectations for the trio of Staff Creating a QIS Role</i></p> <p><u>Executive Director (ED) of Student Support Services at .2 FTE:</u></p> <p>The Student Support Services Department at the Santa Cruz COE has gone through a large transformation in the past two years. For most of its history, at least 20 years running, it has had only one administrator overseeing myriad grants and programs. The amount of funding, services and staff continued to grow recently, and over the past 24 months a new “hub” of staff has emerged in the form of a department coordinator, a director of behavioral health, a school climate and wellness manager and a school-based health manager. These last three roles are management ones, and all of them were added to an existing fiscal analyst role. Taken together, the six core staff currently run the department.</p> <p>All of this background was noted, because sustainability work has risen up as one of the key aspects needed for the health and longevity of the programming and staffing being offered, especially in the behavioral health and MHSSA realm where much of the growth has occurred. Given, there was historically only one administrator, that person did everything from HR to fiscal to supervision to meetings to paperwork to grant writing, etc. An inflection point has occurred where the design and delegation of tasks has</p>

become a paramount issue, with the Executive Director needing to reinvent and redefine their primary duties to most accurately attend to the highest level of needs in the department. In short, and perhaps outside the scope of this grant, a three pillared base is being proposed of Vision, Being and Support. The first is most relevant, as the Vision here is thought to mean both direction, core values and north star, but also opportunities, innovations and relationship building for new connections, funding and programming. The other two areas, Being and Support, are focused on ensuring the team balances real life needs and present moment appreciations of each other and those we serve with the never-ending “Doing” of the task list; whereas Support is exactly that, time and attention given to personnel in a holistic way that uplifts them, and in turn allows them to uplift their staff, and their staff their clients, students and families, creating a healthy and positive ripple effect. For this grant, only Vision the aspect will be written about, but of course, they all interrelate and work together.

Currently, without any dedicated and walled off time, the Executive Director can be pulled into endless meetings and problem solving. This proposal would earmark 8 hours every week for the sole purpose of reading, researching, meeting, developing contacts, knowledge and expertise related to braiding funding, finding new sources and planning or upcoming opportunities, such as the Family First Prevention Services Act (FFPSA), which may allow for entities like schools to draw down Title IV-E revenue for varied actives. The expectation would be for a running research and development project to occur every week as 20% of the overall duties, creating both forward looking spreadsheets with estimations and ROI analysis, as well as past reflections, celebrations and infographics to better tell the stories of successful endeavors, priming the pump for even more as that information is made available to share and promote the good works.

This would be a paradigm shift of sorts, but driven by the expectation of this grant, and the newly found ability for increased delegation in the department for other existing categorical grant duties, it would be a welcome change, and likely a crucially needed one if the many great programming efforts underway are to continue in a manner that is not crisis and last-minute driven, which is how things occur without a high-boundaried plan and different intentions.

Expectations for the highly qualified Braided Funding and Sustainability Consultant:

The Santa Cruz COE has been in dialogue with, and secured a commitment of interest from, Michael Lombardo Consulting. He is the former Executive Director of Placer County COE’s Student Services Department, a former statewide PLN (Professional Learning Network) coordinator with Santa Clara COE for all things braided funding and sustainability, and a current consultant for the California Health and Human Services Department around the Child and Youth Behavioral Health Initiative (CYBHI). He has long been a “go to” contact for these types of questions for many county and state leaders, and we are thrilled he would be able to work with our county in this focused and dedicated manner for three years.

	<p>The expectation is that he would deliver, on average, 3-4 hours per week of consultation time and meetings with the other two personnel in the trio comprising the QIS role and/or with key stakeholders and staff in the department as needed for specific aims related to sustaining programming and innovating funding streams. His primary focus will be related to the current MHSSA funded programming and how the Multi-Payer Fee Schedule and other related avenues can continue this work ongoing.</p> <p><u><i>Expectations for the Educational Expert on Evaluation and Impact Consultant:</i></u></p> <p>There exist a couple of good candidates for this role already in Santa Cruz County. They are current or former education administrators, and former teachers, with a very strong background in evaluation, program development, social emotional learning (SEL) and local educational practices and politics. They are highly skilled in designing feedback loops to gauge impact and enhance system improvement, taking into account all partners, aspects and stakeholders in a given endeavor.</p> <p>The expectation is that this role, the smallest of the three in the trio comprising the QIS duties, would work a minimum of two hours a week in conjunction with the ED of Student Support Services and Michael Lombardo. They would assess, create and implement key evaluative tools to ensure that while we are generating programming and sustainability ideas, we are not losing sight of how those implementation efforts are going, or how they should be altered in new iterations attempting to be sustained.</p>
11.D.2.	<p><i>If hiring staff, describe the plan and steps needed to hire staff.</i></p> <p>There would be no need to hire new staff as Santa Cruz County COE employees. The key member of the QIS Trio is already employed, so the funding and duties shift, in agreement with the Santa Cruz County Superintendent of Schools is all that needs to change. For the first issue, targeted categorical programs, such as the Foster Youth Services Coordinating Program, would be released in their funding commitment and those funds would be reallocated to key staff now taking on those duties that will be delegated to make room for the new sustainability work for the MHSSA Grant. The second issue has been completed, namely, the shift in focus, time and tasks related to sustainability in dialogue with the ED of Student Support Services supervisor, the County Superintendent. This is a shared desire and direction of both of those positions, as it will ensure the long-term viability of programming and services that are highly valuable to the COE and the LEA student, staff and family communities.</p>
11.D.2.a.	<p><i>Include the Duty Statement for this position.</i></p>

Below are selected important and essential duties from the Job Description of the Executive Director of Student Support Services. As mentioned throughout this application, a focus on sustainability, braided funding, innovation and evaluation will be the core of the activities for the .2 FTE if awarded. These areas fit nicely into the below bulleted areas, with other areas involving direct supervision of Foster Youth Programming and others released to different staff to accommodate this shift.

- Leads an initiative of community partners from all facets of the county for the purpose of establishing the research, best practices, mapping, toolkits and framework of an integrated behavioral health system in schools.
- Coordinates annual surveys, conducts need assessments and writes state reports related to student well- being, school culture and climate for the purpose of analyzing issues, ensuring compliance with policies and procedures, and/or monitoring program components.
- Advises the county office regarding the Student Support Services by serving as a member of the leadership team and assisting the Superintendent's Office (e.g. conducting a variety of organizational studies, foster youth programs research, student training, youth development, etc.) for the purpose of supporting and recommending modifications to student services programs, policies, and procedures as appropriate and in compliance with laws.
- Monitors assigned budget allocations, expenditures, fund balances and related financial activities for the purpose of ensuring that allocations are accurate, revenues are recorded, expenses are within budget limits and/or fiscal practices are met.
- Researches and submits grants related to Student Support and Foster Youth Services and Alternative Education programs, especially in the areas of foster youth, homelessness, court related programs, behavioral health, tobacco use prevention, workforce development and vulnerable student populations; and manages full scope of awarded grant-related programs (e.g. budgeting, staffing, coordination with outside and partnership agencies, compliance, review and reporting, etc.) for the purpose of meeting grant and funding outcomes to increase overall effectiveness of programs.

	<ul style="list-style-type: none"> Serves as a liaison, collaborates and partners with internal and external groups and serves as a resource and liaison person for SCCOE Superintendent's Office, Student Support Services and Foster Youth services Programs (e.g. SARBS, group homes, probation, Behavioral Health, Youth Services, Substance Use Disorder Services, Child Welfare, The District Attorney's Office, HSA, HSD, Superior Court HAS, HRA, Cabrillo College, Sheriff's Office, Park Department, police and other comprehensive and alternative schools, etc.) for the purpose of representing COE and implementing program objectives, negotiating and resolving significant and controversial issues. Supports the Superintendent, Board, and department administrators for the purpose of developing and implementing student support services programs and achieving operational goals.
11.D.2.b.	<p><i>How long would it take to complete the hiring process?</i></p> <p>As noted above, no hiring directly is needed, therefore the work could begin instantly. The transferring of budget string funding allocations would take a couple of weeks to move through the business department's budget revision process, but they do not require the work to be on pause as this occurs, so again the activities related to this grant could still begin immediately with any funding changes recorded as whatever date the work began.</p>
11.D.3.	<p><i>If hiring a contractor, describe the plan and steps needed to hire a contractor.</i></p> <p>The Santa Cruz COE Business Department requires that all contractors complete a "contractor's checklist" which includes providing proof of insurance, proof of fingerprint clearance if working with any students or school sites directly, a W-9 form, and various other assurances described in a 5-page contract template. Additionally, contractors need to provide a scope of work and a total cost for services. Approximately 11 people review and sign the contract, and once completed, a purchase order is set up to receive and pay for invoices related to the contract. This whole process can take anywhere from one-to-many weeks, depending on any issues that may arise. For this grant and these two contracts, given the history of the candidate's contract experience in other realms, it is estimated that a contract can be in place within 2-4 weeks of a grant award notice.</p>
11.D.3.a.	<p><i>Include the SOW for the contractor including required contractor qualifications and experience.</i></p> <p><u>Scope of Work for the highly qualified Braided Funding and Sustainability Consultant:</u></p> <p>Scope:</p>

- Meet with ED of Student Support Services for regular planning and action steps.
- Provide fiscal modeling of potential revenue sources via spreadsheet analysis.
- Ideally provide Return on Investment (ROI) matrix for each braided or innovative revenue idea to better judge the totality of the work involved, not just the amount of money produced.
- Provide leads and links to research, upcoming funding opportunities and best practices.
- Ideally provide executive summaries as needed of said leads and links.
- Support ED and entire COE with matching the larger strategic plan with the vision needs of the Student Support Services department and the sustainability actions for the MHSSA work. These all can be linked, connected to and argued for, but it takes work and time.
- Act as a digital introduction service to key agencies or personnel that may help with sustainability efforts.
- Produce fiscal reports and PowerPoint presentations that can be used for advocacy and training in Santa Cruz County with key partners and districts.

Required qualifications and experience:

- Knowledge of braided funding techniques in education and government.
- Knowledge of sustainability best practices and current opportunities in education.
- Ability to model fiscal trajectories and revenue possibilities with an ROI analysis.
- Experience as an education leader, administrator and effective collaborator.
- Experience overseeing complex grants and staff with braided funding sources.
- Experience translating complex governmental initiatives into actionable, realistic and impactful programming.

Scope of Work for the Educational Expert on Evaluation and Impact Consultant:

Scope:

- Meet with ED of Student Support Services for regular planning and action steps.
- Provide examples of digital and online surveys, feedback tools and evaluation options to gauge in a formative and summative manner the impact of programming and processes.
- Ideally craft unique feedback tools or repurpose existing ones to use with staff and COE approval.
- Lead focus groups to dialogue about effectiveness, access, equity, alignment and overall impact of MHSSA funded grants and related, adjacent efforts.
- Conduct key stakeholder interviews for the same purposes.
- Provide written reports on the outcomes of these feedback tools and sessions.
- Provide infographics on overall impact and outcomes from these processes.

	<p>Required qualifications and experience:</p> <ul style="list-style-type: none"> • Knowledge of existing evaluation and feedback tools, strategies and processes. • Ability to speak and connect with a wide range of stakeholders to illicit authentic responses. • Experience as an educator and as an educational leader or administrator. • Experience with Social Emotional Learning, counseling and/or student services. • Experience with budgets, revenue generation and the connection between evaluating services, implementing programming and sustaining or integrating those efforts.
11.D.3.b.	<p><i>How long would it take to complete the hiring process?</i></p> <p>As mentioned above, the hiring process for contractors moves in stepwise fashion with our business department, but no extraordinary hurdles are foreseen with the two contractors identified, and there it is estimated the whole process will take 2-4 weeks to complete, meaning the work of the grant could begin with these aspects within a month of an award notice.</p>
11.D.4.	<p><i>Identify the amount of funding that the Applicant is willing to commit, in addition to this grant amount, to sustain the efforts of this category beyond the grant term.</i></p> <p>The Santa Cruz COE is fully committed to providing 100% continuing funds to sustain the efforts of this proposal beyond the grant term. That is equal to \$150,000 per year. The only caveat in terms of services funded is that the \$22,500 in indirect rate costs would not apply to these matching funds, so those dollars could be used for different, but related purpose. One idea is to continue the co-funding with County Behavioral Health of a partner and champion in that agency at .1FTE which is currently happening in the existing MHSSA Grant.</p> <p>Otherwise, the same proportions of staffing and expenditures would apply for these dollars as they do for the proposed grant dollars. After the grant period, this commitment would continue as the Santa Cruz County Superintendent of Schools believes strongly in this effort and sees these costs delivering a tenfold return when used well. The hope is that this grant will provide a structure and a model to pilot for a few years, but that it will remain in perpetuity.</p>
11.D.5.	<p>Is this amount from an existing or recurring funding source that can be committed for this service?</p>

	Yes, the bulk of this match funding is from the COE's general fund and can be committed as an existing and ongoing source. This amounts to \$100,000 of the total 150K.
11.D.5.a.	<p>Describe the source of funds.</p> <p>As noted above, the COE receives revenue from the state from many sources for many intentions, much of which is held in the general fund; rather than categorical which have restrictions on expenditures. Some of those dollars are able to be allocated from the general fund by the County Superintendent and their Cabinet. Funding the Executive Director role of the Student Support Services partially from the general fund to focus on sustainability, quality improvement and impact, is a key priority given the high need in this area for behavioral health supports in a meaningful and institutionalized way.</p>
11.D.5.b.	<p>Identify the amount committed from these sources of funds?</p> <p>Santa Cruz COE General Fund: \$100,000</p>
11.D.6.	<p>Is this amount from a new, future, or potentially future funding source in which cannot be fully committed to this service at this time?</p> <p>Yes, some of the dollars committed are from categorical, new and potential sources. Primarily noted is the Kaiser Grant secured currently by the Santa Cruz COE, as well as one new application pending with the same entity. Additionally, the Student Support Services Department receives approximately \$25,000 per year in SMAA (School MediCal Administrative Activities) which can be used for these aims and goals.</p>
11.D.6.a.	<p><i>Describe the proposed source of funds.</i></p> <p>The Kaiser Grant, currently at \$100,000 was awarded to the Santa Cruz COE with a focus on Wellness Center launch and sustainability efforts. That second part of the focus are the dollars that can be leveraged for support of this grant. There is another application in progress, due in July, that may bring in another \$75,000, which will propose a similar focus, but can also keep the contractor hiring at the same amount, and reduce slightly the launch activity needs of the Wellness Centers.</p> <p>In terms of the SMAA matching dollars, they likely exist in an in-between world of existing and future sources. Since the amount is not set each year, but instead depends on quarterly activity reports, it is being listed here as a potential source, but one that is considered extremely likely, even if the exact amount varies slightly.</p>

11.D.6.b.	<i>Identify the amount proposed from these sources of funds.</i> Kaiser Grant: \$35,000 SMAA: \$15,000

ATTACHMENT 3-5 – Budget Worksheet

11.E.1.	Proposed Budget				
	Description	Year 1	Year 2	Year 3	Total
	<i>Hire Staff</i>				
	.2 FTE of Santa Cruz COE Executive Director of Student Support Services	\$35,439	\$36,325	\$37,233	\$108,997
	<i>Other Personnel Services Cost</i>				
	Benefits for .2 FTE of Santa Cruz COE Executive Director of Student Support Services	\$19,669	\$20,555	\$21,464	\$61,688
	<i>Hire Contractors</i>				
	Michael Lombardo-Consultant	\$34,140	\$34,140	\$34,140	\$102,420
	Local Education Evaluation and Impact Expert Consultant	\$14,400	\$14,400	\$14,400	\$43,200
	<i>Other Costs</i>				
	TCP Participation for Group Year 1; Travel to model counties for group in Year's 2 & 3.	\$10,000	\$10,000	\$10,000	\$30,000
	Breaking Barriers Attendance for Santa Cruz County Behavioral Health Collaborative	\$15,000	\$15,000	\$15,000	\$45,000
	Indirect Rate COE/County Combined (COE at 7.83; County at 7.17 = 15% total)	\$19,565	\$19,565	\$19,565	\$58,695
	Total	\$148,213	\$149,985	\$151,802	\$450,000
	Provide a description of the proposed expenditure for each line listed in the Proposed Budget.				
	<i>Hire Staff</i>				
	The staff hiring portion of the budget will be reallocating duties and categorical revenue streams that currently support the ED of Student Support Services to create the space for attending to this grant deliverables. This grant would cover \$35,439-\$37,233 per year in wages, increasing 5% between wages and benefits, split equally here, opening up 20% of the week for this purpose for a .2 FTE. Additionally, an equal amount would be offered				

through the general fund at the COE to match this purpose doubling the amount of hours released for this aim. That would mean more than a third, closer to 40% of the work would be in “Vision” category of duties, most particularly looking for new ways of braiding funding, finding funding and researching best practices and opportunities. Post grant, this 20% number is one that there is a commitment for at the COE, knowing it will be an ongoing endeavor to maintain sustainability.

Other Personnel Services Cost

These costs are simply the overhead of the internal staffing salary costs for the ED of the Student Support Services Department. They include PERS contributions, Health and Welfare benefits, Social Security and MediCare commitments, State Disability and Workers Comp requirements and finally other retiree accruals as needed. In total, for the .2 FTE designated amount in this grant, the cost is \$19,669 per year, and as noted above would increase 5% per year, split equally between wages and benefits for estimation purposes. Again, with the commitment of funds from the general fund at the COE, that number will double in years if both this grant and internal in-kind dollars are used. After the grant, this would be the minimum utilized for the sustainability efforts, particularly for the MHSSA work.

Hire Contractors

The first contractor, Michael Lombardo is designated to work for a total of \$36,000 from this grant annually. That equates to 3 hours a week for 48 weeks at \$250/hr. This is the top contractor rate paid by the COE but feels necessary given his extensive experience in this area. In addition, it is his stated rate and what others are currently funding his consultation work at. The Kaiser Grant funding, outside of this grant, would add to these hours, up to doubling his time in Santa Cruz County. This can happen during the course of this grant, and hopefully also post grant if that opportunity is still present.

The second contractor, the Educational and Evaluation Expert, is designated to work for a total of \$14,400 from this grant annually. That equates to 8 hours a month or 2 per week, for 12 months at \$150/hr. This can be matched to double this number, both from the Kaiser Grant current and potential, as well as from the more permanent SMAA dollars noted earlier, which are certain post grant.

Other Costs

Transformational Change Partnership (TCP) Participation: The cost to be part of the TCP work is \$1,000 per person. TCP has asked that Santa Cruz county identify approximately

ten colleagues from various agencies and levels to be part of the cohort. Therefore, the proposal is to pay for all ten participants for a total of \$10,000. This work may not continue in subsequent years, therefore these dollars would be used for a similar purpose namely county team visits to other locales who have exemplary methods of braiding funding and sustain MHSSA grant creations. This is also able to be sustained through a combo of all sources mentioned previously, COE general fund, Kaiser Grant and SMAA.

Breaking Barriers Conference Attendance: Similar to the TCP line item, the goal here is to support a large team from various agencies to attend the conference together, where dedicated county team time is created, allowing for deeper relational and collaborative work to emerge. The estimate, based on the last conference, was for at least 20 people to register, purchase lodging and meals and cover transportation. This is estimated at \$750 per person, for a total of \$15,000. This too is a line item the COE is fully committed to, and will sustain post the grant period, and support additional members if the next few years reveals more than 20 who wish to attend.

Indirect Rates at COE and County: This amount, totaling 15% of the grant, is the required contribution to each agency's overhead and administrative costs to help support the fiscal, accounting and transactional components of the grant. The Santa Cruz COE has an assigned indirect rate, given by the CDE, for fiscal year 2024-25 of 7.83%. The County of Santa Cruz, being the designated recipient of the grant funds, with the COE as the lead applicant, has requested a similar indirect rate for their back-end work. Since the maximum indirect rate was set at 15%, and since the COE cannot change their rate unless specified in a grant RFA, the remaining percentage was allocated to the county at 7.17%. This was calculated using an indirect rate worksheet set at 1.15 which calculates the amount by backing in the indirect costs from the total grant amount, so essentially indirects are not taken on indirects. It makes sense programmatically, but does not produce the same number as if simply multiplying the total grant amount by .15. Ultimately it allows for more of the grant dollars to be used on programming! Therefore, we simply took the total award amount over three years, plugged it into the spreadsheet and divided by three to get an annual amount. The final amount taken will entirely depend on actual expenditures annually, as none are taken until the money is spent.

California Department of Education FY 24/25 Approved Indirect Rate 7.83%
<https://www.cde.ca.gov/fg/ac/ic/>

PAYEE DATA RECORD

(Required when receiving payment from the State of California in lieu of IRS W-9 or W-7)
STD 204 (Rev. 03/2021)

Section 1 – Payee Information

NAME (This is required. Do not leave this line blank. Must match the payee's federal tax return)

County of Santa Cruz

BUSINESS NAME, DBA NAME or DISREGARDED SINGLE MEMBER LLC NAME (If different from above)

MAILING ADDRESS (number, street, apt. or suite no.) (See instructions on Page 2)

701 Ocean St., Room 100

CITY, STATE, ZIP CODE
Santa Cruz, CA 95060

E-MAIL ADDRESS
traci.turner@santacruzcountyca.gov

Section 2 – Entity Type

Check one (1) box only that matches the entity type of the Payee listed in Section 1 above. (See instructions on page 2)

☐ **SOLE PROPRIETOR / INDIVIDUAL**

☐ **SINGLE MEMBER LLC** *Disregarded Entity owned by an individual*

☐ **PARTNERSHIP**

☐ **ESTATE OR TRUST**

☒ **Government**

☐ **CORPORATION** (see instructions on page 2)

☐ **MEDICAL** (e.g., dentistry, chiropractic, etc.)

☐ **LEGAL** (e.g., attorney services)

☐ **EXEMPT** (e.g., nonprofit)

☐ **ALL OTHERS**

Section 3 – Tax Identification Number

Enter your Tax Identification Number (TIN) in the appropriate box. The TIN must match the name given in Section 1 of this form. Do not provide more than one (1) TIN. The TIN is a 9-digit number. **Note:** Payment will not be processed without a TIN.

Social Security Number (SSN) or Individual Tax Identification Number (ITIN)

_____ - _____ - _____

OR

Federal Employer Identification Number (FEIN)

9 4 - 6 0 0 0 5 3 4

- For **Individuals**, enter SSN.
- If you are a **Resident Alien**, and you do not have and are not eligible to get an SSN, enter your ITIN.
- Grantor Trusts (such as a Revocable Living Trust while the grantors are alive) may not have a separate FEIN. Those trusts must enter the individual grantor's SSN.
- For **Sole Proprietor or Single Member LLC (disregarded entity)**, in which the sole member is an individual, enter SSN (ITIN if applicable) or FEIN (FTB prefers SSN).
- For **Single Member LLC (disregarded entity)**, in which the sole member is a business entity, enter the owner entity's FEIN. Do not use the disregarded entity's FEIN.
- For all other entities including LLC that is taxed as a corporation or partnership, estates/trusts (with FEINs), enter the entity's FEIN.

Section 4 – Payee Residency Status (See instructions)

☒ **CALIFORNIA RESIDENT** – Qualified to do business in California or maintains a permanent place of business in California.

☐ **CALIFORNIA NONRESIDENT** – Payments to nonresidents for services may be subject to state income tax withholding.

☐ No services performed in California

☐ Copy of Franchise Tax Board waiver of state withholding is attached.

Section 5 – Certification

I hereby certify under penalty of perjury that the information provided on this document is true and correct. Should my residency status change, I will promptly notify the state agency below.

NAME OF AUTHORIZED PAYEE REPRESENTATIVE
Traci Turner

TITLE
Accounting Manager

E-MAIL ADDRESS
traci.turner@santacruzcountyca.gov

SIGNATURE

DATE
6/27/24

TELEPHONE (include area code)
831-454-2704

Section 6 – Paying State Agency

Please return completed form to:

STATE AGENCY/DEPARTMENT OFFICE

UNIT/SECTION

MAILING ADDRESS

FAX

TELEPHONE (include area code)

CITY

STATE

ZIP CODE

E-MAIL ADDRESS

Generative Artificial Intelligence (GenAI) Disclosure & Factsheet

Bidder/Offer Information

MHSOAC MHSSA Round 4 RFA - Category 3			
Solicitation Number		Bidder ID/Vendor ID (optional)	
Santa Cruz County Office of Education		831-466-5600	
Business Name		Business Telephone Number	
400 Encinal Street		Santa Cruz	CA 95060
Business Address		City	State Zip Code

GenAI Disclosure & Factsheet

Will you be using or offering GenAI technology, model, or service (collectively, “system”)? ☐ Yes ☒ No (If No, skip to Signature section of this form.)

If yes, provide details regarding the GenAI system”). See *GenAI Disclosure & Factsheet Definitions* at the end of this form for more information.

Failure to disclose GenAI to the State and submit the detailed description may result in disqualification and may void any resulting contract.

1. GenAI Model Name, Version (including number of parameters)	
2. Model Owner	
3. Overview	
4. Purpose	
5. Intended Domain	
6. Model Training Data	
7. Model Information	


8. Input and Outputs	
9. Performance Metrics	
10. Optimal Conditions	
11. Poor Conditions	
12. Bias	
13. Test Data	

Explain below how you are ensuring the GenAI system is not adversely affecting “decisions that materially impact access to, or approval for, housing or accommodations, education, employment, credit, health care, and criminal justice.” (AB 302, Department of Technology: High-Risk automated decision systems: inventory).

Signature

By signing this document, I certify that I have identified and disclosed, if any, all GenAI components in the proposed solution or service.

Signature



Date

6/28/24

2 of 4

ATTACHMENT 3-8 – Final Submission Checklist

Complete this checklist to confirm the items in your application. Place a check mark or “X” next to each item that you are submitting to the Commission. For your application to be complete, all required attachments, along with this checklist, must be returned with your application.

Included	Attachment	
X	ATTACHMENT 3-1	Grant Application Cover Sheet / Minimum Requirements (Existing Grantees)
N/A	ATTACHMENT 3-2	Grant Application Cover Sheet / Minimum Requirements (New Applicants)
X	ATTACHMENT 3-3	Applicant Background
X	ATTACHMENT 3-4	Proposed Plan
X	ATTACHMENT 3-5	Budget Worksheet
X	ATTACHMENT 3-6	Payee Data Record (STD 204)
X	ATTACHMENT 3-7	Generative Artificial Intelligence (GenAI)
X	ATTACHMENT 3-8	Final Submission Checklist