

APPENDIX A: STREET OUTREACH SUB-STRATEGY DESCRIPTION

INTRODUCTION TO STRATEGY AREA

The purpose of this appendix is to provide Applicants with details about what the City of Oakland seeks to fund in the West Oakland Street Outreach Sub-Strategy.

The City, through Oakland Unite, currently directs violence prevention and intervention funding towards ten sub-strategies across five strategic investment areas which are summarized in the **Overview** section of the RFP. Through this RFP, Applicants are invited to apply to provide Street Outreach Services in West Oakland which are part of the **Violent Incident and Crisis Response** Strategy Area.

Strategy Area Goal: To reduce the impacts of exposure to violence or re-victimization through individual and community support. Through this strategy area the City funds programs that provide immediate crisis response services for those directly exposed to and involved in violence, as well as longer-term stabilization and support.

The successful Applicant will become part of a network of providers within the Violent Incident and Crisis Response Strategy Area and across Oakland Unite. To see a list of currently funded programs and agencies, please visit: <http://oaklandunite.org/>

STREET OUTREACH SUB-STRATEGY DESCRIPTION

SUMMARY

Through the Street Outreach sub-strategy, the City aims to reduce retaliatory violence by helping high risk youth and young adults mediate conflicts and connecting them to appropriate services and resources. Street Outreach is designed to interrupt violence – before it happens whenever possible, or by preventing ensuing incidents of retaliation after it happens. In partnership with HSD and the Oakland Police Department, street-based Outreach Workers and Violence Interrupters create relationships with clients. Street Outreach efforts will have two distinct yet related components – community outreach and violence interruption:

- *Outreach Workers* will maintain a consistent presence in communities with highest violent crime rates in order to send a message of nonviolence and build relationships with youth, young adults, and their family members in these neighborhoods.
- *Violence Interrupters* will help mediate hostile situations, including being present at crime scenes and Highland Hospital as first responders to violent incidents that involve a high likelihood of retaliation. Interrupters will develop deep relationships with active groups and networks, work on long-range truce-negotiation, conflict mediation, and address immediate safety concerns.

TARGET POPULATION

West Oakland transition age youth (TAY) and young adults (age 16-35) who fit at least 4 of the following criteria: Group/gang-Involved; gun-involved; on Probation or Parole for a violent offense; lives in or hangs out in a designated target area; at high risk for using a gun in the next 30 days; a known leader in gang, clique, or group.

REFERRAL SOURCES

This sub-strategy depends on several main partnerships/referral sources. Applicants will be expected to develop referral protocols with partners post award, with the support of Oakland Unite staff. Agencies should apply to work with clients referred through all of the mechanisms described below.

- Alameda Health System (AHS) Highland Hospital will refer up to 150 individuals who have been shot/violently injured for mediation and relationship-building. Please note that in order to provide services at the hospital there is a training and approval process by AHS administration.
- Probation, Parole, or Correctional Institution staff will refer individuals who are currently incarcerated/have been recently released for serious/violent offenses, or who have particular influence in community violence.
- The Shooting and Homicide Response and Support Network will refer friends and family members of homicide victims for relationship-building and mediation.
- Oakland Unite-funded Case Managers will refer participants in need of mediation services.
- Outreach workers will also build relationships through outreach/events in target areas developed with HSD based on shooting and homicide crime trends.

PROGRAM DESIGN ELEMENTS AND SERVICE ACTIVITIES

The City seeks Applicants that integrate best practices where possible, and can meet the following program design and service activity requirements.

Best Practice Approaches to Street Outreach include:

- Clear target population and purpose: focus on working with those most likely to commit or be victims of gun violence, in order to reduce gun/street violence.
- Outreach Workers and Interrupters must be credible to be able to connect with the target population – workers may have past gang/group involvement and have since redirected their lives, or otherwise have credibility in the community.
- Ensuring high program integrity through role clarity, fair wages, close staff supervision and support, explicit expectations and regular training.
- Clear understanding of the problem: Teams must have up-to-date information on who is at highest risk and where most shootings and homicides occur in order to target services to the right people and communities.
- Use of a validated risk assessment tool and/or strong referral mechanisms to ensure individuals served are at highest risk.
- Building relationships in targeted community and with family members of target population to build foundation of support for participants.
- Responsiveness and flexibility to meet the demands of the work: Workers must have adjustable schedules, intimate knowledge of the community, effective communication skills, and the ability to mediate hostile situations.

- Strong coordination with key partners, including other community-based providers, referral partners such as hospitals, and central organizing entities.
- Clear understandings of and ability to negotiate relationships with law enforcement, which are often coordinated through senior-level program staff, while maintaining integrity of community-based, street-level outreach work.

Applicants are strongly encouraged to review “Appendix A: Ceasefire and Street Outreach Programs” in the 2015 Evaluation Findings and Recommendations Report prepared by Resource Development Associates for an overview of models and research findings: http://oaklandunite.org/wp-content/uploads/2011/05/RDA-Eval-Recommendations-Memo_20150520_STC.pdf

Additional references include, but are not limited to: “Developing a Successful Street Outreach Program: Lessons Learned” National Center on Crime and Delinquency, October 20, 2009: <http://www.ci.richmond.ca.us/DocumentCenter/Home/View/8054>

Program Design Elements and Service Activities

Outreach Teams: The City seeks proposals to staff Outreach teams based in the highest stressor beats in West Oakland (serving North Oakland as needed – see **Appendix F**). The City intends to fund one team, composed of members with neighborhood ties, gang and group knowledge, and expertise in mediations. The City is open to collaborative proposals and partnerships. The team should be led by an Area Team Lead who coordinates the work of the Street Outreach Workers and Interrupters. The Area Team Lead (or a back-up) should be available and on-call to coordinate immediate response to shootings and homicides occurring in the target neighborhoods.

Outreach Workers: The team should have 3-4 dedicated FTE Street Outreach Workers who build a presence in identified neighborhoods and send a message of nonviolence. Outreach Workers must be flexibly deployed, with work schedules following crime trends (including nights and weekends). Outreach Workers must be skilled in communicating with various community members – highest-risk youth and young adults especially, as well as with family members, elders, faith partners and community workers.

Violence Interrupters: The team should also have 1-2 dedicated Violence Interrupters, who should have a broader citywide view of gun violence and even more skills in mediating tense and volatile situations. When mediation necessitates interfacing with system partners such as law enforcement/corrections, community partners, and/or City staff, Interrupters must be able to maintain lines of professionalism and partnership while maintaining confidentiality and trust of participants. Interrupters should spend a significant portion of their time doing bedside visits to victims of gun violence at Highland Hospital for the purposes of retaliation prevention and relationship building.

West Oakland Experience and Partnerships: Applicants must demonstrate experience providing similar services to West Oakland and/or established partnerships with agencies who have relevant experience serving West Oakland.

Collaboration: The successful Applicant will be expected to work with HSD to provide appropriate updates, including status of mediations and intensive outreach clients. Coordination with grantees funded under the “Shooting and Homicide Response and Support Network” is required. Regular updates to AHS/Highland Hospital will be expected for clients referred by the hospital – grantee may be asked to use Highland’s QuesGen database in addition to Cityspan for reporting on hospital referrals. The Team Lead and/or Program Manager will be expected to participate in meetings with law enforcement, including but not limited to participation in OPD line-ups.

Applicants should incorporate the following program design elements and activities:

- Street Outreach Workers should connect with an estimated 400-600 TAY and young adults to build relationships and share a message of non-violence.
- Outreach Workers and Interrupters together should conduct Intensive support to an estimated 100 TAY and young adults who are most at risk for committing violence in the near future, with a focus on addressing safety concerns.
- Approximately 50 – 60 of these TAY and young adults will be referred to Oakland Unite Intensive Case Management, and/or referred to employment/ education services provided by Oakland Unite- funded providers (and others).
- Teams (primarily Interrupters) should mediate an estimated 20 serious conflicts each per year. Mediations will arise from work with intensive support clients referred through Highland Hospital, Ceasefire, from ongoing engagement with groups and networks active in gun violence, and from Outreach Workers and the HSD Violence Prevention Network Coordinator.
- Outreach workers should hold events such as BBQs, vigils, marches, and other events to build trust and engage youth, young adults, and community members.
- Street outreach programs MUST budget to have flexible funds available to purchase key services as determined by the individual needs of participants; budgets for such funds must be transparent and accessible to Street Outreach workers in ways that ensure program effectiveness.

Supervision and Other Personnel Requirements:

- Applicants should demonstrate that team members will receive support from a qualified supervisor (e.g., advanced degree and/or licensure in the mental health or human services profession, certification as a case manager, or 5 years of experience as a case manager or Outreach Worker).
- Proposals should describe formal mechanisms to support staff’s well-being, such as access to mental health and other supports to address secondary trauma.
- Hiring: The HSD Violence Prevention Network Coordinator will be included in all hiring for both Outreach Workers and Interrupters.
- Training: Applicants will ensure that all staff participate in ongoing training and technical assistance sessions as requested by Oakland Unite staff. This training should be in addition to Applicants’ own professional development for staff.
- Appropriate Pay: In order to attract high quality staff, proposals that provide competitive salaries (e.g., at minimum \$40,000 for a full-time Interrupter), as well as health and life insurance coverage, will be prioritized. Applications that propose full-time positions (as opposed to several part-time staff making up one FTE position) will also be given priority.

PERFORMANCE MEASURES AND OUTCOMES

The funded agency will be required to gather performance data and participate in external, independent evaluations of Oakland Unite funded services. Performance measures for this sub-strategy include:

Category	Performance Measures
Clients Served	# of street outreach community events in target areas # of general outreach participants # of intensive outreach participants # of successful conflict mediations
Service Hours	# of hours of intensive outreach provided # of hours of conflict mediation contact
Client Engagement	# of referrals to case management services # of participants referred to/obtain job training/placement services # of participants referred to/obtain other needed support services (such as substance abuse treatment, anger management, mental health services, education, and safe housing)

Outcomes will be measured by an independent evaluator. Desired outcomes include:

- Participants avoid violent injury (e.g. shootings), re-injury and trauma.
- Participants have reduced risk factors for violence and/or recidivism (e.g. carrying a weapon, hanging out in hot spot area, unhealthy thinking patterns).
- Participants solve conflicts using restorative justice techniques.
- Participants have caring relationships with peers.
- Participants feel safe and connected in their communities.

EVIDENCE OF PARTNERSHIPS

Required: Applicants must demonstrate established partnerships with agencies who have relevant experience serving West Oakland.

Applicants are also encouraged to provide letters of support from any partners who will be part of the service provision, as well as from Oakland Police Department, Probation or Parole if Applicant has an existing relationship with these entities.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) proposal will be funded, with \$325,000 available annually to support program costs, including staff, flexible funds for client incentives, and appropriate supervision.

Estimated Number Served: The City seeks to reach between 400-600 TAY and young adults through outreach and provide a minimum of 100 participants with intensive support through all funded proposals in this sub-strategy combined.