



# AGENDA REPORT

TO: DEANNA J. SANTANA  
CITY ADMINISTRATOR

FROM: Sara Bedford

SUBJECT: 2013-2014 Oakland Unite Violence  
Prevention Grant Agreement Renewals

DATE: May 13, 2013

City Administrator  
Approval

Date

5/14/13

COUNCIL DISTRICT: City-Wide

## RECOMMENDATION

Staff recommends that the City Council adopt a resolution authorizing the City Administrator to exercise the option to renew Oakland Unite grant agreements between the City of Oakland and various public and non-profit agencies to provide violence prevention programs for an estimated amount of \$6,023,073 for fiscal year 2013-2014.

The Department of Human Services (DHS) recommends that City Council exercise the option to renew grant agreements for one year with various non-profit and public agencies for a total of \$6,023,073 during FY 2013-2014, to provide violence prevention and intervention services for youth and young adults in Oakland.

The recommended organizations have effectively delivered violence prevention services to target populations of children, youth and young adults who are at the highest risk for involvement in violence, as specified in the Measure Y legislation. Renewing these agreements ensures continuity of service for the young people involved in these programs and for the communities affected positively by the presence of these critical services.

## EXECUTIVE SUMMARY

DHS is providing an update on Oakland Unite violence prevention services funded through Measure Y in Fiscal Year 2012-13, the first year of a three-year funding cycle. DHS recommends that City Council exercise the option to renew grant agreements with various non-profit and public agencies for a total of \$6,023,073 during Fiscal Year 2013-14.

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These grants were selected after a competitive review process, and were approved by Council in June 2012 for the first year of a three-year funding cycle (FY 2012-13). A total of 39 programs (28 agencies) are recommended for renewed funding through Oakland Unite, in the amount of \$6,023,073 for FY 13-14, based on the latest revenue projections. DHS staff reviews the grant programs for performance, and combines performance data with information from an independent evaluator to make recommendations. *Attachment A* provides a list of the agencies recommended for funding. *Attachment B* provides a 'report card' for each currently funded agency, including performance data, site visit findings, evaluation data, and staff comments.

## OUTCOME

Oakland Unite programs, funded by Measure Y, provide an array of intensive services to youth and young adults most likely to be involved in violence, with the goals of 1) reducing violence in Oakland among young people, and 2) creating a well-integrated violence intervention system, with strong links among social services, school district, police, workforce development, and criminal justice agencies.

## BACKGROUND/LEGISLATIVE HISTORY

Passed by Oakland voters on November 2, 2004, Measure Y provides approximately \$20 million every year for ten years to fund violence prevention programs, additional police officers, and fire services. Measure Y funds are generated through a parcel tax along with a parking surcharge on commercial lots. The annual allocations of the revenues are as follows:

- \$4 million per year for Oakland Fire Department (OFD) services;
- 60% of the remainder for the Oakland Police Department (OPD) services;
- 40% of the remainder for violence prevention programs administrated by the Department of Human Services (DHS), which were renamed 'Oakland Unite' in 2012; and
- Up to 3% of the OPD and DHS allocations set aside for an independent evaluation.

City of Oakland Measure BB, a revision of Oakland's 2004 Measure Y, was on the November 2, 2010 ballot and was passed by voters. Measure BB revised Measure Y by suspending the requirement that the City maintain at least 739 police officers in order to collect funds from Measure Y. Measure Y sunsets in December of 2015. The Measure Y parcel tax funding will be collected until July 31, 2014 and the parking tax will be collected until December 31, 2014. All monies collected are estimated to be spent on services through June 30, 2015.

The vast majority of violence prevention grants are awarded through competitive Request for Proposal processes. In January 2012, Council approved violence prevention strategies for Fiscal Years 2012-15 in the four main areas of: 1) Focused Youth Services; 2) Young Adult Reentry Services; 3) Family Violence; and 4) Violent Incident/Crisis Response. Fiscal Year 2012-13 is the first year in the last three year funding cycle (FY 2012-15). Oakland Unite grants selected through a competitive Request for Proposal (RFP) process were approved by Council Resolution Numbers 83895 C.M.S. and 83929 C.M.S. in June 2012. In January 2013, Council approved

additional funding for specific programs through the Measure Y Reserve, for FY 2012-15. (Resolution Number 84162 C.M.S.)

Federal Street Outreach Expansion: FY 2013-14 is the last year of this federal three-year grant from the Department of Justice, Office of Juvenile Justice and Delinquency Prevention, that expands street outreach efforts, allowing for the number of street outreach workers to approximately double

*Safe House:* On May 2, 2006, City Council approved an allocation of \$225,000 for a challenge grant to Alameda County to develop a Safe House for Commercially Sexually Exploited Children, considered to be a critical element in helping young girls and women escape repeated victimization. Alameda County, in partnership with Alameda Family Services, has bought a building and has raised the funds to fully complete the renovation. The County's Health Care Services Agency has also identified reimbursement funding streams that will provide on-going support for services. Council approved a one year grant agreement of \$225,000 to Alameda County for this purpose in June 2012 (Resolution No. 83895 C.M.S.).

This report includes recommendations for Oakland Unite grant renewals for FY 2013-14. All programs initially selected are recommended for continued funding, some with conditional requirements. Grant agreements are recommended for renewal based on performance and site visit findings.

## ANALYSIS

### *Legislation and Guiding Principles*

Mandated Measure Y legislative requirements for funding are: 1) Youth outreach counselors; 2) After and in school programs for youth and children; 3) Domestic violence and child abuse counselors and 4) Offender/parolee employment training.

Specifically, the legislative language (including language authorized by Measure BB) states: "*Violence Prevention Services with an emphasis on Youth and Children: Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following activities that provide violence prevention services. Such services include, but are not limited to, the following objectives*

1. *Youth outreach counselors: hire and train personnel who will reach out, counsel and mentor at-risk adolescents and young adults by providing services and presenting employment opportunities.*

2. *After and in school programs for youth and children: expand existing City programs and City supported programs that provide recreational, academic tutoring and mentoring opportunities for at-risk adolescents and children during after school hours; expand truancy enforcement programs to keep kids in school.*
3. *Domestic violence and child abuse counselors: make available counselors who will team with police and the criminal justice system to assist victims of domestic violence or child prostitution and to find services that help to avoid repeat abuse situations; expand early childhood intervention programs for children exposed to violence in the home at an early age.*
4. *Offender/parolee employment training: provide parolee pre-release employment skills training and provide employers with wage incentives to hire and train young offenders or parolees."*

In addition, the following principles guide the Oakland Unite funding allocations:

- Utilize a data-driven analysis and outcome-based evaluation. An external evaluator matches client data with probation, parole and school district databases to assess the impact of programs. All grants are performance based, and money is withheld if deliverables are not met.
- Use evidence-based practices. All funded programs are required to use proven practices in their program design in order to promote successful outcomes.
- **Emphasize** coordination among public and community service systems. Oakland Unite agencies must work in coordination with systems that impact the lives of the individuals they serve, including OPD, OUSD, Probation and Health Care.
- **Integrate** family and community into service plans. Family and community members play a vital role in the growth and development of youth and young adults.
- **Focus** on the highest-risk individuals most likely to be victims or perpetrators of violence. Research on Oakland indicates that young people under 35 are more likely to be involved in violence. Evaluation results confirm that the majority of Oakland Unite clients have criminal justice involvement (see evaluation section of report).

### ***Funding Areas***

In January 2012, City Council approved 2012-15 funding allocations for the following four broad strategy areas, providing services to those likely to be involved in violence as victims or perpetrators:

#### ***Strategy Area 1: Focused Youth Services***

These strategies include post juvenile detention intensive case management, educational placements, employment training, academic support, restorative justice, gang prevention, mental health services, and other support to keep kids in school and out of the criminal justice system.

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**Strategy Area 2: Young Adult Reentry Services**

These strategies assist young adults on parole or probation returning to Oakland from incarceration with case management, employment skills and job readiness training and employment placement.

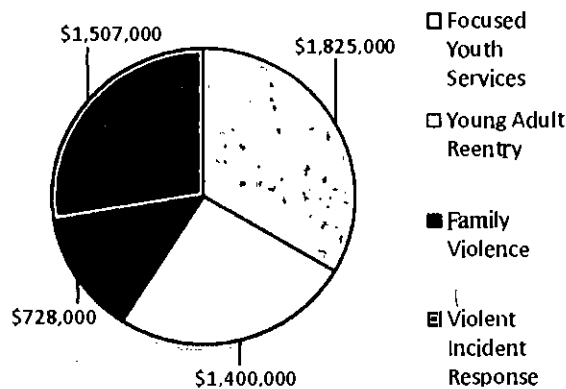
**Strategy Area 3: Family Violence Intervention**

These strategies include crisis intervention services for victims of family violence, services and counseling to commercially sexually exploited children (CSEC), and mental health services to young children (0-5 years of age) exposed to violence.

**Strategy Area 4: Violent Incident/Crisis Response and Community Organizing**

These strategies include street outreach, crisis response, mental health services, and support to family and friends of homicide victims, outreach and case management to shooting victims at Highland Hospital, and community organizing.

**Figure 1. FY 12-13 Funding Allocations by Strategy Area**



**Oakland Unite Leveraged Dollars**

Oakland Unite grantees are required to provide a 20% match for their Oakland Unite grant agreement. This year, the total documented match reported by grantees to date is **\$3,001,268** at 54% of total grant funds.

In addition, DHS has been able to leverage a significant number of other funding sources that build upon Oakland United strategies, and Measure Y dollars, raising over **\$15 million** over the past 6 years. These include the following current grants:

- Second Chance Juvenile Justice Evaluation: \$1,875,000 over 4 years

In 2012, DHS was selected as one of five recipients across the country to receive additional funding from the Department of Justice to continue Second Chance juvenile reentry services that were funded through an earlier grant and participate in a national evaluation grant. This evaluation participation comes with additional funding of \$750,000 for two years (January 2013 to December 2014), totaling \$1,875,000 in Second Chance funding over 4 years. Building upon the successes of earlier efforts, these DOJ grant funds will enable more reentry youth to be served, and will enhance system changes for the most at-risk reentry youth in Oakland. Collaborative partners include: Alameda County Probation, Alameda County Health Care Services Agency (ACHCSA), Oakland Unified School District (OUSD), Bay Area Legal Aid, and Oakland Unite funded Juvenile Justice Center (JJC) strategy case management agencies.

- Community-Based Violence Prevention Demonstration Grant: \$2.2 million over 3 years

DHS received this three-year grant from the Department of Justice, Office of Juvenile Justice and Delinquency Prevention, to replicate components of the nationally recognized Chicago Cure Violence and Kennedy Ceasefire models. This project expands street outreach efforts, allowing for the number of street outreach workers to approximately double, and initiates a public education campaign. 2013-14 is the last year of this grant.

- Transitional Employment (CEO/REDF) Program: \$9.55 million over 6 years

DHS was recently notified that we have been awarded an extension to the original three-year transitional employment grant from California Department of Corrections and Rehabilitation (CDCR). CDCR partnered with Roberts Enterprise Development Foundation (REDF) and Caltrans for this funding, which was used to develop a transitional work crew employment program for Oakland residents on parole modeled after the best practice from the Center for Employment Opportunities (CEO) in New York. The program also enhances maintenance of Caltrans right of ways in Oakland.

- CalGRIP 2012: \$243,759 over 2 years

DHS, in partnership with OPD and Alameda County Probation, received funding for the Oakland Ceasefire Program. Ceasefire is an evidence-based collaborative program that is designed to reduce violence and homicides in the City's high stress areas. Ceasefire is based on work promoted by David Kennedy, director of the Center for Crime Prevention and Control at John Jay College of Criminal Justice in New York City, and adapted to local conditions.

**Summary of Grantee Progress**

The following table provides information on aggregate service delivery data for Oakland Unite violence prevention programs through Quarter 3 of FY 12-13, ending March 31, 2013. For summaries on demographics of clients served in FY 12-13, including age, gender and race and zip code, please refer to *Attachment C*.

**Table 1.**

Summary of Measure Y Violence Prevention Services, 7/1/12-3/31/13 (through Quarter 3)					
		Clients/ Individual Service hours		Clients/ Group Service hours	
Strategy Area 1	Juvenile Justice and OUSD Wraparound	306	7,903	170	3,869
	Youth Employment	175	2,296	170	12,712
			9,902 work experience hours		
	School-based Prevention	805	9,149	560	3,564
Strategy Area 2	Young Adult Reentry Services	347	4,437	260	31,712
			19,017 work experience hours		
Strategy Area 3	Family Violence Intervention	1,543	3,600	365	3,703
Strategy Area 4	Oakland Street Outreach*	273	3,447	n/a	
	Crisis Response	381	2,965	n/a	
Total		4,187	60,241	1,525	55,560

\*Plus 806 Street Outreach events reaching approximately 8,000 people in the community.

Despite declining revenues, and with the potential of funding being eliminated once Measure Y sunsets, Oakland Unite violence prevention programs are reaching large numbers of youth and young adults. As demonstrated in the evaluation information presented later in the report, these

are largely individuals at highest risk for violence, who have had significant improvements in their criminal justice and education outcomes.

### ***Renewal Funding Recommendations***

DHS staff have made renewal recommendations for all Oakland Unite grantees based upon the following information:

- Grantee's ability to meet contracted deliverables (taking into consideration circumstances beyond their control)
- DHS on-going monitoring of grantees ensuring compliance with grant agreement
- Site visit results, which include verification of data entered in database, client file reviews, and program observations
- Evaluation results, which include the impact of the programs based upon the independent evaluation report

Detailed information for each grantee can be found in ***Attachment B***, including:

- Brief program description
- Funding and match amounts
- Service delivery information
- Site visit findings
- Program evaluation outcomes
- Client case studies

All agencies are being recommended for funding at the same level as Council approved for Fiscal Year 2012-13. For some agencies, funding renewal is contingent upon making improvements in certain areas. These issues have primarily arisen through thorough programmatic site visits, and grantees have been given dates by which they must be corrected. DHS staff anticipates that all of these will be corrected by June 30, 2013.

The tables below summarize the agencies being recommended for funding, along with funding amounts, whether they are on track to meet their contract deliverables, and any areas of necessary improvement. More detailed information on each grantee is available in ***Attachment B***. All grant agreements through Oakland Unite are performance-based, with monies being withheld if deliverables are not met.

### ***STRATEGY AREA 1: FOCUSED YOUTH SERVICES***

The first strategy area, **Focused Youth Services**, served 1,286 youth with individual services and 900 with group services, by Quarter 3 in FY 2012-13.

- All but one of the agencies are on track to meet their deliverables by the end of the fiscal year. DHS is working with the one agency that may not meet their deliverables to identify ways to recruit and serve more youth.

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- One agency needs significant improvement in their client file documentation.

**Table 2 - Focused Youth Services**

<b>Juvenile Justice Center (JJC) Wraparound</b>			
<b>Agency Name</b>	<b>Funding Amount 13-14</b>	<b>On track to meet main goals</b>	<b>Contingencies for FY 13-14 funding</b>
East Bay Asian Youth Center	\$275,000	Yes	None
MISSEY	\$112,000	Yes	None
OUSD Enrollment Manager	\$80,000	Yes	None
OUSD Alternative Ed/ California Youth Outreach	\$98,000	Yes	None
The Mentoring Center	\$75,000	Yes	Implement a client intake/ assessment and file review process
Youth ALIVE!	\$110,000	Yes	None
Youth Uprising	\$150,000	Yes	None
<b>TOTAL</b>	<b>\$900,000</b>		
<b>Youth Employment</b>			
Unity Council	\$90,000	No*	None
Youth Employment Partnership	\$180,000	Yes	None
Youth Radio	\$90,000	Yes	None
Youth Uprising	\$90,000	Yes	None
<b>TOTAL</b>	<b>\$450,000</b>		
<b>Restorative Justice</b>			
Community Initiatives/ Restorative Justice for Oakland Youth	\$150,000	Yes	None
<b>Gang Prevention and Intervention</b>			
OUSD Office of Alternative Education	\$125,000	Yes	None
<b>OUR Kids Middle School Model</b>			
Alameda County Health Care Services Agency	\$200,000	Yes	None

\* See Attachment B for details

**STRATEGY AREA 2: YOUNG ADULT REENTRY SERVICES**

In Young Adult Reentry Services, 260 people received individual services and 260 received group services by Quarter 3 in FY 12-13.

- The three agencies that may not meet their deliverables by the end of the year are new to Oakland Unite’s Reentry Employment strategy. DHS is working with these grantees to establish achievable benchmarks related to sustained job placements. These benchmarks are being created while balancing the intensive needs of a high risk population.
- DHS is convening meetings with reentry employment providers and street outreach workers, to develop referral strategies that will best serve the highest risk young adults and lead to sustainable jobs.
- DHS is requiring an agency that is receiving significant funding from the City to replace a local manager position that was included in their original budget, who can communicate promptly and who has oversight duties and decision-making ability.

**Table 3 - Young Adult Reentry Services**

Project Choice			
Agency Name	Funding Amount 13-14	On track to meet main goals	Contingencies for FY 13-14 funding
The Mentoring Center	\$100,000	Yes	None
Volunteers of America	^\$260,000	Yes	Hire a local manager with oversight duties and decision making ability
<b>TOTAL</b>	<b>\$360,000</b>		
Reentry Employment			
Civicorps Schools	\$150,000	No*	None
Men of Valor Academy	\$100,000	No*	None
Oakland Private Industry Council	\$240,000	Maybe*	None
Volunteers of America	\$210,000	Yes	Hire a local manager with oversight duties and decision making ability
Youth Employment Partnership	\$180,000	Yes	None
Youth Uprising	\$100,000	Yes	None
<b>TOTAL</b>	<b>\$980,000</b>		
Outreach Developer			
Department of Human Services	\$120,000	Yes	None

\* See Attachment B for details

^ Includes \$60,000 from the Measure Y Reserve approved by Resolution No. 84162 C.M.S. for Reentry Housing Specialist

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**STRATEGY AREA 3: FAMILY VIOLENCE INTERVENTION**

In Family Violence Intervention, 1,543 people received individual services and 365 received group services by Quarter 3 in FY 12-13.

- The agency that may not meet their deliverables is new to Oakland Unite funding. DHS is working with this agency to develop a plan for reaching their benchmarks in the future.
- One agency is required to implement their background check protocol as a contingency for renewed funding.
- Council approved \$225,000 for the Safe House for CSEC in FY 12-13. The Safe House is expected to open in August 2013. Therefore, staff is recommending that the amount unspent (\$191,000) be included in a grant renewal for FY 13-14.

**Table 4 - Family Violence Intervention**

Family Violence Intervention			
Agency Name	Funding Amount 13-14	On track to meet main goals	Contingencies for FY 13-14 funding
Family Violence Law Center	\$400,000	Yes	None
Commercially Sexually Exploited Children (CSEC)			
BAWAR	\$100,000	Yes	Ensure background checks are done for all staff and volunteers
MISSEY	\$75,000	Yes	None
<b>TOTAL</b>	<b>\$175,000</b>		
Mental Health Services for 0 to 5			
The Link to Children	\$60,000	No*	Ensure a plan is in place for reaching longer term mental health benchmarks.
Safe Passages	\$40,000	Yes	None
<b>TOTAL</b>	<b>\$120,000</b>		
Safe House for CSEC			
Alameda County Health Care Services Agency	\$191,000	Yes	None

*\* See Attachment B for details*

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**STRATEGY AREA 4: VIOLENT INCIDENT / CRISIS RESPONSE AND COMMUNITY ORGANIZING**

In Violent Incident/Crisis Response and Community Organizing, 654 individuals were served by Quarter 3 in FY 2012-13.

- DHS programmatic staff requested fiscal staff to conduct a fiscal site visit for one of the agencies, which is being scheduled at the time of this report.
- One agency recently separated from its parent organization –DHS is requiring the local entity to submit audited financial statements and local Board of Director By-laws.
- One agency is required to implement their agency’s background check protocol as a contingency for renewed funding.
- DHS is requiring one agency to correct evaluation consent form information in the database.

**Table 5 - Violent Incident/Crisis Response and Community Organizing**

Oakland Street Outreach			
Agency Name	Funding Amount 13-14	On track to meet main goals	Contingencies for FY 13-14 funding
Healthy Oakland	^\$312,000	No*	Fiscal site visit pending
California Youth Outreach	^\$646,000	Yes	Provide most recent audited financial statements & Board by-laws for new local incorporation
CalPEP	\$25,000	Yes	Ensure background checks are done for all staff and volunteers
<b>TOTAL</b>	<b>\$983,000</b>		
Violence Prevention Network Coordinator			
Dept. of Human Services (DHS)	\$135,000	Yes	None
Crisis Response and Support Network (CRSN)			
Catholic Charities of the East Bay	\$300,000	Yes	None
Highland Hospital Intervention			
Youth ALIVE!	\$125,000	Yes	None
Community Organizing			
Messengers4Change	\$54,000	Yes	None
City County Neighborhood Initiative (CCNI)	\$186,000	Yes	None
Summer Parks Program	\$10,000	Yes	None
<b>TOTAL</b>	<b>\$250,000</b>		

^ Includes funds allocated from the federal Community-Based Violence Prevention Demonstration grant (Oct 2010-June 2014) from the Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP) designated to augment street outreach services. \*Beyond the control of the agency, as the Violence Prevention Network Coordinator imposed a 3-week hold on street outreach activities due to safety concerns for the team.

*For all Strategy Areas: DHS has communicated all of the corrective actions in the tables above to the respective grantees, along with deadlines for completion, and anticipates ALL of them to be corrected by June 30, 2013.*

### PUBLIC OUTREACH/INTEREST

Evaluation results were presented to the Oversight Committee on April 22, 2013. This item is scheduled to be discussed at the May 20, 2013 meeting of the Measure Y Oversight Committee, in Oakland City Hall, Hearing Room 1.

### COORDINATION

The City Attorney's Office and Budget Office were consulted in the preparation of this report and resolution.

Oakland Unite violence prevention efforts are closely coordinated with OPD. The Street Outreach, Crisis Response, Commercially Sexually Exploited Children (CSEC) and the Family Violence strategies all have regular, ongoing contact with OPD. Oakland Unite work continues to be done at multi-agency, collaborative tables. Staff convenes:

- Weekly Crisis Response meetings with Crisis Response and Street Outreach providers, to discuss support for homicide and shooting victims/family members, and coordinate with Street Outreach around needed conflict mediation.
- Monthly Street Outreach meetings, to review violence data trends and provide trainings for street outreach workers.
- Monthly Juvenile Justice case conferencing meetings, with Probation, Health Care, OUSD, Alameda County Behavioral Health, Children's Hospital, Bay Area Legal Aid, and case management agencies to share information and discuss individual cases.
- Quarterly Reentry Providers meetings to provide training and coordination to reentry employment providers.
- Regular Youth Employment Coordination meetings, to ensure that available youth employment slots are available to the highest-risk youth, particularly in the summer.

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Oakland Unite staff also participated in a number of other collaborative efforts including Oakland Ceasefire, the Alameda County Reentry Network, and the California Cities Gang Prevention Network.

As described earlier in the report, Oakland Unite staff has worked closely with other entities to match and leverage funds, including Community Housing Services, Alameda County Probation and Oakland Unified School District.

### COST SUMMARY/IMPLICATIONS

The recommended grant agreements shall be funded by restricted funds collected for violence prevention programs as authorized by the voter initiative Measure Y, enacted as the Violence Prevention and Public Safety Act (VPPSA) of 2004. The Budget Office projects Measure Y revenue for Fiscal Year 2013-2014 to be an estimated \$21,065,699. Of this amount, \$4 million will be allocated for Oakland Fire Department (OFD) services; 3% of the remaining set aside for an independent evaluation, and the rest split between OPD (60%) and Department of Human Services (DHS) violence prevention programs (40%). There will be no impact on the General Fund.

The funds for renewal of grant agreements will be allocated from the Measure Y Fund (2251), DHS Administration Organization (78311), and DHS Measure Y Projects (G4213351-76); and Fund (2251), DHS Administration Organization (78111), DHS Project G423310.

*Attachment A* includes the names of all the recommended agencies, amounts and project code numbers. The Oakland Unite agreements will be for one year with an option to renew for one additional 12-month period.

Staff recommends, as in previous years, any unexpended balances due to grantees not meeting their deliverables be placed into the Measure Y Reserve Fund - Measure Y Fund (2251), DHS Administration Organization (78111), and DHS Measure Y Reserve Fund Project (G261273).

In preparation of this report and resolution, the City Attorney's Office, Budget Office, DHS fiscal services, DHS Interim Director, and has been consulted.

### FISCAL/POLICY ALIGNMENT

Measure Y simsets in December of 2015. The Measure Y funding comes from a parcel tax, which will be collected until July 31, 2014 and the parking tax will be collected until December 31, 2014. All monies collected are estimated to be spent on services through June 30, 2015.

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## PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

The independent evaluators, Research Development Associates (RDA) are charged with conducting an evaluation of Measure Y and the Oakland Unite violence prevention programs. RDA will be presenting their most recent report, the final FY 2011-12 report of individual Oakland Unite grantee evaluations to the Public Safety Committee of the City Council in May 2013. The RDA mid-year FY 2011-12 report presented a two-year outcome analysis of Oakland Unite programs, covering 2009-2011. Some highlights from these reports include the following:

- The evaluation of Oakland Unite programs is more comprehensive than ever, with a full 84% of program participants having given consent to be included in the analysis.
- More than 82% of youth/young adults served have a criminal justice history, indicated by matching to offense records in the Alameda probation and/or California parole data systems.
- *All programs show client reductions in violent and other types of arrests and convictions (excluding technical violations) up to one year after enrolling in program services.*
- The number of students who were chronically truant decreased significantly for youth served through 2009-11. Students missed less school after enrolling in Oakland Unite programs.
- The number of students suspended at least once also decreased markedly for youth served between 2009-11, indicating that students had fewer behavior problems leading to suspension or that when problems arose, students were supported for a more successful resolution. At Restorative Justice school sites, reductions in suspensions were as much as 86%.
- Ninety-two percent of participants served for domestic violence reported no further physical abuse.
- Five hundred and fifteen individuals received crisis counseling and support following a violent incident, and 84% received assistance in obtaining Victims of Crime benefits.

## **SUSTAINABLE OPPORTUNITIES**

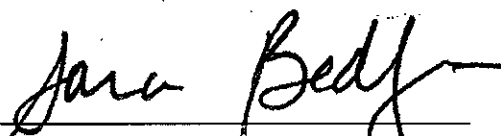
**Economic:** Providing programs for Oakland families affected by violence will increase their economic stability by linking them to organizations that can provide support services to increase school success of young people and employment services for youth and young adults. Breaking the cycle of violence has the potential to save dollars in medical care, police services, and incarceration costs, among other costs.

**Environmental:** There are no environmental opportunities at this time.

**Social Equity:** Measure Y programs assist youth and families in Oakland in achieving a greater degree of social equity by improving school performance, improving employment opportunities and providing support services.

For questions regarding this report, please contact Priya Jagannathan, Interim Manager, at 510-238-2360.

Respectfully submitted,

  
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SARA BEDFORD, Interim Director  
Department of Human Services

*Prepared by:*  
Priya Jagannathan, Interim Manager  
Oakland Unite

Dyanna Christie, Evaluation Planner  
Oakland Unite

Johanna Halpem-Finnerty, Planner  
Oakland Unite

## **ATTACHMENTS:**

- Attachment A – List of Agencies Recommended for Renewal, with Amounts and Project Codes
- Attachment B – Grantee ‘Report Cards’
- Attachment C – Demographics of Clients Served

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## Attachment A

## List of Agencies Recommended for Violence Prevention Funding, Fiscal Year 2013-14

Agency	Program Strategy FY 13-14 Measure Y allocation	Amount	Project Code
Alameda County Health Care Services Agency	OUR Kids Middle School Model	\$ 200,000	G463366
BAWAR	Commercially Sexually Exploited Children (CSEC)	\$ 100,000	G463357
California Youth Outreach	Oakland Street Outreach	\$ 546,000	G463361
CalPEP	Oakland Street Outreach	\$ 25,000	G463361
Catholic Charities of the East Bay	Crisis Response and Support Network	\$ 300,000	G463376
City County Neighborhood Initiative (CCNI)	Community Organizing	\$ 186,000	G463352
Civicorps Schools	Reentry Employment	\$ 150,000	G463355
Community Initiatives/ RJOY	Restorative Justice	\$ 150,000	G463359
Department of Human Services, City of Oakland	Outreach Developer	\$ 120,000	G463353
Department of Human Services, City of Oakland	Violence Prevention Network Coordinator, Street Outreach	\$ 135,000	G463369
East Bay Asian Youth Center	JJC Wraparound	\$ 275,000	G463374
Family Violence Law Center	Family Violence Intervention	\$ 400,000	G463354
Healthy Oakland	Oakland Street Outreach	\$ 271,000	G463361
Mayor's Office, City of Oakland	Public Safety Advisor	\$ 79,073	G463355
Men of Valor	Reentry Employment	\$ 100,000	G463355
Messengers4Change	Community Organizing	\$ 54,000	G463373
MISSEY	JJC Wraparound	\$ 112,000	G463374
MISSEY	Commercially Sexually Exploited Children (CSEC)	\$ 75,000	G463357
Oakland Private Industry Council	Reentry Employment	\$ 240,000	G463355
OUSD Alternative Ed/California Youth Outreach	JJC Wraparound	\$ 98,000	G463374
OUSD Enrollment Manager	JJC Wraparound	\$ 80,000	G463374
OUSD Office of Alternative Ed	Gang Prevention and Intervention	\$ 125,000	G463375
Parks Program	Community Organizing	\$ 10,000	G463373
Safe Passages	Mental Health 0 to 5	\$ 40,000	G463356
The Unk to Children	Mental Health 0 to 5	\$ 60,000	G463356
The Mentoring Center	Project Choice	\$ 100,000	G463365
The Mentoring Center	JJC Wraparound	\$ 75,000	G463374
Unity Council	Youth Employment	\$ 90,000	G463351
Volunteers of America	Project Choice	\$ 260,000	G463365/G261273
Volunteers of America Bay Area	Reentry Employment	\$ 210,000	G463355
Youth Alive!	JJC Wraparound	\$ 110,000	G463374

## Attachment A

## List of Agencies Recommended for Violence Prevention Funding, Fiscal Year 2013-14

Agency	Program Strategy	Amount	Project Code
Youth Alive!	Highland Intervention	\$ 125,000	G463372
Youth Employment Partnership	Youth Employment	\$ 180,000	G463351
Youth Employment Partnership	Reentry Employment	\$ 180,000	G463355
Youth Radio	Youth Employment	\$ 90,000	G463351
Youth Uprising	JJC Wraparound	\$ 150,000	G463374
Youth Uprising	Youth Employment	\$ 90,000	G463351
Youth Uprising	Reentry Employment	\$ 100,000	G463355
	<b>TOTAL AMOUNT</b>	\$ 5,691,073	
	Safe House Measure Y Allocation		
Alameda County Health Care Services Agency, with Alameda Family Services	Safe House for CSEC	\$ 191,000	G261270
	<b>Federal OJJDP Community Violence Demonstration Grant - Street Outreach Expansion</b>		
California Youth Outreach	Oakland Street Outreach	\$ 100,000	G423310
Healthy Oakland	Oakland Street Outreach	\$ 41,000	G423310
	<b>TOTAL AMOUNT</b>	\$ 141,000	
	<i>included in This Agenda Report</i>	\$ 6,023,073	
	<b>Funding for FY 13-14 previously approved by Council</b>		
Center for Employment Opportunities	Reentry Employment - CBO/Business Pilot	\$ 150,000	G463355, G261723
City of Oakland	Ceasefire Project Manager	\$ 150,000	G261273

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ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

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**East Bay Asian Youth Center**

Focused Youth Services

- Juvenile Justice Center and OUSD Wraparound Services

Program Description: East Bay Asian Youth Center provides wraparound case management to counsel and mentor 108 at risk youth leaving the Juvenile Justice Center and reengaging with OUSD; provides mentoring and life coaching services to promote school attendance and compliance with probation terms. Case management services include assessments, individual development plans, academic tutoring and support and follow-up services.

Measure Y Contract Amount: \$275,000  
 Leveraged Funding: \$55,000  
 Percent Match: 20%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients re/enrolled in school or other education	108	99	92%
Case management hours	3230	3800	118%
Case managed clients	108	108	100%
Violence prevention groups sessions	30	33	110%
Clients enrolled in violence prevention groups	30	44	147%
Presentations at NCPC meetings	4	3	75%
Clients referred to Measure Y Employment training	14	46	329%
Clients with one supportive adult identified	108	100	93%

Benchmark Comments:

Grantee is on track to meet all deliverables.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- EBAYC organized monthly outdoor hiking and biking trips to the Golden Gate Park, the Marine Headlands, Point Pinole, and various state parks in the East Bay Regional Park District. Each outdoor trip is preceded with a workshop that taught survival skills in the wilderness and the value of preserving wildlife. Students learned the importance of team work engaged in productive physical activities.
- EBAYC participated in trauma informed care training and is currently shifting to more of a trauma informed care approach in respect to their case management of JJC participants.

Challenges

- The EBAYC Deputy Director should participate in a meeting convened by DHS to discuss ongoing database issues and challenges.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 38% of participants had been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests for violence are down to 13%.
- Comparing one year prior to enrollment to one year post program, arrests for any new offense (not including technical offenses) are down by 61% with a nearly 40% reduction in the number of clients convicted (adjudicated).
- 76% of participants were re/enrolled in school.
- 11-12 Midyear Report: a two year study found that while 26% of EBAYC youth had been suspended at least once prior to services, a full year after services showed only 8% with a post-service suspension.
- The two year study also found that while 16% of EBAYC youth had been chronically truant prior to services, a full year after services showed only 10% were truant.

**Reporting Compliance:** All reports are submitted on time and completed thoroughly.

**Site Visit Corrective Actions:** All items are in compliance with the grant agreement.

**Case Study:** 'Delvon' was referred EBAYC in 2012. At that time, he was almost 18 years old and was enrolled in the GED program at McClymonds High School. His attendance was extremely poor. In fact, he was not attending school at all. During the time that 'Delvon' participated in EBAYC, his case manager discovered that he is a talented athlete. However, he wasn't involved in any sport activities. His case manager got him to play for the school basket ball team. His love for sports has motivated him to go to class and tried to perform better in school. Through a lot of hard work, 'Delvon' finished 60 hours of community service, and completed 4 Probation-ordered Weekend Training Academies. Then in the midst of making progress, 'Delvon' cut off his GPS and ran away from home. His case manager never gave up and got him to turn himself in. They re-started the entire process to help him be compliant with his terms and conditions of probation. They focused on the type of academic placement that fit his interests and was appropriate for his age. Finally, 'Delvon' was enrolled at Merritt College in a program designed to help him complete his high school requirements and be eligible for a transfer into general education college courses. 'Delvon' finished his high school requirements. He is now a full-time college student and the star basketball player for Merritt College, leading his team into the playoff this year. *'Delvon' was dismissed from probation in 2013. He is continuing his college education and starting the process to get his records sealed. He is on track to sustain a brighter future.*

**MISSEY**

Focused Youth Services

- Juvenile Justice Center and OUSD Wraparound Services

Program Description: MISSEY provides wraparound case management to CSEC girls and at risk girls leaving the Juvenile Justice Center and reengaging with OUSD; provides assessment based life planning, incentives for achievement, violence prevention workshops, and job placement services to promote school attendance and compliance with probation terms.

Measure Y Contract Amount: \$112,000  
 Leveraged Funding: \$24,377  
 Percent Match: 22%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients re/enrolled in school or other education	40	30	75%
Case management hours	1200	1234	103%
Case managed clients	40	31	77%
Violence prevention group session client hours	20	106	530%
Presentations at NCPC meetings	4	3	75%
Clients referred to Measure Y Employment training	8	8	100%
Clients with one supportive adult identified	40	30	75%

Benchmark Comments:

Grantee is on track to meet all deliverables.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- This is MISSEY's first year providing JJC case management services for Oakland Unite and they have been successful at meeting the needs of the girls on probation in particular.
- Staff have worked closely with the OUSD Transition Center Coordinator to ensure an effective relationship for receiving appropriate referrals of girls being released from the JJC.
- Several of the JJC case management participants have successfully met the terms of their probation and are no longer on probation.
- JJC case managers are developing critical relationships with contacts at Oakland school sites; these relationships make it much more possible to support participants in their transition back to school and ensuring that participants are successfully enrolled in school.

Challenges

- Clients can be difficult to reach or clients go AWOL - cutting off their GPS, running away from their home and school and not responding to any communication.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

Summary of Evaluation Findings: N/A

Reporting Compliance: All reports are submitted on time and completed thoroughly.

Site Visit Corrective Actions: Case management staff have been directed to keep more detailed notes on client progress and to enter only client service time into the database.

Case Study: An 18 year old client, who was on probation for approximately 2 years, was dismissed in March 2013. She had many challenges through the two years, such as getting a new criminal charge and multiple violations of probation due to 'dirty' urine tests. She was also in a relationship for 2 years that caused her to get addicted to cocaine, marijuana and other substances. She wasn't interested in employment because she felt that it wouldn't be enough to take care of her and help her move out of her group home. She had lost a significant amount of weight, had a substance abuse issue and was not meeting her probation requirements. She has been involved in the foster care system since she was 12 and has had multiple placements which caused her to be frustrated and act out violently. She now is enrolled in MISSEY's employment program and working at a job site. Her RAFA (Real Alternatives For Adolescents) was approved and she now has her own place, she is gaining weight slowly but surely. *She no longer has a substance abuse problem, which allowed her to get dismissed from probation. She is enrolled and attending her GED program and has not had any violent outbursts. Even after getting dismissed from probation, she is still engaged in the program and staying in contact and reaching out when she is in need of support.*



## OUSD Alternative Education

### Focused Youth Services

- Juvenile Justice Center (JJC) and OUSD Wraparound Services

#### Program Description:

OUSD Alternative Education, in partnership with California Youth Outreach, provides school-based JJC wraparound services to 36 youth placed in specific OUSD AltEd schools after leaving Probation custody.

Primary services include: re-entry welcoming circles using restorative justice practices yielding in service plans for each client, ongoing 1:1 case management, mentoring, and crisis intervention, weekly "Gang Redirect" life skills classes and leadership-based diversion activities.

Measure Y Contract Amount: \$ 98,000  
 Leveraged Funding: \$38,748  
 Percent Match: 40%

#### Deliverables:

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients re/enrolled in school or other education	36	26	72%
Case management hours	1080	760	70%
Case managed clients	36	26	72%
Violence prevention group sessions	90	111	123%
Clients enrolled in violence prevention groups	36	58	161%
Presentations at NCPC meetings	4	3	75%
Clients referred to Measure Y Employment training	6	9	150%
Clients with one supportive adult identified	36	25	69%

#### Benchmark Comments:

Grantee is on track to meet all deliverables.

#### Staff Recommendation:

Staff recommends renewal.

#### Successes and Challenges:

##### Successes

- Because of the built-in school based nature of this program, case managers are seamlessly integrated within the school structure. There has been a strong collaboration between the case managers and other school-based staff (principals, administrators, teachers, afterschool program staff, mental health providers, parents/guardians), which better supports the client's progress.
- The grantee has made strong connections with employment opportunities.
- The program was expanded to two additional Alternative Education sites.

##### Challenges

- The grantee has identified two significant challenges working with this population: 1) JJC clients going AWOL (cutting off their GPS, running away from their home and school and not responding to any communication) and 2) Addressing parent behavior, especially when it is enabling unhealthy behavior of their clients. They are actively working to address these issues.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 31% of CYO (CYO is the case management provider for the OUSD JJC program) participants had been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests for violence are down to 13%
- Comparing one year prior to enrollment to one year post program, arrests for any new offense (not including technical offenses) are down by 56% and there are no new convictions (adjudications).
- 61% of participants were re/enrolled in school.
- 11-12 Midyear Report: two year study found that while 43% of CYO youth had been suspended at least once prior to services, a full year after services showed only 4% with a post-service suspension.
- The two year study also found that while 20% of CYO youth had been chronically truant prior to services, a full year after services showed only 4% were truant.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

### Case Study:

Client X was originally not from Oakland and moved into a particular East Oakland neighborhood well known as a "hotspot" for violence. With his father in federal prison out of state and his mother having an extensive arrest record, Client X was put on the case manager's caseload after exiting the Juvenile Justice Center. After working with the Client X for a few months, Client X reportedly stole an item from an older "friend" from his own neighborhood. Word got out both at school and in the neighborhood of what had happened. Client X was not at school for several days following this incident and was not returning the case manager's calls. An older teenager at the same school as Client X has a good relationship with the client's case manager and warned him that there was specific talk that if the client did not return the stolen item, there would be serious physical repercussions to the client. Upon hearing this, the case manager acted quickly and coordinated with a Violence Interruption Team, who worked with the Client X and someone who knew the person whose item was stolen. *The stolen item was eventually returned to its rightful owner without any lingering bad feelings towards or physical repercussions to Client X. The case manager, because of his connection with the client's peers, was able to effectively facilitate the de-escalation and resolve of the situation in order to ensure his client's health and safety in a timely manner.* At the very center of what makes this work possible are the strong relationships case managers build with their clients and their colleagues and peers to be able to be called upon in times of need for collaboration. It is through these relationships that both attitude and behavior change is possible as well as potential violence averted, as was clearly the case in this situation.

## The Mentoring Center

### Focused Youth Services

- Juvenile Justice Center and OUSD Wraparound Services

Program Description: The Mentoring Center (TMC) provides wraparound case management to counsel and mentor 34 youth leaving the Juvenile Justice Center (JJC) and reengaging with OUSD in West Oakland and citywide to promote school attendance and compliance with probation terms. Services include assessments, individual development plans, academic tutoring and support and follow-up services. TMC's services also include cognitive re-structuring and support groups.

Measure Y Contract Amount: \$ 75,000

Leveraged Funding: \$ 20,000

Percent Match: 27%

### Deliverables: FY 12-13

Numbers Served 7/1/12 - 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients re/enrolled in school or other education	41	31	76%
Case management hours	1080	929	85%
Case managed clients	41	47	115%
Violence prevention group sessions	38	36	95%
Clients enrolled in violence prevention groups	20	20	100%
Clients with one supportive adult identified	41	33	80%
Clients referred to Employment and Training Programs	17	20	118%
Presentations of NCPC meetings	4	3	75%

### Benchmark Comments:

Grantee is on track to meet all deliverables.

### Staff Recommendation:

Staff recommends renewal.

### Successes and Challenges:

#### Successes

- The Mentoring Center's Project Choice was one of three programs in the state invited to sit on a panel for the Wellness Foundation in Los Angeles, Ca. Presenting on the panel gave The Mentoring Center's Project Choice the opportunity to present about Oakland Unite to a state-wide audience.

#### Challenges

- The Case Management Supervisor should perform case note audits and file reviews on a regular basis to ensure program/grant compliance.
- The agency also needs to develop strategies around the retention of referred clients enrolled in the Juvenile Justice Wraparound Strategy.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 44% of TMC participants had been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests for violence are down to 9%.
- Comparing one year prior to enrollment to one year post program, arrests for any new offense (not including technical offenses) are down by 65% and there's a 91% reduction in the number of clients convicted (adjudicated).
- 69% of participants were re/enrolled in school.
- The 11-12 Midyear Report: two year study found that while 48% of TMC youth had been suspended at least once prior to services, a full year after services showed only 7% with a post-service suspension.
- The two year study also found that while 45% of TMC youth had been chronically truant prior to services, a full year after services showed only 14% were truant.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

**Site Visit Corrective Actions:** Case management staff have been directed to complete an intake and assessment for all participants enrolled in the JJC Wraparound program.

**Case Study:** Ethan is a fourteen-year-old residing in West Oakland. He has had challenges in school, at home and in the community. Ethan's mother is raising him and his younger brother alone, as his father and uncle are in prison. As a result, Ethan has few, if any, positive male role models in his life. Immediately upon Ethan's referral to TMC, his case manager began getting calls from Ethan's mom and his school on almost a daily basis. Both were overwhelmed with Ethan's behavior. It became clear very early that Ethan would require a lot of attention and special care. Ethan became heavily involved in TMC's program and attended the Transformative Manhood Group regularly. As a result of Ethan's consistency, his case manager was able to advocate on his behalf at Ethan's school, despite numerous suspensions. As Ethan and his mother became more engaged with TMC, his case manager was able to connect them both to critical support services. He determined that they both needed counseling to address traumatic events that they both suffered, separately. Both Ethan and his mother regularly go to individual and family therapy. Ethan has made tremendous progress at school, and has not had any disciplinary incidents this year. Even the elder who have "adopted" Ethan in the TMG have noticed a significant change. *Ethan has a long way to go, but with the continued support of TMC, he is on the right path to reaching his goals and becoming successful at school and at home and has a good chance of getting off of probation sooner and becoming a productive young adult.*

**Youth ALIVE!**

Focused Youth Services

- Juvenile Justice Center and OUSD Wraparound Services

Program Description: Youth ALIVE! provides wraparound case management to counsel and provide wraparound services to 40 youth leaving the Juvenile Justice Center (JJC) and reengaging with OUSD in North Oakland and citywide to promote school attendance and compliance with probation terms. Services include assessments, individual development plans, and follow-up services.

Measure Y Contract Amount: \$110,000  
 Leveraged Funding: \$35,000  
 Percent Match: 32%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients re/enrolled in school or other education	40	30	75%
Case management hours	1200	571	48%
Case managed clients	40	37	93%
Violence prevention group sessions	32	18	56%
Clients enrolled in violence prevention groups	32	2	6%
Clients with one supportive adult identified	40	34	85%
Clients referred to Employment and Training Programs	10	10	100%
Presentations of NCPC meetings	4	3	75%

Benchmark Comments:

Grantee is on track to meet all deliverables.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- In the past year, Youth ALIVE! brought mental health services in-house through a part-time licensed clinician. The clinician’s time is split between case conferencing with staff (Intervention Specialists) and providing mental health services to clients. Both clients and staff have expressed that they find the mental health component a valuable addition to the program.
- Youth ALIVE! also has been a central force in building a national network of hospital-based violence intervention programs. The Network has allowed Youth ALIVE! to share knowledge with peers around the country and further develop research and best practices.

Challenges

- There were some issues related to documentation of consent forms and case file notes. Youth ALIVE! has already developed a Quality Assurance protocol designed to address these types of issues and will provide DHS with an update on implementation by June 30, 2013.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

Summary of Evaluation Findings: N/A

Reporting Compliance: All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

1. Youth ALIVE! should immediately begin using dated sign-in sheets for all violence prevention groups, and provide Oakland Unite staff with a copy of the sheet from the next group.
2. Grievance forms were missing in several of the files reviewed, some case notes did not give enough detail to account for time reported, and a number of hard copy client consent forms did not match the database information. Youth ALIVE! should provide Oakland Unite staff with an update on implementation of the Quality Assurance protocol and evidence that client consent information for FY12-13 have been updated in City Span.

Case Study: "Paul" is a 15-year-old, African American male who was referred to Youth Alive in November, 2012 through the Juvenile Justice strategy. Paul was assigned to an Intervention Specialist. Paul was referred to Juvenile court for having a fight while attending Bret Harte Middle School. Paul was in a physical altercation with another male student and was arrested soon after the fight. Paul struggled to "fit in" at Bret Harte because Paul's parents were originally from Nigeria so he was often teased and did not make friends easily. Paul was transferred to Claremont Middle School after his release from JJC. Paul lived with his father and has two older sisters who both are away in college. Paul had minimal contact with his mother and after his parents divorced, his mother moved back to Nigeria. Paul continued to struggle with his grades maintaining a 1.5 GPA and was not attending his classes regularly. The Intervention Specialist met with the principal of Claremont Middle School to have a better sense of Paul and his peer interactions in addition to his failing grades. The principal stated that Paul had a lot of anger issues and would often start fights with his peers. The Intervention Specialist continued to meet with Paul twice per week at school until he started facilitating the weekly Young Men's group. The Young Men's group meets every Monday and Friday and utilizes the S.E.L.F. (Safety, Emotions, Loss, & Future) curriculum; the S.E.L.F. curriculum is a trauma-informed psycho-educational group. Paul started attending the group but was not actively participating because there were other young men in the group. Paul eventually started talking about his feelings and personal experiences with loss. The Intervention Specialist continued to check in with Paul at school and the principal informed him that *Paul's attendance had improved greatly and Paul's GPA was just under a 3.0. Paul continues to attend the S.E.L.F. groups and has completed all of his community service. Paul has the goal of attending college to pursue a career in marketing.*

## Youth UpRising

### Focused Youth Services

- Juvenile Justice Center and OUSD Wraparound Services

Program Description: Youth UpRising (YU) provides wraparound case management to counsel and mentor 62 at risk youth leaving the Juvenile Justice Center (JJC) and reengaging with OUSD, to promote school attendance and compliance with probation terms. Case management services include assessments, individual development plans, academic tutoring and support and follow-up services. Services are provided in collaboration with YU's clinical mental health staff. Man Up and Women's Circle support groups are also implemented which include counseling and mentoring.

Measure Y Contract Amount: \$150,000  
 Leveraged Funding: \$30,305  
 Percent Match: 20%

### Deliverables: FY 12-13

Numbers Served 7/1/12-3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients re/enrolled in school or other education	69	78	113%
Case management hours	2020	1640	81%
Case managed clients	69	81	117%
Violence prevention group sessions	8	37	463%
Clients enrolled in violence prevention groups	35	31	89%
Clients with one supportive adult identified	69	81	117%
Clients referred to Employment and Training Programs	24	46	192%
Presentations of NCPC meetings	4	3	75%

### Benchmark Comments:

Grantee is on track to meet all deliverables.

### Staff Recommendation:

Staff recommends renewal.

### Successes and Challenges:

#### Successes

- YU has expanded their relationship with OUSD by moving much of their career and education department out of YU's building and onto the Castlemont High school campus. This move puts YU staff in a space where they are able to access Castlemont students and bring much of their support services onto the campus and YU also operates an afterschool program on campus.
- YU took a group of Oakland Unite youth camping for a weekend. The success of the camping trip centered around relationship building and the challenging of fears that happened when they took youth out of their normal settings. Youth that participated gave nothing but rave reviews on the things they learned about themselves.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 40% of YU participants had been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests for violence are down to 5%.
- Comparing one year prior to enrollment to one year post program, arrests for any new offense (not including technical offenses) are down by 68% and there's an 80% reduction in the number of clients convicted (adjudicated).
- 99% of participants were re/enrolled in school.
- 11-12 Midyear Report: a two year study found that while 50% of YU youth had been suspended at least once prior to services, a full year after services showed only 5% with a post-service suspension.
- The two year study also found that while 28% of YU youth had been chronically truant prior to services, a full year after services showed only 5% of YU clients were truant.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

Case Study: "Daryl" was arrested for drug offenses in 2010 and was placed on formal probation; as a result of that offense Daryl was referred to YU for case management services to help him meet the terms and conditions of his probation. In the beginning, Daryl was struggling to comply with his conditions of probation. He was truant, battling substance abuse and hung out with the wrong crowd. By the end of Daryl's probation term his case manager was able to successfully get him re-enrolled and attending school on a regular basis, significantly reduce his substance abuse and provide employment referrals which allowed Daryl to work through a JJC partnership. Shortly thereafter Daryl completed probation. About a year and a half later Daryl re-offended and was placed on probation again. At the request of Daryl he was referred back to YU's case management caseload through a direct referral from his probation officer. Since returning, Daryl has maintained a minimum GPA of 2.5, he has enrolled into the Step to College program at Fremont High School, where he has applied to several colleges. Daryl has also obtained his CA Drivers license and purchased a vehicle. *Daryl is currently employed through the Title IV program and has successfully completed all terms and conditions of his probation and is expected to graduate high school this year and plans to further his education at an institution of higher learning.*



**Oakland Unified School District – JJC Manager**

**Focused Youth Services**

- Juvenile Justice Center (JJC) and OUSD Wraparound Services

**Program Description:**

The OUSD JJC Enrollment Manager is located in the Transition Center of the Juvenile Justice Center. This position ensures that youth returning to Oakland are reenrolled to OUSD in a timely and appropriate manner. This position also refers youth to case management agencies funded by Oakland Unite, and co-facilitates monthly case conferencing meetings to discuss individual clients in a multi-disciplinary setting. Recent independent evaluation results have shown that placing this position at the JJC has resulted in youth being enrolled in OUSD within one day on average.

Measure Y Contract Amount: \$ 80,000  
 Leveraged Funding: \$302,437  
 Percent Match: 378%

**Deliverables:**

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served by 3 <sup>rd</sup> Quarter	% of Goal Reached
# of students referred to case management	360	329	91%
# MDT meetings at school sites planned	12	10	83%
# of case conferencing meetings co-facilitated	11	7	64%
# NCPC meetings	4	5	125%
# of students enrolled in OUSD schools	NA	511	NA
# of youth referred to other educational institutions	NA	106	NA

**Benchmark Comments:**

Grantee is on track to meet all deliverables

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes**

- The OUSD JJC Manager has been working closely with the funded community-based organizations to ensure that the case management referral process is working, and has provided additional support and training to newly funded agencies and staff. The case conferencing meetings have a clear agenda, and are well structured.
- OUSD has invested a significant amount of personnel and resources to support youth leaving the JJC, beyond Oakland Unite funding.
- The OUSD JJC Manager has begun the process of documenting policies and procedures for re-entry youth, including a flowchart for service flow, OUSD Transition Center daily tasks overview, and placement protocols.

**Challenges**

- OUSD is in the process of re-classifying the OUSD JJC Manager position. DHS has requested OUSD to keep DHS informed on the status of the hiring for this position, and any potential implications for the collaborative partnership.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- Overall, 76% of clients were reenrolled in school (600 youth) or referred to another education setting.
- More than 400 youth were referred to case management services provided by Oakland Unite providers.
- 38% of all JJC participants had been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests for violence are down to 10%.
- Overall within one year prior to enrollment to one year post program, 61% reduction in the number of clients arrested for any new offense (not including technical offenses) and 67% reduction in the number of clients convicted (adjudicated).

#### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

#### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

#### Case Study:

The OUSD JJC Manager enrolled a student returning from out of state and the JJC in the high school summer intervention and assigned her to a case manager. This student was not able to complete the program. She was then enrolled in a high school designed to provide the behavior modification support needed based on her IEP. She was then transferred to yet another school for safety reasons. The JJC Manager followed up this transfer with a MDT meeting with school administrators to determine support needed. During this time, it was determined that the youth was not taking medications that had been prescribed to her. The case manager responded to her cry for help and intervened and helped her find a safer environment to live in. The case manager also immediately provided support to get her to the doctor and get the proper medication administered. The OUSD JJC Manager used academic guidance support to update her transcripts immediately and discovered that she would only need 12 credits to complete graduation with a foster care waiver. This was wonderful news to the student. As a result, she is now enrolled in a new educational placement and a transition care program that will include living skills and support to launch her independence.

## The Unity Council

### Focused Youth Services

- Youth Employment

Program Description: The Unity Council provides afterschool employment services through community based service learning projects in which 32 youth participants are incentivized through stipends for completing various community and leadership related activities.

Measure Y Contract Amount: \$ 90,000  
 Leveraged Funding: \$ 38,943  
 Percent Match: 43%

### Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients served	32	22	69%
Case management hours	240	119	50%
Work experience hours	2840	700	25%
Special service learning projects completed	32	64	200%
Education hours	192	390	203%
Life Skills and pre-employment skills hours	2500	1384	55%
Presentations of NCPC meetings	4	6	150%

Benchmark Comments: The Unity Council needed to modify their scope due to low enrollment. Unity Council and Oakland Unite staff have planned recruitment strategies to increase enrollment.

Staff Recommendation:  
 Staff recommends renewal.

Successes and Challenges:  
 Successes

- Youth employment is a new venture for The Unity Council, which in the past had focused on adult employment activities. A community service learning approach is used, in which youth are paid stipends for completion of milestones and community service learning projects including internships. Through the program youth not only obtain work experience but also become aware of community issues. Through coordinated collaboration with OUSD Alternative Education and DHS staff Unity Council was able to recruit needed participants for their OYE Program.

### Challenges

- The Unity Council is recommended to obtain training on Case Management/Youth Employment documentation and review and research evidence based practices that could help with structuring program services, including research on different models of youth employment programs and parent engagement

Summary of Evaluation Findings: N/A

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### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

1. The Unity Council should make sure all management staff that works with youth has a background check completed. Develop and implement a protocol to ensure this is a continuing practice.
2. The Unity Council must obtain a work permit for the 7 participants under 17 missing work permits and make sure a copy is in file. All participants file must also include copy of payment (stipends/gift cards).

**Case Study:** 'John' started the program wanting to be nothing but a famous musician. College was out of the question and was not included in his future plans. He was convinced that attending college would not help him with his dreams of becoming famous. After numerous discussions and meetings with the Youth Employment Counselor about the process and logistics of enrolling into college, John became more interested in attending college. Although initially he was hesitant to enroll into college, the Employment Counselor agreed to walk him through the whole process. Together they enrolled in college. The Counselor even took John to get his college identification card, and discovered that John was intimidated by the process and understood the process as a barrier. *Today, John is in his first semester in college. Although there are times when he wants to drop out of college, he knows that importance of staying in college for his future.*

**Youth Employment Partnership**

Focused Youth Services

- Youth Employment

Program Description: Youth Employment Partnership Inc. provides after school training and employment to 90 probation youth through a "Career Try-Out" model which includes a paid internship. In conjunction with the Mayor's Summer Jobs Program, YEP enrolled an additional 98 high-risk youth in paid summer internships and paid soft skill workshops.

Measure Y Contract Amount: \$180,000  
 Leveraged Funding: \$ 189,265  
 Percent Match: 105%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients served	90	102	113%
Case management hours	1800	2091	116%
Work Experience Hours	7200	6848	95%
Presentations at NCPD meetings	4	3	75%
Clients completing 100 hours of work experience	72	43	60%
Client hours of life skills and pre-employment skills	1800	4839	269%
Client hours of education	1800	2938	163%

Benchmark Comments: YEP has had challenges meeting the deliverable for clients completing 100 hours of work experience, but they have a plan to meet the deliverable by end of the 4<sup>th</sup> quarter.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- YEP'S education program is focusing more on the math portion of GED, which historically has been a challenge for participants to pass. This has resulted in a higher rate of GED achievement. YEP recently installed solar panels on their roof, participants are learning more about solar energy through providing low level maintenance on the panels.

Challenges

- YEP should coordinate staff training with DHS around Oakland Street Outreach referrals and engaging Oakland Street Outreach clients.
- To allow for more effective DHS monitoring YEP should enter data into City Span on a regular schedule.
- YEP has had challenges with the timeliness of communication, and responding to requests from City staff and the independent evaluator.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: Nearly 70% of YEP youth employment participants have a criminal justice history with 30% of these having been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by 50% and convictions are down 67%.
- The 11-12 midyear two year study found that while 23% of YEP youth had been suspended at least once prior to services, a full year after services showed only 2% with a post-service suspension.
- The two year study also found that while 12% of YEP youth had been chronically truant prior to services, a full year after services showed only 2% of YEP clients were truant.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

**Site Visit Corrective Actions:** Ensure that client files/case notes are secured i.e. locked file cabinet, room, etc. Ensure that case manager entries are in alignment with Oakland Unite standards -case note entries and case files are inconsistent. Provide City with the results of the ongoing agency audit.

**Case Study:** One client is male, aged 17 years, who was placed on probation in another county and staying in a group home in Oakland. He came to YEP looking for employment to assist him in providing financial support for his two young children. He started the Job Readiness Training (JRT) lacking confidence and was unsure as to whether he had the patience to complete the seven-day pre-training program. As he progressed through the program, he became more focused on his goal of working and supporting his young family, showing initiative in the workshops, and actively seeking out advice on how to maximize his work experience and get another job. Upon his successful completion of JRT, he was placed at Carmen Flores Recreation Center in the Fruitvale District, as a Recreation Assistant to the after-school program. In the beginning, he was hesitant to work with elementary aged children, doubting his skills to be able to assist with the tutoring aspect of his work duties. To boost his confidence, and to assist him with his education requirements, he voluntarily and regularly participated in YEP's math tutorials offered weekly. During his time working with the recreation center, the participant increased his confidence in himself and his abilities, and was a very effective team member. *After a rough first two week start he completed six successful weeks (no unexcused absences from training or work) in the program, the participant graduated from his group home and has earned visitation privileges with his young family.*

**Youth Radio**

Focused Youth Services

- Youth Employment

Program Description: Youth Radio, through the “Media Advocates Transforming Community Health Program” (MATCH), provides job-training and stipend work experience that emphasizes media skills building and health advocacy for 24 at-risk youth on probation or parole through hands on media production workshops.

Measure Y Contract Amount: \$ 90,000  
 Leveraged Funding: \$ 50,000  
 Percent Match: 56%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients served	24	19	79%
Case management hours	240	86	36%
Collaboration meetings attended	5	4	80%
Client hours of life skills and pre-employment skills	1050	675	64%
Client hours of health education	145	120	83%
Clients hours of work experience	1700	332	20%
Client hours of education	145	64	44%
Clients w/Communications or Health Department Internships	12	111	925%
Clients enrolled in groups	24	21	88%
Presentations at NCPD meetings	4	3	75%

Benchmark Comments: Youth Radio needed a scope modification due to staff transition and is currently working towards meeting deficient deliverables.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- Youth Radio was one of a select few agencies chosen from across the country to receive an Arts and Humanities Award from the President’s Committee of the Arts and Humanity.
- Youth Radio overhauled the curriculum it was using with the MATCH program, resulting in additions of social media and website design. This change was made to make the program resemble more of what the current job trends are in the media world.
- Youth Radio has been very successful in leveraging program dollars and experience in youth employment, obtaining various grants including a \$1.2 million dollar grant from Alameda County Social Services to serve 40 older age youth (18-24).

Challenges

- The implementation of the radio show curriculum posed some challenges due to space and timing. This was rectified by creating a calendar for reserving space and also Youth Radio staff prioritizing the Media Education Department during program hours.

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- Another significant challenge was obtaining pertinent paperwork from participants for employment, such as work permits, social security card and/or photo ID's. Youth Radio's support services provided assistance to MATCH participants in obtaining paperwork, such as helping students navigate the DMV process in obtaining a photo ID.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 75% of participants have a criminal justice history, more than half were arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by 57% and there were no convictions.
- The 11-12 midyear two year study found that while 40% of YR youth had been suspended at least once prior to services, a full year after services showed 3% with a post-service suspension.
- The two year study also found that while 20% of YR youth had been chronically truant prior to services, a full year after services showed 0% were truant.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

**Site Visit Corrective Actions:** Establish a protocol for the sharing of information on MATCH participants between the Case Manager and the Media Advocacy Manager including documenting discussions in clients file.

**Case Study:** A success story is from a participant who at first, had issues with anger management and building healthy relationships with his peers at Youth Radio. However, after 6 months of being in the program, he has shown tremendous improvement with his ability to connect with his peers, and has received positive feedback from staff that he's engaged with. Daily he displays positive behavior for his peers to model and has been a consistent contributor to Youth Radio's newsroom. *He was recently hired by Youth Radio, working as an intern in the newsroom and currently on his way to graduating from Dewey Academy with a high school diploma.*



## Youth UpRising

### Focused Youth Services

- Youth Employment

Program Description: Youth UpRising (YU) provides after school training and employment to 30 youth on probation through a paid internship. Other services offered through YU JJC wraparound include educational support and mental health services.

Measure Y Contract Amount: \$ 90,000  
 Leveraged Funding: \$ 18,447  
 Percent Match: 21%

### Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients completing 100 hours of work experience	30	5	17%
Work Experience Hours	2340	2352	101%
Clients served	30	32	107%
Networking/collaboration meeting event sessions	5	4	80%
Client hours of life skills and pre-employment skills	423	892	211%
Presentations at NCPC meetings	4	3	75%
Client hours of education	683	686	100%

Benchmark Comments: Youth UpRising has had difficulties meeting the deliverable for participants completing 100 hours of work experience. YU has a plan to make up deficient hours during the 4<sup>th</sup> quarter.

Staff Recommendation:  
 Staff recommends renewal.

### Successes and Challenges:

#### Successes

- YU has expanded their relationship with OUSD by moving much of their career and education department out of YU's building and onto the Castlemont High school campus. This move puts YU staff in a space where they are able to access Castlemont students and bring much of their support services onto the campus and YU also operates an afterschool program on campus
- YU took a group of OU youth camping for a weekend, the success of the camping trip centered around relationship building and the challenging of fears that happened when they took youth out of their normal settings. Youth that participated gave nothing but rave reviews on the things they learned about themselves.

#### Challenges

- YU's final participants were enrolled into the program in the middle of February 2013. Pre-employment preparation can take up to 2-3 weeks during the afterschool program. Although they were placed at local sites with an increased number of available work hours, these youth had not worked long enough to meet the Q3 number of clients completing 100 hours of work experience

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individual requirement. To address this issue, YU has developed a work schedule that will enable them to reach the deliverable by the end of Q4, and is providing additional opportunities to develop sustainable agriculture skills.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 84% of YU youth employment participants have a criminal justice history with a third of these having been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests and convictions are both down by nearly 70%.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

Case Study: "LT", a ninth grader at LPS (Leadership Public Schools) College Park, is a youth who has grown from the intensive one-on-one academic services this quarter. He started in Sustainable Urban Design Academy in Sept 2012 and was very enthusiastic about joining the healthy and fresh food access program at a local farmers market. Although he was committed to the program, he struggled with his grades. At the start of the program, his GPA on his 1st marking period was 1.0. This meant he was in danger of being removed from the program. *Through Youth UpRising's academic support and consistent check-ins he was able to increase his current GPA to 1.83 and YU anticipates that his academics will continue to improve.*

**Community Initiatives ~ Restorative Justice for Oakland Youth (RJOY)**

Focused Youth Services

- Restorative Justice

Program Description: Restorative Justice for Oakland Youth (RJOY) offers Restorative Justice Outreach and mentoring and facilitates restorative justice Circles of Accountability and Support for Oakland Unified School District students and youth-serving adults at Street Academy and Excel High School. RJOY is providing restorative justice services to 100 youth and 50 youth-serving adults in order to decrease violence, suspensions, and disciplinary referrals in schools. Community Initiatives is the Fiscal Agent for RJOY.

Measure Y Contract Amount: \$150,000  
 Leveraged Funding: \$ 37,800  
 Percent Match: 25%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
General outreach events	10	14	140%
General outreach event hours	20	30	150%
General outreach event participants	200	448	224%
Teachers and administrators trained	100	102	100%
Presentations at NCPC meetings	4	3	75%
Clients enrolled in violence prevention groups	100	246	246%
Group session client hours	500	1246	249%
Violence prevention group sessions	175	261	149%

Benchmark Comments:

Grantee is on track to meet all deliverables.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- An article about Restorative Justice and the Site Coordinator from Ralph Bunch High School was featured in the New York Times.
- Through the success of the “School Circles/Talking Circles or Restorative Group Conferences” at West Oakland Middle School and Ralph Bunch High School graduation rates have increased, suspensions / violence decreased, acts of wrong doing has decreased, students are less angry and more smiles are seen, and developed community building where teachers and administrator feel supported.

Challenges

- Oakland Unite staff would like to see RJOY staff continue working with OUSD school administrators to ensure proper time is given for the training of school teachers and administration in Restorative Justice Practices and principles. With the difficulties of getting training time with teachers and administrators,

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it is recommended to emphasize the successes of the RJOY / School Circle approach to have the teachers and administer see the benefit of School Circle and the need for more training time.

- RJOY staff should attend the employment collaborations meeting to receive information about available youth employment, and review the rate of which youth stipends are being spent to ensure all funds are drawn down.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- West Oakland Middle School saw an 86% decline in suspension incidences and Ralph Bunche High School had the number of suspension incidences reduced by half.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

Site Visit Corrective Actions: Community Initiatives (fiscal agent for RJOY) must conduct an annual site visit of RJOY.

Case Study: "MM" a student at Ralph J. Bunche Academy was introduced to Eric Butler who is the Restorative Justice Coordinator at Ralph J. Bunche Academy. Upon meeting MM Eric began with, "A lot of adults have been promising you things and not following through, and I'm sorry for that. It won't happen with me. I don't blame. I don't punish." His role, he explained, is to help people resolve problems and repair harm. MM finally opened up; telling Eric her friend was accusing her of stealing shoes from her house. It took another half-hour before she trusted him enough to admit it was true – and that she'd been afraid of what might happen if she "punked out" and didn't fight. The 18-year-old had been fighting with girls since elementary school, as if she didn't know any other way. All three girls agreed to attend a "circle," an eye-to-eye talk in the folding chairs in "Eric's room" that are always set up in the round. The anger was palpable at first, but MM apologized – and explained that she'd stolen the shoes to sell them so she could help her mom pay for a drug test. If her mom could prove to the court that she was clean, she might be able to get MM's younger siblings returned to her from protective custody. *When the other girls saw MM crying, they empathized and gave her a hug. They didn't ask her to replace what she'd stolen, but they wanted to know that, going forward, she would be trustworthy.*

**Oakland Unified School District ~ Alternative Education**

Focused Youth Services

- Gang Prevention

Program Description: Oakland Unified School District, Office of Alternative Education leads the Oakland Comprehensive Gang Model with support from California Youth Outreach and Project Re-Connect. This strategy provides gang awareness/prevention training for school and community-based personnel and training and family strengthening for parents/caregivers of youth involved in gangs or at high risk of gang involvement. At least 450 individuals trained and 50 parents served directly with a 6 week parenting class series that includes gang awareness and positive parenting.

Measure Y Contract Amount: \$ 125,000  
 Leveraged Funding: \$ 34,285  
 Percent Match: 27%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Community training event sessions	33	28	85%
Community members trained	450	524	116%
Clients enrolled in groups	80	71	89%
Group session client hours	1200	515	43%
Presentations at NCPC meetings	4	3	75%

Benchmark Comments:  
 Grantee is on track to meet all deliverables.

Staff Recommendation:  
 Staff recommends renewal.

Successes and Challenges:  
 Successes

- Through significant outreach and collaboration efforts, there have been numerous requests for the 6 week parenting classes offered through this grant, and there is now a waitlist for the series. Each session has had an average of 20-29 parents in attendance.
- The trainings offered through this grant to build capacity with those working with Oakland youth who are or who may be gang affiliated have also been in demand. 524 individuals have been trained this year throughout Oakland, including staff from OPD, Alameda County Probation, OUSD Schools, and nonprofit agencies.

Challenges

- While the scope of work includes both full-day and 3-hour trainings, most agencies have preferred and requested a 1-3 hour training on a date they propose, at their site as opposed to clearing all their staff to attend a full 8 hour training off site at a pre-scheduled date that happens only 3x/year. However, OUSD Alternative Education has been proactive about seeking agencies, such as Alameda County Probation about providing a full day training that is scheduled around their specific staff needs.
- In addition, there are several requests for presentations / trainings for the students themselves. This

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presents a different sort of challenge in that the model thus far has focused solely on capacity building with adults working with Oakland youth or Oakland residents, not the youth themselves. OUSD Alternative Education is working with staff to identify ways to address this gap.

### Summary of Evaluation Findings:

From RDA FY 11-12 Reports:

- 11-12 Final Report: More than half of OUSD youth served by Alt Ed gang prevention have a criminal justice history, a third of these having been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by 50%, with no convictions.
- The 11-12 midyear two year study found that while 27% of OUSD youth served by OUSD Alt Ed had been chronically truant prior to services, a full year after services showed only 10% were truant.

A survey conducted by the OUSD Alt Ed program found that:

- 99% of participants surveyed now have an understanding of how to identify youth involved in gangs or at risk of gang involvement.
- 98% of participants surveyed stated that the training they received will help them deal more effectively with youth who are gang affiliated.
- 98% of participants surveyed also stated they now have knowledge of available community resources and referral mechanisms for working with youth who are gang affiliated.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

### Case Study:

Most recently at Castlemont High School, after a 22 year old formerly Norteno gang-involved young man spoke to the parents, several mothers rushed up afterwards with tears in their eyes, hugged the guest speaker and thanked him for coming to speak. One parent who has 3 smaller children said, "Now, I know how to keep my children safe." Another parent whose son is gang affiliated said, "You remind me of my son! You two are very close in age. I am so glad you came to tell your story and how you were able to get out of the gang. Now, I am better able to help my son." Survey responses to the question "What has been the most useful part of the training?" include:

- *Identifying signs of gang affiliations, identifying the reasons why kids join gangs or want to join gangs.*
- *I feel better prepared and knowledgeable about how to help youth in gangs specifically how to refer them to appropriate resources.*
- *Strategies for identifying a student's change in behavior & resources to connect students to.*
- *The understanding of resources that are available for those involved in gangs*

**Alameda County Health Care Service Agency**

Focused Youth Services

- OUR KIDS Community Schools

Program Description: The OUR KIDS program of Alameda County Health Care Services Agency provides school-based behavioral health services with the goal of reducing school-related violence and increasing pro-social behaviors of youth. The OUR KIDS program provides high-risk students with psycho-social assessments, counseling, case management, referral and follow-up, and family support services. Oakland Unite funds 2 FTE of the ten (10) Clinical Case Managers that serve up to twelve (12) Oakland public middle schools.

Measure Y Contract Amount: \$ 200,000  
 Leveraged Funding: \$ 50,000  
 Percent Match: 25%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Mental health/case management clients	520	805	155%
Mental health/case management service hours	7500	6640	89%
General outreach hours	800	865	108%
Presentations at NCPC meetings	4	0	0%
Group clients	150	203	135%
Group session client hours	650	1811	279%

Benchmark Comments:

Grantee is on track to meet all deliverables except for presenting at NCPC or other community meetings. AHCSA staff plan to conduct presentations in Q4.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- Clinical case managers placed across the OUSD middle schools are receiving extensive training, including training from experts at Children’s Hospital. Trainings include Behavioral Intervention or Case Managers and Positive Behavioral Interventions and Supports. Case Managers also participated in the Retreat for Center for Healthy Schools and Communities; a skill building and team building experience.
- Our Kids is doing a lot of work to strengthen case management recording of client intake, assessment, case planning and progress notes, including a peer review process that has served as very effective professional development for the case managers.
- The Our Kids program continues to provide important mental health services to more than 800 middle school children.

Challenges

- Overwhelming need for support services at middle schools continues to be a challenge as case

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managers strive to meet the needs of all the youth that are struggling with multiple challenges emotionally, physically and academically.

### Summary of Evaluation Findings:

Surveys administered by Alameda County Health Care Services Agency:

- A sample of 225 program participants completed pre/post surveys which found statistically significant improvements for youth in various areas including: Positive adult relationships; resists negative peer pressure; expresses emotions in a healthy manner; motivated for school, and; seeks help.
- Additionally, a client satisfaction survey provided the following:
  - o 98% of students agreed or strongly agreed that the Our Kids Our Families counselor “listens to what I have to say” and 98% agreed or strongly agreed that the counselor “understands my family and cultural background”.
  - o Students also reported that the counselor helped them to make changes in several areas which included: 98% agreed or strongly agreed that they were able to “stay out of trouble”; 93% agreed or strongly agreed that their counselor helped them to “avoid getting into fights”; 100% agreed or strongly agreed that their counselor helped them to “deal with stress/anxiety better.”
  - o Suggestions for improving the services were minimal as only 49% of the respondents completed this question. Of those who did respond, 57% stated that they wouldn’t change anything because they liked what their counselor did.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

Case Study: “Denise” is an eighth grade student at a middle school in Oakland. She has a long history of trauma and loss, and has witnessed community violence and parental substance abuse, and has experienced extreme cases of bullying and conflicts with peers and staff. Our CCM has worked closely with this student over the past couple of years in both group and individual settings. She has received less discipline referrals than in previous years, and has not been suspended at all this year. *She has also dramatically increased her grade point average from a 1.0 to a 2.83, and she has worked hard to learn more about establishing healthy relationships and reducing intimate partner violence.* Denise demonstrates self-motivation in continuing to improve her individual goals and transitioning to high school. Additionally, she continues to demonstrate her ability to be a well-rounded student by participating in positive, extra-curricular activities such as playing on the school’s basketball team and performing in the school talent show. In addition to her individual growth, Denise has accomplished many goals which demonstrate her resiliency and leadership in creating a better, safer community. She led a powerful workshop for all teachers and staff at her school, outlining effective ways to address bullying in the classroom. In addition, our CCM also worked with her in youth leadership settings such as restorative justice circles. Denise has really integrated this approach into her daily life at the school, and she utilizes Restorative Justice (RJ) processes to address conflicts with peers and staff, and this has helped prevent further escalation to violent interactions. She also participated in a student panel at the beginning of the school year that introduced all new students to RJ, specifically the way RJ helps to promote a safe and respectful community at school. As part of student leadership, Denise and two of her peers led a peace march to speak up against violence in her community. She also took a leadership role in presenting keynote speakers during a Violence Prevention week program at her school.



## Bay Area Women Against Rape

### Family Violence Intervention

- Outreach to Sexually Exploited Children

Program Description: Through extensive outreach activities throughout the community, the Juvenile Justice Center and through their location at the Family Justice Center, as well as through their partnership with the Oakland Police Department, participating in Special Operation sweeps and being on-call for whenever OPD come across CSEC, BAWAR reaches out to and engages 400 CSEC per year to offer support services and linkages to assist with ending ties to exploitation.

Measure Y Contract Amount: \$100,000  
 Leveraged Funding: \$ 53,622  
 Percent Match: 54%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Intensive outreach clients	200	141	71%
Intensive outreach hours	1400	1055	75%
General outreach clients	400	743	186%
Referrals given for MISSSY SPA Drop-in Center	300	243	81%
Community members trained/Professional Development	150	283	189%
Presentations at NCPC meetings	4	1	25%

Benchmark Comments: Grantee is on track to meet all deliverables except for presenting at NCPC or other community meetings. BAWAR staff plan to conduct presentations in Q4.

#### Staff Recommendation:

Staff recommends renewal, pending completion of corrective action listed below.

#### Successes and Challenges:

##### Successes

- BAWAR maintains a highly collaborative relationship with the Oakland Police Department and is a well-established resource to OPD when CSEC are identified; Oakland Police can and do call upon BAWAR for assistance in handling CSEC on a 24 hours/ 7 days a week basis.
- BAWAR also continues to partner with OPD when special operations or sweeps for CSEC are conducted.
- BAWAR has very low staff-turn over; consistency of staff at the organization is a strength.
- Staff and volunteers are highly trained; Rape Counseling Certification is renewed annually and volunteers receive 66 hours of training before they begin providing services.
- BAWAR remains a strong presence in the on-going work to strengthen the City's and County's ability to respond to CSEC in a coordinated and comprehensive manner, including participating in Safety Net Collaborative of Alameda County.

##### Challenges

- Keep more thorough minutes from Board meetings, including description of financial reviews and indicate BAWAR staff presence at meetings.
- Develop a mechanism for obtaining client feedback on services, such as a suggestion box or anonymous client satisfaction questionnaire.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 84% of CSEC participants have a criminal justice history, more than a quarter of which were arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by 57% and convictions are down 64%.
- A majority of CSEC survey respondents (n=11) self-reported improved knowledge of available resources, and a large number (42%) experienced an improved ability to get out of dangerous situations without violence. Many (36%) experienced a reduction in physical abuse during the service period.

#### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

**Site Visit Corrective Actions:** BAWAR has been directed to have all staff and volunteers that will work with minors complete a background check prior to the 13-14 FY, and to continue requiring background checks for all new hires or volunteers that will work with minors going forward.

**Case Study:** On June 21, 2012, a 16 year old client was picked up on a "Special Operation" with the Oakland Police department while BAWAR staff was present. An immediate connection was established and the client accepted services. She was taken into custody at the Juvenile Justice Center (JJC) where an advocate visited with her twice a week until she was temporarily placed in a group home in Redding, CA in order to more completely sever ties connected to her exploitation. Over the last two quarters (6 months) her BAWAR advocate kept in communication with her via twice a week phone calls and 1 visit every 3 months. *This client returned home on March 8, and immediately came to the BAWAR offices. She was referred to MISSSEY SPA and has transitioned back home with great success thus far.*

**MISSEY**

**Family Violence Intervention**

- Outreach to Sexually Exploited Children

Program Description: Safe Place Alternative (SPA) offers a drop-in center program commercially sexually exploited children. The SPA is open from 2 to 7pm M-F and provides meals, incentives, field trip activities and hygiene supplies in addition to a structured curriculum for building self care and life skills. Youth are also referred to case management and employment opportunities.

Measure Y Contract Amount: \$75,000  
 Leveraged Funding: \$ 20,000  
 Percent Match: 27%

**Deliverables: FY 12-13**

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Intensive outreach clients	65	61	94%
Intensive outreach hours	110	64	58%
Community trainings/ Professional Development	12	25	208%
Community members trained/Professional Development	350	336	96%
Clients attending SPA Drop-in Center	50	47	94%
SPA Drop-in Center hours	1095	744	68%
Presentations at NCPC meetings	4	0	0%

**Benchmark Comments:** Grantee is on track to meet deliverables; the benchmark for intensive outreach was in order to engage CSEC with the services available at the SPA. Since SPA attendance is over benchmark, the outreach deliverable is acceptable. Presentations at NCPC or other community meetings will need to be conducted during Q4.

**Staff Recommendation:**  
 Staff recommends renewal.

**Successes and Challenges:**

**Successes**

- SPA Drop-in Center has seen a huge increase in participation lately; through a great deal of program staff outreach throughout the Oakland community as well as other incentive tactics, the new SPA location has begun to see a significant increase in CSEC who can benefit from the services being offered there.
- The MISSEY program has been able to consistently support program participants through program graduation and into employment opportunities at the agency. This is a huge testimony to the strength of the program and a highly effective incentive as program participants see possibilities for alternative life-styles first hand. Having staff that are program graduates is also a very effective way of engaging new participants who may feel unsure about coming to the SPA.

**Challenges**

- Maintaining outreach and incentives to keep CSEC engaged in SPA programming is an ongoing challenge; the CSEC population is extremely unstable and participation in activities that remove them from their exploiters can be threatening.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

- With increased attendance at the SPA, SPA staff must handle youth conflicts and must continually find new ways to keep youth engaged in different and new activities.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 84% of CSEC participants have a criminal justice history, more than a quarter of which were arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by 57% and convictions are down 64%.
- A majority of CSEC survey respondents (n=11) self-reported improved knowledge of available resources, and a large number (42%) experienced an improved ability to get out of dangerous situations without violence. Many (36%) experienced a reduction in physical abuse during the service period.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

Case Study: "DaMa" found out about the SPA from a friend she was staying with, who encouraged her to come to MISSEY for help. When she came to the SPA she disclosed she was homeless, had not been to school in several months, as her mom left her and moved back to Sacramento. The client was having a hard time building a relationship with her mother and other family was nonexistent. Although extremely intelligent and mature, she wore her heart on her sleeve and found herself getting into fights often to help defend friends. We continued to work with her on her anger and since working with MISSEY she has been able to get enrolled in school at Oakland High, start employment with Youth Radio, continue case management services and has recently been matched with a mentor who she meets with weekly. Da ma is a success story that we are very proud of and very happy she has connected with a mentor she likes and is doing well in school!

**Alameda County Health Care Services Agency ~ Safe House (Dream Catcher)**

**Family Violence Intervention**

- Outreach to Sexually Exploited Children

**Program Description:**

Alameda County Health Care Services Agency is contracting with Alameda Family Services, to provide short term placement (72 hours), counseling, and support services for Commercially Sexually Exploited Children (CSEC). During Fiscal Year 2012-13, the program will complete start-up activities; including hiring of staff, development of procedures and protocols required to become a licensed group home, training of staff training, and development of MOUs with partnering agencies. The Safe House is scheduled to open in August 2013.

Measure Y Contract Amount: \$225,000 (over two years)  
 Leveraged Funding: \$ 325,000  
 Percent Match: 144%

**Deliverables:**

As the program is in start-up phase, there are no direct service deliverables for FY 12-13. The deliverables are:

Deliverable	Status
Hire Program Coordinator	Completed
Develop and implement MOUs with partner agencies	Completed
Attend CCL Foster Group Home training	Completed
Prepare CCL application	In Progress
Develop protocols	In Progress
Hire Program Counselors, Program Assistant	In Progress
Train staff	In Progress

**Benchmark Comments:**

Grantee is on track to meet all deliverables.

**Staff Recommendation:**

Staff recommends renewal, in order to complete the Challenge Grant of \$225,000.

**Successes and Challenges:**

**Successes**

- Grantee had a successful meeting with the California Department of Social Services (DSS), and will be obtaining a provisional license to allow 300 system youth to be placed in the Transitional home.
- The Program has successfully arranged to have OUSD and The Office of Education to contract with the CSEC Home Program, and is creating a procedure around education services on site at the program.

**Challenges**

- Because of the City and County’s contracting processes, the grant agreement took longer to put in place than expected.

Summary of Evaluation Findings: N/A

Reporting Compliance: Reports are submitted on time.

Site Visit Corrective Actions: N/A

Case Study: N/A

**Safe Passages**

**Family Violence Intervention**

- Mental Health Services for Ages 0-5

Program Description: Through the Looking Glass and Jewish Family/Children's Services of the East Bay provide mental health consultation services to classrooms at two Head Start sites and two OUSD Childhood Development Centers, all located in neighborhoods that experience a great deal of violence. Children, family members and school staff are supported in recognizing and addressing symptoms of exposure to violence.

Measure Y Contract Amount: \$60,000  
 Leveraged Funding: \$20,000  
 Percent Match: 33%

**Deliverables: FY 12-13**

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Mental health participants	280	306	109%
Mental health events	198	139	70%
Presentations at NCPC meetings	4	0	0%

**Benchmark Comments:**

Grantee is on track to meet all deliverables except for presenting at NCPC or other community meetings; these presentations will need to be conducted in Quarter 4.

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes**

- One of the biggest challenges for mental health consultants (MHC) placed at pre-schools is being accepted by school staff as a contributing member of the team. The MHCs placed through Through the Looking Glass have been at their sites for 2-6 years and have become an established resource that overwhelmed staff and parents can rely on for much needed support.
- MHCs receive a great deal of supervision and training in social emotional curriculum and other strategies relevant for providing counseling to young children and their caregivers that have been exposed to community and domestic violence.

**Challenges**

- Funding is bare minimum to keep MHCs in place at the sites they serve; hours of MHC time at each site is down to a minimum.
- MHC strive to not only support individual children and/or caregivers that are in crisis, but to impact the culture of the school center overall so that school staff are more knowledgeable and sensitive to handling the issues of children under extreme stress at all times, not just when the MHC is present.
- Pre-schools served are located in neighborhoods of frequent and extreme violence; children, caregivers and school staff are all largely suffering from either direct or vicarious trauma.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Report:

- "All (100%) of the 12 respondents indicated that they very much agreed with the statement that because of the program they now had a better overall relationship with their child(ren), and that the program gave them a better understanding of the impact of their child(ren)'s exposure to violence. The mean scores on the other indicators also represent a high degree of agreement that improvements were experienced on each of the parenting skills indicators.<sup>1</sup>"
- Preschool staff also completed a survey. Survey responses rated the mental health consultants located at their sites and found the consultants to be effective, including these domains: helps staff understand and cope with challenging behavior; helps staff feel less stressed; helps families feel less stress; has improved the classroom environment, and; helps families know how to cope with challenging behavior.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

Case Study: The Mental Health Consultant (MHC) has been working with a very bright young boy, three years of age, who has presented at school as frequently very dis-regulated and very aggressive, both physically and verbally, sometimes making violent threats to his peers. It is clear that violence has impacted his life. This child has apparently witnessed domestic violence between his parents. The MHC has worked hard to put as many supports in place as quickly as possible. She was able to refer for intensive in-home parent-child psychotherapy and this boy is now being seen by a therapist with his mother. Due to the intensity of his behaviors, a referral to a therapeutic nursery is in process, and it appears he will be accepted into this program soon. The MHC observed that the child was very difficult for his classmates as well as his teacher. She reported that the children intensely express their dislike for him and state flatly they don't want to be near him. She feels deep concern for their distress and for his self-esteem. He perceives the dislike of his classmates and makes statement like, "I'm stupid", or, "Nobody likes me". *Fortunately, a lot has, and is, being put into place to provide him with optimum support and to give him a chance to calm, regulate and hopefully to finally develop harmonious peer relationships. The therapeutic nursery should provide further wrap-around services to support the family. The staff felt deeply supported by the MHC's persistence in getting these services in place. Again, the devastation of violence is being addressed here one child and one family at a time through the efforts of a caring staff.*

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<sup>1</sup> Please note that most of the scores on this table represent composites (for example, four questions about the program's impact on the parent's ability to recognize what makes her child *afraid, angry, sad, and safe* have been collapsed into the variable "Improved ability to recognize the causes of child's emotional state").

**The Link to Children**

**Family Violence Intervention**

- Mental Health Services for Ages 0-5

Program Description: The Link to Children (TLC) provides crisis intervention services located at the Family Justice Center. Families with children 5 and under who come to the Family Justice Center facing issues of domestic violence or having been exposed to community violence can be seen immediately by trained TLC clinicians. TLC staff also partner with the Family Justice Center to help triage all families that come to the Center, helping to channel the appropriate referrals to TLC clinicians.

Measure Y Contract Amount: \$60,000  
 Leveraged Funding: \$93,357  
 Percent Match: 155%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 Up to Q3			
Service	Annual Goal	# Served	% of Goal Reached
Mental health service clients	30	40	133%
Mental health service hours	1080	646	60%
Intensive outreach hours	720	378	53%
Presentations at NCPD meetings	4	4	100%

**Benchmark Comments:**

This is a new contract for Oakland Unite and TLC is finding it difficult to meet benchmarks in the way that the contract was envisioned. Families coming to the Family Justice Center in crisis need immediate care, which the TLC has been able to provide. However, it has been difficult for TLC to retain families for the long-term mental health services that were agreed upon in their contract because families in crisis are often not ready or able to commit to therapy while basic needs are their priority. Third quarter payment in Fiscal Year 2012-13 has been withheld because benchmarks have not been met. This amount can be made up if TLC meets the deliverables by June 30, 2013. Contract negotiations going forward will require TLC to propose a tenable plan to DHS for meeting longer term mental health needs.

**Staff Recommendation:**

Staff recommends renewal pending agency solvency and contract negotiations concerning appropriate deliverables.

**Successes and Challenges:**

**Successes**

- TLC leadership are actively, creatively and aggressively pursuing fundraising efforts.
- TLC staff receive comprehensive training from experts in the field of early childhood mental health and response to trauma.
- TLC has made progress in integrating their services as partner Navigators for the Family Justice Center’s procedures for intake of new clients. This has strengthened the agency’s collaboration with the Family Justice Center and has helped situate TLC for receiving those families that arrive at the FJC with young children exposed to violence.



## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Challenges

- Continue to build TLC's relationship and clarity of roles and responsibilities within the FJC and keep Oakland Unite staff informed of progress and challenges as needed, including developing a plan for TLC's deliverables in the future such that the need is being met in the best way possible.
- Continue to seek greater financial security for the agency and continue to communicate with Oakland Unite staff as to the progress of these efforts.

Summary of Evaluation Findings: N/A

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

*Case Study: A mother brought her young (then 18 month old) son and herself to the Family Justice Center looking for help in securing resources to help them relocate, as well as to set up counseling after the child's father's rage became a threat to this mother and her child. The mother noted her tendency towards "flight" and discussed her own patterns of checking out and distancing herself from stressful circumstances by allowing her mind to drift off. Her young child appeared to have developed this particular coping style as well, and he had great difficulty communicating and asserting himself, often hiding behind his mother and becoming extremely fearful. As is very common with young children exposed to violence, he was also having trouble sleeping-- demonstrating one of the many ways in which his physiological system had become compromised by chronic exposure to fear, leaving him unable to effectively regulate his biological rhythms. This mother found it quite challenging to stay emotionally present when her son needed her. As a result, the child learned to retreat more deeply into himself, allowing mother to do the same. As this pattern became increasingly clear, the therapist began to work with the mother on helping her to begin to notice when she felt herself beginning to check out. Mother and therapist began to note particular signs and clues that the child gave before he did the same thing. Because of the limited language processing abilities of a young child, much of their experience is stored in their bodies. The therapist helped the mother to utilize grounding techniques to help herself stay present, and physical techniques such as massage, foot-stomping, and clapping to help her son stay in his body and spend less time retreated into the recesses of his mind. Over the past year and a half, this mother and child have made tremendous progress. The mother is now able to understand the impact of her emotional state on her child, and to be acutely aware of signs that her child is distressed. She has learned of ways to protect herself and her child from multiple generations' maladaptive methods of coping with violence and stress. She and her son are starting fresh together.*

**Family Violence Law Center**

*Family Violence Intervention*

- Family Violence Intervention Unit

Program Description: The Family Violence Law Center (FVLC), Family Violence Intervention Unit (FVIU) offers general legal, social, and emotional support to over 1,000 victims of domestic violence each year. FVLC contacts victims identified from OPD police reports, direct referrals from officers, walk-ins at the Alameda County Family Justice Center, calls from victims on the 24-hour hotline, and referrals from other agencies. FVIU provides crisis intervention services, including safety planning, crisis counseling, legal advocacy, and assistance with emergency relocation. FVIU also provides referrals to longer term services to all clients, and offers support groups. Additionally, FVLC trains OPD patrol officers on the dynamics of family violence, emergency protective orders, and the effects of family violence on young children.

Measure Y Contract Amount: \$400,000  
 Leveraged Funding: \$ 80,000  
 Percent Match: 20%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients placed into shelter/emergency housing	40	91	228%
Intensive outreach clients	1000	966	97%
Intensive outreach hours	1750	1374	79%
Group session client hours	36	131	364%
Clients enrolled in groups	24	12	50%

**Benchmark Comments:**

Family Violence Law Center is greatly exceeded almost all deliverables. The support group deliverable is a new activity for the agency, and they have been regularly updating DHS on their efforts. They have submitted a scope modification request for this deliverable, which will be approved.

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes**

- FVLC is doing significant theory of change and organizational capacity building work through funding they have been awarded by the Blue Shield Foundation, allowing them the opportunity to clearly define goals, outcomes, and services. This work involves staff, board members, and key stakeholders.
- Because of the integration of crisis support services and legal work that FVLC provides for domestic violence survivors, and the partnerships they have fostered over the years, OPD relies on FVLC as their primary domestic violence resource.
- FVLC program staff participate in and convene many different collaborative tables at the local and statewide level, demonstrating their commitment to advocacy and partnership.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Challenges

- While the support group is a new activity for FVLC, they are continue to develop approaches to engage women in crisis intervention peer support groups, and maintaining close communication with DHS regarding progress made and/or challenges to implementation.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Report:

- 92% of FVIU respondents reported that they had experienced no further physical abuse since receiving services.
- 94% of OPD officers who were trained by FVIU reported using the resources they received during the training.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement:

### Case Study:

"Erica" came to FVLC in January 2013 by way of a referral from another agency. Erica is an African-American, single mother, in her mid-twenties. She and her newborn son live in East Oakland. When Erica contacted FVLC, her primary concern was that the father of her child had served her with custody paperwork, and she was worried that he would begin to abuse her again during the exchanges. She was also concerned about safety and the confidentiality of her residence. The father of her child had been very abusive to her in the past, and the abuse began to decrease when she moved and he had less access to her. Though he still had her phone number and harassed her consistently via text, the client felt as though she was physically safe. The FVLC advocate completed a substantive safety plan with her and addressed all concerns, including the discussion of a restraining order. The client was hesitant about obtaining a restraining order, and was very concerned that obtaining an order would escalate her abuser further. While working with "Erica", the abusers harassing texts became threatening, and "Erica" eventually decided that a restraining order was something that she needed and wanted. FVLC was able to help "Erica" obtain a 5-year restraining order, secure a meeting with and custody attorney from Bay Area Legal Aid, and enroll her in California's Safe at Home Program, further ensuring that her address would be kept confidential.

**Civcorps Schools**

**Young Adult Reentry Services**

- Reentry Employment

**Program Description:**

Civcorps Schools provides case management, education, employment training, subsidized employment, job placement, and job retention services to 30 youth/young adults (18-24 years of age) who are on probation or parole.

Measure Y Contract Amount: \$150,000  
 Leveraged Funding: \$220,707  
 Percent Match: 147%

**Deliverables: FY 12-13**

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients served	30	29	97%
Clients placed in employment	8	1	13%
Clients retained in employment 30 days	6	1	17%
Clients retained in employment 90 days	6	0	0%
Client hours of work experience	6500	5864	90%
Clients with 200 hours of work experience	26	12	46%
Case management hours	405	326	80%
Client hours of life skills and pre-employment skills	680	773	114%
Client hours of education	3510	4530	129%

**Benchmark Comments:**

Grantee is on track to meet most deliverables; some employment retention goals may be delayed, but grantee plans to meet the goals.

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes**

- Civcorps has developed and implemented post- secondary pathways for 100% of their program graduates; agency supports clients for up to one year post-graduation from the program with client college and career support services in order for clients to be successful.
- Civcorps recently opened a job training center that will strengthen their job development component.
- Civcorps exposes its clients to new ideas, jobs, etc. by bringing them to worksites/jobs where they are able to interact with employers and employees.

**Challenges**

- Civcorps served the reentry population, however they are challenged to ensure that they are recruiting and engaging the most high risk reentry individuals. Civcorps is a new grantee for Oakland Unite and they are learning how to target the higher risk population that OU is intended to serve.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

Summary of Evaluation Findings: N/A

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

Civicorps intake/assessment tool is more of intake instrument than an assessment that may be utilized for case planning and monitoring of progress. The agency is required to create or obtain an appropriate assessment tool.

### Case Study:

"FO" is an Oakland Unite participant who is currently on track to earn his High School Diploma in 2013. FO came to Civicorps with a number of barriers to his success - he struggled with following Civicorps policies including attendance and punctuality, behavior and following through with his educational commitment. After supporting him through various disciplinary actions, including a termination from the program, he has turned it around. After struggling with compliance of the conditions of his probation and picking up another case leading to incarceration, he has turned the corner. *He has become more focused on his education and his positive behavior is noticed by staff and fellow Corps members. He received awards for monthly perfect attendance. FO is currently a crew leader and helps train new corps members. His field supervisor has come to rely upon his consistency and hard work.*

**Men of Valor Academy**

*Young Adult Reentry Services*

- Reentry Employment

**Program Description:**

The Men of Valor Academy provides reentry job training and employment placement services to 25 young adult males (18-35 years of age) on probation or parole.

Measure Y Contract Amount: \$100,000  
 Leveraged Funding: \$124,600  
 Percent Match: 125%

**Deliverables: FY 12-13**

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients served	25	39	156%
Clients placed in employment	20	11	55%
Clients retained in employment 30 days	15	10	67%
Clients retained in employment 90 days	12	3	25%
Clients retained in employment 180 days	9	0	0%
Case management hours	310	161	52%
Client hours of life skills and pre-employment skills	1920	4149	216%
Client hours of job skills/vocational training	2004	6782	338%

**Benchmark Comments:**

Grantee is on track to meet most deliverables; some employment retention goals may be delayed, but grantee plans to meet the goals by the end of the FY.

**Staff Recommendation:**

Staff recommends renewal, pending corrective actions listed below.

**Successes and Challenges:**

**Successes**

- In the course of promoting the violence prevention and intervention message, MOVA has successfully conducted outreach and recruited program participants at violent incident scenes in the community.
- In line with studies that show formerly incarcerated individuals with closer family relationships and strong family support are less likely to use drugs and to recidivate, MOVA has been successfully re-connecting some program participants with their kids and families.
- The agency holds weekly client roundtable which is used for client feedback and to work through any program issues, demonstrating a commitment to address the needs of their clients and quality improvement.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Challenges

- In order to better identify and promote capacity building practices and promote greater organizational stability and effectiveness the agency should develop a long term strategic plan and a Board of Directors governance plan.
- The Men of Valor Academy staff have had challenges around keeping consistent case files and inputting data into Cityspan.

Summary of Evaluation Findings: N/A

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

1. Case note entries and case files are inconsistent and do not meet Oakland Unite standards. Agency should complete a DHS case note/files training.
2. Ensure that client files and Oakland Unite consent forms are kept in the same file.
3. Establish Board policies around # of Board members and staff participation on the Board.

### Case Study:

"FC" was admitted into the Academy on October 17, 2012, upon his release from Santa Rita. Prior to his arrival Director Butler received a letter of endorsement from a gang member who was also in Santa Rita. The author of the letter felt FC was worth saving from the gang lifestyle and had the potential to be a productive citizen and could make some positive contributions to the community. EC's academic assessment scores were high and the GED instructor was impressed with his academic skills. Because of the academic skills FC demonstrated and the diligence and perseverance he exhibited in his other classes and workshops, he signed up for the GED exam. In January 2013, the Oakland Unified School District administered the GED exam. *FC was officially notified of his passing scores on February 2, 2013. He received his highest mark in mathematics. He is currently enrolled in Merritt College as a full time student and has received virtually all A's on his midterm tests and homework assignments. At this juncture FC is preparing to obtain an AA degree and transfer to a four year institution. The academy is working on also placing FC in a part time job opportunity.*

**Oakland Private Industry Council**

**Young Adult Reentry Services**

- Reentry Employment

**Program Description:**

Oakland Private Industry Council provides employment training, subsidized employment, placement in unsubsidized employment, and employment retention services for 69 young adults (18 to 35 yrs old) on probation or parole. Subcontractors include the Bread Project and Goodwill Industries.

Measure Y Contract Amount: \$240,000  
 Leveraged Funding: \$48,423  
 Percent Match: 20%

**Deliverables: FY 12-13**

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients served	69	59	86%
Clients placed in employment	55	23	42%
Clients retained in employment 30 days	50	19	38%
Clients retained in employment 90 days	36	12	33%
Clients retained in employment 180 days	30	0	0%
Client hours of work experience	6600	5635	85%
Clients with 220 hours of work experience	30	13	43%
Case management hours	586	416	71%
Client hours of life skills and pre-employment skills	1766	1248	71%
Presentations at NCPC meetings	4	4	100%

**Benchmark Comments:**

Grantee is on track to meet most deliverables; in order to reach the employment retention goals OPIC is working closely with the Oakland Unite program officer.

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes**

- This is a new collaboration between OPIC, The Bread Project and Goodwill, and the ability to transition participants into unsubsidized job placements at the partner agencies has steadily improved; more permanent employment placements are being made.
- OPIC is re-visioning the needs of the reentry population and addressing gaps in services. Agency recently was awarded a Department of Labor grant that focuses on women.
- OPIC has collaborated with the Oakland Unite Outreach strategy in order to develop a streamlined referral process yielding greater success in client engagement in services.



## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Challenges

- OPIC needs to better utilize their resources that have budgeted for client stipends as it is an important aspect of an employment program to provide incentives to participants.
- OPIC staff need to be made more consistently aware of the requirements of the Oakland Unite contract and the performance and benchmark deliverables required.

Summary of Evaluation Findings: N/A

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

1. OPIC has no formalized grievance policy. Submit an agency grievance policy
2. Provide I9 form for the one client that was not in file.

### Case Study:

"Daniel" is on probation for a multitude of crimes which would normally seriously impede his ability to find work. Daniel is what would be called a habitual offender. Daniel has a GED credential but tests out at a very high level of intelligence. Upon enrollment, Daniel was immediately put to work on the Key Train Assessment and Career Curriculum. His indicators of employment were high for construction, service work (particularly with the public), food and hospitality (particularly culinary), and oddly law enforcement. He completed our pre-employment workshops. He also completed a number of hours of work with a career counselor in Labor Market Research. He also attended and completed the Life Skills and Group Mentoring workshops. Daniel was very motivated to change his situation and enthusiastically participated in the program activities leading up to employment opportunities. Daniel was facing substantial time in the event of any re-offense and was about to become a father. His program participation has led to employment and to a deep understanding and commitment on his part to participate in the life of his newborn child. He has stated to his case manager (Glenn Bell) that he is committed to raising his child to be a better person than he has been and to be the type of person that his "family can be proud of." Daniel was originally placed through the Goodwill program. However, he actively continued his job search activities after placement and with positive references from both the Goodwill and also Breaking through Barriers Program, Daniel was placed with Souls Restaurant as a line cook, which was one of his chosen career fields. He went from making minimum wage at Goodwill to more than \$10 / hr at Souls. However, Daniel was not done yet. He decided that while cooking is his passion, other career pursuits would more fully meet his fiscal responsibilities to his new family. He stated to his case manager that had he remained single and uncommitted as a parent, he would have remained in cooking. *Instead, he secured employed in the construction field with Express Construction and is making a starting wage of \$20/hr and working 40 hours per week. Each of these job pursuits was conducted while already working and in close association with his case manager and using the pre-employment skills he had been given to move easily from one job to another. Daniel's engagement with the program has been an astounding success not only from the standpoint of successful employment but the changes he has made to his life choices and his ability to confidently re-employ himself in differing fields. Daniel has learned to use his intelligence and energy towards positive. Daniel is very thankful to the program and remains engaged in follow-up. Daniel has now brought in his wife to the employment training program of PIC to assist her when she has completed the newborn activities with her child.*

**Volunteers of America**

**Young Adult Reentry Services**

- Reentry Employment

**Program Description:**

Crew Based Sheltered Employment provides transitional employment, wage subsidies, job preparation/placement, and retention services for 32 young adults (18-35 yrs old) on parole. Parolees work in 8-man crews under the supervision of the VOABA Crew leader participants and in collaboration with Parks and Recreation Dept.

Measure Y Contract Amount: \$210,000  
 Leveraged Funding: \$323,910  
 Percent Match: 154%

**Deliverables: FY 12-13**

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients placed in employment	8	6	75%
Clients retained in employment 30 days	6	6	100%
Clients served	30	35	117%
Case management hours	360	282	78%
Clients with 220 hours of work experience	26	23	88%
Client hours of life skills and pre-employment skills	1426	1203	84%
Client hours of work experience	5720	4619	81%
Presentations of NCPC meetings	4	4	100%

**Benchmark Comments:**

Grantee is on track to meet all deliverables.

**Staff Recommendation:**

Staff recommends renewal, pending a corrective action to hire a local site manager.

**Successes and Challenges:**

**Successes**

- VOABA is partnering with the Department of Human Services, the Oakland Housing Authority, and community providers in the Oakland PATH Rehousing Initiative (OPRI). This initiative provides scattered site apartments throughout Oakland for Oakland Unite reentry clients. Using a supportive housing model VOABA has housed 42 Oakland Unite reentry clients, with a housing retention rate of 86%.
- VOABA crew-based reentry program has primarily focused on providing individuals with subsidized work experience and job-readiness training to prepare participants for the workforce; the program has now began focusing on job placements for participants that have finished their subsidized crew experience with the agency and they have been more successful with permanent job placements.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Challenges

- VOABA's lack of a local manager with oversight duties and decision making ability impacts the close coordination required in implementing over one million dollars in City reentry contracts, including a State funded, multi partner State contract.
- VOABA is in the midst of a significant transition in service delivery with several new staff coming on board at the same time. There is a need for Agency-wide CitySpan technical assistance.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: All VOA participants have a criminal justice history, a third had been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by 30% and convictions are down by 24%.
- 100% of clients served by VOA Re-entry retained employment for more than 30 days.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

1. In order to facilitate the close coordination required in implementing over one million dollars in City reentry contracts, including a State funded, multi partner State contract, agency should hire a local manager with oversight duties and decision making ability
2. Develop a process standardizing how case notes are written and filed
3. Post grievance policy at crew staging site

### Case Study:

This participant had been through much turmoil when he arrived at Crew Based; starting with his mom who lost her job at General Motors and ventured into drugs. Our participant stepped into the role of "head of household" at age 16 and at age 24 was still desperately trying to take care of his mom, his sixteen year old sister and his four siblings; who's ages ranged from three to seven. Once he became part of our program, he gained more confidence and with limited skills and abilities he focused hard on finding employment. It should be noted that he never lost his determination and did not allow his personal issues to hinder his job performance. His attendance, work ethics, and work performed were excellent. After trying for months he found permanent employment with Wal-Mart here in Oakland and is doing very well.

**Youth Employment Partnership**

Young Adult Reentry Services

- Reentry Employment

Program Description: Youth Employment Partnership provides employment training, wage subsidies and preparation for unsubsidized employment services to 38 youth and young adults (16-24 yrs old) who are on probation or parole.

Measure Y Contract Amount: \$180,000  
 Leveraged Funding: \$75,031  
 Percent Match: 42%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients placed in employment	15	10	67%
Clients retained for 30 days in employment	10	7	70%
Clients retained for 90 days in employment	8	2	25%
Clients Served	30	26	87%
Case management hours	300	792	264%
Work Experience Hours	4050	2183	54%
Presentations at NCPC meetings	4	3	75%
Client hours of education	3600	3480	97%
Hours of life skills group and pre-employment skills	1500	1260	84%
Client hours of job skills/vocational training	1500	1156	77%
Clients completing 150 hours of work experience	20	8	40%

**Benchmark Comments:**

Grantee is on track to meet all deliverables.

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes**

- Through focusing more on the math portion of the GED, YEP is experiencing a higher rate than they have historically achieved for GED attainment
- YEP participants are learning more about solar energy through providing low level maintenance on their recently installed solar panels

**Challenges**

- To allow for more effective DHS monitoring YEP should enter data into City Span on a regular schedule.
- YEP has had challenges with the timeliness of communication, and responding to requests from City staff and the independent evaluator.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: All YEP re-entry participants have a criminal justice history, with a *third of* participants having been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests and convictions are down by more than 70%.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

1. Ensure that client files/case notes are kept in a locked and secure location
2. Ensure that case manager entries are in alignment with Oakland Unite standards
3. Provide City with the results of the ongoing agency audit

### Case Study:

YEP is working with a young adult male, 19 years old who was raised and current stays in East Oakland and came to YEP without a high school diploma or GED. This young adult was on probation for robbery and had never worked before. His social skills were low and he seemed to lack confidence in himself. Aside from difficulty with his education, he had been impacted by violence because his brother was shot and killed by the police about 2 years ago. With some of these barriers mentioned above, this young adult still managed to work hard and finish our 3 week JRT (Job Readiness Training). Once completing JRT, he was placed in our GED program and started working at our Training Grounds Café. After completing a portion of work experience hours at the cafe, he wanted to transfer to construction and try out that type of work. *Since his start of the program, the young adult has passed 3 GED tests and is currently taking an introductory college course at Laney College. Aside from moving forward in his education, he was recently hired on March 27, 2013 into a customer service job. This client still comes into our GED lab and is scheduled to take his final 2 GED test the last week of April.*

**Youth UpRising**

Young Adult Reentry Services

- Reentry Employment

Program Description: Youth UpRising (YU) provides reentry case management, education, and employment services to 15 young adults (18-24 years of age). The program offers on-going job skills development and educational support workshops, subsidized employment and job training, support in obtaining and retaining unsubsidized employment.

Measure Y Contract Amount: \$100,000  
 Leveraged Funding: \$20,000  
 Percent Match: 20%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients placed in employment	12	0	0%
Clients retained for 30 days in employment	12	0	0%
Clients Served	15	22	147%
Clients completing 300 hours of work experience	12	1	8%
Work Experience Hours	3000	927	31%
Case management hours	430	337	78%
Hours of life skills group and pre-employment skills	720	496	69%
Presentations at NCPC meetings	4	3	75%

**Benchmark Comments:**

Grantee is on track to meet all deliverables - some benchmarks are back loaded to the 4<sup>th</sup> quarter.

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes:**

- YU expanded their long standing relationship with Alameda County Probation Department to now include Adult probation staff and programs, specifically the PROPS Program and Mentor Diversion Program which both serve young men ages 18-24. The result of this relationship is that many of the services offered through this partnership happens on YU's campus

**Challenges:**

- A challenge has been maintaining levels of client engagement. YU has struggled to balance holding participants accountable to program expectations while also allowing them to engage in work experience when they are not meeting other program requirements. To address this issue, staff will implement additional incentive activities focusing on increased individualized education support activities such as more workshops and tutoring sessions to increase math and English skills. Staff will also focus on increased outreach efforts including making phone calls to remind program participants of upcoming programming requirements.

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Summary of Evaluation Findings:

N/A

Reporting Compliance:

All reports are submitted on time and completed thoroughly.

Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

Case Study:

"Greg" is a 23 year old male convicted for armed robbery and paroled in 2010. Greg entered our program disengaged from work and school with minimal motivation. Greg has been engaged in our program since October and now presents himself as motivated, supportive father, and has been discharged from parole. *Greg now has an educational plan in place, recently passed the Science portion of the GED with a score of 470, and will be taking the remaining 4 tests over the next two months. Greg also has been working part-time at RMG Radio for the past two months, and now participates in on-air programming.*

**Outreach Developer**

Young Adult Reentry Services

- Reentry Case Management

Description: The Outreach Developer position provides intensive case management support for “Call in” clients and shooting victims ages 25 to 30 referred from Highland Hospital, focusing on employment and basic needs. He also provides cross-agency coordination around case-managed clients, and case management coaching for agencies working with highest risk youth and adults. He works closely with the Street Outreach, Reentry Employment and Crisis Response strategies.

Measure Y Contract Amount: \$120,000

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3	
Service	Provided
Clients Served	49
Client contacts	467
Case Management hours	292

Benchmark Comments:

Grantee is on track to meet all deliverables.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- Emilio has played a central role in building a strong network among Oakland Unite’s Violent Incident/Crisis Response and Street Outreach providers. Along with Youth AUVEI, Emilio helped start and maintain the weekly homicide/shooting review meetings.
- Emilio has worked with numerous older shooting victims referred through Highland Hospital in the past year, and helped high-risk, high-need clients get connected to needed support services such as Victim of Crime, employment training and placement, and education.
- Emilio has also played a major role in the Ceasefire Call-ins that re-started in the fall of 2012. As the assigned case manager for all Call-in participants who chose to take part in services, Emilio provides intensive follow-up and case management with all clients. In addition to providing connections to support services such as those mentioned above, Emilio provides ongoing mentorship and assistance in goal-setting with all clients.
- Emilio has been instrumental in building closer relationships between Oakland Unite employment providers and Street Outreach. He has created successful systems to help these providers work more effectively with very high-risk populations such as the Ceasefire participants and individuals referred by Street Outreach.
- Emilio continues to provide guidance and technical assistance to other case managers at Oakland Unite grantee agencies. He participates in folder review, provides case conferencing, and facilitates referrals among partners.



ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

**Challenges**

- Finding time to balance technical assistance and planning work with an increasing caseload continues to be a challenge, but Emilio has been proactive in identifying ways to balance these priorities, and always puts the needs of his clients first.

**The Mentoring Center**

**Young Adult Reentry Services**

- Project Choice

Program Description: The Mentoring Center (TMC) provides pre- and post-release reentry mentoring and counseling to 21 youth in the Department of Juvenile Justice-Stockton (16-24 yrs old) per year who are returning to the Oakland community after incarceration. Services include intensive case management, development of a release plan, plans for employment, housing and education.

Measure Y Contract Amount: \$100,000  
 Leveraged Funding: \$25,000  
 Percent Match: 25%

**Deliverables: FY 12-13**

**Numbers Served 7/1/12 – 3/31/13 through Q3**

Service	Annual Goal	# Served	% of Goal Reached
Clients	21	22	105%
Case management hours	900	651	72%
Client hours of peer support/counseling groups	2000	1174	59%
Presentations at NCPC meetings	4	3	75%
Clients enrolled in pre- release groups	21	15	71%
Clients enrolled in post-release groups	21	7	33%

**Benchmark Comments:**

Grantee is on track to meet most deliverables; however, due to a drop in DJJ participants (SB 81) some group hour goals may be delayed.

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes:**

- TMC has been meeting some success working with Juvenile and Adult Probation to identify and refer clients.

**Challenges:**

- TMC group deliverables are negatively impacted by juvenile realignment - realignment has resulted in fewer eligible participants in the DJJ Stockton facilities.

**Summary of Evaluation Findings:**

**From RDA FY 11-12 Reports:**

- 89% of clients served by TMC Project Choice returned to Oakland from incarceration with a plan for meeting their basic needs, such as food and shelter.

**Reporting Compliance:**

TMC is currently in compliance with reporting requirements.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Site Visit Corrective Actions:

Complete an intake and assessment for all enrolled participants in Project Choice.

### Case Study:

The case study focuses on one Project Choice participant who was referred by the Alameda County Probation Department. The West Oakland resident, now 21 years old was incarcerated in DJJ for the past five years. Upon his release, the participant came to the Mentoring Center's Project Choice and shared his vision for becoming a horticulturalist. *The formally incarcerated individual through his politeness, good-natured, welcoming character was able to land employment with a temporary employment agency in East Oakland which led to a position where he is currently employed at the Port of Oakland. He recently achieved his 60 day retention milestone.*

**Volunteers of America**

**Young Adult Reentry Services**

- Project Choice

Program Description: Volunteers of America Bay Area (VOABA) provides intensive counseling and mentoring services for 60 young adults (18-35 yrs old) per year paroling to Oakland from San Quentin State Prison. Services include development of a release plan, including plans for employment, housing and education.

Measure Y Contract Amount: \$200,000  
 Leveraged Funding: \$215,940  
 Percent Match: 108%

**Deliverables: FY 12-13**

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients receiving mental health assessments	50	45	90%
Clients	50	99	198%
Case management hours	2000	1449	72%
Case management contacts	2120	2270	107%
Presentations at NCPC meetings	4	3	75%
Client hrs of support groups (pre- release)	240	102	43%
Client hrs of support groups (post release)	600	766	128%

Benchmark Comments:  
 Grantee is on track to meet all deliverables.

Staff Recommendation:  
 Staff recommends renewal, pending the corrective action to hire a local site manager.

**Successes and Challenges:**

**Successes**

- VOABA is partnering with the Department of Human Services, the Oakland Housing Authority, and community providers in the Oakland PATH Rehousing Initiative (OPRI). This initiative provides scattered site apartments throughout Oakland for Oakland Unite reentry clients. Using a supportive housing model VOABA has housed 42 Oakland Unite reentry clients, with a housing retention rate of 86%.
- A Project Choice participant interview provides a good example of the program’s success. The participant described a life change for the better and spoke of how a new way of thinking enabled him to get a job and enroll in school.

**Challenges**

- Realignment (AB109) has had a negative impact on the recruitment of the Project Choice target population inside San Quentin State Prison.
- VOABA’s lack of a local manager with oversight duties and decision making ability impacts the close coordination required in implementing over one million dollars in City reentry contracts, including a State funded, multi partner State contract.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: All VOA re-entry participants have a criminal justice history, a third having been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by 50% and convictions are down 42%.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

### Site Visit Corrective Actions:

1. In order to facilitate the close coordination required in implementing over one million dollars in City reentry contracts, including a State funded, multi partner State contract, agency should hire a local manager with oversight duties and decision making ability
2. Develop a process standardizing how case notes are written and filed
3. Post grievance policy at crew staging site
4. Documentation review found the agency had conducted more group hours than reported in Cityspan database – agency should correct group hours in CitySpan.

### Case Study:

AW (AGE 32); a young African-American male with a self-declared history of alcohol and substance abuse as one of our successful participants this quarter because he has demonstrated a high degree of resiliency and has overcome many socioeconomic barriers including homelessness, unemployment and criminal behavior. In fact, when AW started Project Choice he was very skeptical and uncertain about the Project Choice experience, because so many programs in the past simply did NOT work for him. Client was assigned an intensive case manager who spent time with him and eventually developed a relationship with client. Not soon after, client regularly participated in our Wednesday night group classes in an effort to better understand his thinking errors, traps and triggers. Prior to coming to Project Choice, the client had served hard time in State prison and realized one day that the relentless conditions of prison were no longer an option and so he vowed to change his life. However, when he was released into the community of Oakland, he faced new challenges including homelessness, unemployment and the real possibility of returning to a life of crime. In spite of these setbacks, this client's participation in Project Choice paid off because through his case manager and a strong referral system in Alameda County, AW was able to secure training through Goodwill as a part-time employee. *Within a short period of time, he had proved that he was capable of accepting greater levels of responsibility and was subsequently promoted to full-time Assistant Supervisor in Materials Handling within the organization. Also, through client's hard work and commitment to change he earned himself a housing placement with OPRI. Today, he is currently renting his own 1 bedroom apartment in Oakland, California and has become a productive member of society.*

**California Youth Outreach**

*Violent Incident/Crisis Response and Community Organizing*

- Oakland Street Outreach

Program Description: In coordination with Oakland Police Department, Department of Human Services, and Healthy Oakland, CYO street-based outreach workers provide incident- and "hot spot"-specific outreach in high-crime areas of Central and East Oakland at hours measured to be of peak need (nights and weekends). Outreach workers maintain a consistent presence in these neighborhoods and, along with case managers, create relationships with high risk youth and young adults and connect them to appropriate services and resources. Teams also work on longer range truce-negotiation and conflict mediation.

Measure Y Contract Amount: \$546,000  
 Leveraged Funding: \$204,199  
 Percent Match: 37%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Clients served	60	67	112%
Case management hours	2100	1578	75%
Intensive outreach clients	200	151	76%
Intensive outreach hours	1000	757	67%
Street outreach event participants – unduplicated	3488	2859	82%
Street Outreach Event sessions	448	568	127%
General outreach events	12	9	75%
Social events	24	18	75%
Community events (Messengers4Change)	9	10	111%
Conflicts mediated	24	22	92%

**Benchmark Comments:**

Grantee is on track to meet all deliverables.

**Staff Recommendation:**

Staff recommends renewal, pending completion of FY12-13 site visit corrective actions (see below).

**Successes and Challenges:**

**Successes**

- CYO Oakland has taken significant steps towards establishing itself locally as an independent 501(c)3 organization, while maintaining a positive working relationship with the parent organization in San Jose.
- CYO Oakland Street Outreach Teams have been successfully increasing their focus on and strength in conflict mediation and involvement in the citywide shooting and homicide crisis response team.
- Coordination with Oakland Police Department is strong and effective. CYO and Healthy Oakland OSO teams have joined together on multiple occasions to saturate a particularly hot neighborhood at the request of OPD Captains.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

### Challenges

- Limited resources for clients are always a challenge for the Street Outreach teams. The teams have implemented internal systems to keep their clients positively engaged, such as employment readiness orientation, events, and tours of employment sites. The teams and Case Managers work diligently to seek out new opportunities and strengthen collaborations with Oakland Unite-funded employment providers.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: Nearly 60% of CYO OSO participants have a criminal justice history; up to one year after program enrollment, arrests are down by 77% and convictions are down nearly 70%.
- 80% of case managed clients were re-enrolled in school or referred to an education placement.
- Nearly 60% of case managed clients were placed in employment.

### DHS Data Tracking

- Thus far in Fiscal Year 2012-13, both Oakland Street Outreach programs combined mediated 37 very serious conflicts that may have resulted in gun violence.

Reporting Compliance: All reports were submitted on time and were complete.

### Site Visit Corrective Actions:

1. Develop a plan and timeline for the local Board to create and adopt bylaws including policies regarding conflict of interest.
2. Provide DHS with FY 11/12 audited financial statements for the local agency.
3. Develop formal staff performance plans and implementing an annual review process.

Case Study: Client RF had been in the streets by himself for a little over 12 months. Kicked out of school and hanging with a bad crowd, RF realized he was slipping into a heavy drug addiction. A CYO outreach worker was able to convince RF to hang out with the Team at a "Way Out" event. RF said that hearing mothers' testimonies "woke his game up." The crimes he was committing were not the way he saw his life. *After a few weeks working with CYO this young man has moved back with his mom and was just cleared at his DHP hearing and will return to school in January. His plan is to stop gang banging and join the Marines when he graduates next year. He is behind and knows his work is far from done but keeping a clear mind and good support system he will succeed.*

**Healthy Oakland**

**Violent Incident/Crisis Response and Community Organizing**

- Oakland Street Outreach

Program Description: In coordination with Oakland Police Department, Department of Human Services, and CA Youth Outreach, Healthy Oakland street-based outreach workers provide incident- and “hot spot”-specific outreach in high-crime areas of West Oakland at hours measured to be of peak need (nights and weekends). Outreach workers maintain a consistent presence in these neighborhoods and, along with the case manager, create relationships with high risk youth and young adults and connect them to appropriate services and resources. Teams also work on longer range truce-negotiation and conflict mediation.

Measure Y Contract Amount: \$271,000  
 Leveraged Funding: \$62,400  
 Percent Match: 23%

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Intensive outreach clients	50	41	82%
Intensive outreach hours	250	205	82%
Case managed clients	25	46	184%
Case management hours	750	791	105%
Street outreach event participants – unduplicated	3300	2661	81%
Street Outreach Event sessions	260	176	68%
General outreach events	12	7	55%
Social events	12	7	58%
Conflicts mediated	24	15	63%
Provide updates to DHS on performance plan objectives	4	2	50%

Benchmark Comments: Healthy Oakland Street Outreach is on track to meet all deliverables, with the exception of several deliverables related to street outreach event sessions. These deliverables were beyond the agency’s control - a 3-week hold was imposed on street outreach activities by the Violence Prevention Network Coordinator in Quarter 3 due to safety concerns for the team.

**Staff Recommendation:**

Staff recommends renewal, pending completion of FY12-13 site visit corrective actions (see below).

**Successes and Challenges:**

**Successes**

- Healthy Oakland has made a number of structural/administrative changes in the past year that support the Oakland Street Outreach program, such as hiring a new Program Administrator who is closely involved with day-to-day activities of the team.
- The Healthy Oakland Street Outreach Team has been successfully increasing its focus on and strength in conflict mediation and involvement in the citywide shooting and homicide crisis response team.
- The Healthy Oakland Case Manager has built strong referral relationships with other Oakland Unite grantees that offer employment training and placement, and has also sought other opportunities for



## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

immediate employment. The Case Manager has shared this information with the team, as well as acting as a resource for East and Central street outreach teams.

- Coordination with Oakland Police Department is strong and effective. The CYO and Healthy Oakland OSO teams have joined together on multiple occasions to saturate a particularly hot neighborhood at the request of OPD Captains.

### Challenges

- *Healthy Communities* is considering some major transitions in organizational structure, in which medical services and potentially all programs and services (including street outreach) would merge with another local agency. DHS will be kept apprised of these changes and their effect on the street outreach program.
- Oakland Unite staff has requested a fiscal site visit – see corrective actions below.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 11-12 Final Report: 61% of HO OSO participants have a criminal justice history with a third of these having been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by nearly 60% and convictions are down by 52%.
- Nearly half of case managed clients were re-enrolled in school or referred to an education placement.
- Nearly 60% of case managed clients were placed in employment.

### DHS Data Tracking

- Thus far in Fiscal Year 2012-13, both Oakland Street Outreach programs combined mediated 37 very serious conflicts that may have resulted in gun violence.

Reporting Compliance: All reports were submitted on time and were complete.

### Site Visit Corrective Actions:

1. Submit an updated organizational chart.
2. Healthy Oakland will be having a fiscal site visit to examine personnel payment policies and practices as a result of budget expenditure questions; additional recommendations and corrective actions may be made following that visit.

Case Study: MA, an intensive client, became a case management client in November 2012. He was 16 yrs old and a referral from Probation via the Violence Prevention Network Coordinator, Kevin Grant. The Area Team Lead worked with him for a few days and then he was referred to our Case Manager. Our Program Administrator worked with him to complete his 40 hrs of Community Service and then continued to work with him until March, 2013. *Client is a very creative, artistic teenager who has trouble focusing in classroom setting or on anything that requires him to be stationary for too long. In March he was diagnosed as having ADHD. Our last few meetings were focused on referring him to a Community Arts program where he can get more involved in his artistic pursuits while working with youth from similar backgrounds. He now self-identifies as a "good kid who has difficulties focusing on schoolwork but not [with focusing] on his art."*

**Violence Prevention Network Coordinator**

*Violent Incident/Crisis Response and Community Organizing*

- Oakland Street Outreach

Description: The Violence Prevention Network Coordinator provides training, oversight and technical assistance to the Oakland Street Outreach strategy. In addition to conducting street outreach events, the Coordinator is responsible for networking with the Oakland Police Department, NCPCs, and other violence prevention efforts. The table below summarizes the activities conducted by the Coordinator throughout the year.

Measure Y Contract Amount: \$135,000

Deliverables: FY 12-13

Numbers Served 7/1/12 – 3/31/13 through Q3	
Service	
Outreach Training (week long training of Outreach Teams)	5
OPD Training	6
Homicide Response	10
Shooting Response	30
The Way Out events	5
Oakland Street Outreach Oversight meetings	monthly
Weekly Homicide Calls	weekly
OPD Collaboration Calls/Response	40
Interruptions	20
Community Events	20
Ceasefire Call in events	2
Call in Planning meetings	10

**Benchmark Comments:**

Grantee is on track to meet all deliverables.

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes**

- On December 12th, 2012, Kevin Grant was honored by The California Wellness Foundation as one of its three 20th Annual California Peace Prize Honorees. The honorees were chosen by TCWF in recognition of their dedication to providing alternatives to violence in crime and violence prone communities.
- As the Violence Prevention Network Coordinator, Kevin Grant has continued to help Oakland Street Outreach Teams develop their ability to mediate conflicts that have the immediate possibility of escalating into gun violence. Kevin has been instrumental in helping the teams work collaboratively with other Oakland Unite grantees who provide shooting/homicide response. Because of these efforts, Street Outreach team members are more integrated into the Crisis Response Network than in previous years.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

- Kevin continues to maintain strong relationships with Oakland Police Department and helps facilitate communication and relationships with OPD and other Oakland Unite grantees. Kevin has provided multiple trainings for OPD on working with high-risk communities effectively, and brought Oakland Unite grantees into these trainings to build trust and awareness about Oakland Unite violence prevention efforts. During the October Street Outreach 4-day training, Kevin convened a day-long series of conversations with representatives of different law enforcement agencies such as OPD, Probation, Parole, and others, to help strengthen relationships with the teams.

### **Challenges**

- Volume of violent incidents when compared to available resources continues to be a challenge. There are not enough street outreach workers to adequately respond to every violent incident with the potential for retaliation and also attempt to maintain a presence in “hot-spot” neighborhoods to prevent additional violence from occurring.

### **Summary of Evaluation Findings:**

#### **From RDA FY 11-12 Reports:**

- 11-12 Final Report: combined, nearly 60% of OSO participants have a criminal justice history with a quarter of these having been arrested for violence within the past five years prior to program enrollment; up to one year after program enrollment, arrests are down by nearly 70% and convictions are down by 58%.
- Oakland Street Outreach provided intensive service engagement and case management to nearly 400 individuals and 30,000 community members were touched by outreach conducted in neighborhood hotspot areas.

### **DHS Data Tracking**

- Thus far in Fiscal Year 2012-13, both Oakland Street Outreach programs combined mediated 37 very serious conflicts that may have resulted in gun violence.

**CAL-PEP**

**Violent Incident/Crisis Response and Community Organizing**

- Oakland Street Outreach

Program Description: CAL-PEP supports Oakland Street Outreach at community events by providing free, rapid HIV testing, counseling, and referrals. CAL-PEP also provides risk reduction counseling and safer sex negotiation strategies and materials to street outreach event participants.

Measure Y Contract Amount: \$25,000  
 Leveraged Funding: \$ 5,000  
 Percent Match: 20%

**Deliverables:**

Numbers Served 7/1/12 – 3/33/12 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
# of general outreach events where Rapid HIV testing occurs	26	22	85%
# of general outreach event participants	260	219	85%
# of clients provided with a referral	120	134	112%

Benchmark Comments: CAL-PEP is on track to meet or exceed all deliverables.

Staff Recommendation: CAL-PEP is recommended for funding in FY13-14, pending completion of site visit corrective actions (see below).

**Successes and Challenges:**

**Successes**

- One of the strengths of CAL-PEP’s program design for HIV outreach is a commitment to hiring staff (HIV test counselors) who are from the communities being served and have similar life experiences as participants. CAL-PEP staff use these commonalities to connect with clients, and are able to provide appropriate, culturally competent care that meets people where they are.
- CAL-PEP is aggressive in seeking out new funds and leveraging funds to support programs. The modest Oakland Unite funds are supporting by grants from the CDC, Alameda County, and other sources.

**Challenges**

- Setting up a coordination system with Street Outreach teams to schedule events was initially a challenge, but communication is now much smoother – having CALPEP staff at monthly Street Outreach meetings has helped build relationships and improve the process

**Summary of Evaluation Findings:**

N/A

Reporting Compliance: Reports were typically submitted on time and were complete.

Site Visit Corrective Actions: Background checks must be conducted for staff members providing counseling and testing.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

*Case Study: Because CAL-PEP is a testing intervention their interaction with the clients is not necessarily ongoing and may be a onetime contact. However, they have had success with referring clients into other services. At one of event held at Lowell Park, a 49 year-old African American woman received an HIV test. During her counseling session she shared concerns about her partner having other partners and her fear of contracting a disease. The counselor spent time with her role playing and negotiating safer sex techniques. The counselor offered her an appointment at CAL-PEP's STD clinic and she accepted. After the session she felt empowered and asked for condoms. One week later this woman arrived for her clinic appointment along with her partner. Although her partner left before he could be seen by the doctor, she stayed and received STD testing.*

**Catholic Charities of the East Bay**

**Violent Incident/Crisis Response and Community Organizing**

- Crisis Response and Support Network

Program Description: Catholic Charities of the East Bay (CCEB), along with its subcontractor, Khadafy Foundation (Youth ALIVE!), coordinates the Crisis Response and Support Network (CRSN) to provide immediate crisis response and intensive counseling and support services for families and friends affected by a homicide (with priority given to incidents involving homicide victims up to and including age 30).

Measure Y Contract Amount: \$300,000  
 Leveraged Funding: \$ 61,671  
 Percent Match: 21%

Deliverables: FY 12-13

Numbers Served 7/1/11 – 3/31/13 through Q3			
Service	Annual Goal	# Served	% of Goal Reached
Intensive outreach clients	260	173	67%
Intensive outreach hours	1450	923	64%
Mental health service clients	100	82	82%
Mental health service hours	1260	951	75%
NCPC Meetings attended and presentations made	4	0	0%
Victim groups served	60	92	153%
Event participants	350	958	274%
Peer support/counseling group sessions	20	11	55%
Clients enrolled in peer support/counseling groups	60	7	12%

Benchmark Comments: CCEB is on track to meet or exceed many of its deliverables, with a few possible exceptions. CCEB has not been attending NCPC meetings thus far, though CCEB staff have taken an active role in raising awareness about the CRSN and Oakland Unite’s work among Oakland residents in other venues. The support groups deliverable has been low due to staffing transitions and challenges with recruitment – these groups have now been established and the final year deliverable may be met by June 30, 2013. Intensive outreach clients and hours were low in Quarter 3 due to a slower rate of homicides in that quarter, and a smaller number of family members requesting support.

Staff Recommendation:  
 Staff recommends renewal.

Successes and Challenges:

Successes

- Based in large part on their work developing the Oakland Crisis Response and Support Network, CCEB has been recognized as a national leader in trauma-informed practice. They recently received a SAMHSA grant that will allow them to help ground the evidence base around this model of care, as well as provide training to other local partners and Oakland Unite grantees on trauma and trauma-informed practice.
- CCEB and Youth ALIVEI/Khadafy Washington Project have built a strong subcontracting partnership, with clear, regular communication, consistent staff, and distinct roles and responsibilities.

## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

- Collaborations overall have become even stronger over the past year, including those with Oakland Unite partners who participate in the weekly shooting/homicide response and support coordination meeting (such as street outreach, Highland Hospital, and Oakland Unite), as well as additional partners such as OUSD and OPD.

### Challenges

- As mentioned, CCEB has not been active in attending local Neighborhood Crime Prevention Council so far this year. The CCEB Program Manager and Oakland Unite Program Officer are working together to determine what qualifies towards fulfillment of the NCPC attendance requirement, and to discuss any issues related to the specific NCPCs assigned to CCEB.

### Summary of Evaluation Findings:

#### From RDA FY 11-12 Reports:

- 84% of clients served were assisted in accessing Victims of Crime benefits.
- 83% of CRSN client respondents were "satisfied" or "very satisfied" with the CCEB counselor who helped them (among these, 80% were "very satisfied").
- 75% of CRSN client respondents were contacted within 48 hours of being notified of their loved one's death (among these, 56% were contacted within 24 hours).

#### DHS data tracking:

- So far this fiscal year, there have been 110 homicides; the Oakland Unite Crisis Support Network has actively responded to 92 (83.6%) of them.

Reporting Compliance: CCEB has submitted report information late on several occasions, but communicates with DHS about needed extensions and status of submission.

#### Site Visit Corrective Actions:

None, all items were found to be in compliance with the grant agreement.

Case Study: CCEB saw the integration of their multiple crisis response programs unite in the response to multiple homicides impacting West Oakland youth in the past few months. The tragedies began with the murder of Kiante Campbell at First Friday's Art Murmur. Kiante had attended McClymonds High School and was well known by his peers. In addition to this, many McClymonds students attend Art Murmur and were nearby when Kiante was killed. Only 13 days after Kiante's murder, Trevion Foster was killed in San Leandro. He was a graduate of McClymonds High School. The Crisis Response team activated with OUSD's team to strategize on school wide intervention. The following day, February 14, 2013, this collaborative provided grief and healing circles in each Advisory Class at McClymonds High School. CCEB's Crisis Team continued to work with McClymonds High School staff and students, and got connected with Travion's sibling. In addition to his brother, CCEB staff supported Travion's close friends. *Through grief and trauma interventions, in addition to restorative practices, these youth were able to receive appropriate support in their community from specialized staff. These efforts are grounded in CCEB's Crisis Response and Support Network and enhance the depth of support being offered to Oakland's youth.*

**Youth ALIVE!**

*Violent incident/Crisis Response and Community Organizing*

- Highland Hospital Intervention

Program Description: Youth ALIVE!’s Caught in the Crossfire intervention program provides intensive counseling and case management to youth who are hospitalized at Highland Hospital due to violent injuries with the goal of reducing retaliation, re-injury, and arrest. Comprehensive supports include mentoring, academic support, family support and employment.

Measure Y Contract Amount: \$ 125,000  
 Leveraged Funding: \$ 72,500  
 Percent Match: 58%

Deliverables: FY 12-13

Numbers Served 7/1/11 – 3/31/13 through Q3

Service	Annual Goal	# Served	% of Goal Reached
Case management hours	1050	834	79%
Case managed clients	60	46	77%
Intensive outreach clients	80	98	123%
Intensive outreach hours	80	74	93%
Presentations at NCPC meetings	4	3	75%

Benchmark Comments:

Grantee is on track to meet all deliverables.

Staff Recommendation:

Staff recommends renewal.

Successes and Challenges:

Successes

- In the past year, Youth ALIVE! has brought mental health services in-house through a part-time licensed clinician. Both clients and staff have expressed that they find the mental health component a valuable addition to the program.
- Youth ALIVE! has been a central force in building a national network of hospital-based violence intervention programs. The Network has allowed Youth ALIVE! to share knowledge with peers around the country and further develop research and best practices.
- Last year, Youth ALIVE! was able to serve a greater number of violently-injured youth in Oakland than ever before, due to additional funds secured and staff hired.

Challenges

- There were some issues related to documentation of consent forms and case file notes. Youth ALIVE! has already developed a Quality Assurance protocol designed to address these types of issues and will provide DHS with an update on implementation by June 30, 2013.

Summary of Evaluation Findings:

RDA FY 11-12 Final Report: For those clients who completed both pre and post surveys, substantial increases were seen in their knowledge of the services available to them and their reliance on adults and violence averting resources. Survey findings would be more conclusive if a larger number of pre/post surveys had been collected. However, these findings are not inconsistent with or a marked departure from survey findings



## ATTACHMENT B: DHS Reporting on FY12-13 Oakland Unite Grantees

collected and analyzed in 2011, which supports the validity of this year's findings, despite the small number of survey respondents.

### Reporting Compliance:

All reports are submitted on time and completed thoroughly.

Site Visit Corrective Actions: There were some issues related to documentation of consent forms and case file notes. Youth ALIVE! has already developed a Quality Assurance protocol designed to address these types of issues and will provide DHS with an update on implementation by June 30, 2013.

Case Study: "Carlos" is an 18-year-old Latino male who was shot in his side and back while in front of his Oakland home in August 2012 and admitted to Highland Hospital where he met one of Youth ALIVE!'s Intervention Specialists. Carlos was robbed by two young men and after he asked for the young men to return only his flash-drive with his school work, one of the young men shot him. Both men were people that Carlos had never seen before in his neighborhood or at his Oakland High School. Carlos was shot one week after starting his senior year of high school. Since Carlos was shot in front of his home, Carlos and his family wanted to move from their home. After Carlos left Highland Hospital, Carlos insisted that he return to his home and his uncle moved in with the family. The Intervention Specialist assisted the family in completing the Victims of Crime Compensation application to assist the family in paying for Carlos' medical bills and to assist the family with relocation. Carlos was not comfortable leaving the home but was able to have teachers from his high school bring him school work because Carlos expressed his concerns about falling behind. Carlos still continued to struggle with post-traumatic-stress and struggled to complete his work. The Intervention Specialist spoke in great detail to Carlos about the effects of trauma and suggested that Carlos speak with someone regarding his feelings surrounding the incident. Carlos agreed and he was connected with the Youth ALIVE! Mental Health Clinician. The Clinician was able to provide weekly therapy for Carlos in his home and also connect with the family. She continued to conduct weekly therapy sessions in the home and Carlos was able to return to school. The Clinician also briefed school administration prior to Carlos returning to school so that students as well as teachers could receive Carlos well without creating distractions for him. After Carlos returned to school, the Intervention Specialist suggested to Carlos that he start working on his California Driver's License (CDL) since he wanted to find a job. Carlos was able to find temporary jobs landscaping but nothing permanent. The Intervention Specialist helped Carlos study for his CDL and once he took Carlos to DMV, Carlos was able to pass the written test for his driving permit. Carlos is practicing driving with the Intervention Specialist and will soon take his behind-the-wheel test for his CDL. In early December 2012, Carlos began participating in the Young Men's group facilitated by another Youth ALIVE! Intervention Specialist. The Young Men's group focuses on decision-making, how to overcome challenges as men of color, and community related stressors. To date, Carlos continues to participate actively in the two-day per week Young Men's group. Carlos has currently passed the California High School Exit Exam and has received enough high school credits to graduate. Carlos continues to attend school every day although Carlos is no longer required to do so. Carlos stated that he will continue to attend school until graduation unless he finds a job. Carlos and his family were approved for Victim of Crime Compensation, including relocation funds. Carlos' mother is currently looking for housing outside of Oakland.

**City County Neighborhood Initiative (CCNI)**

*Violent Incident/Crisis Response and Community Organizing*

- Community Organizing

**Program Description:**

A collaboration between Alameda County Public Health and the City of Oakland, CCNI operates in two neighborhoods, in the Hoover Historic District in West Oakland and Sobrante Park in East Oakland. The program engages residents one-on-one in identifying their needs and connecting them with appropriate programs and services.

Measure Y Contract Amount: \$ 186,000  
 Leveraged Funding: not yet reported  
 Percent Match:

**Deliverables:**

Numbers Served 7/1/12 – 3/31/13			
Service	Annual Goal	# Served by 3 <sup>rd</sup> Quarter	% of Goal Reached
# of clients placed in Employment Training	24	20	83%
# of clients placed in Employment	14	15	107%
# of intensive outreach clients	48	36	75%
# of intensive outreach hours	60	50	83%
# of General Outreach Events	8	6	75%
# of General Outreach Participants	220	1200	545%
# of community training groups	15	8	53%
# of participants in community training groups	300	243	81%

**Benchmark Comments:**

Grantee is on track to meet all deliverables

**Staff Recommendation:**

Staff recommends renewal.

**Successes and Challenges:**

**Successes:**

- The work in Sobrante Park has continued to evolve with community members’ increased participation in the planning and leadership of the RAC/NCPC Meetings expanding. Their work in preparing for major events such as the Multicultural Holiday Celebration and the Annual Health Fair has been resident led, inclusive, and highly successful. Both events had excellent turn-out and the staff members assigned to the project were there in a support role, while residents provided all the leadership.
- In West Oakland, the mini-grant committee has expanded to include a separate Youth Mini-grant Committee that is providing additional funding for projects in the neighborhood that are developed exclusively by youth.

**Challenges:**

- Filling the vacancy in the West Oakland position has been extremely slow due to the City’s constraints in its hiring process and staff resources. Although the authorization for filling the position was granted in late June, the recruitment and interview process has taken several months. Final candidates are just now being interviewed.

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Summary of Evaluation Findings:

From RDA FY 11-12 Final Report: CCNI achieved success in supporting resident leadership of the Neighborhood Crime Prevention Council in Sobrante Park and strengthening community engagement. The program placed 45 clients in job training, and placed 32 clients in jobs, a significant achievement, given the program's primary focus on community level change.

Reporting Compliance:

The Cityspan database was not set up for CCNI until the third quarter – in previous years, all reports were submitted on time and completed thoroughly.

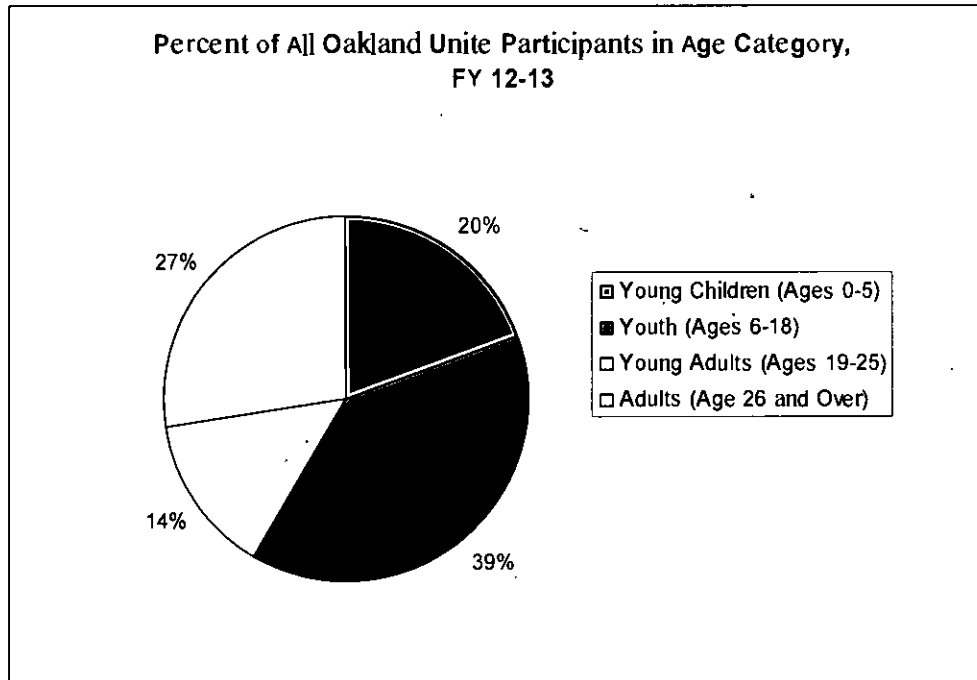
Site Visit Corrective Actions: N/A

Case Study: N/A

Demographics of Clients Served in FY 12-13: 7/1/12-3/31/13 (through Quarter 3)<sup>1</sup>

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Chart 1.



The majority of all Oakland Unite participants (73%) are under age 26, with the majority of older participants served through the Family Violence and Violent Incident/Crisis Response Strategy Areas (see Chart 2). Almost all participants served under the age of 10 are served through the Family Violence Strategy Area.

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<sup>1</sup> Demographic charts do not include participants with missing information; demographic information is missing for no more than 5% of participants in any given category.

Chart 2.

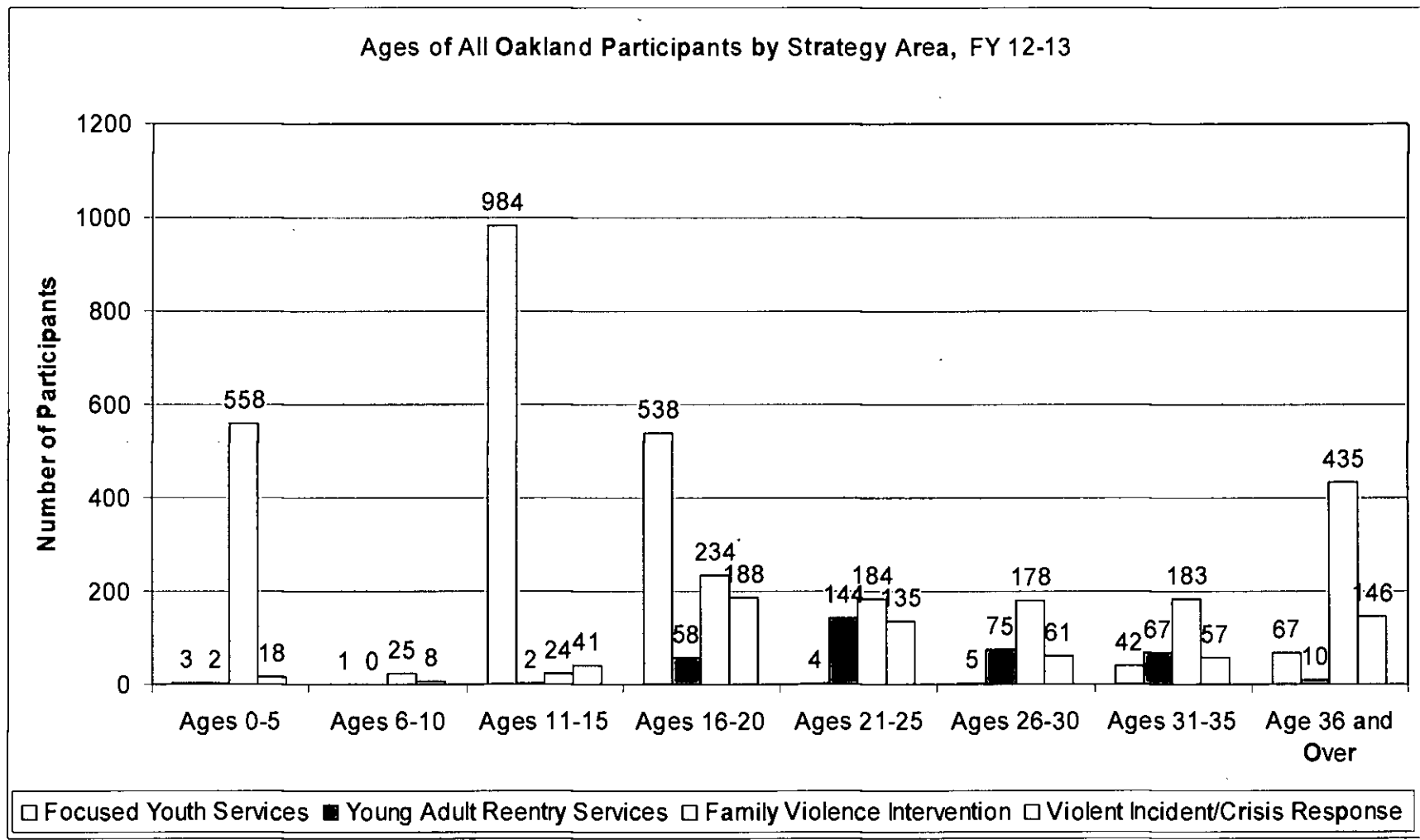


Chart 3.

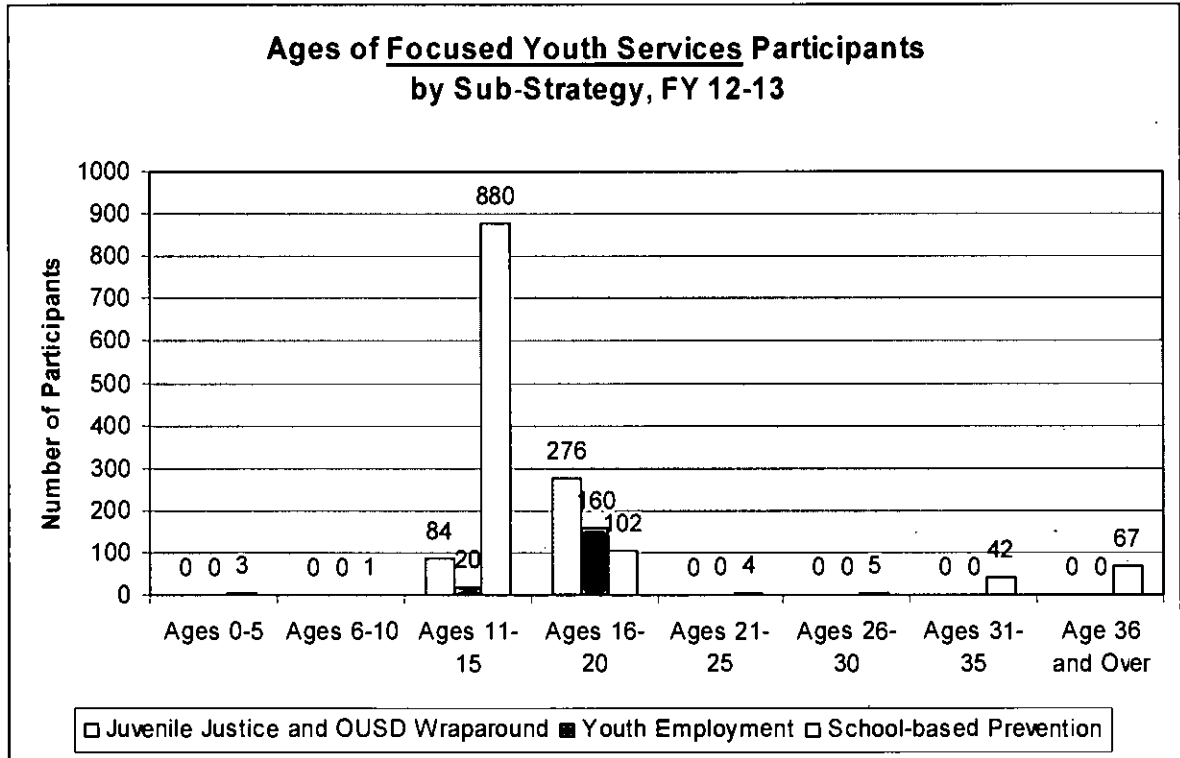


Chart 4.

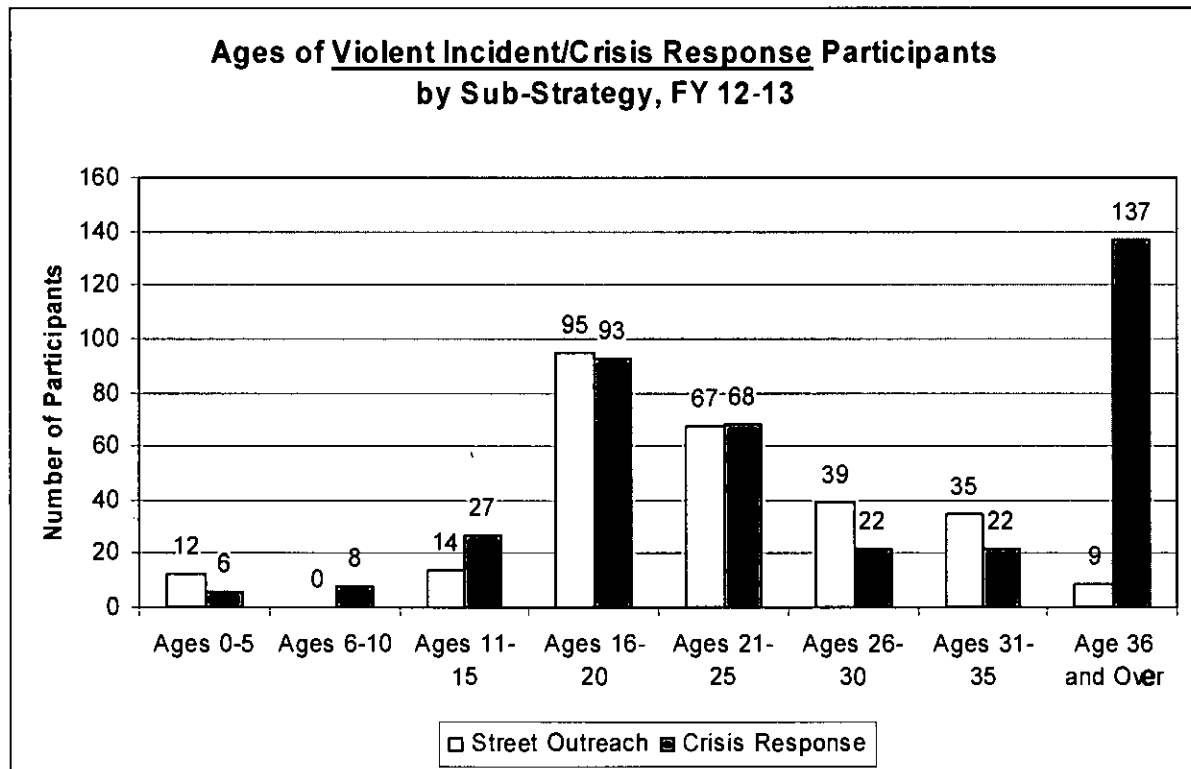
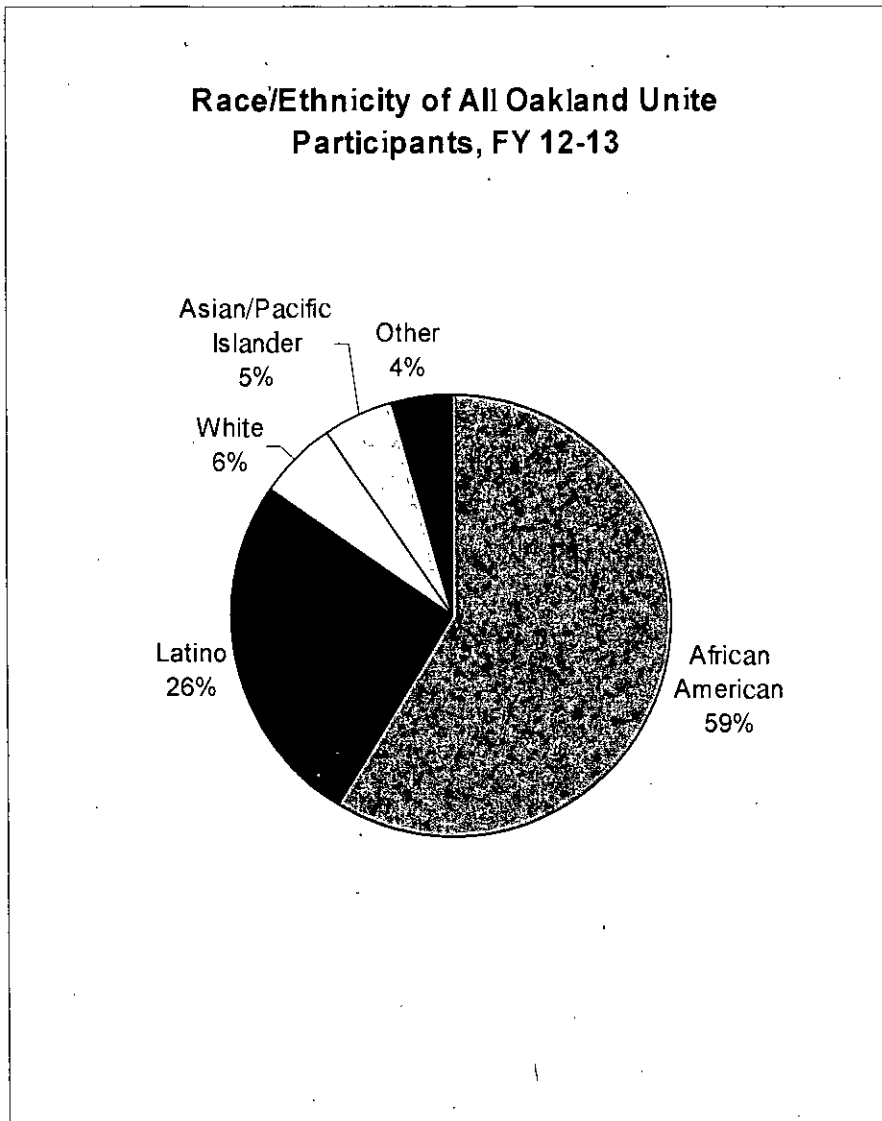
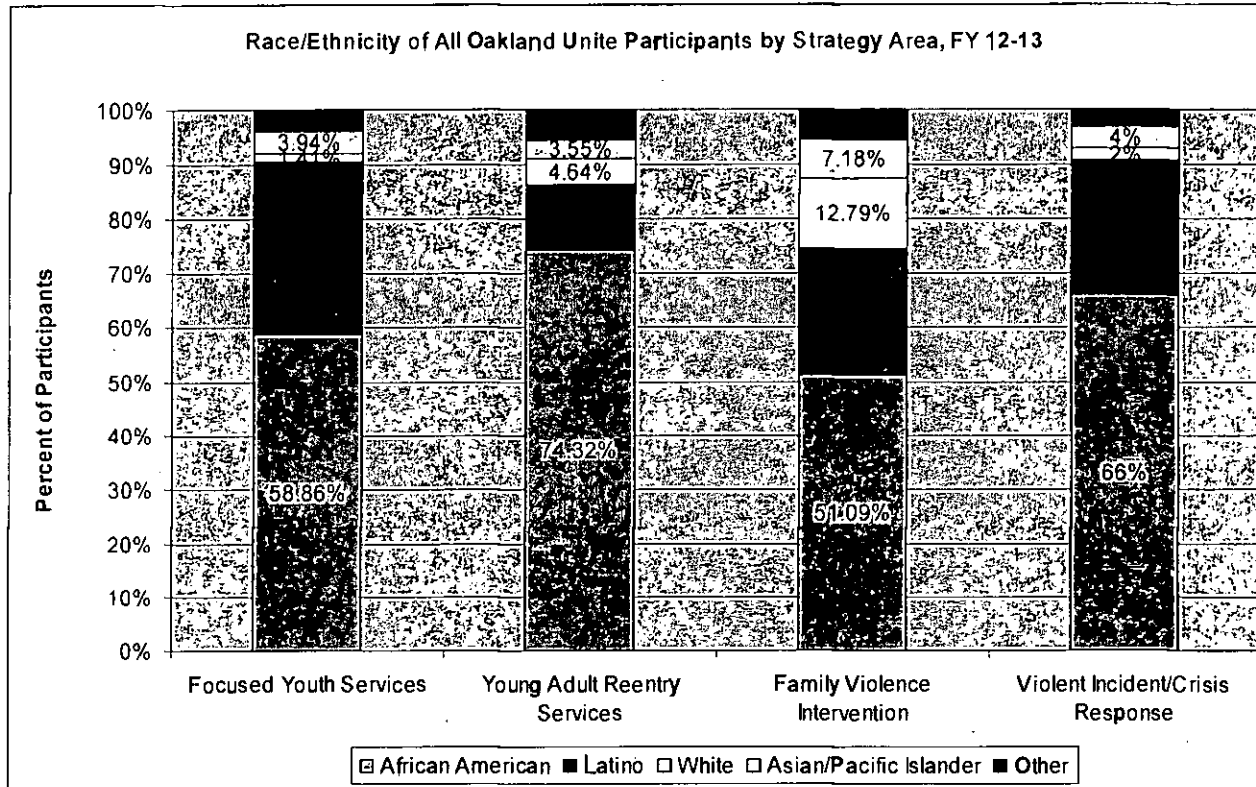


Chart 5.



The majority (85%) of Oakland Unite Participants are African American or Latino. The largest numbers of participants of other races/ethnicities are served through the Family Violence Strategy Area (see Chart/Table 6).

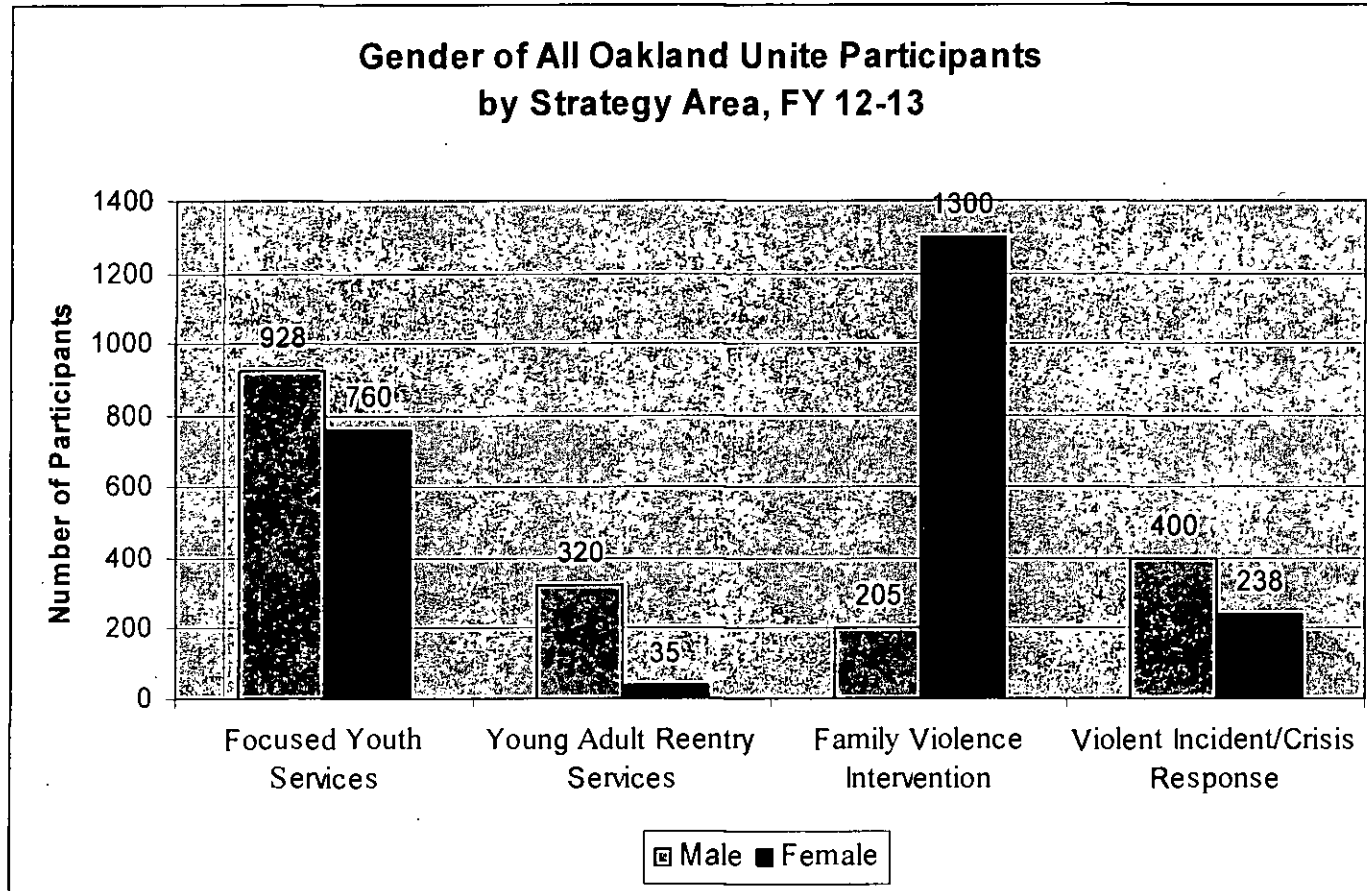
**Chart/Table 6.**



Number of Participants	Focused Youth	Young Adult Reentry Services	Family Violence Intervention	Violent Incident/Crisis Response	Total
African American	1000	272	747	437	2456
Latino	540	44	343	164	1091
White	24	17	187	14	242
Asian/Pacific Islander	67	13	105	26	211
Other	68	20	80	20	188
<b>Total by Strategy</b>	<b>1699</b>	<b>366</b>	<b>1462</b>	<b>661</b>	<b>4188</b>

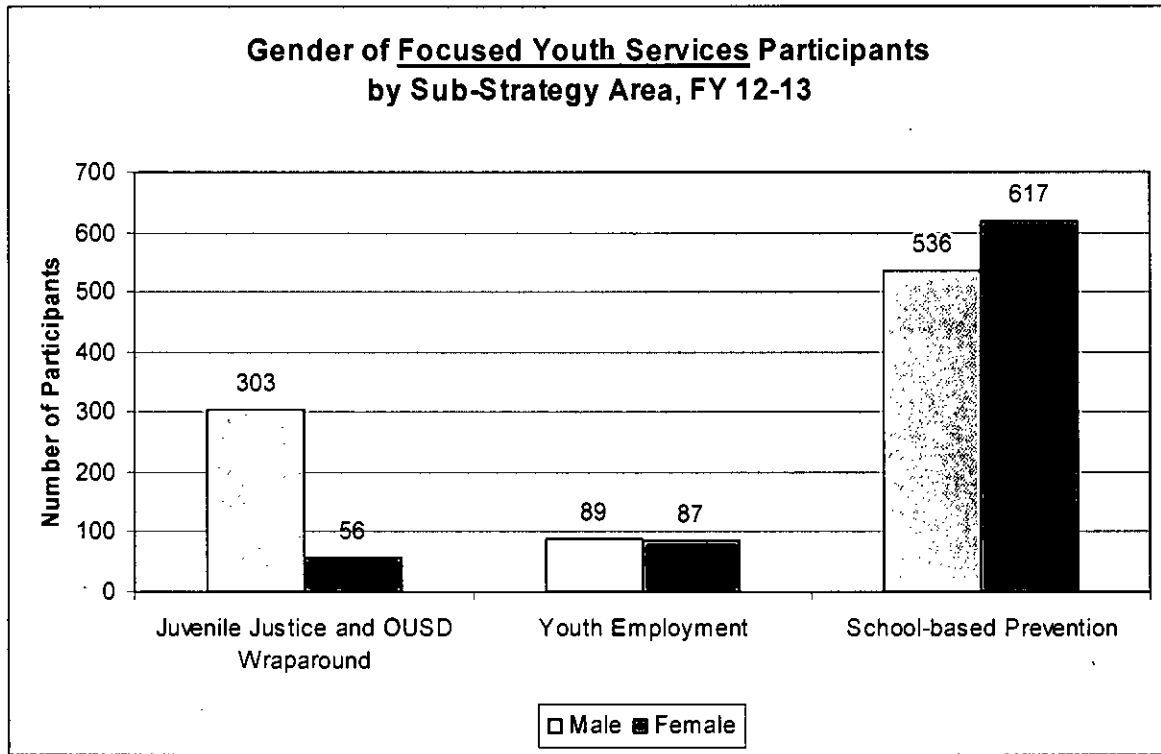


Chart 7.

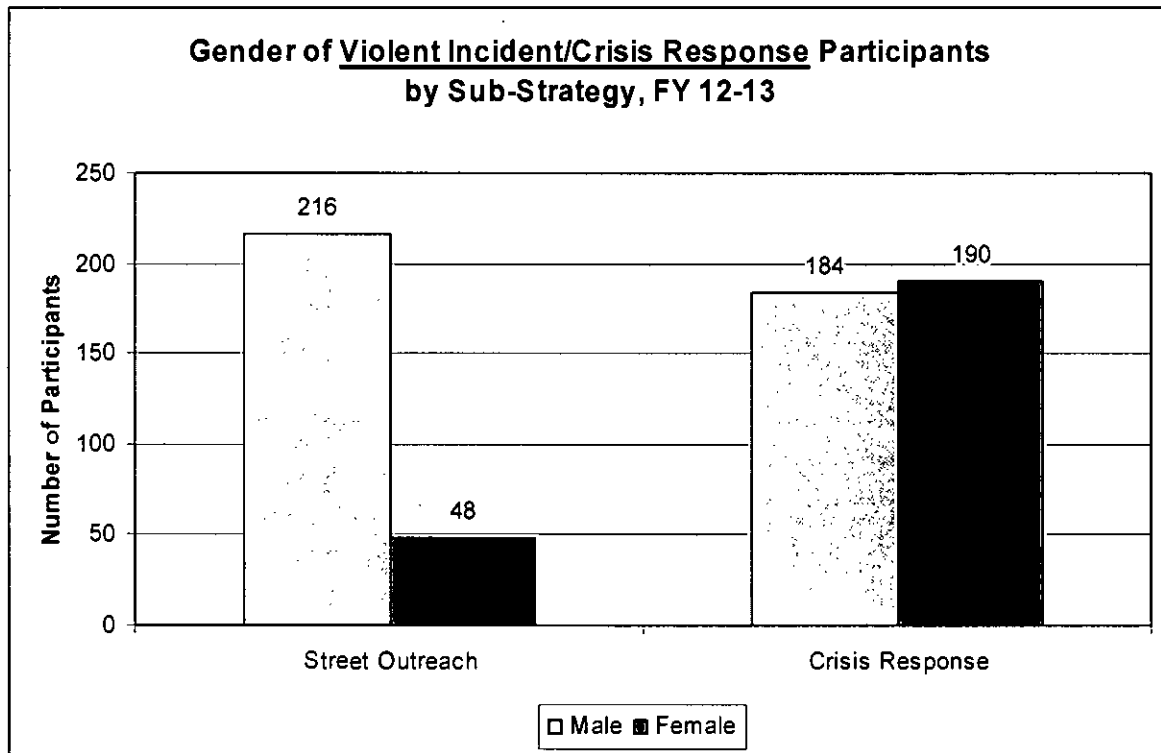


In every Strategy Area except Family Violence Intervention, more males are served than females. Within the Focused Youth Services Strategy Areas, most females are served in the School-Based Prevention Strategy (see Chart 8). Within the Violent Incident/Crisis Response Strategy, most females are served in the Crisis Response (not Street Outreach) Strategy (see Chart 9).

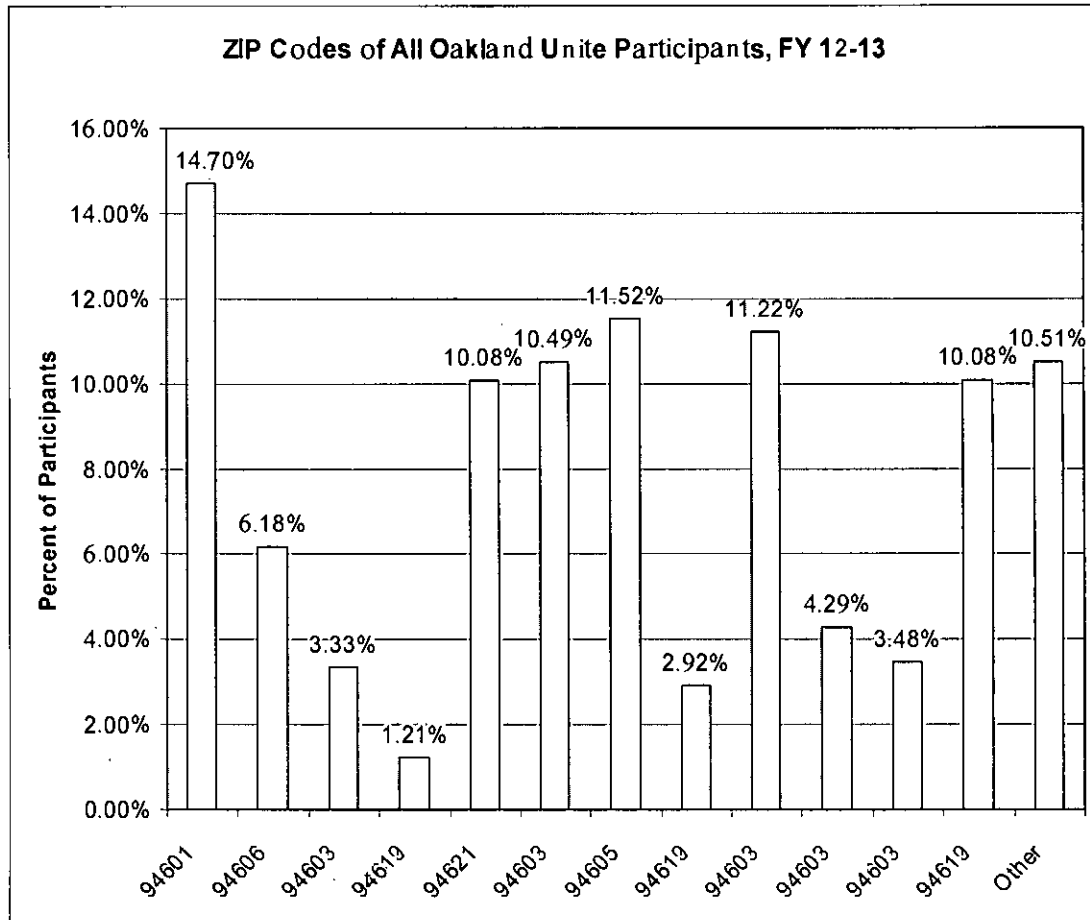
**Chart 8.**



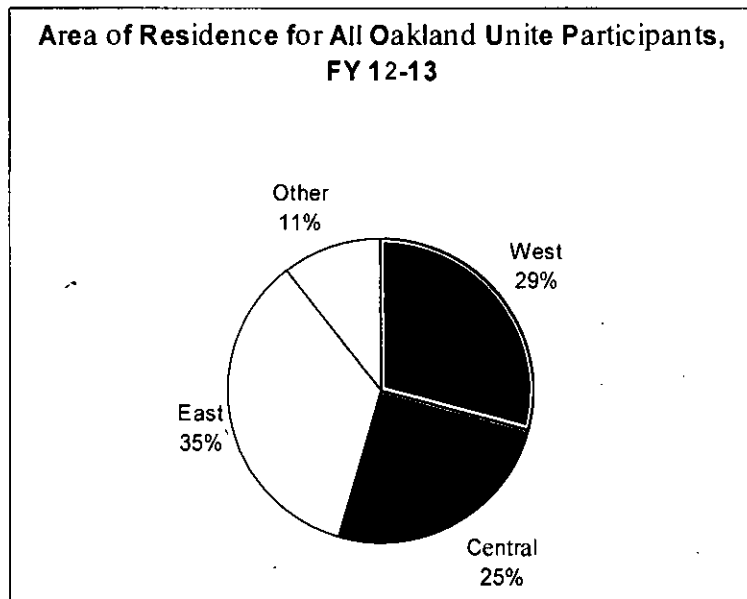
**Chart 9.**



**Chart 10.**



**Chart 11.<sup>2</sup>**



The majority of Oakland Unite participants live in ZIP codes corresponding with West, Central, and East Oakland. The ZIP codes with the greatest percentage of Oakland Unite participants correspond with the 2011 Stressor Report prepared by the Urban Strategies Council

<sup>2</sup> For the purposes of this report, ZIP codes 94607, 94608, 94609, and 94612 are included in West; ZIP codes 94601, 94606, 94602, and 94610 are included in Central; ZIP codes 94619, 94605, 94603, 94621 are included in East. The vast majority of ZIP codes in the “Other” category are in Oakland.

OFFICE OF THE CLERK  
CITY OF OAKLAND

*Macaulay*  
City Attorney

2013 MAY 16 AM 9:37

# OAKLAND CITY COUNCIL

RESOLUTION NO. \_\_\_\_\_ C.M.S.

**A RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO EXERCISE THE OPTION TO RENEW OAKLAND UNITE GRANT AGREEMENTS BETWEEN THE CITY OF OAKLAND AND VARIOUS PUBLIC AND NON-PROFIT AGENCIES TO PROVIDE VIOLENCE PREVENTION PROGRAMS FOR AN ESTIMATED AMOUNT OF \$6,023,073 FOR FISCAL YEAR 2013-2014**

**WHEREAS**, the City of Oakland voters passed Measure Y, the Violence Prevention and Public Safety Act of 2004, in November 2004, approving a series of taxes to support violence prevention objectives, programs and services to reduce violence among children, youth and young adults in Oakland; and

**WHEREAS**, City of Oakland Measure BB, a revision of Oakland's 2004 Measure Y, was on the November 2, 2010 ballot and was passed by voters in the City of Oakland. Measure BB revised Measure Y by suspending the requirement that the City maintain at least 739 police officers in order to collect funds from Measure Y; and

**WHEREAS**, the City of Oakland was awarded funding by the Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP) in the amount of \$2,216,000 over three years to implement a Community-based Violence Prevention Demonstration Project and there is \$141,000 available in these funds for the period of July 1, 2013 through June 30, 2014 for street outreach efforts;

**WHEREAS**, the City Council approved grant agreements with various public and non-profit agencies in Fiscal Year 2012-13 to provide violence prevention programs; and

**WHEREAS**, the grantee programs have been monitored in Fiscal Year 2012-13 and have been deemed compliant with their grant agreement; and

**WHEREAS**, the independent evaluator has provided program evaluation information for each grantee that was funded in Fiscal Year 2011-12, that indicates programs are targeting appropriate clients and showing positive outcomes; and

**WHEREAS**, the funding for these grant agreements is available in Measure Y Fund (2251), DHS Administration Organization (78311), and DHS Measure Y Projects G261270 and G463351 to G463375; and

WHEREAS, staff recommends the following agencies for funding:

Agency	Program/Strategy	Amount	Project/Cpde
Alameda County Health Care Services Agency	OUR Kids Middle School Model	\$200,000	G463366
Alameda County Health Care Services Agency	Safe House for Commercially Sexually Exploited Children (CSEC)	\$191,000	G261270
Bay Area Women Against Rape (BAWAR)	Commercially Sexually Exploited Children (CSEC)	\$100,000	G463357
California Youth Outreach	Oakland Street Outreach	\$646,000	G463361/G423310
CalPEP	Oakland Street Outreach	\$25,000	G463361
Catholic Charities of the East Bay	Crisis Response and Support Network	\$300,000	G463376
City County Neighborhood Initiative (CCNI)	Community Organizing	\$186,000	G463352
Civcorps Schools	Reentry Employment	\$150,000	G463355
Community Initiatives/ RJOY	Restorative Justice	\$150,000	G463359
Department of Human Services, City of Oakland	Outreach Developer	\$120,000	G463353
Department of Human Services, City of Oakland	Violence Prevention Network Coordinator, Street Outreach	\$135,000	G463369
East Bay Asian Youth Center	Juvenile Justice Center (JJC) Wraparound	\$275,000	G463374
Family Violence Law Center	Family Violence Intervention	\$400,000	G463354
Healthy Oakland	Oakland Street Outreach	\$312,000	G463361/G423310
Mayor's Office, City of Oakland	Public Safety Advisor	\$79,073	G463355
Men of Valor Academy	Reentry Employment	\$100,000	G463355
Messengers4Change	Community Organizing	\$54,000	G463373
Motivating, Inspiring, Supporting, and Serving, Sexually Exploited Youth (MISSEY)	JJC Wraparound	\$112,000	G463374
MISSEY	Commercially Sexually Exploited Children (CSEC)	\$75,000	G463357
Oakland Private Industry Council	Reentry Employment	\$240,000	G463355
Oakland Unified School District (OUSD) Alternative Education	JJC Wraparound	\$98,000	G463374
OUSD Enrollment Manager	JJC Wraparound	\$80,000	G463374
OUSD Office of Alternative Education	Gang Prevention and Intervention	\$125,000	G463375
Parks Program	Community Organizing	\$10,000	G463373
Safe Passages	Mental Health 0 to 5	\$40,000	G463356
The Link to Children	Mental Health 0 to 5	\$60,000	G463356
The Mentoring Center	Project Choice	\$100,000	G463365
The Mentoring Center	JJC Wraparound	\$75,000	G463374
Unity Council	Youth Employment	\$90,000	G463351
Volunteers of America	Project Choice	\$260,000	G463365 / G261273
Volunteers of America	Reentry Employment	\$210,000	G463355
Youth Alive!	JJC Wraparound	\$110,000	G463374

Agency	Program/Strategy	Amount	Project Code
Youth Alive!	Highland Intervention	\$125,000	G463372
Youth Employment Partnership	Youth Employment	\$180,000	G463351
Youth Employment Partnership	Reentry Employment	\$180,000	G463355
Youth Radio	Youth Employment	\$90,000	G463351
Youth Uprising	JJC Wraparound	\$150,000	G463374
Youth Uprising	Youth Employment	\$90,000	G463351
Youth Uprising	Reentry Employment	\$100,000	G463355

; now, therefore, be it

**RESOLVED:** That these agreements are not professional services contracts as defined by City ordinance as they do not provide goods or services to the City but rather they are grants to public and nonprofit programs that serve the public at large, therefore the competitive request for proposal/qualifications process is not required under City ordinance; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized to execute grant agreements with the aforementioned service providers in the amounts specified above for a total not to exceed \$6,023,073 for Fiscal Year 2013-14, for the purpose of funding violence prevention services to at-risk youth and young adults; and be it

**FURTHER RESOLVED:** That these funds will be available in the Measure Y Fund (2251), DHS Administration Organization (78311), and DHS Measure Y Projects G261270 and G463351 to G463375; and be it

**FURTHER RESOLVED:** Community Violence Demonstration Grant funds will be allocated from Fund (2112), DHS Administration Organization (78111), DHS Project G423310; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests and related actions which may be necessary to carry out the basic purpose of the aforementioned allocations; and be it

**FURTHER RESOLVED:** That said agreements shall be approved as to form and legality by the Office of the City Attorney and placed on file in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, GALLO, GIBSON MCELHANEY, KALB, KAPLAN, REID, SCHAAF and PRESIDENT KERNIGHAN

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_

LATONDA SIMMONS  
City Clerk and Clerk of the Council  
of the City of Oakland, California