

APPENDIX A: PROGRAM STRATEGIES

OVERVIEW OF APPENDIX A

INTRODUCTION TO APPENDIX A

The purpose of this appendix is to provide Applicants with details about what the City of Oakland seeks to fund. Through this RFP, the City will direct funding towards ten sub-strategies across five strategic investment areas. Applicants must apply under one or more sub-strategies.

The contents of this appendix are as follows:

<u>HOW TO USE THIS APPENDIX</u>	2
<u>REFERRAL PATHWAYS AND PARTNERSHIPS</u>	2
<u>STRATEGY AREA I: LIFE COACHING/INTENSIVE CASE MANAGEMENT</u>	3
Towards a Common Definition of Case Management.....	5
Sub-Strategy 1: Intensive Youth Case Management	7
Sub-Strategy 2: Intensive Adult Case Management	10
<u>STRATEGY AREA II: EDUCATION AND ECONOMIC SELF-SUFFICIENCY</u>	13
Sub-Strategy 3: Youth Employment/Education Support	15
Sub-Strategy 4: TAY/Young Adult Employment/Education Support	18
<u>STRATEGY AREA III: VIOLENT INCIDENT AND CRISIS RESPONSE</u>	21
Sub-Strategy 5: Street Outreach.....	21
Sub-Strategy 6: Shooting and Homicide Response and Support Network	26
Sub-Strategy 7: Commercially Sexually Exploited Children (CSEC) Intervention.....	32
Sub-Strategy 8: Family Violence Intervention	35
<u>STRATEGY AREA IV: COMMUNITY ASSET BUILDING</u>	38
Sub-Strategy 9: Young Adult Leadership Council	38
<u>STRATEGY AREA V: INNOVATION FUND</u>	41
Sub-Strategy 10: Innovation Fund.....	41

HOW TO USE THIS APPENDIX

The introduction to each Strategy Area has an overarching goal, and any relevant Applicant instructions. Several Strategy Areas describe overarching best practices that apply to all sub-strategies.

Each sub-strategy description contains:

- Summary of Sub-Strategy
- Additional Applicant Instructions, If Applicable
- Intended Target Population
- Referral Pathways
- Best Practice Approaches
- Program Design and Service Activities
- Performance Measures and Desired Outcomes
- Any Required and/or Recommended Partnerships
- Approximate Funding Available and Number to be Served

Applicants should read through each sub-strategy carefully prior to submitting the mandatory letter(s) of intent (and final proposal(s)). Sub-strategy descriptions should guide Applicants' response to the proposal.

In addition to sub-strategy requirements, all applications should be informed by the "Guiding Principles for Service Delivery" (see **Overview** section, page 5) and meet the "Minimum Qualifications and Criteria" (see **Application Process** section, page 13).

REFERRAL PATHWAYS AND PARTNERSHIPS

Oakland Unite is envisioned as a well-integrated violence intervention system resulting in better coordination of services leading to improved outcomes for participants. Funded programs will be required to participate in efforts to achieve this coordination in partnership with the Human Services Department, other funded agencies, and key partners (such as law enforcement, Highland Hospital, etc.).

To that end, the Strategy Areas in this RFP are designed to relate to and inform one another. In the envisioned service delivery system, highest-risk participants will enter the Oakland Unite network through strategic referral pathways, and receive a continuum of support from a variety of providers funded by Oakland Unite (as well as other support services not funded by Oakland Unite).

The table below outlines the ideal intended referral pathways described in this Appendix. Applicants will be expected to develop referral protocols with partner agencies post award, with the support of Oakland Unite staff.

Intended Referral Pathways for Oakland Unite Funded Programs

Strategy Area	Receives Referrals From	Refers To
I. Intensive Case Management	<ul style="list-style-type: none"> • Law Enforcement/Corrections • Violent Incident & Crisis Response Providers (Strategy Area III) 	<ul style="list-style-type: none"> • Education & Economic Self-Sufficiency Providers (Strategy Area II)
II. Education & Economic Self-Sufficiency	<ul style="list-style-type: none"> • Intensive Case Management Providers (Strategy Area I) • Violent Incident & Crisis Response Providers (Strategy Area III) • Directly from Law Enforcement (limited) 	<ul style="list-style-type: none"> • Other support services not funded by Oakland Unite • See note below*
III. Violent Incident & Crisis Response	<ul style="list-style-type: none"> • Law Enforcement/Corrections • Highland Hospital • Other providers within this strategy 	<ul style="list-style-type: none"> • Education & Economic Self-Sufficiency Providers (Strategy Area II)
IV. Community Asset Building	<ul style="list-style-type: none"> • Intensive Case Management Providers (Strategy Area I) • Street Outreach Teams (Part of Strategy Area III) 	<ul style="list-style-type: none"> • Other support services not funded by Oakland Unite • See note below*
V. Innovation Fund	<ul style="list-style-type: none"> • TBD based on proposals 	<ul style="list-style-type: none"> • TBD based on proposals

*Note: Although providers funded under Education & Economic Self-Sufficiency and Community Asset Building primarily receive referrals from Case Management and Violent Incident providers, the referral relationship is intended to be ongoing for providers and participants in many cases.

For example: if an Oakland Unite-funded Case Manager refers to an Oakland Unite-funded Employment Agency to serve a participant, the Case Manager should remain closely involved and work with the participant and Employment Agency to solve issues and celebrate successes.

Additionally, if either partner needs mediation support for a participant regarding a conflict that involves groups or guns, that partner should call on Street Outreach Teams (funded under Strategy Area III).

REMINDER – NUMBER OF APPLICATIONS

Applicants may submit one proposal per sub-strategy as the lead agency. Applicants may submit more than one proposal in response to this RFP if applying to provide different services in more than one sub-strategy. Applicant must submit separate proposals for each sub-strategy, and the proposals must be substantially different.

Multiple applications submitted from the same organization should describe how the programs relate to each other, and illustrate how proposed service activities will be integrated within a larger continuum of violence prevention/intervention services.

LIFE COACHING/INTENSIVE CASE MANAGEMENT

GOAL: To re-direct highest risk youth and young adults towards healthy participation in their families and communities through coaching and mentoring, system navigation, advocacy, and connection to needed resources.

INTRODUCTION TO STRATEGY AREA

Under this strategy, the City will support programs that provide intensive case management and life coaching to the highest-risk youth and young adult populations. The Life Coaching/Intensive Case Management strategy consists of two sub-strategies:

- Intensive Youth Case Management (14-18 year olds)
- Intensive Adult Case Management (18-35 year olds)

APPLICANT INSTRUCTIONS

Applicants must apply to serve either youth (ages 14-18) or young adult (ages 18-35) populations; Applicants wishing to serve both populations as described in the following sub-strategies must apply separately in each sub-strategy.

If Applicants are applying to serve both youth and young adult populations, the Applicant should note this in both proposals, describe the relationship between the two programs, and outline how program components are tailored to each age group.

The only exception to the requirement for separate applications is as follows: Applicants do not need to apply to each case management sub-strategy separately if they believe they will serve a small, incidental number of participants who are above or below the intended age range.

For example: Applicants who propose to provide services to participants referred by Street Outreach (under the "Intensive Adult Case Management" sub-strategy) may serve a small number of youth ages 16-17, though the primary service population will be adults. Applicants do not need to apply separately in this scenario. Similarly, Applicants who propose to serve youth under 18 but anticipate continuing to work with individuals who are already engaged in services and who happen to turn 18 during a program period would not have to apply separately.

The exact percentage of participants who may be exempt from sub-strategy age requirements will be negotiated post-award.

TOWARDS A COMMON DEFINITION OF CASE MANAGEMENT

All Applicants Proposing to Provide Case Management in ANY Strategy: PLEASE READ

The City seeks to fund a range of case management services for youth and adults in Strategy Area I and within several other sub-strategies. While some variety in case management models is hoped for to best meet the varied needs of the target population (and based on agency strengths), some standards and principles are expected to apply to all funded programs and strategies providing case management.

Oakland Unite's vision of case management is centered around an intense relationship-building process between the participant and the case manager (or "life coach") that involves consistent and frequent direct contact, dialogue focused on self-reflection and behavior change, and coordinated, comprehensive support guided by careful case planning. Through smaller caseloads, longer service periods, increased family engagement, and greater use of incentives, the City seeks to maximize opportunities for participants' success and keep them free from violence and incarceration.

PURPOSE OF CASE MANAGEMENT

The purpose of case management is to re-direct participants away from violence by:

- 1) Addressing immediate safety concerns and risks for violence.
- 2) Helping individuals consider alternative lifestyles.
- 3) Providing navigation, advocacy, and connecting individuals with resources to help them meet their basic needs.

BEST PRACTICE APPROACHES TO CASE MANAGEMENT

Intensive case management programs should address/have standard protocols for:

Shared Experience: Coaches/case managers share similar life experiences or are otherwise intimately connected to the communities from which participants are drawn.

Dosage: Services for highest-risk participants are intensive (or "high dose"), meaning low caseloads (15:1), high frequency ("daily touches"), and longer service-periods (12-18 months). Services should be targeted and adapted based on risk.

Outreach and Flexibility: Frequent, persistent efforts are made to engage referred participants in services, including home visits and follow-up with those who have refused services in an effort to re-offer support. Case managers are responsive and flexible around availability to be able to meet participants' emergency needs.

Family Involvement: Coaches/case managers get to know the families and loved ones of participants and involve them in planning and service provision.

Assessment: Services include the use of an assessment tool (ideally one that is validated) or method to determine risks, particularly around violence, strengths, and needs of participants. **Please note:** Agencies will be asked to use HSD assessments, intake, and planning tools, or submit agency tools to HSD for approval post-award.

Focus on Safety: Services respond to immediate safety concerns and risks for violence by connecting to conflict mediation, discussing harm reduction, securing temporary emergency relocation services, etc.

Planning and Follow-up: Services include a comprehensive, individualized service plan based upon assessment information, developed in partnership with the participant, and in coordination with other involved parties. Services include regular follow-up guided by the service plan that is jointly reviewed and updated (treated as a “living” document).

Linkage and Advocacy: Participants and family members are referred to appropriate and necessary services to address identified needs, including but not limited to: education, employment, mental health, substance abuse, legal aid, housing, and transportation. Coaches/case managers intercede on behalf of participant and family to ensure equity and appropriate services.

Documentation: Coaches/case managers maintain organized case files and consistent, high quality documentation of case notes and milestones in database, according to shared standards of practice.

Additional Resources on Best Practices: Applicants are strongly encouraged to refer to “Appendix B: Case Management Models” in the 2015 Evaluation Findings and Recommendations Report prepared by Resource Development Associates for an overview of case management models and research findings: <http://goo.gl/a5A66M>

OTHER REQUIREMENTS FOR CASE MANAGEMENT

Additionally, The City seeks agencies that can fulfill the following standards:

Coordination and Collaboration: Staff participate in regular case conferencing and other multi-disciplinary team meetings as requested. Applicants ensure that all staff participate in ongoing training and technical assistance sessions provided by HSD.

Supervision and Support: Agencies demonstrate that case managers receive consistent support from a qualified supervisor (e.g., advanced degree and/or licensure in the mental health or human services profession, certification, 5 years of relevant experience). Agencies should have formal mechanisms to support staff’s well-being, including access to mental health and other supports to address secondary trauma.

Use of Incentives: Agencies seeking to incorporate client incentives into case management demonstrate the ability to manage funds in a manner that sets clear expectations and accountability for participants and staff. **Please note:** Agencies funded under Intensive Adult Case Management will be asked to use HSD forms and structures for providing financial incentives to participants.

Appropriate Pay: In order to attract high quality case managers, Applicants are strongly encouraged to provide each full-time Case Manager with a minimum of \$40,000 annually, as well as health and life insurance coverage.

INTENSIVE YOUTH CASE MANAGEMENT

SUMMARY

The Intensive Youth Case Management 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 (OUSD) and Alameda County Health Care Services. The OUSD Education Services Coordinator, along with Probation staff, will refer Oakland youth being released from the Alameda County Juvenile Justice Center (JJC) to Applicants funded under this sub-strategy for intensive case management services.

TARGETED POPULATION

Oakland youth ages 14 to 18 who are leaving the JJC and reconnecting with OUSD, or other appropriate educational institutions (i.e. Oakland Adult Education, local Community College, GED program). Priority will be given to highest-risk youth (based on Probation assessment data) returning to high stressor beats listed in **Appendix C**.

Special Populations: Assuming quality proposals are received, at least one agency will be selected to provide specialized case management services for Commercially Sexually Exploited Children (CSEC). All Applicants will be expected to have the capacity to serve youth who are gang-impacted/group-affiliated; the City will prioritize Applicants who demonstrate the ability to serve multi-lingual gang-impacted youth.

REFERRAL SOURCES

Each youth will receive a referral from the Transition Center of the Juvenile Justice Center to an appropriate school and to an Applicant funded to provide case management. Assignment to a case management agency will be based upon a variety of different factors including but not limited to: probation risk assessment, geographic area, gender, safety, race, language, gang/group affiliation, identification as CSEC, and agency specialization. Funded agencies must communicate regularly with the Transition Center to ensure that the referral process is working and effective.

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: In addition to the approaches listed in "Towards a Common Definition of Case Management" section above, Applicants are encouraged to review Positive Youth Justice Initiative principles, which emphasize the following:

- Positive youth development framework
- Behavioral health approach (trauma-informed care)
- Delivering both approaches using a wraparound, comprehensive service model;
- Seeking to address systemic deficiencies that affect youth experience/outcomes
- More information on the PYJI can be found: <https://www.sierrahealth.org/pyji>

Additional references specific to juvenile reentry include, but are not limited to: "Tools for Promoting Educational Success and Reducing Delinquency." National Center on Education, Disability, and Juvenile Justice, 2007: <http://goo.gl/4a82n8>

Program Design Elements and Service Activities: This strategy is designed to engage youth pre-release and to facilitate their successful re-engagement in school. Whenever possible, connections will be made between the youth and a Case Manager while the youth is in the JJC, and referrals will include information from OUSD, Probation, and Alameda County Health Care. Oakland Unite-funded Case Managers will work closely with the staff at the JJC Transition Center, Probation staff, school personnel, the youth and his/her family to develop an individualized case plan, provide support, and engage with the young person and his/her family. Case managers will be required to pass Probation's clearance in order to provide pre-release services to youth in the JJC as appropriate.

Applicants should incorporate the following program design elements and activities:

- Legal system navigation and advocacy for youth.
- Identification of at least one supportive family and/or community member.
- Provision of links to job skills training and job placement.
- Access to peer support groups - Applicants who are able to host such groups themselves will be prioritized, partnerships will also be considered.
- Substance abuse and mental health assessments conducted shortly after referral are highly encouraged.
- Agencies should demonstrate their strategy for addressing participants' mental health and substance abuse treatment needs.
- Applicants are encouraged to describe any existing relationships with Alameda County Collaborative Court, and Girls Court for CSEC participants, and how these relationships will benefit youth served.
- Regular and ongoing communication with school personnel, the OUSD Education Services Coordinator at the JJC, the Probation Unit Supervisor assigned to this strategy, and other funded case management agencies.
- Attendance at monthly case conferencing with relevant stakeholders.
- Development of a structured stipend program – Applicants should include stipends in their budget, an estimated \$800 per participant annually.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies 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 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 such as mental health or substance abuse # 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 such as increased attendance, graduation, matriculation, etc. # of youth who attain other benchmarks outlined in plan # of family/community members engaged in youth's case management
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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 have increased awareness of educational and job/career options.
- 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 (e.g. carrying a weapon, hanging out in hot spot area, unhealthy thinking patterns).

EVIDENCE OF PARTNERSHIPS

Required: Partnership with Alameda County Probation is required. Applicants should contact Stacey Wooten, Acting Deputy Chief Probation Officer, Juvenile Services, at swooten@acgov.org to discuss a letter of acknowledgement, confirming that Probation has reviewed the Applicant's proposed program design.

Recommended/Encouraged: Applicants are encouraged to provide letters of support from any partners who will be part of the service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

Three (3) to five (5) proposals will be funded, with \$1.12 million allocated annually for an estimated 14-16 Case Managers with supervision. An anticipated 20% (\$200,000) of that funding will be allocated for flexible funds (i.e. participant incentives/stipends and/or to address participant needs). Applicants must include a portion of these funds in their proposal and describe use.

Estimated Number Served: The City seeks to serve an estimated 240 youth through all funded proposals in this sub-strategy. An estimated 30-40 of these will be CSEC youth, and at least 30-60 will be gang/group affiliated.

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. The City will fund agencies to help young adults avoid violence and reduce or eliminate their engagement with the criminal justice system through coaching/mentoring, systems navigation and advocacy, and helping participants connect with resources to meet their basic needs. The City seeks proposals from community agencies to provide intensive case management to highest risk adults identified through the mechanisms outlined below.

TARGETED POPULATION

Young adults, ages 18-35, with a history of violent or criminal behavior, involved in violent or criminal behavior, or highly at risk of using violence to solve conflicts.

REFERRAL SOURCES

Assuming quality proposals, the City intends to provide funding for case management to participants referred through each of the following mechanisms:

- **Ceasefire** is a citywide, collaborate effort to reduce group/gun violence. It is led by a civilian Project Manager within the Oakland Police Department, and is a partnership between law enforcement, social service providers, and community/faith leaders. Case management participants will be identified by law enforcement through call-ins and custom notifications. To learn more about Oakland Ceasefire, please visit: <http://goo.gl/OFOpmJ>
- **Street Outreach** is a community-based effort focused on forming relationships and interrupting conflicts. Teams of Outreach Workers and Interrupters work with those involved in high-retaliation shootings and homicides to provide mediation, relationships, and referrals. To learn more about Street Outreach, please see the "Violent Incident and Crisis Response" Strategy Area.
- **Local Correctional Facilities:** Applicants may also demonstrate direct relationships with local correctional facilities that are willing to provide pre- and post-release referrals of high-risk clients (identified by risk assessment). Applicants who intend to directly recruit participants pre-release from San Quentin and Alameda County Jail must demonstrate existing partnerships.

APPLICANT INSTRUCTIONS

Agencies may apply to provide case management to participants referred through any or all of the mechanisms described above. Applicants will be expected to develop referral protocols with partners post-award, with the support of Oakland Unite staff. If these mechanisms do not produce enough referrals for funded agencies, programs may recruit clients (adhering to the target population criteria and assessment standards) through other means, such as probation/parole systems, other Oakland Unite-funded provider, and/or the Applicant's own networks.

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: Applicants should review the approaches listed in "Towards a Common Definition of Case Management" section. Additional references specific to services for adults include, but are not limited to:

- Behavior Change Information: "TPC Case Management Handbook: An Integrated Case Management Approach." National Institute of Corrections, 2010: <https://goo.gl/UE2hrV>
- "Mentoring Ex-Prisoners: A Guide for Prisoner Reentry Programs." U.S. Department of Labor, 2007: <http://goo.gl/xfs0nF>

Program Design Elements and Service Activities: Case Managers should engage individuals who are most at-risk violence and focus efforts on critical decision making that reduces participants' involvement in potentially violent and destructive lifestyles. Interventions and support should emphasize culturally relevant, holistic approaches that produce physical, mental, economic, and social development.

Applicants should incorporate the following program design elements and activities:

- Regular, appropriate communication with assigned parole agents or probation officers, if applicable.
- Relationship-building and meaningful, frequent contact ("daily touches").
- Identification of at least one supportive family and/or community member.
- Provision of links to job skills training and job placement.
- Substance abuse and mental health assessments conducted shortly after referral are highly encouraged.
- Agencies should demonstrate their strategy for addressing mental health and substance abuse treatment needs of their clients.
- Proposals may include other service activities such as peer support groups, etc.
- Case Managers will be asked to refer participants who demonstrate progress and initiative to go through an application process to participate on the Leadership Council, described in the "Community Asset Building" Strategy Area.
- Attendance at case conferencing meetings coordinated by HSD staff as requested, which will include communication and information sharing. The exact case conferencing structure will be determined post-award.
- Participation in a structured stipend program where participants who are identified as highest risk, with priority for Ceasefire-referred participants, are incentivized for meeting milestones outlined in their life/case plan.
- The framework for this highly structured incentivized stipend program will be provided by the City. Applicants should include these stipends in their budget – an estimated \$1600 per participant annually.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies 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 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 such as substance abuse or mental health 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.
- Participants have increased awareness of job and career options.

EVIDENCE OF PARTNERSHIPS

Required: None, unless Applicants propose to serve individuals directly referred from San Quentin and/or Santa Rita. If so, Applicants must include a letter of support from the appropriate institutional partner.

Recommended/Encouraged: Applicants are encouraged to provide letters of support from any partners who will be part of the service provision, and highly encouraged to provide letters of acknowledgement from Probation or Parole.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to five (5) proposals will be funded, with \$932,000 allocated annually for an estimated 10-12 Case Managers with supervision. An anticipated 28% (\$260,000) of that funding should be allocated for participant incentives/stipends and/or to address participant needs. Applicants must include a portion of these funds in their proposal.

Estimated Number Served: The City seeks to serve an estimated 150 young adults through all funded proposals in this sub-strategy.

EDUCATION AND ECONOMIC SELF-SUFFICIENCY

Goal: To connect highest risk youth and young adults with employment through skills and job readiness training, education support, job placement, and strengthening relationships with employers.

INTRODUCTION TO STRATEGY AREA

Through this strategy the City will support programs that provide a range of employment, training and education opportunities to youth and young adults who are returning to the community after incarceration, as well as those at the highest risk of violence. This strategy includes the following sub-strategies:

- Youth Employment/Education Support
- Transitional Age Youth and Young Adult Employment/Education Support

APPLICANT INSTRUCTIONS

Applicants must apply to serve either:

- Youth (ages 14-18) or
- Transition Age Youth (16-24) and/or Young adults (ages 25-35)

Applicants wishing to serve both populations as described in the following sub-strategies must apply separately in each sub-strategy. If Applicants are applying to serve both populations, the Applicant should note this in both applications, describe the relationship between the two programs, and outline how program components are tailored to each age group.

The only exceptions to the requirement for separate applications are as follows:

- 1) Applicants do not need to apply to each employment sub-strategy separately if they believe they will serve a small, incidental number of participants who are above or below the intended age range. The exact percentage of participants who may be exempt from age requirements will be negotiated post-award.
- 2) While Transition Age Youth (TAY) represent an overlap of target populations, for the purposes of this RFP, they are included in the young adult category. Proposals indicating serving TAY will be assessed in the review process and, if necessary, appropriate exception or adjustment can be made in regards to allocation of overall employment resources.

BEST PRACTICE APPROACHES TO EMPLOYMENT AND EDUCATION SERVICES

An integral piece within the larger Oakland Unite violence prevention/intervention continuum, this strategy is intended to work hand-in-hand with the Life Coaching/Intensive Case Management strategy. Case managers are more effective in moving clients toward real economic self-sufficiency with concrete services and resources available to participants. Employment and education providers are more effective in engaging this high-need, high-risk population with case managers providing participants with consistent, holistic coaching and referrals.

The vision for this strategy includes multiple pathways to economic self-sufficiency, including job readiness training, transitional employment, and long-term, career track employment opportunities. The City seeks Applicants who place an emphasis on advancing educational needs and also include vocational certifications, specialized skills training, and sector-based training.

In pursuing the ultimate goal of living-wage, career-track employment for this difficult-to-hire population, the City seeks Applicants who will use a dual-client approach that prioritizes both the participants' and employers' needs. For example, training curriculum should align with the participants' levels of job readiness, as well as with the skill sets necessary for specific jobs and/or employers.

The City seeks programs that utilize best practices and evidence-based approaches to education and employment programming for youth and young adults. Applicants should incorporate some or all of the following best practices into their programs:

- Ability to develop deep levels of participant engagement through consistent relationship-building – mentoring that focuses on pro-work behaviors/attitudes.
- Assessment of job readiness needs/barriers and development of employment placements that anticipate challenges and obstacles to employment.
- Promoting job readiness, including focus on motivation, soft skills, and hard skills.
- Incentivizing educational attainment and providing funds to support job readiness and retention (travel, attire, tools, and certification).
- Addressing non-skill-related barriers to employment, often with other community-based programs, to develop resources or provide access to concrete supports.
- Transitional job placement, which is usually temporary, subsidized, income- and skill-generating, and often combined with other financial incentives.
- Learning work environments, such as internships or other on-the-job experience with open communication between worksites, participants, and program staff
- Focus on finding and retaining employment, including: career planning, job coaching; connecting to work opportunities; development of retention plans, frequent contact with employer; supporting individuals in advancement.
- Help clients increase their “social capital” through participation in social activities (sports teams, volunteering, etc.) where working people congregate.
- Comprehensive follow-up with participants, families, and employers to address any issues quickly and celebrate success.

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. Funded programs will provide youth with educational and employment opportunities that help them acquire skills and contribute financially. The City will support year-round, structured and supervised programs that provide subsidized employment, community service, job training and educational 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 at the Alameda County Juvenile Justice Center, and living in Oakland's highest stressor beats listed in **Appendix C**.

REFERRAL SOURCES

Youth in this sub-strategy will primarily be referred through the Intensive Youth Case Management sub-strategy. Referrals may also come from the Violent Incident and Crisis Response Sub-Strategies (such as Street Outreach). Applicants may propose alternative referral mechanisms to serve highest-risk youth, as determined by established criteria and assessment tools, though priority placements must be given to Oakland Unite network participants. Applicants will be expected to develop referral protocols with partners post award, with the support of Oakland Unite staff.

PROGRAM DESIGN ELEMENTS AND SERVICE ACTIVITIES

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

Best Practice Approaches: Applicants should review the approaches listed above in the Strategy Area overview. Applicants are strongly encouraged to refer to "Appendix F: Youth Employment" in the 2015 Evaluation Findings and Recommendations Report prepared by Resource Development Associates for an overview of effective models and research findings: http://oaklandunite.org/wp-content/uploads/2011/05/RDA-Eval-Recommendations-Memo_20150520_STC.pdf

Program Design Elements and Service Activities: The City seeks to invest in programs that pay youth to work after school hours and/or during the summer on community related projects, and to participate in career pathway activities to complete secondary education and/or obtain jobs or apprenticeships. Programs must provide oversight, employment and academic support, coordination with referring case managers, and job placement supportive services such as career awareness counseling, academic assistance, and referral to community resources.

Connections with Employers: Applicants should demonstrate connections to employers. Applicants are encouraged to utilize employer connections to leverage resources such as training, wages, and operational needs related to training space/equipment, etc.

Academic Support: Applicants should describe how the program will support academic development. Proposals that include a year-round academic support component as well as work experience/training will be prioritized; at minimum all programs must describe a clear mechanism (through program design or formal partnerships) to support academic development and ensure work activities do not conflict with school. Academic support may include: providing tutoring, engaging youth in understanding their transcripts, setting course completion goals, helping youth meet requirements for high school graduation, and potentially other education pursuits.

Applicants should incorporate some or all of the following program design elements and activities:

- Afterschool employment: participants should have an employment experience at an average of 10 hours per week, dependent on required probation activities.
- Summer employment: Youth should complete an estimated 150 hours of work experience, skills development, and academic development at an average of 20 hours per week for 6-8 weeks.
- The City is interested in proposals to provide youth summer employment by staffing the youth squad of the Peace in the Parks program. For details, please see: <http://oaklandunite.org/blog/youth-squad-blog/>
- Applicants must be able to obtain the required work permits for those participants being employed over the summer. Information about work permit rules can be obtained by contacting: Susan Benz, OUSD Career Readiness Manager, 510-273-2361, Susan.Benz@ousd.k12.ca.us
- For both afterschool and summer employment, youth may be paid a stipend or an hourly wage. Youth must be paid at least \$12.25 per hour, the new minimum wage in Oakland beginning March 2, 2015.
- Applicants may incorporate an incentivized education component, in which a student receives a financial incentive for completion of education milestones (i.e. GED, attendance, etc.).
- If funds are intended for wage subsidies, Applicants should describe the kind of work participants will be doing and break down how wages will be subsidized and for how many hours per client.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies 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 youth complete employment program (after-school and/or summer, as defined by program description) # 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 (may vary depending on program structure)

	# 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 such as increased attendance, graduation, matriculation, etc.
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Outcomes will be measured by an independent evaluator. Desired outcomes include:

- High risk youth build skills and positive work habits.
- Youth become more aware of their career interests and abilities.
- 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.

EVIDENCE OF PARTNERSHIPS

Required: None

Recommended/Encouraged: Applicants are encouraged to provide letters of support from any partners who will be part of the service provision, from key referral partners, and/or from potential employers.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to five (5) proposals will be funded, with an estimated \$670,000 allocated annually to cover program costs as well as wages and stipends for participants.

Estimated Number Served: The City seeks to serve a minimum of 150 youth through all funded proposals in this sub-strategy combined.

TRANSITIONAL AGE YOUTH AND YOUNG ADULT EMPLOYMENT/EDUCATION SUPPORT

SUMMARY

The City seeks proposals to enhance the long-term employability of participants through the development of skills and education, with a focus on successful placement and retention in employment. Participants in this sub-strategy will primarily be referred through the Intensive Adult Case Management sub-strategy. In recognition of the fact that young adult employment providers frequently serve Transition Age Youth (TAY), ages 16-24, Applicants can include services for this population in this sub-strategy. The City will support a variety of employment programming, such as transitional jobs, apprenticeships, direct placement, and education supports, including certification.

TARGETED POPULATION

Oakland Transition Age Youth (TAY) ages 16-24 and/or young adults ages 18 to 35 at highest risk of violence and/or returning to the community after incarceration for serious or violent crimes with priority for those who live in Oakland's high priority stressor beats listed in **Appendix C**.

REFERRAL SOURCES

Transition Age Youth (TAY) and young adults will primarily be referred through the Intensive Adult Case Management sub-strategy. Some referrals may also come from the Violent Incident and Crisis Response providers. Applicants may propose alternative referral mechanisms to serve highest-risk TAY and young adults, as determined by established criteria and assessment tools, though priority placements must be given to Oakland Unite network participants. Applicants will be expected to develop referral protocols with partners post award, with the support of Oakland Unite staff.

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: Applicants should review the approaches listed above in the Strategy Area overview. Applicants are strongly encouraged to refer to "Appendix E: Reentry Employment Programming" 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

Program Design Elements and Service Activities: The City seeks to fund a range of programs that support employment placement and retention. Assuming quality proposals, the City intends to fund at least one program that provides Transitional Employment (including crew-based work), and at least one Employer/Community-Based Agency Partnership.

Transitional Employment: The goal of transitional employment is to provide individuals with an immediate income and work opportunity. It provides work history and on-the-job training, builds employment contacts, and ultimately prepares participants for

longer-term and/or permanent employment. The City particularly seeks Applicants with crew-based work models, and will support programs that deploy a work crew to provide neighborhood beautification and/or other transitional work activities. Participants should work on projects as a team, led by a joint supervisor(s), earning hourly pay.

Employer/Community-Based Agency Partnerships: The goal of this partnership to provide participants with private sector employment with sufficient supports in place to ensure successful job performance and longer term job retention. The partnership should include a broad-based, sustainable employer engagement strategy including, for example, providing pre-screened/trained employees, tax credit incentives, employer contacts, etc. Proposals should include a private or public sector employer (s) willing to hire participants and work with the applying community-based agency in providing participant supports.

Other Employment/Education Models: The City is open to proposals that offer other models to support participants' educational and employment growth, such as entrepreneurship, incentivized education (in addition to work), opportunities in technology, apprenticeships, etc. The City is open to proposals specifically tailored to meet the needs of TAY – for example, TAY may have specific educational needs and opportunities.

Applicants should incorporate the following program design elements and activities:

- All programs must be highly structured, involve paid work experience, retention support, and have the ability to develop deep levels of client engagement.
- Funding may be used for a variety of purposes including soft skills, job training, certifications, wages, wage subsidies, support services, etc.
- The City is interested in proposals that place an emphasis on meeting participants' educational needs, which may include vocational certifications, assistance attaining a GED or high school diploma, etc.
- All Applicants should include services aimed at placing participants in permanent, long-term employment and helping them retain those positions.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies 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 participants successfully completing life/soft skills training # of participants complete GED, high school 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 or state approved skills certification or credential # of participants placed in Advanced Training or Apprenticeship # of participants who experience position and wage gains
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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.
- Participants successfully complete probation or parole without re-arrest.
- Participants have a positive outlook on their lives.

EVIDENCE OF PARTNERSHIPS

Required: For Employer/Community-Based Agency Partnerships a letter of support or MOU from public or private sector employer(s) is required.

Recommended/Encouraged: Applicants are encouraged to provide letters of support from any partners who will be part of the service provision, from key referral partners, and/or potential employers.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to five (5) proposals will be funded, with \$1,080,000 allocated annually to cover program costs as well as wages and stipends for participants.

Estimated Number Served: The City seeks to serve a minimum of 250 TAY and young adults total through all funded proposals in this sub-strategy combined.

VIOLENT INCIDENT AND CRISIS RESPONSE

GOAL: To reduce the impacts of exposure to violence or re-victimization through individual and community support.

INTRODUCTION TO STRATEGY AREA

Through this strategy the City seeks to fund programs that provide immediate crisis response services for those directly exposed to and involved in violence, as well as longer-term stabilization and support for these individuals. This strategy includes the following sub-strategies:

- Street Outreach
- Shooting and Homicide Response and Support Network
- Commercially Sexually Exploited Children Intervention
- Family Violence Intervention

STREET OUTREACH

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 as first responders at crime scenes and Highland Hospital 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

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 - see the "Homicide Response and Support Network" sub-strategy for details.
- Oakland Unite-funded Case Managers will refer participants in need of mediation services - see the "Intensive Case Management" strategy for details.
- 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 City's highest stressor beats (see **Appendix C**): East Oakland, West Oakland (serving North Oakland as needed), and East/Central Oakland. Assuming quality proposals, the City intends to fund one team per area, composed of members with neighborhood ties, gang and group knowledge, and expertise in mediations. The City is open to collaborative proposals and partnerships to serve the whole City or to multiple proposals to serve specific areas. Each 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 designated back-up) should be available and on-call to coordinate immediate response to shootings and homicides occurring in the target neighborhoods.

Outreach Workers: Each 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: Each 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 violence interruption or 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.

Collaboration: Successful Applicants 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" of this RFP 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. Team Leads and/or Program Managers 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 1000-2000 TAY and young adults in each target area to build relationships and share a message of non-violence in their neighborhood.
- Outreach Workers and Interrupters together should conduct Intensive support to an estimated 300 TAY and young adults who are most at risk for committing violence in the near future, with a focus on addressing safety concerns.
- Approximately 100 – 150 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 60 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, including 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 regular professional development and skills trainings provided 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

Funded agencies 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: None required.

Recommended/Encouraged: Applicants are highly encouraged to provide a letter of acknowledgement from Alameda Health Systems/Highland Hospital; Applicants can contact Stefania Kaplanes, (510) 535-7648, skaplanes@alamedahealthsystem.org.

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) to three (3) proposals will be funded, with \$1,115,000 available annually to support program costs, including an estimated 19-20 team members (including Area Team Leads, Outreach Workers, and Interrupters), flexible funds for client support and incentives, and appropriate supervision.

Estimated Number Served: The City seeks to reach between 1000-2000 TAY and young adults through outreach and provide a minimum of 300 participants with intensive support through all funded proposals in this sub-strategy combined.

SHOOTING AND HOMICIDE RESPONSE AND SUPPORT NETWORK

SUMMARY

Through this sub-strategy, the City will invest in a community-based Shooting and Homicide Response and Support Network (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.

The City seeks Applicants who will help those affected by an incident address their immediate needs and provide longer-term supports as they begin to heal, be it from physical injury or loss. Immediate, basic needs of victims and/or their families may range from assistance with Victim of Crime application, access to safe housing, or, in the case of a homicide, assistance with funeral arrangements and costs. Applicants must be able to provide longer-term stabilization support including mental health services, and have the capacity to serve young children directly impacted by the violent incident.

Additionally, the City intends to fund emergency temporary relocation services as part of the Network. Relocation services are intended for Oakland residents in real, immediate danger of harm where they reside, often due to the threat of retaliatory violence following a shooting or homicide. The City seeks an agency to help such individuals transition to a safer location until the situation is abated or until a long-term plan has been established.

APPLICANT INSTRUCTIONS

The City seeks to fund three distinct types of services through this sub-strategy:

1. Shooting response and support
2. Homicide response and support
3. Relocation services

Assuming quality applications are received, the City intends to ensure that each of these services is funded – services may be provided through a single agency or divided among several. The City is open to a single Applicant or collaboration with demonstrated capacity to serve the whole City.

Please note: Although this sub-strategy is part of the “Violent Incident and Crisis Response” Strategy Area, Applicants are strongly encouraged to follow best practices and design/service requirements outlined in the “Life Coaching/Intensive Case management” Strategy Area of this RFP. In short, this means Applicants should plan to include risk/needs assessment, individualized case plans with milestones, frequent follow-up and systems advocacy in the program design.

Applicants interested in providing conflict mediation to individuals involved in violence should apply under the Street Outreach sub-strategy. Street Outreach is intended to focus on relationship-building with victims and their family and friends in high retaliation situations in order to provide mediation. See “Street Outreach” sub-strategy for details.

TARGET POPULATION

There are several target populations for this sub-strategy. The first is Oakland shooting and stabbing victims ages 14 to 35 who have been treated or admitted to Alameda Health Systems (AHS)/Highland Hospital.

The second target population is the family members and close friends (including young children) of Oakland homicide victims. Priority must go to families of victims under the age of 35 who have previously been affected by street violence.

Recipients of temporary relocation services must be Oakland residents, age 18 and up who are at real, immediate risk of injury or death due to involvement in a shooting incident that took place in Oakland. See Referral Sources below for details. Priority must go to participants who might not be eligible for State Victim of Crime support.

Assuming quality proposals are received, the City seeks to fund services for all the populations listed above. For all services funded under this sub-strategy, priority should be given to those who reside in high stressor beats listed in **Appendix C**.

Note: Measure Z provides funding for a response team for victims of family violence and sexual assault through separate sub-strategies. Therefore, victims of these crimes are not served under this sub-strategy.

REFERRAL SOURCES

Referrals of shooting victims will come from AHS/Highland Hospital's Trauma Violence Intervention Program (TVIP). Please note that in order to provide services at the hospital there is a training and approval process by AHS administration.

Referrals of homicide victims will come from the Oakland Police Department (OPD), who will provide notification with family contact information to funded Applicant(s).

Participants referred through the above sources may be eligible for emergency relocation services. Additionally, referrals for emergency relocation services will come from Street Outreach and Case Managers funded through Oakland Unite. Building upon current established processes, the selected grantee will further develop and refine a referral and application process with the support of Oakland Unite staff. Please note, clients referred for emergency relocation that are on probation will need to get clearance and approval from Alameda County Probation Department – the selected grantee will have to work collaboratively with Probation around this process.

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 Shooting and Homicide Response:

- Post-incident services are provided in a timely manner.
- Capacity and qualifications to serve the target population in a compassionate, culturally and linguistically appropriate manner.
- Ensuring that staff are trained in providing services to youth and young adults who are in crisis and who may have serious and lifelong health conditions.
- Team approach to delivering services after the violent incident.
- Use of a risk assessment tool that has an emphasis on risk of re-injury or retaliation.
- Mental health approaches that are culturally appropriate and trauma-informed.
- Conducting home visits and working with family members, including young children directly involved or impacted.

Best Practice Approaches to Emergency Temporary Relocation:

- Assessment of housing location where there are social ties.
- Close contact with clients post-relocation.
- Financial support for a finite period of time.
- Access to and coordination with case management support.
- Strict adherence to program participation criteria.
- Educational and/or job training and placement assistance.
- Counseling and other social services in relocated area to help reduce likelihood of future involvement with violence and/or crime.

Additional references include, but are not limited to:

- *Fostering Resilience in Traumatized Communities: A Community Empowerment Model of Intervention.* Cambridge Health Alliance, <http://goo.gl/QwqDqX>
- *Before and After the Trauma Bay: The Prevention of Violent Injury Among Youth.* R. Cunningham, et al. *Annals of Emergency Medicine*: April 2009, Vol. 53, Issue 4, pp 490-500. <http://www.ncbi.nlm.nih.gov/pubmed/19162376>

Program Design Elements and Service Activities: Assuming quality proposals, the City intends to fund shooting response, homicide response, and relocation services.

Shooting Response: The City will support efforts focused on healing, community reentry and stabilization support for youth/young adult and their families who are recovering from violent injury. Selected agencies will provide immediate outreach to youth and young adult victims at Highland Hospital, and stabilization/case management support. Highland Trauma Violence Intervention Program (TVIP) staff will assess patients' service needs and determine whether to refer to client for stabilization/case management, Street Outreach, or both. When Highland makes a dual referral to Shooting Response and Street Outreach, both programs' staff will be expected to work closely together. Applicant will be asked to provide regular updates on cases to AHS/Highland Hospital TVIP staff using the hospital's QuesGen database in addition to Cityspan.

Homicide Response: The City will invest in programs that provide intensive, first response support services to the friends and families of homicide victims. These may include: assistance with planning memorials, funerals, or vigils for victim; referring for other support services; follow up on referrals, and general comfort during times of need. Successful Applicants will provide mental health assessments and access to long-term counseling and support groups as needed. Applicants should demonstrate the ability to serve young children affected by homicide either by providing services for this population themselves or through established partnerships. Applicants should demonstrate the ability to leverage mental health reimbursement matching costs from sources such as Medi-Cal, Victims of Crime and other sources.

For both Shooting and Homicide Response, Applicants should incorporate the following program design elements and activities:

- Contact should be initiated as quickly as possible, ideally within 24 hours, or sooner for in-patient shooting victims.
- Applicants will be expected to participate in co-training with OPD around homicide and shooting response protocols, including development of a protocol around OPD funeral involvement and notification.
- Applicants will be expected to participate in weekly coordination meetings with HSD, Street Outreach, and Highland Hospital TVIP staff.

Emergency Temporary Relocation: The City's investment in relocation services aims to reduce victimization of individuals who are in real danger of becoming targets of shootings or homicides. Relocation efforts are conducted in coordination with family members, service providers, Alameda County Probation Department, and other stakeholders to ensure an effective, safe, and successful relocation. The goal of this emergency temporary relocation program is not necessarily to facilitate or finance a permanent move, but to prevent immediate violence and loss of life.

Applicants should incorporate the following program design elements and activities:

- As this is a newly funded program, Applicants should anticipate working collaboratively with Oakland Unite around program development post-award, including development of participation criteria and procedures that relocated individuals must adhere to as a condition of enrollment.
- Participant Assessment: Applicants should include an assessment period to review referrals and confirm client eligibility. Through this process, HSD will be consulted, and a lead case manager within the Oakland Unite network identified to work with the participant. Probation and parole status must be determined and verified. For longer-term relocation to be approved:
 - Any active warrants in Alameda County or elsewhere must be resolved
 - Family or other personal support in relocated area must be identified
 - Service/employment resources in relocated area must be identified
- Relocation Funds may include support for any of the following: emergency motel/hotel stay, rent assistance, travel or moving costs, food, medical supplies, and other supports necessary to successfully relocate out of Oakland.
- Emergency relocation, while temporary, may be short-term (1-2 weeks), medium term (3-8 weeks) or longer term (9+ weeks), depending on client's individual circumstances.

- Relocation support services should be delivered at times and locations convenient for participants. Relocation support may involve travel to areas outside Oakland.
- The selected grantee will be expected to work collaboratively with Oakland Unite-funded Intensive Case Managers and Street Outreach workers, when applicable. In addition, Oakland Unite has an established emergency relocation protocol with Probation that will be shared with the Applicant post-award.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies 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 intensive outreach participants (either shooting victims and/or family/friends of homicide victims) # 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 such as such as employment and education programs

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

- Victims of violence are supported in their healing and recovery from trauma.
- Families and friends of victims of violence 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 feel safe and protected.
- Participants are less likely to be engaged in violence or risky behavior.
- Participants report positive experiences and satisfaction with services.
- Participants have access to longer-term support services and positive alternatives that promote their safety and well-being.

EVIDENCE OF PARTNERSHIPS

Required for Applicants Providing Shooting Response: Partnership with Alameda Health System/Highland Hospital is required. Applicants should contact Stefania Kaplanes, (510) 535-7648, skaplanes@alamedahealthsystem.org to arrange a letter of acknowledgement.

Required for Applicants Providing Homicide Response: Partnership with Alameda County District Attorney's Victim-Witness Center is required. Applicants should contact Tasia Wiggins, Alameda County District Attorney's Office of Victim-Witness Services, 510-272-6190, tasia.wiggins@acgov.org for a letter of acknowledgement.

Recommended/Encouraged: Applicants are encouraged to submit a letter of support demonstrating any existing partnerships with OPD and/or Alameda County Probation, or from any other partners that will be part of service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) to three (3) proposals will be funded, with an estimated:

- \$300,000 available to provide homicide response;
- \$125,000 available to provide response to shooting victims; and
- \$100,000 available to provide relocation services– please note, Applicants should budget for staffing as well as financial support for participants being relocated.

Estimated Number Served: The City intends to fund intensive support services for a minimum of 200 friends/family members associated with Oakland homicides and 100 shooting victims through all funded proposals in this sub-strategy combined. Additionally, Oakland Unite intends to support at minimum 20 individuals in need of emergency temporary relocation.

COMMERCIALLY SEXUALLY EXPLOITED CHILDREN (CSEC) INTERVENTION

SUMMARY

Through the Commercially Sexually Exploited Children (CSEC) Intervention sub-strategy, the City will provide funding to agencies to conduct outreach to CSEC, bring them to safety, and end their exploitation. The City is interested in creating a comprehensive system of support for CSEC which should include outreach, connections with appropriate, caring adults, wraparound support, and access transitional/emergency housing. The City is also interested in supporting CSEC trainings to other Oakland Unite grantees on CSEC issues and interventions. Through these services, CSEC will begin the process of healing and will have decreased risk of future victimization.

TARGETED POPULATION

Commercially Sexually Exploited Children are 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

Applicant must determine their planned referral mechanism for engaging CSEC youth. Recommended referral mechanisms include linkages with 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 involved in the referral process should be documented in letters of support/acknowledgement.

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 Serving CSEC: In alignment with the State of California Department of Social Services CSEC Program guidelines, Commercial Sexual Exploitation should be understood as child abuse and reported as such, and should not be criminalized. The State outlines a three-tiered response to support CSEC:

1. *Immediate Crisis* – that involves both a rapid response, as well as intensive, ongoing support during the first 72 hours post-identification.
2. *Initial* – that involves convening a team within 10-14 days to address the youth's needs where immediate safety risks may not be present.
3. *Ongoing* – that involves ongoing case planning and coordination, which may occur on an individualized basis or in a broader case review setting.

Additional resources include, but are not limited to:

- *Trauma Recovery and Empowerment Model* is intended for trauma survivors, particularly those with exposure to physical or sexual violence: <http://nrepp.samhsa.gov/ViewIntervention.aspx?id=158>
- *Voices* is a gender responsive curriculum for treating adolescent girls with histories of addiction and trauma: <http://goo.gl/oTTaAb>

Program Design Elements and Service Activities: The service activities listed below are a menu of possibilities. Assuming quality proposals, the City intends to fund at minimum programs to provide outreach and crisis response to CSEC, transitional housing, and access to wraparound support.

Outreach: The City seeks Applicants who can provide direct outreach to CSEC. This outreach may occur in a number of ways – including through linkages with Oakland Police Department, Alameda County Juvenile Probation, the Alameda County District Attorney's Office, the Family Justice Center, Oakland Unified School District, or Highland Hospital. Applicants should be explicit and detailed when describing outreach methods and program design, in particular how the grantee plans to address challenges in engaging CSEC, and have proof of a working relationship with all referral partners.

Transitional Housing and Wraparound Support: The City seeks Applicants who can provide safe transitional/emergency housing beds for CSEC, and/or wraparound support to facilitate safe transitional housing. Transitional/emergency housing services are not required to be in Oakland, and if not, transportation needs should be considered. Applicants applying in this sub-strategy should focus on immediate crisis response and stabilization services for CSEC, but may also propose to provide longer-term support such as case management.

Drop-in Center: The City is open to proposals to operate a drop-in facility for CSEC that provides a safe place and offers specialized services and structured activities designed to reintegrate CSEC back into lives that are free of exploitation.

New and Emerging Trends: The City is also interested in Applicants that include a component that addresses new and emerging trends in CSEC, such as the online/social media driven demand for CSEC. Applicants should address how the program will engage CSEC that are not visible on the street and offer any innovative solutions that enables flexibility when engaging this population.

CSEC Training: Proposals may also include some funds for CSEC awareness training provided to Oakland Unite grantees and other partnering agencies to raise awareness of the needs of CSEC, increase CSEC identification and to ensure that CSEC are connected with appropriate resources.

Collaboration: Successful Applicants will be asked to participate in co-training with OPD around response to incidents involving CSEC. All Applicants should plan to attend the City of Oakland CSEC Task Force and/or Alameda County Safety Net meetings to coordinate with existing CSEC providers and efforts, and may be asked to attend additional Oakland Unite case conference and/or coordination meetings as needed.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data and participate in external, independent evaluations of Oakland Unite funded services.

Performance measures for this sub-strategy 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.

EVIDENCE OF PARTNERSHIPS

Required: The Applicant must demonstrate support from referral partners that will be central to CSEC engagement activities (such as OPD).

Encouraged/Recommended: Applicants are encouraged to provide letters of support from any partners who will be part of the service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) to three (3) proposals will be funded, with \$263,000 available annually (\$175,000 from Measure Z and \$88,000 annually from City General Purpose Funds) for services.

Estimated Number Served: The City intends to fund intensive support services for an estimated 200 CSEC across all funded proposals (depending on the proposed engagement model).

FAMILY VIOLENCE INTERVENTION

SUMMARY

Through this sub-strategy, the City aims to 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. The City will also invest in programs that work with the Oakland Police Department to develop training for officers on strengthening the response to family violence incidents.

TARGETED POPULATION

This strategy will focus on 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. Priority should be given to individuals who live in high stressor beats listed in **Appendix C**. Participants may face linguistic, cultural, legal, or economic barriers in accessing family violence services.

REFERRAL SOURCE

Organizations will receive referrals as part of the Oakland Police Department's response to family violence incidents. Funded agency will be required to develop an MOU with OPD and staff will be required to pass OPD background check.

PROGRAM DESIGN ELEMENTS AND SERVICE ACTIVITIES

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

Best Practice Approaches to Family Violence Intervention::

- Services to survivors of physical, emotional, sexual, economic and psychological abuse facilitate survivor empowerment and increase safety mental and physical health, and financial and housing stability.
- Provision of comprehensive supports that engage community resources and includes services such as crisis response, emergency housing; safety planning and legal advising and advocacy; and, ideally, prevention efforts and policy-level anti-violence support.
- Community-wide collaborations with law enforcement, legal resources, medical providers, community organizations, shelters /housing providers, economic and employment programs, mental health providers, and schools, among others.

Resources specific to family violence intervention include, but are not limited to:

- Civil Protection Orders: A Guide for Improving Practice (Burgundy Book) (2010) http://www.ncjfcj.org/images/stories/dept/fvd/pdf/cpo_guide.pdf
- Intervention Following Family Violence: Best Practices and Help Seeking Obstacles in a Nationally Representative Sample of Families with Children. 2015. <https://www.apa.org/pubs/journals/releases/vio-a0036224.pdf>
- A Trauma-Informed Approach to Domestic Violence Advocacy. 2011. http://nationalcenterdvtraumamh.org/wp-content/uploads/2012/01/Tipsheet_TL-DV-Advocacy_NCDVTMH_Aug2011.pdf

Program Design Elements and Service Activities:

Crisis Response and Stabilization Services: The City seeks Applicants to provide immediate crisis response and stabilization services for victims of family violence and their children, which may include staffing a hotline. Applicants should plan to take referrals from police reports and occasionally accompany police to the scene of family violence-related incidents. Applicant must demonstrate the ability to be responsive and flexible around scheduling and availability to be able to meet clients' emergency needs. Applicants should provide safety planning, stabilization/case management, mental health and other supports for young children, facilitation of Victims of Crime applications, family relocation, and legal support. The City encourages proposals that include creative strategies for expanding the availability of legal support given the high level of need.

Community Partnerships: The City is interested in Applicants with linkages to resources that strengthen and stabilize families through community collaboration. Applicants should plan to partner with long-term support providers for services related to: mental health, economic and employment support, housing, empowerment, etc.

Training on Family Violence Issues: The City is also interested in Applicants who plan to work with OPD to develop and provide appropriate training for officers, which may include attending line-ups and/or participating in officer training courses. Proposals may also include training to Oakland Unite grantees or other relevant partners on topics such as the dynamics of intimate partner violence, emergency protective orders, etc.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data and participate in external, independent evaluations of Oakland Unite funded services.

The performance measures of this strategy include:

Category	Performance Measures
Clients Served	# of clients and families served with crisis counseling, safety planning, family relocation 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 and support
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 professional staff
Client Engagement	# of Victims of Crime (VOC) applications completed # of clients and families referred to long-term support services addressing financial, emotional, mental and physical health # 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.

EVIDENCE OF PARTNERSHIPS

Required: Partnership with Family Justice Center is required. Please contact Cherri Allison, Executive Director, at (510) 267-8801, cherri.allison@acgov.org to arrange for a letter of acknowledgement.

Encouraged/Recommended: Applicants are encouraged to submit a letter of support demonstrating any existing partnerships with Oakland Police Department (OPD), and any partner who will be part of the service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) to two (2) proposals will be funded, with \$450,000 available to provide family violence intervention services.

Estimated Number Served: The City intends to fund outreach services to 1,000 victims of domestic violence, including young children exposed to family violence through all funded proposals in this sub-strategy combined.

COMMUNITY ASSET BUILDING

GOAL: To deepen the capacity of communities most affected by violence and the providers that serve them to change norms and influence decision-making around violence.

INTRODUCTION TO STRATEGY AREA

This strategy includes the following sub-strategy:

- Young Adult Leadership Council

YOUNG ADULT LEADERSHIP COUNCIL

SUMMARY

The City seeks proposals to develop and run 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. Participants should be those already considered leaders and change agents within their own networks and communities. The Applicant 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 violent or criminal behavior, recent involvement in violent or criminal behavior, or those at risk of using violence to solve conflicts.

REFERRAL SOURCE

Members of the Leadership Council will be selected from those highest-risk individuals described under the "Intensive Case Management" and "Street Outreach" sub-strategies through a referral and application process. Post-award, Oakland Unite will assist the Applicant in developing an appropriate referral/application process with agencies funded under "Adult Intensive Case Management" and "Street Outreach."

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 Practices in Leadership Development: This is a pilot program, and as such, best practices are still emerging. This program is inspired in part by the Office of Neighborhood Safety Operation Peacemaker Fellowship. Applicants are encouraged to review the overview of that program developed by the League of California Cities: <http://www.cacities.org/Member-Engagement/Helen-Putnam-Awards/California-City-Solutions/2013/Office-of-Neighborhood-Safety>

Program Design and Service Activities: The City seeks proposals from agencies to develop, convene and facilitate a Leadership Council of young men who are also participating in the “Adult Intensive Case Management” and “Street Outreach” sub-strategies. This pilot program is intended as a structured effort to collect the input of young people involved in violence, develop the skills of these individuals, and help them set the agenda for violence reduction efforts.

Applicants should be prepared to lead coordination efforts and work in partnership with a number of key stakeholders, including: HSD Oakland Unite staff; Oakland Unite-funded agencies; and the Ceasefire Partnership Committee.

Applicants should incorporate the following program design elements and activities:

- Applicants should plan to convene Leadership Council participants regularly (at least twice a month) and address how participants will be engaged for an extended period – ideally participants will commit to the Council for a year.
- Proposals should include monthly stipends for participants estimated at ~\$200-300 per participant per month, which must be included in the proposed budget.
- Proposals should include coordination and budgeted funds for learning trips to other municipalities with the goal of observing successful models of violence prevention and intervention programs, presenting on Oakland’s successful practices, and applying lessons learned to efforts in Oakland.
- Applicant should plan to provide/enroll participants in learning workshops including, but not limited to: manhood development; social/cultural/political education; healing of trauma and emotional violence; anger management; etc.
- Proposals should include at least one dedicated staff person to coordinate the Council; this individual will work with HSD, process applications, convene the group and assist in the development of group projects; organize trainings/workshops and travel for the group and organize and facilitate the processing of stipends.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies 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 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 on behalf of the Leadership Council # of projects completed by the group (e.g. development of a policy agenda, presentations on community violence issues, neighborhood events, public education, community messaging, etc.)
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. The purpose of this strategy is to increase positive protective factors of participants. 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.

EVIDENCE OF PARTNERSHIPS

Required: None required. Successful Applicants will be required to develop MOUs with referring agencies.

Recommended/encouraged: Applicants are strongly encouraged to include letters of support from any agency that will be part of service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) proposal will be funded, with \$170,000 available for staffing costs, monthly stipends, and travel expenses.

Estimated Number Served: The City intends funding to support to a minimum initial cohort of 15-20 individuals.

INNOVATION FUND

Goal: To create space for emerging ideas and promising practices/programs in violence intervention to prove their effectiveness. Please note that the intent is to fund programs and services that are not eligible under any of the other strategy areas listed in this RFP because they are outside the scope of those strategies.

INTRODUCTION TO STRATEGY AREA

This strategy includes the following sub-strategy:

- Innovation Fund

INNOVATION FUND

SUMMARY

Through the Innovation Fund strategy, The City aims to provide seed funding for innovative approaches to violence intervention and encourage new programs/practices with high potential. Proposals submitted in the Innovation sub-strategy must be substantially different than proposals submitted in other sub-strategies of this RFP. The City seeks proposals that address pressing issues and needs of communities most affected by and/or engaged in violence. The City recognizes that there are no easy solutions to the complex problem of violence. The goal of this strategy is to support the development and growth of effective services and interventions.

TARGETED POPULATION

The City will invest in programs that serve and engage individuals and communities most affected by and/or engaged in violence. The City encourages proposals that focus on populations that are often difficult to engage and serve (such as undocumented youth/young adults, foster youth, girls and young women of color, LGBTQ, etc.), and who exhibit high-risk for engagement in violence as determined by assessment.

REFERRAL SOURCE

Applicants should describe how proposed participants will be referred to the program. Partnerships with other community-based agencies, public institutions, and/or service systems are encouraged to ensure a broader network of providers, services and resources. Oakland Unite staff will work with the funded Applicant to finalize referral mechanisms as needed.

PROGRAM DESIGN ELEMENTS AND SERVICE ACTIVITIES

The City seeks proposals that promote new approaches to addressing violence intervention by either introducing a new practice or approach, adapting an existing practice or approach to serve a new population or setting, or modifying an existing practice or approach from another field.

The proposal must be aligned with Measure Z's legislative intent (see **Overview** section, page 4, for details). Examples of possible programs include but are not limited to diversion programs that work with criminal justice agencies to provide alternatives to incarceration, social/political/cultural education, restorative practices, parent education, and/or leadership development.

Applicants must demonstrate how the innovation program/practice was generated by community need and describe the mechanisms that will be used to capture lessons learned with an eye to informing future violence interventions. If there are best- or evidence-based practices or models that inform or relate to the proposed innovation, the Applicant should outline them in the proposal.

In line with other strategy areas, priority will be given to proposals that:

- Ensure culturally appropriate service provision.
- Involve the target population in program design and implementation.
- Include collaborations from different sectors (i.e., service providers, community and faith-based organizations, businesses, educational and cultural institutions, public agencies, and individual content experts).
- Incorporate family and community as part of service provision.

PERFORMANCE MEASURES AND OUTCOMES

Funded agencies will be required to gather performance data and participate in external, independent evaluations of Oakland Unite funded services. Performance measures will vary based on the proposed intervention. Funded Applicants will work with HSD and the evaluator to develop final performance measures appropriate to the proposed intervention.

Outcomes will be measured by an independent evaluator. Funded Applicants will work with HSD and the evaluator to develop final outcomes appropriate to the proposed intervention. Sample outcomes may include:

- Participants feel safe and connected in their communities.
- Participants have caring relationships with peers.
- Participants solve conflicts using restorative justice techniques.
- Participants feel empowered to lead violence prevention/intervention efforts.
- Participants learn alternative approaches to reducing violence, healing of trauma, and recognizing self-worth.

EVIDENCE OF PARTNERSHIPS

Required: None.

Recommended/encouraged: Applicants are encouraged to include letters of support from any agency that will be part of service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) to three (3) proposals will be funded, with \$200,000 available.

Estimated Number Served: Applicants should propose service numbers depending on type of intervention proposed; final service numbers will be negotiated post-award.