

SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING

Created by the Public Safety and Services Violence Prevention Act of 2014

SPECIAL MEETING

Monday, November 16, 2015

6:30-9:00 p.m.

Hearing Room 1 – City Hall

1 Frank H. Ogawa Plaza, Oakland, California 94612

Oversight Commission Members: Chairperson Rev. Curtis Flemming, Sr. (D-3), Vice-Chairperson Jennifer Madden (D-4), Jody Nunez (D-1), Tony Marks-Block (D-2), Rebecca Alvarado (D-5), Melanie Shelby (D-6), Kevin McPherson (D-7), Letitia Henderson (At-Large), and Gary Malachi Scott (Mayoral).

PUBLIC COMMENT: The Oversight Commission welcomes you to its meetings and your interest is appreciated.

- ✓ If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.
- ✓ If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- ✓ If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the Oversight Commission's jurisdictions may be addressed. Time limitations shall be at the discretion of the Chair.

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30pm	AD	
2. Roll Call	2 Minutes	AD	
3. Open Forum	10 Minutes	I	
4. HSD Presentation of Contracts to be awarded	60 Minutes	A	Attachment 1
5. Additional Open Forum time if required	as needed	I	
6. Adjournment			

A = Action Item

I = Informational Item

AD = Administrative Item



MEMORANDUM

TO: Safety and Services Oversight Commission

FROM: Peter Kim, Manager, Oakland Unite Human Services Department (HSD)

SUBJECT: Measure Z Funding Recommendations

DATE: November 4, 2015

Purpose: The purpose of the attached report and supplemental materials are to provide the Safety and Services Oversight Commission (SSOC) with the first set of funding recommendations for the programs funded under the new 2014 Oakland Public Safety and Services Violence Prevention Act (Measure Z).

Summary: Grant agreements are recommended with non-profit and public agencies to provide violence prevention and intervention services to high risk populations in Oakland for an annual amount of \$6,370,000. These recommendations are the result of a Request for Proposals (RFP) process administered by the Human Services Department (HSD).

Recommended grant agreements are for two-and-a-half years, from January 1, 2016 through June 30, 2018. The first grant agreement would run from January 1, 2016 through June 30, 2017, with an option to renew for one additional year. This timeline will allow the fund to align with the City's fiscal year before the next Request for Proposals process.

The funding recommendations include an allocation of \$110,000 annually available through the City's General Purpose Fund to one agency to provide shelter and wraparound support to commercially sexually exploited children as approved in the Fiscal Year 2015-2017 Budget. The report also recommends that a Request for Proposals for Street Outreach services in West Oakland be re-issued in order to solicit additional community-based applicants.

Requested Action: Approve funding recommendations prior to consideration by the Oakland City Council Public Safety Committee for on December 1, 2015.

Information Attached:

- Introduction to Funding Recommendations
- *Attachment A* – Summary of all Applicants
- *Attachment B* – Program Descriptions – Agencies Recommended for Funding
- *Attachment C* – Background on RFP Process

INTRODUCTION

Below are the sub-strategies and allocations approved by the Safety and Services Oversight Commission and Council for release in the 2015 Oakland Unite RFP.

Strategy Area	Sub-Strategy	Annual Allocation
Life Coaching/ Intensive Case Management	Intensive Youth Case Management	\$1,120,000
	Intensive Adult Case Management	\$932,000
Education & Economic Self-Sufficiency	Youth Employment /Education Support	\$670,000
	TAY & Young Adult Employment /Education Support	\$1,080,000
Violent Incident and Crisis Response	Street Outreach	\$1,115,000
	Shooting/Homicide Response and Support Network	\$525,000
	Commercially Sexually Exploited Children Intervention	\$263,000
	Family Violence Intervention	\$450,000
Community Asset Building	Young Adult Leadership Council	\$170,000
Innovation Fund	Innovation Fund	\$200,000
Estimated Annual Total Grant Award Amount		\$6,525,000

The Measure Z funding recommendation package results from the effort to balance a variety of complex issues, including the following:

1. Measure Z legislative priorities
2. Equitable geographic distribution of Measure Z resources among the highest stressor beats where violence is most prevalent
3. Ensuring a focus on the highest risk individuals
4. Alignment with other funding sources, including Alameda County Probation and OFCY

Additionally, recommendations reflect factors weighed in the review process such as language ability, demonstrated cultural competence with the target population and any special populations, leveraged funds proposed, and the cost per client – taking into account each agency's unique mix of services and staffing plan.

75 eligible proposals were received from 44 different agencies/collaborative partnerships. A list of agencies that submitted complete proposals, per each sub-strategy, is provided in **Attachment A**.

FUNDING RECOMMENDATIONS

Staff recommends awarding 30 grants to 24 non-profit and public agencies. Recommended agencies and annual funding amounts by RFP strategy area are provided below, along with proposed number of clients served (which may be reduced or increased pending negotiation of scopes of work with agencies). **Attachment B** provides a summary of each agency's proposed services, including target population and referral source, primary service area and any special populations served, along with likely performance measures and desired outcomes.

The funding recommendations include an allocation of \$110,000 annually available through the City's General Purpose Fund to one agency to provide shelter and wraparound support to commercially sexually exploited children as approved in the Fiscal Year 2015-2017 Budget.

West Oakland Street Outreach Re-bid

Staff recommends that \$325,000 of the Street Outreach sub-strategy funds be reissued in a new Request for Proposals in order to solicit additional proposals for West Oakland services. The highest ranked application proposed to serve the entire City but did not include a West Oakland partner, a critical component to the work. Both new and current applicants would be encouraged to bid on the re-issued RFP which would include the requirement to have a West Oakland-based partnership.

Note on Direct Allocations

As previously approved by the SSOC and Council (Resolution No. 85720), \$170,000 annually in Measure Z revenue will be used for direct allocations to public partners who play a critical role in coordination of services in the Intensive Youth Case Management sub-strategy: Oakland Unified School District and Alameda County Probation.

Attachment A: List of Proposals Submitted

Strategy Area	Sub-Strategy	#	Agency Name
LIFE COACHING/ INTENSIVE CASE MANAGEMENT	Intensive Youth Case Management	1	Berkeley Youth Alternatives
		2	East Bay Agency for Children
		3	East Bay Asian Youth Center
		4	MISSEY, Inc.
		5	OUSD Office of Alternative Ed.
		6	Safe Passages
		7	The Mentoring Center
		8	Youth ALIVE!
		9	Youth Employment Partnership
	Intensive Adult Case Management	10	AIDS Project of the East Bay
		11	Berkeley Youth Alternatives
		12	California Youth Outreach-Oakland, INC
		13	Men Of Valor Academy
		14	MISSEY, Inc.
		15	Oakland Private Industry Council, Inc.
		16	Planting Justice
		17	Roots Community Health Center
		18	The Mentoring Center
		19	Volunteers of America - NCNN
		20	Youth ALIVE!
		21	Youth Employment Partnership
COMMUNITY ASSET BUILDING	Young Adult Leadership Council	22	AIDS Project of the East Bay
		23	The Mentoring Center
		24	Youth ALIVE!
EDUCATION AND ECONOMIC SELF-SUFFICIENCY	Youth Employment/ Education Support	25	Alameda County Office of Education
		26	Bay Area Community Resources
		27	Berkeley Youth Alternatives
		28	East Bay Asian Youth Center
		29	Safe Passages
		30	The Unity Council
		31	Youth Employment Partnership
		32	Youth Radio
		33	Youth Uprising

Attachment A: List of Proposals Submitted

Strategy Area	Sub-Strategy	#	Agency Name
EDUCATION AND ECONOMIC SELF-SUFFICIENCY	Young Adult Employment/ Education Support	34	Bay Area Community Resources
		35	Berkeley Youth Alternatives
		36	Beyond Emancipation
		37	Building Opportunities for Self-Sufficiency
		38	Center for Employment Opportunities
		39	Civicorps Schools
		40	Covenant House California
		41	Men Of Valor Academy
		42	Oakland Private Industry Council, Inc.
		43	Safe Passages
		44	The Reset Foundation
		45	The Work First Foundation
		46	Youth Employment Partnership
VIOLENT INCIDENT AND CRISIS RESPONSE	Street Outreach	47	Building Opportunities for Self-Sufficiency
		48	Cal-PEP, Inc.
		49	HEALTHY COMMUNITIES, INC.
		50	Youth ALIVE!
		51	Youth Uprising
	Shooting/Homicide Response and Support Network	52	Building Opportunities for Self-Sufficiency
		53	California Youth Outreach-Oakland, INC
		54	Catholic Charities of the East Bay
	55	Youth ALIVE!	
	Family Violence Intervention	56	Family Violence Law Center
	Commercially Sexually Exploited Children Intervention	57	Alameda County Family Justice Center, Inc,
		58	Dreamcatcher Youth Services (AFS)
59		BAWAR	
60		MISSEY, Inc.	
INNOVATION FUND	Innovation Fund	61	Asian Health Services
		62	Asian Pacific Islander Legal Outreach
		63	California Youth Outreach-Oakland, INC
		64	Community Works
		65	East Bay Agency for Children
		66	EastSide Arts Alliance
		67	Family Violence Law Center
		68	Fresh Lifelines for Youth
		69	I-SEEED
		70	MISSEY, Inc.
		71	Safe Passages
		72	Seneca Family of Agencies
		73	The Green Life
		74	Youth ALIVE!
		75	Youth Together

Attachment B: Program Descriptions – Agencies Recommended for Funding

OVERVIEW OF AGENCIES RECOMMENDED FOR FUNDING		
Intensive Youth Case Management	Annual Award	Est. Served
East Bay Asian Youth Center	\$285,000	60
East Bay Agency for Children	\$200,000	50
OUSD Office of Alternative Ed.(Collaboration with CYO)	\$200,000	45
Youth ALIVE!	\$180,000	40
MISSEY, Inc.	\$155,000	30
The Mentoring Center	\$100,000	25
Subtotal	\$1,120,000	250
Intensive Adult Case Management	Annual Award	Est. Served
California Youth Outreach-Oakland INC.	\$350,000	60
The Mentoring Center (Collaboration with CURYJ)	\$350,000	45
Roots Community Health Center	\$116,000	25
Volunteers of America - NCNN	\$116,000	25
Subtotal	\$932,000	155
Young Adult Leadership Council	Annual Award	Est. Served
The Mentoring Center (Collaboration with CURYJ, Richmond ONS Director)	\$170,000	20
Subtotal	\$170,000	20
Youth Employment/Education Support	Annual Award	Est. Served
Youth Employment Partnership (Collaboration with Overcomers with Hope Studios)	\$240,000	60
Alameda County Office of Education (Collaboration with OUSD Alt. Ed, Moving Forward)	\$185,000	45
Youth Radio	\$125,000	24
Bay Area Community Resources	\$120,000	28
Subtotal	\$670,000	157
TAY/Young Adult Employment/Education Support	Annual Award	Est. Served
Center for Employment Opportunities	\$320,000	75
Civicorps Schools	\$250,000	50
Building Opportunities for Self-Sufficiency (Collab. with Five Keys, Laney, ICA, WIN, V-Force)	\$200,000	45
Oakland Private Industry Council, Inc. (Collaboration with St. Vincent, Bread Project)	\$200,000	45
Beyond Emancipation	\$110,000	25
Subtotal	\$1,080,000	240
Shooting/Homicide Response and Support Network	Annual Award	Est. Served
Catholic Charities of the East Bay (Collaboration with Youth ALIVE!)	\$300,000	180
Youth ALIVE!	\$125,000	100
California Youth Outreach-Oakland (Collaboration with Center 4 Rest. Solutions)	\$100,000	25
Subtotal	\$525,000	305

Attachment B: Program Descriptions – Agencies Recommended for Funding

OVERVIEW OF AGENCIES RECOMMENDED FOR FUNDING CONT.		
Street Outreach	Annual Award	Est. Served
Youth ALIVE! (Collab. with CYO)	\$790,000	1400
Subtotal	\$790,000	1400
Commercially Sexually Exploited Children Intervention	Annual Award	Est. Served
Dreamcatcher Youth Services	\$110,000	40
MISSEY, Inc.	\$80,000	60
BAWAR	\$73,000	150
Subtotal	\$263,000	250
Family Violence Intervention	Annual Award	Est. Served
Family Violence Law Center	\$450,000	1000
Subtotal	\$450,000	1000
Innovation Fund	Annual Award	Est. Served
Community Works	\$100,000	35
Seneca Family of Agencies	\$100,000	50
Subtotal	\$200,000	85
RFP TOTAL	\$6,200,000	3,862
Direct Allocation to OUSD – Youth Case Management Coordination	\$80,000	N/A
Direct Allocation to Alameda County Probation Department – Youth Case Management Coordination	\$90,000	N/A
SUBTOTAL APPROVED DIRECT ALLOCATIONS	\$170,000	
GRAND TOTAL	\$6,370,000	3,862

Attachment B: Program Descriptions – Agencies Recommended for Funding

INTENSIVE YOUTH CASE MANAGEMENT

SUMMARY: This sub-strategy aims to re-engage the highest risk youth in school and help them to reduce or eliminate their engagement with the Juvenile Justice system. This sub-strategy is a partnership between Oakland Unite, Alameda County Probation Department, Oakland Unified School District, and Alameda County Health Care Services.

TARGETED POPULATION: Oakland youth ages 14 to 18 leaving the Juvenile Justice Center.

REFERRAL SOURCE: Transition Center of the Juvenile Justice Center.

AGENCIES RECOMMENDED FOR FUNDING

Rec. Agencies	Rec. Award Amt.	Rec. # Served	Service Area
East Bay Asian Youth Center	\$285,000	60	West, Central, East. Services based 19X.
East Bay Agency for Children	\$200,000	50	Citywide, sites at Ruidsdale, Dewey, Ralph Bunche. Services based 35X, 19X, 05X.
OUSD Office of Alternative Ed. (Collab. with CYO)	\$200,000	45	East & Central, some West. Services based 12X, 08X, 19X, 25X, 35X.
Youth ALIVE!	\$180,000	40	Citywide, focus West, Central, East. Services based 08X, 35X.
MISSEY, Inc.	\$155,000	30	Citywide. Services based 04X.
The Mentoring Center	\$100,000	25	Citywide, focus West, North. Services based 03Y.
<i>Subtotal</i>	<i>\$1,120,000</i>	<i>250</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

All agencies will provide intensive case management, which will include connection to school, employment and other critical support services (such as mental health resources or substance abuse treatment), court advocacy, and family engagement. In addition:

- **East Bay Asian Youth Center's** services will be provided by Case Managers with extensive professional experience, who develop relationships and provide services in a manner appropriate to the racial, ethnic, language, age, and gender experiences of the target population. Each Case Manager serves a caseload that benefits from his/her cultural and linguistic assets – African American youth with an African American Counselor; Latino youth with a Latino Counselor; Southeast Asian youth with a Southeast Asian Counselor. Three Case Managers are fluent in Spanish, Khmer, and Cantonese, and are able to effectively communicate with parents and other family elders.
- **East Bay Agency for Children (EBAC)** Case Managers will deliver culturally competent, trauma-informed wraparound services to include access to EBAC peer support groups and EBAC mental health services, and substance abuse treatment referrals. The EBAC staff is culturally, racially and linguistically diverse, and reflect the target populations served (African American, Latino and bi-lingual Spanish/English, male and female).
- **OUSD Office of Alternative Education (AltEd)**, in collaboration with sub-grantee California Youth Outreach-Oakland and the Alameda County Office of Education (ACOE), will primarily serve youth who are placed in AltEd sites (especially Street Academy, Ruidsdale, and

Attachment B: Program Descriptions – Agencies Recommended for Funding

Community Day) and ACOE sites (Bridge and Quest Academies). Services will include: welcoming circles using restorative justice practices; ongoing mentoring and crisis intervention; weekly life skills/peer support groups that integrate restorative justice, social-emotional learning, academic and employment skills; and clinical case management and cognitive-based interventions for youth with behavioral health challenges.

- **Youth ALIVE!** Case Managers will assess each client's need for substance abuse and mental health counseling, and will provide clinically supported gender-specific support groups and links to ongoing mental health services both in-house and through outside referrals. The program will employ a structured stipend program to encourage goal achievement and emphasize strong links between clients and their educational institutions. Staffing will include bilingual Spanish capacity.
- **MISSEY, Inc.** Case Managers will provide intensive and long-term wrap-around case management to young people who have been commercially sexually exploited (CSE). MISSEY maintains a diverse group of staff, mentors and volunteers, including CSE survivors to foster a sense of shared experience with young people from a variety of backgrounds and histories. Case Managers' work is intensely trauma-informed and staff will provide unconditional respect and regard for clients. Case Plans will be individualized and determined in partnership with the client and his or her family, but always include safety planning, linkage to safe housing, and an educational plan.
- **The Mentoring Center's** (TMC) services will include their Transformative Mentoring approach that focuses on building a strong sense of positive identity, leadership development, critical thinking and decision making and access to positive peer mentoring/support groups at TMC. All services will be trauma-responsive, culturally-relevant and founded in positive youth development and Transformative Mentoring principles.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of youth engaged in case management services # of youth engaged in group services, e.g. violence prevention groups # of youth referred to/obtain needed support services # of youth referred to services at release from JJC
Service Hours	# of individual hours of case management services # of hours of peer support groups
Client Engagement	# of days it takes to re-enroll a youth in school upon release from JJC # of youth who remain enrolled through the end of the school year # of youth who attain an educational goal # of youth who attain other benchmarks outlined in plan # of family/community members engaged in youth's case management

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

- Youth coming out of the JJC successfully complete probation without re-arrest.
- Youth have a positive outlook on their lives.
- Youth enroll in education programs, vocational training, or acquire employment.
- Youth experience position or wage gains.
- Youth have caring relationships with positive adults and peers.
- Participants have reduced risk factors for violence and/or recidivism

Attachment B: Program Descriptions – Agencies Recommended for Funding

INTENSIVE ADULT CASE MANAGEMENT

SUMMARY: This sub-strategy aims to re-direct young adults away from violence and towards making positive changes in their own lives.

TARGETED POPULATION: Young adults, ages 18-35, with a history of or involvement in violent or criminal behavior, or who are highly at risk of using violence to solve conflicts.

REFERRAL SOURCES: Ceasefire, Street Outreach, and Local Correctional Facilities.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agencies	Rec. Award Amt.	Rec. # Served	Service Area
California Youth Outreach-Oakland INC.	\$350,000	60	Citywide, focus Central, East. Services based 23X.
The Mentoring Center (Collab. with CURYJ)	\$350,000	45	Citywide. Services based 03Y, 19X.
Roots Community Health Center	\$116,000	25	Citywide, focus East. Services based 32X.
Volunteers of America - NCNN	\$116,000	25	Citywide, focus West, North, East. Services based 03Y, 20X.
<i>Subtotal</i>	<i>\$932,000</i>	<i>155</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

All agencies will provide intensive case management, which will include connection to employment, education, and other critical support services (such as mental health resources or substance abuse treatment), court advocacy, and family engagement. In addition:

- **California Youth Outreach-Oakland INC.** services will be conducted by seasoned Life Coaches who are Oakland natives, two of whom were formerly incarcerated, two who are African American and one who is Latino and fluent in Spanish. One new Life Coach will be hired with an emphasis on relevant experience and language to effectively serve the Latino client population. Coaches will work with clients to build tailored plans with the ultimate goal of living a stable and non-violent lifestyle; career trades training at Laney College will be available to each client. CYO is also a recommended service provider for the Street Outreach sub-category (as a sub-grantee to Youth ALIVE!). CYO Case Managers have strong partnerships with Street Outreach Violence Interrupters and will be able help other agencies to develop those partnerships in order to support participants.
- **The Mentoring Center**, in collaboration with sub-grantee Communities United for Restorative Youth Justice (CURYJ), will work with Ceasefire clients and others. Services will include Transformative Mentoring and manhood and leadership development groups, all based in trauma-responsive, culturally-rooted practices. Participants develop skills in conflict resolution, critical thinking, advocacy, emotional control and trauma-informed healing. TMC's Transformative Leadership Institute will engage clients' families and peers, and provide anger management and fatherhood engagement and support. TMC and CURYJ will conduct monthly healing circles for mentors and participants.

Attachment B: Program Descriptions – Agencies Recommended for Funding

- Roots Community Health Center** is located at 99th and International Blvd. in East Oakland, just one block from the #1 stressor beat in Oakland. Roots will receive pre-release referrals from San Quentin/Santa Rita and will work with Ceasefire and Street Outreach to establish new referral agreements. Roots will link clients with their case manager, a "Roots Health Navigator" (RHN). RHNs are formerly incarcerated Certified Community Health Workers who are supported and formally supervised by a Licensed Clinical Social Worker. RHNs are assigned a panel of re-entry clients, enrolling them into public benefits, assisting them with barrier removal and navigating bureaucratic processes, securing housing, attending appointments, establishing health care as needed, coordinating family meetings, and linking to resources. Navigators form intense, long-term relationships with their clients and are part of an interdisciplinary care team that supports the clients and RHNs alike.
- Volunteers of America – NCNN** will receive referrals from various agencies including law enforcement and community partners. Recruitment will include pre-release assessment in the Santa Rita County Jail Transition Center and San Quentin Prison. Case Managers will develop service plans to identify social-economic strengths and barriers including employment readiness. All clients will be assessed by a mental health therapist and substance abuse treatment will be addressed. Clients will have access to weekly peer support groups, and participate in a heavily incentivized program to help them with the cost of education, vocational training, transportation, tools, books and basic supplies. Additionally, VOA will refer and work with 80 clients to access housing support through the Oakland Path Re-housing Initiative.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of participants engaged in case management services # of participants engaged in group services # of participants receiving mental health assessments # of participants referred to/obtain needed support services
Service Hours	# of individual hours of case management services # of hours of peer support groups
Client Engagement	# of participants complete life/case plan # of participants attain GED or other educational benchmark # of participants obtain and sustain employment # of participants who experience position and/or wage gains # of participants attain other benchmarks outlined in plan # of participants retained for 12 months or more # of family/community members engaged in case management

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

- Participants are not involved in a violent incident.
- Participants with high risk criminal histories are not re-arrested.
- 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 successfully complete probation or parole without re-arrest.
- Participants with high risk criminal histories successfully re-enter or reintegrate into their communities, including finding and keeping gainful employment.
- Participants have a positive outlook on their lives.
- Participants have caring relationships with peers and family members

Attachment B: Program Descriptions – Agencies Recommended for Funding

YOUNG ADULT LEADERSHIP COUNCIL

SUMMARY: A pilot program to establish a Young Adult Leadership Council. Participants will be those who have been intensely impacted by street violence, either as victims or as offenders, yet are at a critical place in their lives where they are highly motivated to engage in a transformative process of healing and growth, not only for themselves, but for their peers and communities as well. The grantee will develop a structure to provide training, education, and resources to these participants in order to increase their leadership capacity and involvement in violence prevention efforts throughout Oakland.

TARGETED POPULATION: Young adults, ages 18-35, with a history of or recent involvement in violent or criminal behavior, and/or at risk of using violence to solve conflicts.

REFERRAL SOURCE: Members will be selected through a referral and application process from those highest-risk individuals served by Oakland Unite-funded Case Management and Street Outreach providers.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agency	Rec. Award Amt.	Rec. # Served	Service Area
The Mentoring Center (Collab. with CURYJ, ONS Director)	\$170,000	20	Citywide. Services based 03Y, 19X.
<i>Subtotal</i>	<i>\$170,000</i>	<i>20</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

- **The Mentoring Center** will work in collaboration with Communities United for Restorative Youth Justice (CURYJ), the Richmond Office of Neighborhood Safety (ONS) Director, and HSD to develop the Oakland Peace and Justice Leadership Fellowship. TMC, with partners, will invite and engage those deemed to be the most lethal and active firearm offenders to participate in a [non-mandated] 18-month Fellowship.

The Fellowship program design is modeled after City of Richmond's Office of Neighborhood Safety (ONS) Operation Peacemaker Fellowship. DeVone Boggan, ONS Director, will advise the project. A Leadership Council Developer will convene and provide coordination over the strategy, working closely with Oakland Unite Case Managers, Street Outreach Workers and the Fellows themselves. Each Fellow will be allotted a monthly stipend for 9 of 18 months of their Fellowship, which will be tied to accomplishments associated with participation levels and meeting personal goals. Fellows will be provided with an opportunity to participate in learning trips to other cities.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of participants who complete a series of trainings # of participants who take part in group development & learning trips # of participants who speak at policy or community events # of projects completed by the group (e.g. development of a policy agenda, presentations on community violence issues, neighborhood events, etc.)

Attachment B: Program Descriptions – Agencies Recommended for Funding

Service Hours	# of hours of learning workshops and training provided # of learning trips # of hours where participants planned and implemented group projects
Client Engagement	# of participants who remained in the program for 12 months # of participants who attended a community/government meeting # of participants who presented at a community/government meeting

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

- Participants who have been actively involved in violence become positive leaders and change agents in their communities.
- Participants have meaningful opportunities to participate and engage in civic processes around community-based violence reduction.
- Participants solve conflicts using restorative justice techniques.
- Participants have caring relationships with their families and peers.
- 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 avoid further involvement with law enforcement.
- Participants avoid violent injury or trauma..

Attachment B: Program Descriptions – Agencies Recommended for Funding

YOUTH EMPLOYMENT/EDUCATION SUPPORT

SUMMARY: This sub-strategy aims to strengthen high risk youth’s economic self-sufficiency and career readiness through subsidized work experience, employment and academic support.

TARGETED POPULATION: Oakland youth ages 14 to 18 at highest risk for violence and/or returning to the community after being detained and/or incarcerated.

REFERRAL SOURCES: Primarily through Intensive Youth Case Management grantees. Referrals may also come from Violent Incident and Crisis Response grantees.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agencies	Rec. Award Amt.	Rec. # Served	Service Area
Youth Employment Partnership (Collab. Overcomers with Hope)	\$240,000	60	Citywide. Services based 02Y, 20X.
Alameda County Office of Ed. (Collab. with OUSD Alt. Ed, Moving Forward)	\$185,000	45	East, Central, some West. Services 12X, 08X, 19X, 25X, 35X.
Youth Radio	\$125,000	24	Citywide. Services based 04X.
Bay Area Community Resources	\$120,000	28	West and East, sites at Rudsdale, Ralphe Bunche. Services based 35X, 05X, 03Y.
<i>Subtotal</i>	<i>\$670,000</i>	<i>157</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

- Youth Employment Partnership (YEP)**, in collaboration with sub-grantee Overcomers with Hope Studio (OWH), will offer a program designed to meet clients at their current developmental level and guide them through steps to personal, educational and career advancement. Job readiness training will include topics like resume writing, interviewing, appropriate workplace demeanor, and job search skills. Sub-grantee OWH will provide basic to advanced technology training, including collaborative and individual media projects. Youth will be placed in paid internships in their chosen field and participate in weekly job development training. Placement includes an adult supervisor who acts as a mentor and reference. Youth will receive support to participate in credit recovery and basic educational skills development, and can receive paid bonuses for meeting educational benchmarks. As a citywide program, YEP is positioned to accept participants from any Intensive Youth Case Management program. Staff includes Spanish-, Cantonese- and Mandarin- speaking individuals, 25% of whom are former clients, most of whom share similar backgrounds to clients, and who are reflective of the communities served.
- Alameda County Office of Education (ACOE)**, in collaboration with sub-grantee Moving Forward Education (MFE), will serve Oakland youth referred by the intensive case management program who are placed in OUSD Alternative Education sites or ACOE schools. Staff from MFE will engage youth to develop individualized education & career development plans and provide ongoing 1:1 support, leveraging the resources of ACOE and OUSD AltEd. The project features four primary components: (1) One-on-One Academic Mentorship, including tutoring, accelerated credit recovery & test preparation supports; (2) Individualized Continuing Education Planning, including dual-enrollment in community college, career technical education & pre-college programs; (3) Career Exploration

Attachment B: Program Descriptions – Agencies Recommended for Funding

Programming, including after-school enrichment courses, work readiness training & financial literacy skill building; and (4) Personalized Paid Internship/Externship Experiences, including community service activities, placement with aligned employers inside and outside of the school community, and ongoing supports that allow students to successfully manage new responsibilities and persist in the face of personal and professional obstacles.

- **Youth Radio** participants will receive paid technical training where they engage in hands-on, education in media, tech and the arts. Professional development, community building, and academic workshops are built into training. Participants will complete a keystone project informed by professional development workshops and community engagement - a 6-month exploration and production process that serves as a way for participants to engage their community while gaining work experience and pre-employment life skills and job-readiness. Participants will work with advisors to develop a calendar of ongoing touch-points and wraparound support. Upon completion of training, students apply for paid internships at Youth Radio. These youth will be poised to earn school credit and mastery badges that prepare them to earn a living wage and/or go to college.
- **Bay Area Community Resources (BACR)** will address the developmental needs of school-age youth by focusing on re-engaging them in education. BACR services will be based at Rudsdale and Bunche. BACR will provide key school- and job-related skill training and job placements in high-demand industries that allow youth to take on real responsibility. Opportunities align with existing job training at school sites: culinary arts, green construction, public service, and healthcare. Confirmed worksites include: East Bay Regional Parks, Oakland Parks and Recreation, American Solar Direct, Oakland libraries, and health centers. Youth will also be placed as program aides in BACR’s Oakland summer programs. During internships, youth participate in monthly group trainings and meet 1:1 with staff. Staff reflect the backgrounds of youth, and include staff with bilingual Spanish language ability.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of youth complete employment program # of youth successfully complete probation mandated community service # of youth placements in advanced training or apprenticeship programs # of employers engaged by Applicant
Service Hours	# of hours of work experience completed by participants
Client Engagement	# of youth who obtain sustained employment at 30 –60—90 days # of youth with positive employer evaluations # of youth who experience position or wage gains # of youth with increase in academic credits # of youth with improved school attendance # of youth who attain other educational goals

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

- High risk youth build skills and positive work habits.
- Youth develop knowledge about occupational opportunities.
- Youth have reduced risk factors for violence and/or recidivism.
- Youth successfully complete probation without re-arrest (where relevant).
- Youth have a positive outlook on their lives.

Attachment B: Program Descriptions – Agencies Recommended for Funding

TRANSITIONAL AGE YOUTH AND YOUNG ADULT EMPLOYMENT/EDUCATION SUPPORT

SUMMARY: Programs that work to enhance the long-term employability of participants through the development of skills and education, with a focus on successful placement and retention.

TARGETED POPULATION: Transition Age Youth ages 16-24 and/or young adults ages 18 to 35 at highest risk of violence and/or returning after incarceration for serious or violent crimes.

REFERRAL SOURCES: Primarily through Intensive Adult Case Management grantees. Some referrals may also come from Violent Incident and Crisis Response providers or other sources.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agencies	Rec. Award Amt.	Rec. # Served	Service Area
Center for Employment Opportunities	\$320,000	75	Citywide. Services based 19X, 03Y.
Civicorps Schools	\$250,000	50	Citywide. Services based 02Y, 26Y
Building Opportunities for Self-Sufficiency (Collab. with Five Keys, Laney, ICA, WIN, V-Force)	\$200,000	45	Citywide. Services based 04X, 30Y.
Oakland Private Industry Council, Inc. (Collab. St. Vincent, Bread Project)	\$200,000	45	Citywide. Services based 03X, 06X, 33X.
Beyond Emancipation	\$110,000	25	Citywide, focus East. Services based 31Y.
<i>Subtotal</i>	<i>\$1,080,000</i>	<i>240</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

- Center for Employment Opportunities (CEO)** will offer a program that focuses on transitional, crew-based work. Participants will take part in a pre-employment skills development course in which they create resumes, conduct mock interviews and learn to answer questions about their conviction from a prospective employer. Participants are then immediately employed on a CEO work crew, receiving daily pay and a daily assessment on critical soft skills. Participants meet weekly with a Job Coach to receive support to become “Job Start Ready”, at which point they are sent out for job interviews in the private sector. Once placed in a permanent job, participants are eligible for CEO’s job retention services for a full year, including workplace counseling, crisis management, job re-placement, financial counseling, career planning support and an incentive program.
- Civicorps Schools** will work with students to gain soft skills, vocational certifications and complete paid job training while working to earn their high-school diploma. They offer Transitional Employment on crews completing neighborhood beautification and other environmental projects as well as employment with Employer Partnerships. After graduation, a Career Counselor will work to place youth in internships with such partners as Oakland Housing Authority, pre-apprenticeships in their Recycling Social Enterprise, or union apprenticeships with Waste Management. Staff provides in-depth support to both students and business partners, so that participants gain permanent, long-term employment.
- Building Opportunities for Self-Sufficiency (BOSS)** will provide both classroom and work experience activities. Services provided by the program shall include Employability Workshops, Office Technology and Internet Training, Life Skills Training, Unpaid and Paid

Attachment B: Program Descriptions – Agencies Recommended for Funding

Work Experience Activities, Subsidized Employment, General Adult Education, Vocational and Educational Training, Employment Placement, Retention, and Reemployment Services, Transportation Assistance, Performance Incentives, and Apprenticeship Programs. Classroom instruction will be provided every other week, with alternate weeks being utilized for work experience activities. Partners include V-Force Staffing who will assist with recruiting/job placement. WIN Learning will provide their comprehensive Career Readiness System. 5 Keys Charter School and Laney College will work with participants on educational attainment. InnerCity Services will provide comprehensive computer training.

- Oakland Private Industry Council, Inc. (OPIC)**, in collaboration with St. Vincent de Paul and The Bread Project, will provide a range of training and support services designed to help participants become fully job ready and to place them in work experience opportunities and permanent, life-sustaining employment. The program will begin with assessment and development of a career plan, a four-day job search workshop and life skills workshops. This will be followed by fully funded vocational training, job placement and follow up for job retention. St. Vincent de Paul will provide work experience, including warehouse and culinary. The Bread Project will provide culinary training and job placement. The program will be complemented by educational support, stipends, support services. and wage subsidies.
- Beyond Emancipation** will offer current and former foster and probation youth a paid internship transitioning to permanent employment with local small businesses. Participants work part-time and participate in individual and group coaching and skill-building activities. Key elements of the model include: a cohort model, in which participants have the chance to learn from and support one each other; individual coaching and group professional development workshops tailored to practicing skills that employer partners have identified as critical to success; work experience that meets participants where they are and pushes them to achieve more; and wraparound support to help participants meet their basic needs and individual education goals. Local employer partners include but are not limited to Mandela Marketplace, The Town Kitchen, and the East Bay SPCA.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of participants successfully completing life/soft skills training # of participants complete GED, HS diploma, college or vocational classes # of participants placed in employment # of employers engaged by Applicant
Service Hours	# of hours of job coaching provided to participants # of hours of training provided to participants # of hours of engaging employers (program planning, etc.)
Client Engagement	# of participants with sustained employment at 30 –60 – 90 –180 days # of participants receive industry skills certification or credential # of participants placed in Advanced Training or Apprenticeship # of participants who experience position and wage gains

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

- Participants build skills and positive work habits.
- Participants obtain and sustain long-term, career-track employment.
- Participants become self-sufficient.
- Participants have reduced risk factors for violence and/or recidivism.

Attachment B: Program Descriptions – Agencies Recommended for Funding

- Participants successfully complete probation or parole without re-arrest.

STREET OUTREACH

SUMMARY: This sub-strategy 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.

TARGET POPULATION Oakland transition age youth 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: Alameda Health System Highland Hospital, Probation, Parole, or Correctional Institution staff, Shooting and Homicide Response and Support Network grantees, and 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 based on shooting and homicide crime trends.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agency	Rec. Award Amt.	Rec. # Served	Service Area
Youth ALIVE! (Collab. with CYO)	\$790,000	1,400	Teams in Deep East, Central. Services based 08, 23X.
<i>Subtotal</i>	<i>\$790,000</i>	<i>1,400</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

- **Youth ALIVE!**, in collaboration with California Youth Outreach-Oakland, will provide Street Outreach services to Central and Deep East Oakland. Serving their home neighborhoods, Outreach Workers will provide an ongoing presence to: prevent violence through community relationships and engaging youth/young adults—addressing urgent needs and providing education and employment opportunities. Violence interrupters will bring a message of non-violence and community safety, while building strong relationships with young people at highest risk of violence. The interrupters will mediate between hostile groups to achieve long-range truce negotiations, and be on-call to address immediate safety issues.
- **Street Outreach Re-bid:** Staff recommends that \$325,000 of the Street Outreach sub-strategy funds be reissued in a new Request for Proposals in order to solicit additional proposals for West Oakland services. The highest ranked application proposed to serve the entire City but did not include a West Oakland partner, a critical component to the work. Both new and current applicants would be encouraged to bid on the re-issued RFP which would include the requirement to have a West Oakland-based partnership

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of street outreach community events in target areas # of general outreach participants # of intensive outreach participants

Attachment B: Program Descriptions – Agencies Recommended for Funding

	# 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.

Attachment B: Program Descriptions – Agencies Recommended for Funding

SHOOTING AND HOMICIDE RESPONSE AND SUPPORT NETWORK

SUMMARY: This sub-strategy invests in a community-based Shooting and Homicide Response and Support Network for those who have lost a loved one to gun violence in Oakland, or who have themselves been injured by gun violence or other serious physical assault. In partnership with Street Outreach, the Network will help break the cycle of violence that can follow a shooting or homicide by addressing the basic and social-emotional needs of victims and/or their families, and by providing alternatives to retaliatory violence.

TARGET POPULATION: Shooting and stabbing victims ages 14 to 35; family members and close friends of homicide victims; and residents age 18 and up who are at real, immediate risk of injury or death due to involvement in an Oakland shooting incident and who need relocation.

REFERRAL SOURCES: AHS/Highland Hospital, Oakland Police Department. Referrals for relocation will also come from Street Outreach and Oakland Unite-funded Case Managers.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agencies	Rec. Award Amt.	Rec. # Served	Service Area
Catholic Charities of the East Bay (Collab. with YA!)	\$300,000	180	Citywide. Services based 01X.
Youth ALIVE!	\$125,000	100	Citywide. Services based 08X.
California Youth Outreach-Oakland, INC	\$100,000	25	Citywide. Services based 23X.
<i>Subtotal</i>	<i>\$525,000</i>	<i>305</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

- **Catholic Charities of the East Bay (CCEB)**, in collaboration with Youth ALIVE!, will provide immediate intensive outreach and case management to those affected by homicide. Staff will provide support services such as assistance with funeral or vigil planning and costs, referrals to other stabilizing services such as housing and healthcare, Victim of Crime application assistance, and assistance with other immediate needs. Trained mental health professionals will provide trauma-informed, culturally-appropriate mental health services that meet clients where they are, including making home visits. Clients - with the priority going to families of victims under the age of 35 - will be supported with best practices tailored to each client in all steps of their journey from crisis to stability.
- **Youth ALIVE!** will offer support to violently injured youth or young adult at Highland Hospital. When an individual is admitted for treatment, hospital staff will identify eligible patients, inform them of services and refer consenting individuals to our program. An Intervention Specialist will be dispatched to the bedside of patients not immediately released. They will assess the risk of retaliation and work with the patient and family and friends to address risks. When the initial crisis has passed, the Intervention Specialist administers a needs assessment to design an individualized discharge and recovery plan. This plan includes milestones and details an array of services. The Intervention Specialist monitors progress toward reaching milestones and amends the plan with the client as needed.

Attachment B: Program Descriptions – Agencies Recommended for Funding

- California Youth Outreach-Oakland, INC** will offer emergency, temporary relocation support to Oakland residents, age 18 and up, who are in real and immediate risk of injury or death due to involvement in a shooting incident that took place in Oakland. The program will serve individuals who may not be eligible for other relocation support, and will be coordinated with critical law enforcement partners. Flexible financial assistance and intensive case management and mental health services will be offered to provide the range of financial and psychosocial supports needed to enable participants to access healthy resilience and change the trajectory of their lives. Short term relocation will be available to remove participants from imminent danger, with supports in place to help participants develop a longer-term relocation plan, while also providing time and distance for conflict mediation to occur, when possible.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of intensive outreach participants # of participants engaged in case management # of mental health participants # of groups hosted to provide support around a homicide # of participants successfully relocated
Service Hours	# of hours providing intensive support # of hours of case management services # of hours providing mental health/clinical case management services
Client Engagement	# of participants receiving mental health assessments # of participants that complete VOC application # of participants that complete life/case plan # of participants referred to/obtain needed support services

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

- Victims of violence are supported in their healing and recovery from trauma.
- Families/friends of victims are supported in their healing and recovery from trauma.
- High-retaliation violent incidents are prevented.
- Participants and their loved ones avoid violent injury, death, or trauma.
- Participants are less likely to be engaged in violence or risky behavior.
- Participants feel safe and protected and report satisfaction with services.
- Participants have access to longer-term support services and positive alternatives.

Attachment B: Program Descriptions – Agencies Recommended for Funding

COMMERCIALLY SEXUALLY EXPLOITED CHILDREN (CSEC) INTERVENTION

SUMMARY: Support agencies to conduct outreach to CSEC, bring them to safety, and end their exploitation. Support for CSEC should include outreach, connections with appropriate, caring adults, wraparound support, and access transitional/emergency housing.

TARGETED POPULATION: Children and youth in Oakland age 18 and under who are or who have been sexually exploited, which is defined as “a child or youth engaged in the sex trade, often a survivor of sexual abuse or sexual violence.”

REFERRAL SOURCES: Oakland Police Department, Alameda County Juvenile Probation, Alameda County District Attorney’s Office, the Family Justice Center, Alameda County Juvenile Girl’s Court, Oakland Unified School District and/or Highland Hospital.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agencies	Rec. Award Amt.	Rec. # Served	Specific Services	Service Area
Dreamcatcher Youth Services	\$110,000	40	Shelter, wraparound	Citywide, focus Central/East. Services based 01X.
MISSEY, Inc.	\$80,000	60	Drop-in center	Citywide, focus Central/East. Services based 04X.
BAWAR	\$73,000	150	CSEC Outreach with OPD	Citywide, focus Central/East. Services based 08X.
<i>Subtotal</i>	<i>\$263,000</i>	<i>250</i>		

AGENCY-SPECIFIC SERVICES AND POPULATIONS

- **Dreamcatcher Youth Services** will provide emergency shelter, assessment, crisis intervention, and stabilization support for CSEC. The shelter is open 24 hours a day, 7 days a week, and will serve 40 CSEC annually for an average of 30 days at a time. Crisis support can include referral for mental health services or counseling/crisis intervention on site. Stabilization support will include providing youth with a safe and supportive environment with consistent expectations to enable them to address what has happened to them. It will include fostering positive relationships with caring adults who can mentor and guide as well as meet participants’ basic needs for food, clothing and opportunities to promote healthy lifestyles and positive patterns of social interaction.
- **MISSEY, Inc.** will build on their successful CSEC drop-in center, Safe Place Alternative (SPA), with enhanced crisis response and stabilization services. SPA provides a place for young people to come inside and form positive relationships with peers and adults. Those who are ready to make positive changes can participate in a trauma-informed curriculum customized for Oakland youth. The SPA also acts as a crisis response center for CSEC survivors who are not engaging in case management but who need support with resource referrals or someone to talk to. MISSEY will add a part-time Crisis Intervention Specialist to provide in-depth response to the clients in greatest need.
- **BAWAR** will conduct outreach to CSEC in coordination with OPD CSEC special operations; the Alameda County DA’s Office; the Family Justice Center; OUSD; Highland Hospital; the Probation Department & other agencies in Alameda County. Immediate crisis intervention

Attachment B: Program Descriptions – Agencies Recommended for Funding

and stabilization will occur upon meeting the child and follow-up visits will occur within 24 hours on weekdays and 48 hours on weekends if child is placed at the JJC. BAWAR will attend SafetyNet meetings weekly to participate in a team approach to assess the youth's needs and to construct a safety plan. BAWAR will provide referrals to other agencies to ensure appropriate wraparound service.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of CSEC engaged through intensive outreach # of CSEC provided with transitional housing support # of CSEC provided with longer-term/case management services # of community-based staff trained on CSEC issues and support
Service Hours	# of hours of CSEC engagement in intensive outreach # of hours of CSEC engagement in longer-term/case mgt. services # of nights that CSEC are provided with safe emergency housing
Client Engagement	# of CSEC successfully referred to needed support services

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

- Minors are removed from sexual exploitation.
- Survivors feel safe and cared for, and have a positive outlook on their lives.
- Survivors have caring and healthy relationships with positive peers and adults.
- Survivors are connected to and engaged with long-term support services.
- Survivors have access to and participate in pro-social activities (like education).
- Survivors are empowered through self-determination.
- Survivors exhibit fewer high risk behaviors.
- Providers and partners have increased awareness of CSEC need and services.

Attachment B: Program Descriptions – Agencies Recommended for Funding

FAMILY VIOLENCE INTERVENTION

SUMMARY: This sub-strategy reduce the negative effects of family violence by supporting programs that provide legal, social, and emotional support services to victims of family violence, including young children who are exposed to and/or experience violence in the home.

TARGETED POPULATION: Oakland victims of family violence and young children who witness or experience domestic or family violence, and youth involved in teen dating or family violence.

REFERRAL SOURCE: OPD will provide as part of their response to family violence incidents.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agency	Rec. Award Amt.	Rec. # Served	Service Area
Family Violence Law Center	\$450,000	1,000	Citywide. Services based 08X.
<i>Subtotal</i>	<i>\$450,000</i>	<i>1,000</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

- **Family Violence Law Center (FVLC)** will provide 24-7 crisis response, safety planning, assistance with restraining orders, and other resources to at least 1,000 survivors of domestic violence via the crisis line and in person at the Alameda County Family Justice Center during business hours and off site with our Mobile Response Team on nights and weekends. FVLC will receive copies of police reports from OPD and reach out to survivors, and also will receive referrals from other community agencies. FVLC will provide intensive case management to some of the survivors with the highest need. FVLC will also provide ongoing trainings to OPD. Additionally, FVLC will provide therapy services to children aged 0-5 who have been exposed to domestic violence in their homes.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of clients/families served with crisis counseling, safety planning, and legal support # of clients and families provided with stabilization/case management services # of Oakland police officers trained in responding to family violence # of community-based professional staff trained on family violence issues
Service Hours	# of hours of individual crisis counseling provided # of hours of group crisis counseling provided # of hours of training provided to police officers and community-based staff
Client Engagement	# of Victims of Crime (VOC) applications completed # of clients and families referred to long-term support services # of clients that were given legal/court advocacy

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

- Survivors are safe, healthy, and stable.
- Fewer families and children in Oakland experience incidences of domestic violence.
- Survivors are transitioned into safe housing.
- Survivors are empowered with access to information that protects their safety, including development of safety plans and knowledge of the cycle of violence.
- Survivors are empowered to pursue protection orders.
- Survivors report positive experiences and satisfaction with the services received.
- Police officers and other community-based staff are better prepared to interact with young children and partners who have been exposed to violence.

Attachment B: Program Descriptions – Agencies Recommended for Funding

INNOVATION FUND

SUMMARY: The Innovation Fund aims to provide seed funding for innovative approaches to violence intervention and encourage new programs/ practices with high potential.

TARGETED POPULATION: Individuals and communities most affected by and/or engaged in violence, including populations that are often difficult to engage and serve.

REFERRAL SOURCE:

- Community Works: Alameda County District Attorney provides referrals.
- Seneca Family of Agencies will work with two schools in highly stressed communities.

AGENCIES RECOMMENDED FOR FUNDING:

Rec. Agencies	Rec. Award Amt.	Rec. # Served	Service Area
Community Works	\$100,000	35	Citywide. Services based 12X.
Seneca Family of Agencies	\$100,000	50	East Oakland. Services based 12Y, 32Y, 32X.
<i>Subtotal</i>	<i>\$200,000</i>	<i>85</i>	

AGENCY-SPECIFIC SERVICES AND POPULATIONS

- **Community Works** will use “restorative community conferencing,” to divert Oakland youth from criminal prosecution. Restorative community conferences are meetings in which the person harmed, caregivers, prosecutors, law enforcement, and concerned community members meet with the youth, determine what harm has been done, and how to correct it. Through consensus, participants develop a plan for the youth to “do right” by the victim, their family, the community, and themselves. Conference coordinators supervise youth until all activities in the plan are complete. At that point, charges against the youth are never filed.
- **Seneca Family of Agencies** will work with two schools in highly stressed communities to support school-wide adoption of a trauma-informed education model. Seneca will place a full-time Unconditional Education Coach at each campus who will: Complete a Culture and Climate assessment to identify each school’s strengths and areas for growth; Use information from the assessment to create actionable Culture and Climate goals that support trauma-informed and restorative school-wide practices; Implement social emotional assessments to identify students in need of additional supports; and Connect students to a coordinated and responsive continuum of care.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data which may include:

Category	Performance Measures
Clients Served	# of youth who develop a restorative plan # of youth who participate in restorative community conferencing # of individuals at school site who participate in climate/culture assessment # of school staff, parents, and community members trained # of youth who participate in school-based social-emotional skills groups
Service Hours	# of individual hours of case management services # of hours of restorative community conferencing # of hours of training to school partners # of hours of school-based social-emotional skills groups

Attachment B: Program Descriptions – Agencies Recommended for Funding

Client Engagement	# of youth who complete their plan # of family/community members engaged in youth's case management # of school policies changed to improve behavioral and mental health supports
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Outcomes will be measured by an independent evaluator. Outcomes may include:

- Participants avoid prosecution, probation, and possible incarceration
- Participants have reduced risk factors for violence and/or recidivism
- Participants solve conflicts using restorative justice techniques.
- Participants feel safe and connected in their communities.
- Participants have caring relationships with peers.
- Participants learn alternative approaches to reducing violence, healing of trauma, and recognizing self-worth.

Attachment C – Oakland Unite 2015 RFP Process

Background/History

In collaboration with public partners, and based on a five month planning process, HSD developed recommendations for violence intervention strategies and the process for allocating Measure Z funds. These recommendations were initially presented to the Public Safety and Services Violence Prevention Oversight Commission (SSOC) on May 27, 2015. The SSOC approved the proposed spending plan, with the request to identify additional funds for youth case management stipends similar to those allocated for high risk adults.

The recommendations were then presented to City Council, incorporating the SSOC's request for youth stipends. On July 21, 2015, City Council approved Resolution No. 85720, authorizing the release of the majority of Measure Z funds (80%) through a competitive Request for Proposal (RFP) and Request for Qualifications (RFQ) process. In addition, City Council approved direct allocation for the remaining amount of funds for programs and positions that are implemented by institutional partners or directly by the City. The five strategic investment areas approved by City Council reflect Measure Z goals and are aligned with best practices:

- I. Life Coaching/Intensive Case Management
- II. Education and Economic Self-Sufficiency
- III. Violent Incident and Crisis Response
- IV. Community Asset Building
- V. Innovation Fund

City Council also set aside \$110,000 annually from the General Purpose Fund in the Fiscal Year 2015-2017 Budget for the provision of shelter and wraparound support to commercially sexually exploited children, to be allocated through the Oakland Unite Measure Z RFP process.

RFP Guiding Principles and Essential Service Elements

The following guiding principles were approved by SSOC and City Council for Measure Z resource allocation:

- Prioritization of resources for neighborhoods where violence is most prevalent.
- Alignment with other funding sources.
- Utilization of evidence-based programs and/or best practices.
- Supporting efforts towards innovation and improvement.
- Utilization of data-driven analysis and outcome-based evaluation.

The essential service elements required for Measure Z funded interventions are:

- Focus on highest-risk individuals most likely to be involved in and directly affected by violence.
- Support of intensive interventions for highest-risk individuals centered on strong relationships.
- Engage participants during defining moments of crisis and self-reflection.
- Focus on both risk and resilience factors.
- Integrate family and community into service plans.
- Emphasize coordination among public and community service systems.

RFP Release

The RFP soliciting proposals from nonprofit community-based and public agencies was released on August 10, 2015, incorporating the guiding principles and service elements described above. The notification of funding opportunity was widely distributed via newspaper postings and a variety of email distribution lists, reaching over 1,800 individuals.

The RFP was available on the Oakland Unite website, and included detailed information on the application process including the review process and criteria, post award requirements, and proposal instructions. The RFP also included in-depth descriptions of each program strategy.

Attachment C – Oakland Unite 2015 RFP Process

The entire application was online, using the Cityspan database, to streamline the application process as well as the subsequent contract development process for successful applicants. In addition to the online submission, applicants were required to submit 2 hard copies to HSD.

Applicants were asked to demonstrate the highest level of capacity and a history of managing high quality programs in Oakland. As in the past, applicants were required to demonstrate the ability to leverage an additional 20 percent in matching funds.

RFP Application Process

A Bidder's Conference was held on August 21, 2015, with 89 individuals attending. The Bidder's Conference went over the RFP in detail, and had a Question and Answer period. A representative from Contract Compliance was present to discuss required City schedules and awarding of preference points. The Bidder's Conference was recorded by KTOP and posted on the Oakland Unite website.

Non-binding Letters of Intent (LOI) were due on August 26, 2015, to help staff determine the resources needed for the review process. There were 105 LOIs submitted by that date. Oakland Unite provided feedback to Applicants regarding their LOI only if there were key technical issues (e.g., missing information, incorrect sub-strategy).

Ongoing technical assistance was provided via email. Over 96 questions were received by HSD staff and posted on the website with answers within 48 hours of receipt. In addition, an in-person technical assistance session was held on September 2, 2015. Ongoing technical assistance for the electronic login and submission process was provided by Cityspan via phone and email.

Full proposals were due on September 16, 2015. 75 eligible proposals were received from 44 different agencies/collaborative, requesting approximately \$18,664,699.

RFP Review Process

HSD recruited over 42 panelists for 7 different review panels corresponding to different sub-strategies in the RFP. Each review panel consisted of individuals with expertise in the program strategies. Panels included public partner representatives (Oakland Unified School District, Alameda County Probation, Oakland Police Department, District Attorney's Office/ Victims of Crime, Alameda County Health Care Services, and Alameda County Social Services), violence prevention staff from other local governments (San Francisco and Santa Rosa), experts in the field, and community members. Review panels were diverse in terms of race, gender, and professional background.

All review panelists were required to sign a conflict of interest form for each proposal reviewed, and used the scoring rubric provided in the RFP to assign each proposal a score out of 100 possible points. HSD staff facilitated review panel meetings in teams of two, but did not review or score proposals.

Contract Compliance reviewed agency's applications for possible preference points for certification as a Local, Small or Very Small Local Business Enterprise (L/S/VSLBE), demonstration of Oakland resident work force, and length of time in Oakland. Contract Compliance then assigned preference points, which were incorporated into their scoring and ranking process.

Review panelists were trained during in-person orientations on September 21 and 22, 2015. Review panels were held the weeks of October 5th and 12th, 2015. During the review panel meetings, panelists were provided with the following information on current Oakland Unite grantees who had submitted an application: performance data; timeliness of progress reports; site visit findings and resolution, if any. Panelists were asked to share detailed feedback on each proposal during these meetings.

Attachment C – Oakland Unite 2015 RFP Process

Since the review panel meetings, Oakland Unite staff have been compiling panel funding recommendations, and analyzing geographic distribution of services relative to the highest stressor beats, services to different populations of youth and young adults, how collaborations and other strategies might maximize the use of resources, and the amounts of funding recommended to agencies applying in more than one area.

Notification of Preliminary Funding Recommendations

Notifications of recommendations were emailed to agencies on October 30, 2015. Agencies were informed that decisions were preliminary and contingent upon City Council approval, and were informed of the written appeals process. Agencies were given until November 6, 2015 to file formal appeals. Appeals are being reviewed by the HSD Director and will be shared with the City Administrator's Office.

RFP Timeline

Item	Date
RFP Issue Date	August 10, 2015
Bidders' Conference	August 21, 2015
Required Letter of Intent (<i>Recommended Due Date</i>)	August 26, 2015, 5:00pm
In-Person Technical Assistance Session	September 2, 2015
Final Date to Submit Questions	September 14, 2015
Online Proposals Due	September 16, 2015
Hard Copy Proposals Due	By September 17, 2015
Review Panel Orientations Held	September 21 and 22, 2015
Reviewer Reading Period	September 22-October 8, 2015
Review Panel Meetings Held	Week of October 5 and 12, 2015
Preliminary Notification of Funding Recommendations	October 30, 2015
Written Appeals from Applicants Due	November 6, 2015, 5pm
SSOC Special Meeting to Review Recommendations	Proposed: November 9 or 16, 2015
Public Safety Committee and City Council Review	December 1 and 8, 2015
Grant Contracting Begins	December 2015
Program Year Begins (<i>Pending SSOC and City Council Approval</i>)	January 1, 2016