



AGENDA REPORT

TO: Jestin D. Johnson
City Administrator

FROM: G. Kentrell Killens
Interim Chief of Violence
Prevention

SUBJECT: DVP Grant Agreements

DATE: August 14, 2023

City Administrator Approval

Date: Aug 31, 2023

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution To Authorize The City Administrator To Execute Grant Agreements With Twenty-Four Non-Profit Organizations And Public Agencies To Provide Violence Prevention And Intervention Services For The Period Of October 1, 2023, To June 30, 2025, In A Total Amount Not To Exceed Twenty-Eight Million Eighty-Seven Thousand Five Hundred Dollars (\$28,087,500), With The Ability To Extend Agreements For An Additional Three Months In Amount Not To Exceed Four Million Eight Hundred Sixteen Thousand Four Hundred Eighty Dollars (\$4,816,480) Contingent On Available Funds.

EXECUTIVE SUMMARY

The proposed resolution will authorize the City Administrator to execute 52 grant agreements with 24 non-profit organizations and public agencies to deliver violence prevention and intervention services on behalf of the Department of Violence Prevention (DVP) for the period of October 1, 2023, to June 30, 2025, for a total cost of \$28,087,500. These grants will be supported by \$22,688,750 from [Measure Z](#) and \$5,398,750 from the General Purpose Fund. This resolution also authorizes the City Administrator to extend grant agreements for three months through September 30, 2025, for an additional amount of \$4,816,480 if funds are appropriated due to a new ballot measure being authorized by voters in November 2024.

The proposed resolution will help to achieve two important goals:

1. Assuming that Measure Z is reauthorized in November 2024 and grant agreements are extended through September 30, 2025, it will establish a two-year cycle for DVP grant awards that begins on October 1st and ends on September 30th, in contrast to a one-year cycle that begins on July 1st and ends on June 30th. This two-year, October-to-September cycle aligns with the City of Oakland's biennial budget, but it is offset by three months so that DVP grant awards always reflect a finalized City of Oakland budget.
2. In the face of a historic citywide funding deficit and the need to cut \$4.3 million from DVP grants through June 30, 2025, it preserves funding for critical violence prevention and intervention strategies that lack alternative funding sources, including violence

Public Safety Committee
September 12, 2023

interrupters, school violence intervention, and prevention teams, and neighborhood and community outreach teams.

BACKGROUND / LEGISLATIVE HISTORY

Measure Z. In 2014, Oakland voters passed the Public Safety and Services Violence Prevention Act, also known as Measure Z, which imposed a special parcel tax and a parking surcharge tax to fund services in pursuit of the following three objectives:

1. Reduce homicides, robberies, burglaries, and gun-related violence.
2. Improve police and fire emergency 911 response times and other police services.
3. Invest in violence prevention and intervention strategies that support at-risk youth and young adults to interrupt the cycle of violence and recidivism.

Measure Z raised over \$26 million in Fiscal Year (FY) 2021-22. Two million dollars was allocated to improve fire response services, \$700,000 was allocated to audit and evaluation services, \$12 million was allocated to the Oakland Police Department for violence reduction efforts, and \$13.7 million was allocated to the DVP for community-based violence prevention and intervention services.

Measure Z emphasizes the coordination of public systems and community-based services in the administration of violence prevention and intervention strategies, and it places a focus on youth and young adults at the highest risk of violence. It also establishes a Public Safety and Services Violence Prevention Oversight Commission (SSOC) that oversees Measure Z spending by the DVP, Oakland Police Department, and Oakland Fire Department and makes recommendations to the Mayor and City Council regarding Measure Z expenditures. Measure Z will sunset in December 2024.

DVP 2022-2024 Strategic Spending Plan. Every two to three years, the DVP prepares a spending plan that outlines the strategies and services it intends to implement during the next funding cycle. **Table 1** presents the strategic investment areas for the [DVP 2022-2024 Strategic Spending Plan](#). By working to fulfill these goals, DVP also seeks to contribute to citywide reductions in racial disparities related to gun violence, family violence, and commercial sexual exploitation.

Table 1. Strategy areas identified in the DVP 2022-2024 Strategic Spending Plan.

Strategy Area	Goal	DVP funding %
Group and Gun Violence Response	Intervene in gun violence to save lives and support healing.	50%
Gender-Based Violence (GBV) Response	Help people experiencing intimate partner violence and commercial sexual exploitation find safety and access to support.	25%
Community Healing and Restoration	Lift the wisdom of people closest to violence and deepen their skills to promote community healing.	25%

The DVP 2022-2024 Strategic Spending Plan also details a theory of change that is based on the following public health premises:

- Services and programs should focus on specific neighborhoods of Oakland with underlying conditions that generate the highest rates of violence.
- Services and programs should focus on specific people who are determined to be at the center of violence (tertiary), at risk for violence (secondary), and exposed/adjacent to violence (primary).
- Services and programs should be delivered at times of day and during days of the week when violence is most likely to occur.
- Services and programs should simultaneously be delivered to the individual, peer, family, and community levels.

In developing the 2022-2024 Strategic Spending Plan, the DVP conducted community listening sessions and worked closely with public partners to create the framework and recommendations for funding allocations.

Fiscal Year (FY) 2022-2023 Grant Agreements. FY22-23 grant agreements resulted from a competitive request for qualifications (RFQ) process that was developed in alignment with the DVP 2022-2024 Strategic Spending Plan. Grant agreements were awarded to 35 agencies for a total of \$20,100,000. Initial FY22-23 grant agreements were approved by the SSOC on May 23, 2022, and by City Council on June 21, 2022 ([Resolution No. 89273 C.M.S.](#) and [Resolution No. 89462 C.M.S.](#)) for the period of July 1, 2022, to June 30, 2023, in the amount of \$19,350,000. The DVP later added \$750,000 to FY22-23 grant agreements to fully fund Summer 2023 Town Nights events at nine sites for six weeks. City Council approved this on March 21, 2023 ([Resolution No. 89648 C.M.S.](#)).

On May 22, 2023, the SSOC approved an extension of all existing grant agreements at their current funding levels for three months – through September 30, 2023. This extension was proposed by the DVP and approved by the SSOC to ensure that: (1) new grant agreements are based on the City of Oakland's approved FY23-25 budget, and (2) the DVP can provide ample notice to organizations that may receive a reduction or elimination of future funding. The three-month extensions were approved by the Public Safety Committee on June 13, 2023, and by City Council on June 20, 2023 (Resolution No. 89796 C.M.S.). The total cost of these grant extensions was \$4,440,500. This three-month extension did not include grants related to Town Nights or the mini grants program since they require a one-year service period.

Information on the service categories funded, funding amounts, and the estimated number of people served for FY22-23 grant agreements is provided in **Attachment A**.

Funding Available for Grant Agreements from October 1, 2023, to June 30, 2025. On June 26, 2023, the Oakland City Council adopted the FY23-25 Biennial Budget ([Resolution No. 89803 C.M.S.](#)), which covers the period of July 1, 2023, to June 30, 2025. This budget included \$21,038,408 from Measure Z and \$8,724,480 from the General Purpose Fund for DVP grants. Council already allocated \$4,440,500 to fund DVP grant extensions for July 1, 2023, to September 30, 2023, leaving \$18,330,908 available from Measure Z and \$6,991,480 available from the General Purpose Fund for new grants starting on October 1, 2023 (\$25,322,388 in total).

To supplement funding available for new grants starting on October 1, 2023, the DVP is committing \$2,800,000 from the Measure Z Reserve Fund, \$1,557,842 in anticipated Measure Z carryforward funds, and \$582,270 in anticipated General Purpose Fund carryforward funds. Carryforward funds represent money that was previously allocated to DVP staff salaries or grants but went unspent for various reasons. With these additions, the total amount of funding for DVP grants for October 1, 2023, through June 30, 2025, is \$30,262,500. Information on the SSOC's review of available funding is available in the *Public Interest and Outreach* section of this report.

The DVP is reserving \$2,175,000 from this available funding to fund Town Nights events at nine locations for six weeks during Summers 2024 and 2025. The total funding required by agencies to host Town Nights events for both summers is \$2,700,000, so this budget requires the DVP to raise \$525,000 in private funding (\$175,000 for Summer 2024 and \$350,000 for Summer 2025) to supplement DVP funding. The DVP will return to council at a later date to seek authority to contract with agencies to operate Town Nights events once private funding has been committed.

The cost of DVP grants at FY22-23 funding levels from October 1, 2023, to June 30, 2025, is \$32,375,000. Available funding for this period, considering money reserved for Town Nights, is \$28,087,500. DVP grants must, therefore, be reduced by \$4,287,500 from FY22-23 funding levels.

ANALYSIS AND POLICY ALTERNATIVES

This resolution authorizes the City Administrator to execute 52 grant agreements with 24 non-profit organizations and public agencies to deliver violence prevention and intervention services from October 1, 2023, to June 30, 2025, for a total cost of \$28,087,500. This resolution also authorizes the City Administrator to extend grant agreements for three months through September 30, 2025, for an additional amount of \$4,816,480 if funds are appropriated due to a new ballot measure being authorized by voters in November 2024. These actions advance the citywide priority of holistic community safety by funding a wide range of community-based services intended to reduce group-driven violence, gender-based violence, and associated trauma.

This proposal retains FY22-23 funding levels for critical violence prevention and intervention services that lack alternative funding sources and are most proximate to reducing violence and related trauma in Oakland. This proposal also adds funding for three GBV specialists within the School VIP Program, which will result in the seven school VIP teams being fully staffed if a grant that the DVP submitted to the Office on Juvenile Justice and Delinquency Prevention (OJJDP) for three additional violence interrupters is successful. Funded services align with Mayor Thao's public safety priorities of gun violence, sex trafficking, and school-based programs.

Service categories and direct service positions funded are provided in **Table 2** by strategy. **Tables 3-6** provide funding allocations by agency within each service category and the estimated number of people served. **Table 7** provides total funding amounts by agency across service categories and strategies.

Table 2. Service categories and direct service positions funded by proposed FY23-25 grant agreements.

Strategy	Service categories funded	Direct service positions funded	Amount
Group Violence	<ul style="list-style-type: none"> ▪ Adult life coaching ▪ Emergency relocation ▪ Family support ▪ Hospital response ▪ Violence interruption ▪ Youth diversion ▪ Youth life coaching 	<ul style="list-style-type: none"> ▪ 13 adult life coaches ▪ 6 youth life coaches ▪ 4 youth diversion case managers ▪ 2 hospital responders ▪ 17 violence interrupters ▪ 1 relocation coordinator ▪ 1 family counselor 	\$11,025,000
Gender-Based Violence	<ul style="list-style-type: none"> ▪ 24-hour hotlines ▪ Bedside advocacy and accompaniment ▪ Emergency shelter ▪ Legal advocacy ▪ Life coaching ▪ Safe space alternatives ▪ Therapeutic support 	<ul style="list-style-type: none"> ▪ 7 bedside advocates ▪ 7 legal advocates ▪ 11 attorneys ▪ 2 life coaches ▪ 2 therapists ▪ 10 case managers ▪ 8 housing navigators 	\$7,087,500
Community Healing	<ul style="list-style-type: none"> ▪ Healing and restorative activities ▪ Neighborhood and community teams ▪ Therapeutic support 	<ul style="list-style-type: none"> ▪ 5 neighborhood and community teams ▪ 3 therapists ▪ 8 individuals who provide non-Western healing services 	\$5,250,000
School VIP Program	<ul style="list-style-type: none"> ▪ Community healing ▪ GBV services ▪ Life coaching ▪ Violence interruption 	<ul style="list-style-type: none"> ▪ 7 GBV specialists ▪ 7 life coaches ▪ 4 violence interrupters¹ 	\$4,725,000

Table 3. Funding Recommendations for the Group Violence Strategy.

Service category	Agency	Estimated # served	Amount
Adult life coaching	Abode Services	35	\$262,500
	Communities United for Restorative Youth Justice	63	\$525,000
	Community & Youth Outreach	126	\$822,500
	Roots Community Health Center	63	\$472,500
	The Mentoring Center	126	\$822,500
Emergency relocation	Youth ALIVE!	112	\$463,750
Family support	Youth ALIVE!	175	\$481,250

¹ In May 2023, the DVP submitted a grant to OJJDP for \$1,000,000 to fund three additional violence interrupters for the School VIP Program for 2.5 school years starting in January 2024.

Service category	Agency	Estimated # served	Amount
Hospital response	Youth ALIVE!	266	\$656,250
Violence interruption	Building Opportunities for Self-Sufficiency	175	\$1,050,000
	Communities United for Restorative Youth Justice	105	\$525,000
	Community & Youth Outreach	126	\$700,000
	Trybe	105	\$525,000
	Youth ALIVE!	175	\$1,050,000
Youth diversion	Community Works West	56	\$350,000
	National Institute for Criminal Justice Reform	56	\$350,000
	Oakland Unified School District	658	\$148,750
Youth life coaching	East Bay Asian Youth Center	126	\$857,500
	Safe Passages	63	\$481,250
	The Mentoring Center	63	\$481,250
Total		2,674	\$11,025,000

Table 4. Funding Recommendations for the Gender-Based Violence Strategy.

Service category	Agency	Estimated # served	Amount
24-hour hotlines	Family Violence Law Center	4,375	\$700,000
Bedside advocacy and accompaniment	Family Violence Law Center	91	\$437,500
	Ruby's Place	91	\$437,500
Emergency shelter	Covenant House California	308	\$700,000
	Family Violence Law Center	350	\$350,000
	Sister-to-Sister 2	91	\$350,000
Legal advocacy	Family Violence Law Center	875	\$1,137,500
Life coaching	East Bay Asian Youth Center	438	\$437,500
Safe space alternatives	Oakland LGBTQ Community Center	133	\$262,500
	Young Women's Freedom Center	175	\$350,000
Therapeutic support	Building Opportunities for Self-Sufficiency	266	\$525,000
	Family Violence Law Center	91	\$525,000
	Oakland Unified School District	175	\$350,000
Transitional housing	Building Opportunities for Self-Sufficiency	91	\$525,000
Total		7,550	\$7,087,500

Table 5. Funding Recommendations for the Community Healing Strategy.

Service category	Agency	Estimated # served	Amount
Healing and restorative activities	Building Opportunities for Self-Sufficiency	441	\$437,500
	Catholic Charities of the Diocese of Oakland	350	\$350,000
	Movement Strategy Center (fiscal sponsor for Urban Peace Movement)	700	\$612,500
	Restorative Justice for Oakland Youth	350	\$350,000
Neighborhood and community teams	Building Opportunities for Self-Sufficiency	350	\$630,000
	Communities United for Restorative Youth Justice	350	\$630,000
	Community & Youth Outreach	350	\$630,000
	Roots Community Health Center	350	\$630,000
	Trybe	350	\$630,000
Therapeutic support	Catholic Charities of the Diocese of Oakland	91	\$350,000
Total		3682	\$5,250,000

Table 6. Funding Recommendations for the School-Site Violence Intervention and Prevention Program.

Service category	Agency	Estimated # served	Amount
Community healing	Restorative Justice for Oakland Youth	88	\$612,500
GBV services	Family Violence Law Center	613	\$1,400,000
Life coaching	Communities United for Restorative Youth Justice	35	\$262,500
	East Bay Asian Youth Center	63	\$525,000
	Student Program for Academic and Athletic Transitioning	35	\$350,000
	Youth ALIVE!	62	\$481,250
Violence interruption	Communities United for Restorative Youth Justice	70	\$262,500
	Community & Youth Outreach	70	\$350,000
	Youth ALIVE!	96	\$481,250
Total		1,131	\$4,725,000

Table 7. Total Funding Allocations By Agency.

Agency	Amount
Abode Services	\$262,500
Building Opportunities for Self-Sufficiency	\$3,167,500
Catholic Charities of the Diocese of Oakland	\$700,000
Communities United for Restorative Youth Justice	\$2,205,000
Community & Youth Outreach	\$2,502,500
Community Works West	\$350,000
Covenant House California	\$700,000

Agency	Amount
East Bay Asian Youth Center	\$1,820,000
Family Violence Law Center	\$4,550,000
National Institute of Criminal Justice Reform	\$350,000
Oakland LGBTQ Community Center Inc	\$262,500
Oakland Unified School District	\$498,750
Restorative Justice for Oakland Youth	\$962,500
Roots Community Health Center	\$1,102,500
Ruby's Place	\$437,500
Safe Passages	\$481,250
Sister-to-Sister 2	\$350,000
Student Program for Academic and Athletic Transitioning	\$350,000
The Mentoring Center	\$1,303,750
Trybe	\$1,155,000
Urban Peace Movement	\$612,500
Young Women's Freedom Center	\$350,000
Youth ALIVE!	\$3,613,750
Total	\$28,087,500

To retain FY22-23 funding levels for the service categories and direct service positions identified in Table 2, the DVP recommends not continuing funding for employment services, which would cost \$3,325,000 from October 1, 2023, to June 30, 2025. The DVP values the agencies funded in FY22-23 to provide employment services and recognizes the important role that employment can play in helping individuals achieve self-sufficiency through legal means, thus reducing their risk for violence. The DVP made this difficult decision for two primary reasons:

- Employment services have other funding sources within the City of Oakland and the County of Alameda. In FY22-23, Oakland Fund for Children and Youth allocated \$1,660,000 to career access and employment services for opportunity youth, which included funding for three of the DVP's four FY22-23 youth employment providers. These three funding providers also receive funding through the City of Oakland's OaklandForward program, which administers a 2022 state grant for \$5,896,000 to fund career pathways for individuals ages 16 to 30. The Oakland Workforce Development Board provides funding for two of the DVP's four FY22-23 employment providers, which serve as America's Job Centers of California. The Alameda County Probation Department (ACPD) also funds employment services for youth and adults on probation in Oakland, with three of the DVP's seven employment providers receiving funding from ACPD.
- Individuals in Oakland at high risk of violence often have pressing service needs related to housing, mental health, and substance use that would reduce their risk of violence if addressed. However, the DVP does not fund these services and instead relies on partnerships with agencies that deliver the services through other funding sources to meet the needs of individuals served by DVP staff or grantees. The DVP is committed to developing strong referral pathways to employment providers for life coaching clients

and other individuals served through the DVP network who would benefit from employment services.

Additionally, the DVP will continue administering an existing \$11.3 million employment grant from the California Department of Corrections and Rehabilitation and an existing \$176,000 grant from the Oakland Workforce Development Board, both of which fund daily employment for individuals on probation or parole through the Center for Employment Opportunities until June 30, 2025.

The DVP also made the difficult decision to eliminate funding for the mini grants program, administered by Youth Leadership Institute and supported by training and capacity building from Urban Strategies Council, which would cost \$1,487,500 from October 1, 2023, to June 30, 2023. The mini grants program awards \$5,000 to \$15,000 to individuals and small organizations to implement activities related to changing community norms around violence. Activities funded through mini grants have an inherently limited impact due to their low funding amount, and they are less directly related to reducing gun violence, sex trafficking, and school-based violence than other funded activities.

FISCAL IMPACT

Approval of this resolution will authorize the City Administrator to execute 52 grant agreements with 24 non-profit organizations and public agencies to fund violence prevention and intervention services from October 1, 2023, to June 30, 2025.

Funding allocations are provided in **Table 8**. Measure Z will fund forty-one awards for a total of \$22,688,750. The General Purpose Fund will support eleven awards for a total of \$5,398,750.

Table 8. Funding Sources for Proposed Grant Agreements For October 1, 2023, to June 30, 2025.

Funding source	Project	Fund	Org	Program	Amount	Number of awards
Measure Z – FY23-25 adopted budget	TBD	2252	70211	PS37	\$18,330,908	41
Measure Z – Reserve Fund	TBD	2252	70211	PS37	\$2,800,000	
Measure Z – Anticipated carryforward	TBD	2252	70211	PS37	\$1,557,842	
General Purpose Fund – FY23-25 adopted budget	TBD	1010	70211	SC22	\$4,816,480	11
General Purpose Fund – Anticipated carryforward	TBD	1010	70211	SC22	\$582,270	
TOTAL					\$28,087,500	52

If a new ballot measure is authorized by voters in November 2024 and additional funds are appropriated to the DVP for grant agreements, this resolution authorizes the City Administrator to extend grant agreements for three months through September 30, 2025, for an additional \$4,816,480.

As in previous years, staff recommends that any unexpended balances due to grantees not meeting their deliverables be placed in the Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252), Oakland Unite Organization (70211), Measure Z Service Prior Year Reserve Project (1004313), and Measure Z Program (PS37) and/or General Purpose Fund (1010), Oakland Unite Organization (70211), Reimagining Public Safety Project (1006367), and Fostering Safe and Healthy Communities Program (SC22).

Leveraged Funds. The DVP currently maintains seven grants totaling almost \$30 million to supplement violence prevention and intervention services funded through Measure Z and the General Purpose Fund. The DVP holds four state grants – two from the Board of State and Community Corrections for a total of \$7,499,620 and two from the California Department of Corrections and Rehabilitation for a total of \$19,134,347. The DVP also holds two federal grants from the Bureau of Justice Assistance for \$1,200,000. Lastly, the DVP has one grant from the Gilead Foundation through the Oakland Fund for Public Innovation for \$1,800,000. In May 2023, the DVP submitted a grant to the Office on Juvenile Justice and Delinquency Prevention (OJJDP) for \$1,000,000 to fund three additional violence interrupters for the School VIP Program for 2.5 school years starting in January 2024.

PUBLIC OUTREACH / INTEREST

DVP staff conducted an intensive public input and planning process to develop the approved DVP 2022- 24 Strategic Spending Plan, based on the proposed grant amendments. The DVP hosted four virtual community town halls from mid-February to mid-April 2021 to solicit input from Oakland residents impacted by violence, stakeholders, and community-based providers. These town halls averaged 92 attendees per event. In addition, DVP conducted 11 focus groups and 41 interviews with stakeholders, including family members who have lost loved ones to violence, DVP service providers and their program participants (by service strategy), Asian American community advocates, local and national public health and violence prevention experts, members of the Reimagining Public Safety Task Force, and representatives from public partner agencies such as the Alameda County Probation Department and Oakland Unified School District. All listening sessions were designed to provide small groups that maximized input from those in attendance. A range of expertise and lived experience was present in each session, with most attendees identifying as Black or Latinx.

[On July 24, 2023](#), the DVP presented the funding constraints and recommendations detailed in this agenda report to the SSOC. Specifically, the DVP asked the SSOC to respond to the following questions:

- Question 1: Which activities should receive reduced or eliminated funding to achieve the required funding reduction?

- Question 2: If additional funds are identified during the next contract period, which activities identified for reduced or eliminated funding in Question 1 should be restored?
- Question 3: Which activities should be funded through Measure Z?

The SSOC unanimously approved a recommendation for the DVP to fully fund all FY22-23 grants from October 1, 2023, to June 30, 2024 (9 months) for a total cost of \$12,140,625. The SSOC expressed a hope that additional funding would be identified before June 30, 2024, that would allow DVP grants to subsequently be fully funded at FY22-23 levels for the period of July 1, 2024, to June 30, 2025, although they were unable to identify additional funding sources. In the absence of additional funding, the SSOC's recommendation would result in the DVP having to cut \$4,287,500 from grants over a one-year period (July 1, 2024, to June 30, 2025) instead of over 21 months, which would severely reduce violence prevention and intervention services available during that period. Given the uncertainty of additional funding sources, the DVP recommends applying the required fiscal reduction over a 21-month period to conservatively manage the DVP's authorized budget. The SSOC did not respond to Questions 2 and 3.

COORDINATION

The City Attorney's Office, Budget Bureau, City Administrator's Office, and Mayor's Office were consulted during the preparation of this agenda report and corresponding resolution. If the proposed funding recommendations are approved, the DVP will lead scope and budget negotiations with all funded agencies to develop scopes of work, budgets, and deliverables from October 1, 2023, to June 30, 2025. The DVP will work closely with funded agencies during the award period to monitor service delivery, troubleshoot issues that arise, and support agencies in delivering services with the expected quality, dose, and reach.

PAST PERFORMANCE, EVALUATION, AND FOLLOW-UP

Evidence-Based Strategies. The violence prevention and intervention strategies detailed in the DVP 2022-2024 Strategic Spending Plan, funded through FY22-23 grants and recommended for funding through FY23-25 grants, were selected due to their demonstration of effectiveness in prior evaluations of work in Oakland, evaluations of programs in other cities, and/or academic research. A high-level overview of the evidence that guides these strategies is provided below.

Life Coaching (Case Management)

- In an evaluation of adult life coaching services funded through Oakland Unite in 2016-2017, researchers from Mathematica found that individuals who received life coaching or employment and education support services had fewer short-term arrests for a violent offense relative to a comparison group of similar individuals.²

² Mathematica Policy Research. (2020). Evaluation of Oakland Unite: Year 1 Strategy Report.

- Youth who received life coaching or employment and education support services had higher rates of school enrollment relative to a comparison group of similar individuals. Youth who received life coaching also had fewer short-term arrests for violent offenses.³
- Evaluations of the Roca model of intensive case management for high-risk individuals found that individuals who received services had a 42-46% reduction in recidivism over a three-year period compared to a similar population.⁴

Violence Interruption

- Multiple evaluations of the Cure Violence model of street outreach and violence interruption in Baltimore, Chicago, and New York have demonstrated significant reductions in shootings and homicides, including a 56% reduction in homicides in Baltimore and a 63% reduction in shooting victimizations in New York City.⁵

Hospital Response & Relocation

- An evaluation conducted by Mathematica in 2020 found that participants in hospital-based intervention or temporary emergency relocation programs funded through Oakland Unite were less likely to experience violent re-injury over a two-year period.⁶
- An evaluation of a hospital-based violence intervention program in Baltimore found that only 5% of individuals who received services were re-hospitalized compared to 36% in the control group.⁷

GBV Services

- A state-wide study of domestic violence services in Illinois, including hotline services, counseling, advocacy, and shelter, found the effect of services to be relatively small but significant in four major areas: (1) survivors gained important information and enhanced their support systems; (2) survivors perceived an improvement in their decision making; (3) survivors increased their self-efficacy and coping skills; and (4) survivors felt safe while in a shelter.⁸
- A study on the National Domestic Violence Hotline found that callers and chatters reported the hotline as helping them with safety planning (4.18 average on a scale of 1-5), increasing their awareness of community resources (4.01 average on a scale of 1-5), and improving their knowledge about abusive relationships (3.87 average on a scale of

³ Mathematica Policy Research. (2019). Oakland Unite 2017-2018 Strategy Evaluation: Life Coaching and Employment and Education Support for Youth at Risk of Violence.

⁴ Giffords Law Center to Prevent Gun Violence. (2023). *Intervention Strategies*. Retrieved April 20, 2023, from <https://giffords.org/lawcenter/gun-laws/policy-areas/other-laws-policies/intervention-strategies>.

⁵ Cure Violence Global. (2021). *The evidence of effectiveness*. Retrieved February 4, 2022, from <https://cvg.org/wp-content/uploads/2021/09/Cure-Violence-Evidence-Summary.pdf>.

⁶ Mathematica Policy Research. (2020). Oakland Unite 2019-2020 Strategy Evaluation: Shooting and Homicide Response.

⁷ Cooper, DM Eslinger, and PD Stolley, "Hospital-based violence intervention programs work," *J Trauma* 61, no. 3.(2006):534-537; discussion 537-540.

⁸ Bennett, L., Riger, S. Schewe, P., Howard, A. & Wasco, S. (2004). Effectiveness of Hotline, Advocacy, Counseling, and Shelter Services for Victims of Domestic Violence A Statewide Evaluation. *Journal of interpersonal violence*. 19. 815-29. 10.1177/0886260504265687.

1-5). On every metric, individuals contacting the hotline by phone had more favorable responses than those contacting the hotline via chat.⁹

- A pilot study on shelter support for domestic violence survivors in Pennsylvania showed that women placed in shelters showed more significant improvement and less health care utilization than a control group of women who only received other social supports.¹⁰
- A systematic review of trauma-informed therapeutic services, including cognitive-behavioral therapy adapted to intimate partner violence, showed that participation leads to decreases in depression, anxiety, and PTSD symptoms while helping survivors feel better about their lives.¹¹

Performance Monitoring. The DVP performs the following activities to monitor grantee performance during each funding cycle and ensure that services are being rendered with the expected dose, reach, and frequency:

- During contract negotiations, the DVP establishes metrics for pre-identified deliverables that grantees are expected to meet during the grant award period (e.g., number of participants served, number of groups held).
- At least monthly, grantees must enter data on services rendered into the DVP's data management system. For individual-level services, grantees must enter information for each individual served rather than summary data for all individuals. Apricot 360 then automatically tabulates grantee progress towards each deliverable based on the data entered. DVP program officers and planners review this data on a quarterly basis. If grantees are falling behind in meeting deliverables before the completion of a contract year, program officers work with grantee staff to identify and troubleshoot the cause of the shortfall to improve performance. A report detailing grantee deliverables and performance for FY22-23 is included as an attachment to this agenda report (**Attachment B**).
- During the third quarter of every funding year (January to March), DVP program officers and planners conduct site visits to grantee agencies to interview grantee staff, observe programming, and review files and documents related to program delivery. DVP program officers and planners then prepare site visit reports detailing their findings and highlight areas for improvement when applicable.

Impact Evaluation. Measure Z requires an evaluation of funded efforts to be conducted by a third-party independent evaluator. In 2022, the City Administrator's Office oversaw the process of selecting the current evaluation team, which has Urban Institute as the lead agency and Urban Strategies Council as a subcontractor ([Resolution No. 89139 C.M.S.](#)). Urban Institute and Urban Strategies Council will evaluate services funded through DVP grant agreements with non-profit organizations for FY22-23 and FY23-24. All activities will be included in *descriptive analyses*

⁹ McDonnell, K.A., Nagaraj, N.C., Mead, K.H., Bingenheimer, J.B., Stevens, H., Gianattasio, K.Z., & Wood, S.R. (2018). "An Evaluation of the National Domestic Violence Hotline and loveisrespect. A report from the Accomplishments of the Domestic Violence Hotline, Online Connections, and Text Project." Prepared for the Administration for Children & Families, U.S. Department of Health and Human Services.

¹⁰ Constantino, Rose & Kim, Yookyung & Crane, Patrica. (2005). Effects of Social Support Intervention on Health Outcomes in Residents of a Domestic Violence Shelter: A Pilot Study. *Issues in Mental Health Nursing*. 26. 575-90. 10.1080/01612840590959416.

¹¹ Warshaw, C., Sullivan, C. M., & Rivera, E. A. (2013). A Systematic Review of Trauma-Focused Interventions for Domestic Violence Survivors.

completed through a review of administrative data. The *process evaluation* component will build an understanding of the implementation of activities that are new or that have not been extensively covered by prior evaluation phases. The *outcome evaluation* will be tiered based on the evaluability of each intervention type and around the four outcome domains of interest to the City: (1) individuals who have been or are at elevated risk of being perpetrators or victims of violence; (2) their families; (3) schools; and (4) neighborhoods in the City of Oakland.

SUSTAINABLE OPPORTUNITIES

Economic: Programs for Oakland residents affected by violence will improve their economic stability through recidivism reduction, educational achievement, and employment for youth and young adults. Breaking the cycle of violence reduces medical, police, and incarceration costs.

Environmental: Expanding social services and improving opportunities for those most impacted by violence helps make marginalized communities safer, healthier, and stronger. Safer neighborhood conditions contribute to the growth and revitalization of our communities.

Race and Equity: Black residents constitute a majority of homicide victims and a plurality of shooting victims each year. In 2022, Black residents represented 50% of victims who reported domestic violence crimes to the Oakland Police Department. Additionally, Oakland neighborhoods that are most impacted by shootings, homicides, and incidents of gender-based violence are neighborhoods in which a majority of residents are people of color. The violence prevention and intervention services recommended for FY23-25 will disproportionately benefit residents of color in Oakland, particularly Black residents.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Adopt A Resolution To Authorize The City Administrator To Execute Grant Agreements With Twenty-Four Non-Profit Organizations And Public Agencies To Provide Violence Prevention And Intervention Services For The Period Of October 1, 2023, To June 30, 2025, In A Total Amount Not To Exceed Twenty-Eight Million Eighty-Seven Thousand Five Hundred Dollars (\$28,087,500), With The Ability To Extend Agreements For An Additional Three Months In Amount Not To Exceed Four Million Eight Hundred Sixteen Thousand Four Hundred Eighty Dollars (\$4,816,480) Contingent On Available Funds.

For questions regarding this report, please contact G. Kentrell Killens, Interim Chief of Violence Prevention, at 510-238-3707.

Respectfully submitted,

G. Kentrell Killens

G. Kentrell Killens (Aug 29, 2023 09:58 PDT)

G. Kentrell Killens
Interim Chief of Violence Prevention
Department of Violence Prevention

Reviewed by: Mailee Wang
Deputy Chief of Administration
Department of Violence Prevention

Prepared by: Jenny Linchey
Acting Deputy Chief of Grants, Programs, and
Evaluation
Department of Violence Prevention

Attachments (2):

- A: Service Categories Funded By Fiscal Year 2022-2023 DVP Grant Agreements
- B: Fiscal Year 2022-2023 Grantee Deliverables and Performance

Service Categories Funded By Fiscal Year 2022-2023 DVP Grant Agreements

➤ Group Violence Strategy

Fiscal Year (FY) 22-23 grant awards in the Group Violence Strategy totaled \$7,850,000 and were projected to serve close to 2,000 people (Table 1). A brief description of each service category funded within the Group Violence Strategy is provided below Table 1.

Table 1. Annual cost and number of people served by services in the Group Violence Strategy for FY22-23.

Service category	Annual cost	Annual number of people served
Adult employment	\$700,000	248
Adult life coaching	\$1,660,000	236
Emergency relocation	\$265,000	64
Family support	\$275,000	100
Hospital-based intervention	\$375,000	152
Violence interruption	\$2,200,000	392
Youth diversion	\$485,000	440
Youth employment	\$850,000	148
Youth life coaching	\$1,040,000	144
Total	\$7,850,000	1,924

- **Adult employment:** Adult employment providers offer temporary paid employment opportunities, job coaching and permanent job placement, connections to job training programs, and life skills training related to employment success.
- **Adult life coaching:** Adult life coaches support adults at the center of violence in Oakland with identifying and completing goals that reduce their risk for violence (e.g. obtaining employment or housing, accessing mental health services, avoiding negative peer influences). Life coaches refer clients to helpful services and support clients with system navigation, socio-emotional skill development, and strengthening family ties. Life coaches have frequent contact with their clients and use financial incentives to encourage positive behavior change.
- **Emergency relocation:** Emergency relocation funding allows individuals who are in immediate, lethal danger as a result of group violence to be temporarily relocated outside of Oakland while the conflict is mediated or a long-term plan for safety is developed. Funding pays for transportation, hotel stays, and initial rent payments.
- **Family support:** Family support services are provided to family members of homicide victims. Services include support with completing victim compensation applications, support with submitting relocation requests, referrals to helpful services, and payment of funeral expenses.
- **Hospital-based intervention:** Hospital responders visit shooting victims in the hospital to provide short-term case management and make warm-handoff referrals to helpful services. Hospital responders also assist victims with completing victim compensation applications.

- **Violence interruption:** Violence interrupters respond to shooting and homicide scenes to assess risk of retaliatory violence and interrupt potential conflicts between individuals or groups. They also support victims and families with referrals to helpful services like life coaching and emergency relocation.
- **Youth diversion:** Youth diversion services redirect youth away from involvement in the juvenile justice system by allowing youth to participate in services that promote accountability and healing in lieu of charges being filed. Diversion programs may use restorative justice practices, cognitive behavioral therapy, and life coaching to help youth develop and complete a plan of action to repair harm.
- **Youth employment:** Youth employment providers offer a range of opportunities for youth to explore work and career options. Services include employment training, internships, paid employment, life skills coaching, and academic case management.
- **Youth life coaching:** Youth life coaching services support youth at risk of violence or at the center of violence in Oakland with identifying and completing goals that reduce their risk for violence (e.g. obtaining employment, attending school regularly, avoiding negative peer influences). Life coaches refer youth to helpful services and support clients with system navigation, socio-emotional skill development, and strengthening family ties. Life coaches have frequent contact with their clients and use financial incentives to encourage positive behavior change.

➤ Gender-Based Violence (GBV) Strategy

FY22-23 grant awards in the GBV Strategy totaled \$4,400,000 and were projected to serve over 4,000 people (Table 2). A brief description of each service category funded within the GBV Strategy is provided below Table 2.

Table 2. Annual cost and number of people served by services in the GBV Strategy for FY22-23.

Service category	Annual cost	Annual number of people served
24-hour hotlines	\$400,000	2,500
Bedside advocacy	\$500,000	104
Emergency shelter	\$800,000	428
Employment	\$350,000	36
Legal advocacy	\$650,000	500
Life coaching	\$250,000	40
Safe space alternatives	\$350,000	176
Therapeutic support	\$800,000	304
Transitional housing	\$300,000	52
Total cost	\$4,400,000	4,140

- **24-hour hotlines:** 24-hour hotlines allow individuals experiencing intimate partner violence, commercial sexual exploitation, and sexual assault to access immediate counseling and service referrals. Service referrals may be related to immediate safety needs or long-term support.

- **Bedside advocacy and accompaniment:** Bedside advocates visit survivors of gender-based violence in the hospital to support them in navigating the healthcare and legal systems. Advocates help survivors create safety plans for when they are released, and they make warm-handoff referrals to helpful services.
- **Emergency shelter:** Emergency shelter services are available to survivors of gender-based violence in the form of shelter beds, hotel vouchers, or financial support to relocate outside of Oakland. Emergency shelter providers also support survivors through short-term case management and referrals to helpful services.
- **Employment:** Employment providers offer temporary paid employment opportunities, job coaching and permanent job placement, connections to job training programs, and life skills training related to employment success for survivors of GBV.
- **Legal advocacy:** Legal services for survivors of intimate partner violence include legal advice and counseling, preparation of legal paperwork, preparation and filing of temporary restraining orders and orders of protection, and full representation at court hearings. Legal services for survivors of commercial sexual exploitation include legal representation in court and services related to immigration. Legal service providers also make referrals for survivors to other helpful services.
- **Life coaching:** GBV life coaching services support individuals who have experienced commercial sexual exploitation with identifying and completing goals that reduce their risk for future victimization. Life coaches refer youth to helpful services and support clients with system navigation, socio-emotional skill development, and strengthening family ties. Life coaches have frequent contact with their clients and use financial incentives to encourage positive behavior change.
- **Safe space alternatives:** Safe space alternatives are physical spaces where youth who have experienced commercial sexual exploitation, LGBTQ+ youth, and gender-nonconforming youth can access food, hygiene products, support groups, a place to rest, and referrals to other helpful resources.
- **Therapeutic support:** Therapeutic support services for survivors of gender-based violence include individual clinical therapy, support groups, and family workshops.
- **Transitional housing:** Transitional housing providers support survivors of gender-based violence in accessing up to 18 months of safe, temporary housing. Providers also support survivors through short-term case management, referrals to helpful services, and connections to permanent housing.

➤ **Community Healing Strategy**

FY22-23 grant awards in the Community Healing Strategy totaled \$5,200,000 and were projected to serve over 11,000 people (Table 3). A brief description of each service category funded within the Community Healing Strategy is provided below Table 3.

Table 3. Annual cost and number of people served by services in the Community Healing Strategy for FY22-23.

Service category	Annual cost	Annual number of people served
Healing and restorative activities	\$1,000,000	1,052
Mini grants	\$850,000	216
Neighborhood and community teams	\$1,800,000	1,000
Therapeutic supports	\$200,000	52
Town Nights	\$1,350,000	9,000
Total	\$5,200,000	11,320

- **Healing and restorative activities:** Healing and restorative activities build unity and change norms around community violence in Oakland through healing circles, marches, vigils, and community dialogues and events. Providers also support families of homicide victims through payment of funeral expenses and referrals to helpful services.
- **Mini grants.** Mini grants give Oakland residents and service providers the opportunity to implement home-grown approaches to changing norms around community violence without having to operate within the structure of a medium- or large-sized service agency. Mini grant activities may include community-building, peer support for survivors of violence, leadership development, or other events and activities to change norms around violence.
- **Neighborhood and community teams (NACTs).** Neighborhood and community teams (NACTs) are groups of individuals who serve as credible messengers and visible ambassadors of the DVP's network of service providers in the community. NACTs host community events to build social cohesion following violent incidents, refer community members to helpful resources following a shooting or homicide, and conduct regular outreach to residents in order to maintain relationships that can be leveraged to reduce violence.
- **Therapeutic supports.** Therapeutic support services include individual psychotherapy and support groups for survivors of community violence and family members or friends of homicide victims.
- **Town Nights:** Town Nights is a series of community events held on Friday evenings during summer months to provide a safe space for community members of all ages to socialize and recreate. These events build community cohesion, facilitate dialogues between groups in conflict, and employ community members in need of financial assistance.

➤ **School Violence Intervention and Prevention (VIP) Program**

FY22-23 grant awards for the School VIP Program, which includes elements of the DVP's Group Violence, GBV, and Community Healing Strategies, totaled \$2,400,000 and were projected to serve close to 500 students at seven high schools in the Oakland Unified School District (Table 4). A brief description of each service category funded within the School VIP Program is provided below Table 4.

Table 4. Annual cost and number of people served by services in the School Violence Intervention and Prevention Program for FY22-23.

Service category	Annual cost	Annual number of people served
Community healing	\$350,000	50
GBV services	\$500,000	180
Life coaching	\$925,000	100
Violence interruption	\$625,000	150
Total	\$2,400,000	480

- **Community healing:** School-based community healing providers facilitate healing and community-building circles in response to incidents of violence at school or in the community. Providers also deliver trainings in restorative justice practices for teachers and school administrators.
- **GBV services:** School-based GBV specialists provide short-term case management for victims of GBV and make referrals to helpful services. They also deliver trainings to school staff and host educational workshops for students to address dating violence, healthy relationships, stalking, sexual harassment, sexual assault, and commercial sexual exploitation.
- **Life coaching:** School-based life coaches support students at risk of violence or at the center of violence with identifying and completing goals that reduce their risk for violence (e.g. obtaining employment, attending school regularly, avoiding negative peer influences). Life coaches refer youth to helpful services and support clients with system navigation, socio-emotional skill development, and strengthening family ties. Life coaches have frequent contact with their clients and use financial incentives to encourage positive behavior change.
- **Violence interruption:** School-based violence interrupters conduct safety assessments for students at risk for violence, mediate student conflicts, facilitate support groups for students who are group affiliated, and refer students to helpful services. School-based violence interrupters communicate with school administrators about active or potential student conflicts, and they deliver trainings for staff on signs and causes of violence. School-based violence interrupters also conduct outreach to family members of at-risk students and host support groups for families.

Deliverable Benchmarks and Performance: Fiscal Year 2022-2023 DVP Grant Agreements

This document presents data on the performance of grantees funded by the Department of Violence Prevention (DVP) in Fiscal Year (FY) 2022-2023 to deliver violence prevention and intervention services. Prior to executing FY22-23 grant awards, the DVP established service delivery benchmarks for deliverables in each service category in consultation with grantees (e.g. 150 people served through life coaching). At least quarterly, grantees were required to enter data on services rendered into the DVP's data management system, and DVP program officers and planners reviewed these data for completeness. This report provides benchmark deliverable values and actual service delivery values for each grantee funded by the DVP in FY22-23. Data are organized by strategy and service category.

In January 2023, the DVP transitioned data management systems from Cityspan to Apricot 360. Since this transition occurred in the middle of the FY22-23 grant cycle, data from July 2022 to January 2023 was transferred from Cityspan to Apricot 360. Due to differences in data formatting between systems, some data may not have transferred properly. Additionally, data entered into Apricot 360 by grantees between January 2023 and June 2023 may not fully capture services rendered due to grantee staff still learning how to enter complete data. For these reasons, the DVP allowed grantee organizations to include service deliverable data in their program narratives if they believed the deliverable values calculated through Apricot 360 were incorrect. Beginning on October 1, 2023, the DVP will only review deliverable data calculated through the Apricot 360 when evaluating grantee performance.

Helpful information regarding how to interpret this report is provided below.

- Numbers presented as 'actuals' are calculated by the data management system based on service data entered by grantee staff.
- Numbers in parentheses () with asterisks * are numbers provided by grantees in report narratives when staff believed that data calculated through the data management system were not accurate.
- Numbers highlighted in green indicate that the agency is meeting or exceeding their deliverable benchmarks.
- Numbers highlighted in yellow indicate that the agency is very close to meeting their deliverable benchmarks.
- Numbers highlighted in red indicate that the agency is below or very below meeting their deliverable benchmarks.

STRATEGY: COMMUNITY HEALING➤ *Community Capacity Building and Mini-Grants*

Urban Strategies Council - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of trainings hosted	40	53

Youth Leadership Institute - \$600,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of organizations selected for mini-grants	55	55

➤ *Healing and Restorative Activities*

Building Opportunities for Self-Sufficiency (BOSS) - \$250,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of healing/restorative events hosted	12	10
# of individuals/families served	25	45

Catholic Charities of the East Bay - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of healing/restorative events hosted	12	17
# of individuals/families served	20	43

Movement Strategy Center (Urban Peace Movement) - \$350,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of healing/restorative events hosted	16	54
# of individuals/families served	28	61

Restorative Justice for Oakland Youth (RJOY) - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of healing/restorative events hosted	12	18
# of individuals/families served	15	15

➤ *Neighborhood and Community Teams*

Building Opportunities for Self-Sufficiency (BOSS) - \$360,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of outreach events hosted	30	29
# of individuals referred to at least one service	20	98

Communities United for Restorative Youth Justice (CURYJ) - \$360,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of outreach events hosted	30	39
# of individuals referred to at least one service	20	140

Community & Youth Outreach (CYO) - \$360,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of outreach events hosted	30	16 (40)*
# of individuals referred to at least one service	20	0

Roots Community Health Center - \$360,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of outreach events hosted	30	7 (17)*
# of individuals referred to at least one service	20	0 (124)*

Trybe, Inc. - \$360,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of outreach events hosted	30	91
# of individuals referred to at least one service	20	27

➤ *Town Nights*

Building Opportunities for Self-Sufficiency (BOSS) - \$450,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of community-building events hosted	9	9

Communities United for Restorative Youth Justice (CURYJ) - \$150,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of community-building events hosted	3	3

Destiny Arts Center - \$150,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of community-building events hosted	3	3

East Oakland Boxing Association - \$150,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of community-building events hosted	3	3

Family Bridges - \$150,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of community-building events hosted	3	3

Trybe, Inc. - \$300,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of community-building events hosted	9	9

➤ *Therapeutic Support for Families*

Catholic Charities of the East Bay - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served	50	90
# of service hours with individuals	350	1,298

STRATEGY: GENDER-BASED VIOLENCE➤ *24-Hour Hotlines*

Family Violence Law Center (FVLC) - \$400,000 per year
Subgrantee: Bay Area Women Against Rape (BAWAR)

Deliverable	Q4 Benchmark	Q4 Actual
# of crisis line calls answered pertaining to IPV/DV	1,200	2,345
# of crisis line calls answered pertaining to sexual violence/exploitation	1,200	3,030
# of individuals referred for at least one service	2,400	5,973

Note: All 24-Hour Hotline contract deliverables are write-in deliverables, meaning they are self-reported by the funded agency without backup data.

➤ *Bedside Advocacy and Accompaniment*

Family Violence Law Center (FVLC) - \$250,000 per year
Subgrantee: Progressive Transitions, Inc.

Deliverable	Q4 Benchmark	Q4 Actual
# of bedside and mobile contacts	50	84
# of individuals served	50	41
# of individuals for whom safety plans are created	40	80
# of individuals referred to at least one service	50	0 (45*)

Ruby's Place - \$250,000 per year
Subgrantee: S.H.A.D.E. Movement

Deliverable	Q4 Benchmark	Q4 Actual
# of bedside and mobile contacts	20	50
# of individuals served	50	50
# of individuals for whom safety plans are created	30	31
# of individuals referred to at least one service	50	49

➤ *Emergency Shelter*

Covenant House California - \$400,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served	100	104
# of individuals who are placed in emergency shelter	100	90 (104*)
# of service hours with individuals	1,000	693 (1,060*)
# of individuals referred to at least one service	100	93

Family Violence Law Center (FVLC) - \$200,000 per year
Subgrantee: Bay Area Women Against Rape (BAWAR)

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served	100	333
# of individuals who are placed in emergency shelter	75	3 (158*)
# of individuals who receive a hotel voucher	24	15
# of individuals referred to at least one service	100	0 (217*)

Sister-to-Sister 2 - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals who are placed in emergency shelter	28	31
# of contacts with individuals	168	529
# of service hours with individuals	336	731
# of individuals referred to at least one service	28	33

➤ *Transitional Housing*

Building Opportunities for Self-Sufficiency - \$300,000 per year

Subgrantee: Love Never Fails

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals placed in transitional housing	26	18
# of individuals placed in permanent housing	16	13
# of service hours with individuals	1,000	166 (285*)
# of individuals referred to at least one service	20	12 (13*)

Note: FY22-23 was the first year that the DVP funded transitional housing services. The need for transitional housing from survivors is great, but there are still protocols and procedures that BOSS is developing in order to meet its deliverable benchmarks for FY23-25.

➤ *Employment*

Building Opportunities for Self Sufficiency (BOSS) - \$350,000 per year

Subgrantees: S.H.A.D.E. Movement, Love Never Fails, and Realized Potential

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	36	224
# of hours of life/pre-employment skills received by individuals	800	1,247 (1,646*)
# of hours of work experience received by individuals	3,400	2,765
# of individuals hired into permanent jobs	12	0
# of individuals retained in permanent jobs for 90 Days	6	0
# of community gatherings hosted	3	4
# of individuals referred to at least one service	36	21 (32*)

➤ *Legal Advocacy*

Family Violence Law Center (FVLC) - \$650,000 per year
Subgrantees: Bay Area Legal Aid and Justice at Last

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	700	857
# of service hours with individuals	4,350	3,845 (4,219*)
# of individuals referred to at least one service	600	37 (615*)

➤ *Life Coaching*

East Bay Asian Youth Center (EBAYC) - \$250,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	32	42
# of contacts with individuals	2,040	2,171
# of service hours with individuals	996	1,880
# of individuals for whom a life map is created	32	35
# of individuals referred to at least one service	32	37

➤ *Safe Space Alternatives*

Oakland LGBTQ Center - \$150,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of duplicated individuals who visit drop-in center	100	107
# of support groups hosted	32	19 (41*)
# of individuals who participated in support groups	60	138
# of individuals referred to at least one service	100	100

Young Women's Freedom Center (YWFC) - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of duplicated individuals who visit drop-in center	150	152
# of support groups hosted	50	50
# of individuals who participated in support groups	100	317
# of individuals referred to at least one service	150	150

➤ *Therapeutic Supports*

Building Opportunities for Self-Sufficiency (BOSS) - \$300,000 per year
Subgrantees: A Safe Place, Adamika Village, S.H.A.D.E. Movement, Love Never Fails, and Men Creating Peace

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	200	239
# of individuals who participated in support/healing groups	36	1,073
# of individuals engaged in traditional therapy	100	132
# of individuals referred to at least one service	125	105 (160*)

Attachment B

Family Violence Law Center (FVLC) - \$300,000 per year

Subgrantees: Mujeres Unidas y Activas (MUA) and Bay Area Women Against Rape (BAWAR)

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	15	177
# of service hours with individuals	400	596
# of support/healing groups hosted	10	29
# of individuals who participated in support/healing groups	28	451
# of individuals referred to at least one service	100	89 (146*)

Oakland Unified School District (Office of Equity) - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of support/healing groups hosted	10	20
# of individuals who participated in support/healing groups	100	251
# of family workshops hosted	5	5
# of individuals referred to at least one service	100	58 (130*)

STRATEGY: GROUP VIOLENCE

➤ *Adult Employment*

Center for Employment Opportunities - \$275,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	70	142
# of hours of work experience received by individuals	4,600	16,194
# of individuals hired into permanent jobs	52	13
# of individuals retained in permanent jobs for 90 Days	23	11
# of community gatherings hosted	3	3
# of hours of life skills/pre-employment training provided	1,000	1,412

Oakland Private Industry Council - \$300,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	50	57
# of hours of work experience received by individuals	2,250	1,708
# of individuals hired into permanent jobs	35	21
# of individuals retained in permanent jobs for 90 Days	18	12
# of community gatherings hosted	3	3
# of hours of life skills/pre-employment training provided	1,200	1,456

Youth Employment Partnership - \$300,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	27	36
# of hours of apprenticeship experience received by individuals	1,750	5,897
# of hours of work experience received by individuals	1,750	1,764
# of individuals hired into permanent jobs	21	12
# of individuals retained in permanent jobs for 90 Days	3	7
# of community gatherings hosted	3	3
# of hours of life skills/pre-employment training provided	1,285	1,418

➤ *Adult Life Coaching*

Abode - \$150,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	25	24

Communities United for Restorative Youth Justice (CURYJ) - \$300,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	36	52
# of service hours with individuals	456	1,580
# of individuals for whom a life map is created	36	27 (30*)
# of individuals referred to at least one service	36	21
# of learning trips hosted	2	0 (2*)
# of individuals who participate in learning trips	9	0 (12*)

Community & Youth Outreach (CYO) - \$470,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	64	92
# of service hours with individuals	1,920	1,510
# of individuals for whom a life map is created	64	32
# of individuals referred to at least one service	64	38
# of learning trips hosted	2	2
# of individuals who participate in learning trips	16	28

Roots Community Healing Center - \$270,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	35	42
# of service hours with individuals	1,092	1,128
# of individuals for whom a life map is created	35	34
# of individuals referred to at least one service	35	38
# of learning trips hosted	2	0 (1*)
# of individuals who participate in learning trips	9	0

The Mentoring Center (TMC) - \$470,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	58	60
# of service hours with individuals	1,280	764
# of individuals for whom a life map is created	58	40
# of individuals referred to at least one service	58	21
# of learning trips hosted	2	2
# of individuals who participate in learning trips	16	29

➤ *Emergency Temporary Relocation*

Youth ALIVE! - \$265,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals/families supported with relocation	65	15 (63*)

➤ *Family Support*

Youth ALIVE! - \$275,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	100	170 (269*)
# of service hours with individuals	900	623 (1,106*)
# of support groups hosted	12	0 (13*)

➤ *Hospital-Based Intervention*

Youth ALIVE! - \$375,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	70	103
# of service hours with individuals	1,020	2,092
# of hospital responses	150	159 (492*)

➤ *Violence Interruption¹*

Building Opportunities for Self-Sufficiency (BOSS) - \$600,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of shooting or homicide scenes responded to	80	91
# of conflicts for which mediation activities are performed	48	23
# of individuals referred to at least one service	40	56

Communities United for Restorative Youth Justice (CURYJ) - \$300,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of shooting or homicide scenes responded to	60	51
# of conflicts for which mediation activities are performed	40	16 (37*)
# of individuals referred to at least one service	30	0 (35*)

¹ BOSS and Youth ALIVE! respond to shootings and homicides citywide, whereas CURYJ, CYO, and Trybe only respond in designated catchment areas. Additionally, each agency is assigned days of the week when they are scheduled to respond. Since agencies cannot control how many shootings and homicides take place during their assigned days, the deliverable "number of shooting or homicide scenes responded to" will be changed to "percent of shooting or homicide scenes responded to" for FY23-25 to better measure agency response.

Community & Youth Outreach (CYO) - \$400,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of shooting or homicide scenes responded to	60	52
# of conflicts for which mediation activities are performed	40	23
# of individuals referred to at least one service	30	0 (30*)

Trybe - \$300,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of shooting or homicide scenes responded to	60	17
# of conflicts for which mediation activities are performed	40	21
# of individuals referred to at least one service	30	102

Youth ALIVE! - \$600,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of shooting or homicide scenes responded to	80	91 (276*)
# of conflicts for which mediation activities are performed	48	224
# of individuals referred to at least one service	30	0 (190*)

➤ Youth Employment

Lao Family Community Development - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	32	40
# of service hours with individuals	1,760	1,176
# of hours of work experience received by individuals	2,080	2,532
# of community gatherings hosted	3	2
# of hours of life skills/pre-employment training provided	640	968

Oakland Kids First - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	35	51
# of service hours with individuals	700	479
# of hours of work experience received by individuals	1,400	17,340
# of community gatherings hosted	3	1
# of hours of life skills/pre-employment training provided	350	40

Youth Employment Partnership - \$400,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	60	86
# of service hours with individuals	900	390 (8,714*)
# of hours of work experience received by individuals	5,100	6,780 ¹
# of community gatherings hosted	3	5
# of hours of life skills/pre-employment training provided	900	228

➤ Youth Life Coaching

East Bay Asian Youth Center (EBAYC) - \$490,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	65	82
# of service hours with individuals	1,980	3,886
# of individuals for whom a life map is created	65	63
# of individuals referred to at least one service	65	59

Safe Passages - \$275,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	32	35
# of service hours with individuals	1,008	945
# of individuals for whom a life map is created	32	34
# of individuals referred to at least one service	32	38

The Mentoring Center (TMC) - \$275,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	35	38
# of service hours with individuals	1,044	882
# of individuals for whom a life map is created	35	16
# of individuals referred to at least one service	35	12

➤ Youth Diversion²

Community Works West - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served	20	11
# of service hours with individuals	400	127
# of individuals for whom a restorative plan is created	20	0 (11*)

² Note: Agencies funded to deliver youth diversion services did not receive an adequate number of referrals from the Oakland Police Department (OPD) during FY22-23 to meet their deliverable benchmarks. The DVP will be supporting these agencies in developing a clear referral pathway from OPD in FY23-25.

Attachment B

National Institute for Criminal Justice Reform (NICJR) - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served	25	19
# of service hours with individuals	500	702
# of individuals for whom a restorative plan is created	25	0 (19*)

Oakland Unified School District (Juvenile Justice Center) - \$85,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served	250	133 (255*)
# of individuals who enroll in life coaching	150	57 (128*)
# of case conference meetings	50	105
# of youth referred to educational institutions	30	1 (255*)

STRATEGY: SCHOOL VIOLENCE INTERVENTION AND PREVENTION (VIP) PROGRAM➤ *Violence Interruption*

Communities United for Restorative Youth Justice (CURYJ) - \$150,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of conflicts for which mediation activities are performed	40	30
# of individuals referred to at least one service	40	12
# of meetings with school administrators	60	10 (42*)

Community & Youth Outreach (CYO) - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of conflicts for which mediation activities are performed	40	42
# of individuals referred to at least one service	40	1
# of meetings with school administrators	60	4 (57*)

Youth ALIVE! - \$225,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of conflicts for which mediation activities are performed	36	106
# of individuals referred to at least one service	54	4
# of meetings with school administrators	72	69

➤ *Life Coaching*

Communities United for Restorative Youth Justice (CURYJ) - \$150,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	17	32
# of contacts with individuals	408	353
# of service hours with individuals	204	749
# of individuals for whom a life map is created	17	10
# of individuals referred to at least one service	17	10 (27*)

East Bay Asian Youth Center (EBAYC) - \$300,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	32	53
# of contacts with individuals	2,040	2,034
# of service hours with individuals	996	1,509
# of individuals for whom a life map is created	32	37
# of individuals referred to at least one service	32	47

Student Program for Academic and Athletic Transitioning (SPAAT) - \$200,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	17	14
# of contacts with individuals	1,032	220
# of service hours with individuals	516	318
# of individuals for whom a life map is created	17	11
# of individuals referred to at least one service	17	0

Youth ALIVE! - \$225,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	34	28
# of contacts with individuals	1,792	1,046
# of service hours with individuals	896	389 (1,100*)
# of individuals for whom a life map is created	34	29
# of individuals referred to at least one service	34	4

➤ Gender-Based Violence Services

Family Violence Law Center - \$500,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
# of individuals served (unduplicated)	50	172
# of service hours with individuals	50	57
# of individuals referred to at least one service	180	172
# of individuals who participate in healing/support groups	130	1,817

➤ Community Healing

Restorative Justice for Oakland Youth (RJOY) - \$350,000 per year

Deliverable	Q4 Benchmark	Q4 Actual
Number of healing/support groups hosted	18	31
Number of individuals who participate in healing/support groups	50	846
Number of trainings hosted	8	13