



AGENDA REPORT

TO: Edward D. Reiskin
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Acceptance of SAMHSA ReCAST
Grant

DATE: November 22, 2021

City Administrator Approval 

Date: Dec 8, 2021

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution:

- 1) Accepting And Appropriating A Grant Awarded By The United States Substance Abuse And Mental Health Services Administration (SAMHSA) In The Amount Of Five Million Dollars (\$5,000,000) To Be Disbursed In Equal Payments Of One Million Dollars (\$1,000,000) Annually For Five Years For The Resiliency In Communities After Stress And Trauma (ReCAST) Program From September 29, 2021 Through September 30, 2026;**
- 2) Approving 1.00 Full Time Equivalent Project Manager I and .50 Full Time Equivalent Administrative Assistant II Positions In The Human Services Department From September 29, 2021 to September 30, 2026 For Required Program Implementation;**
- 3) Awarding Grant Agreements To Various Non-Profit And Public Agencies To Provide Trauma Informed Behavioral Health Services To High-Risk Youth And Their Families Impacted By Violence And Systemic Racism From October 1, 2021 Through September 30, 2022;**
- 4) Waiving Request For Proposal/Qualifications Requirements And Awarding Professional Service Agreements To Resource Development Associates In An Amount Not To Exceed Fifty Thousand Dollars (\$50,000) And Bright Research Group In An Amount Not To Exceed One Hundred, Twenty-Five Thousand Dollars (\$125,000) For One-Year Terms From September 29, 2021 Through September 30, 2022 To Provide Services Necessary To Fulfill The Requirements Of The ReCAST Grant**

EXECUTIVE SUMMARY

The City of Oakland's Human Services Department was awarded a competitive ReCAST Grant from the United States Substance Abuse and Mental Health Services Administration (SAMHSA) to address Resiliency in Communities After Stress and Trauma (ReCAST) for five years for a total award of \$5,000,000 beginning September 30, 2021 through September 29, 2026. The purpose of this program is to assist high-risk youth and families and promote resilience and

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equity in communities that have recently faced civil unrest through implementation of evidence-based, violence prevention, and community youth engagement programs, as well as linkages to trauma-informed behavioral health services.

This grant was awarded based on a competitive application that built on the successful work of the prior ReCAST Grant awarded to HSD for FY 2018-21. ReCAST is a multi-departmental and multi-agency partnership to support community resilience in the face of trauma. ReCAST has funded Youth to Youth grant making in partnership with Oakland Youth Advisory Commission, funded Community led grant making in partnership with Dept of Violence Prevention, launched Artist as First Responder in partnership with AE Creative, trauma informed trainings for City Depts in partnership with Human Resources, and supported development of trauma informed systems with many community agencies and public systems.

BACKGROUND / LEGISLATIVE HISTORY

The purpose of the ReCAST program is to assist high-risk youth and families and promote resilience and equity in communities that have recently faced civil unrest through implementation of evidence-based, violence prevention, and community youth engagement programs, as well as linkages to trauma-informed behavioral health services. The goal of the ReCAST Program is for local community entities to work together in ways that lead to improved behavioral health, empowered community residents, reductions in trauma, and sustained community change. HSD secured the first iteration of the SAMHSA ReCAST grant which ran from September 30, 2016 through September 29, 2021. On December 15th, 2020, SAMHSA opened the application process for a new five-year grant term for ReCAST, and Oakland was one of only a few cities awarded an additional five-year grant.

HSD ReCAST Working Group solicited input from a diverse coalition of community stakeholders representing education, government agencies, law enforcement, local service providers, and youth and adult community leaders, in the creation of the grant application. ReCAST will build upon the efforts from the 2016 – 2021 grant to further community-driven resilience and healing among and between community members most effected by violence and trauma.

ANALYSIS AND POLICY ALTERNATIVES

Oakland ReCAST will promote resiliency, healing, belonging, joy, and equity for Oakland's high-risk youth and families, focusing on those most affected by the interrelated challenges of violence, civil unrest, and trauma, including trauma resulting from the disparate impact of the COVID-19 pandemic. This includes residents of low-income, high-stress neighborhoods in East and West Oakland; youth attending high-stress schools; victims of violence; African American youth and families; and Indigenous and other vulnerable populations of color. This round of ReCAST funding is an opportunity to build on success of the last grant by working with Oakland Thrives to help bring the work to scale and institutionalize the practices leading to community-led resilience.

Through a multi-sector, participatory approach aligned to the work of Oakland Thrives, the proposed Oakland ReCAST initiative will build upon existing local efforts and the work

accomplished through the City's 2016-2021 ReCAST grant. All ReCAST activities will be aligned to two primary strategies. First, Oakland ReCAST will provide culturally appropriate, evidence-based, and community designed and driven interventions for high-risk youth and families impacted by civil unrest, violence, and COVID-19. This approach recognizes that violence and civil unrest fueled by systemic racism have an intergenerational impact that can be disrupted by providing and promoting nurturing and healing relationships; that high-risk youth and families who receive community-driven trauma and resilience supports have increased likelihood of improving their behavioral health, creating more resilient communities, and reducing incidents of violence; and that the impacts of stress and trauma can be healed and prevented by connecting youth and families to evidence-based, culturally appropriate services.

Second, Oakland ReCAST will strengthen, heal, and reimagine the systems that community members seek when in distress through training, capacity building, coaching, and fostering cross-systems collaboration and coordination. This approach recognizes that these systems often perpetuate systemic racism through toxic practices, policies, and procedures; that they risk retraumatizing residents most affected by violence and civil unrest when services are not provided through a trauma-informed lens; and that a lack of coordination across systems limits community access to resources that mitigate inequities. This proposed policy action supports the Citywide priority of **Holistic Community Safety** by leveraging coordination across-systems to improve service delivery across the City to those most impacted by racial disparities. This Citywide goal will also be met through Oakland ReCAST's efforts to provide community designed and driven interventions for high-risk youth and families impacted by civil unrest, economic oppression, violence, and COVID-19.

Program Goals

Oakland ReCAST has set for the following three goals framed by the strategic objectives mentioned above.

Goal 1: Increase the capacity of City agencies, local service provider networks, and community interventionists to provide and collaborate in the provision of trauma-informed and culturally-relevant services and activities for high-risk youth and families.

Goal 2: Expand the usage of trauma-informed practices and increase alignment of plans to promote trauma-informed systems across City agencies and local service provider networks.

Goal 3: Increase opportunities for community-driven resilience and healing among and between community members most effected by violence and trauma, including enhanced access to culturally appropriate mental health support systems

Initial Grant Activities

A number of activities are required by SAMHSA during the first 6-months of the grant period; including a Community Needs and Resources Assessment (CNRA), the development of a strategic plan, and delivery of services to commence no later than 9-months after receipt of award.

Community Needs and Resources Assessment (CNRA)

The CNRA will be conducted with support from Oakland Thrives, ReCAST Impact Table (RIT), and led by Resource Development Associates (RDA). The RIT will identify existing resources

and gaps in service for Oakland's high-risk residents. To prevent stakeholder fatigue and ensure meaningful alignment with current and planned partner efforts, RDA will leverage existing community needs assessments (CNAs) and assessments currently being conducted or completed by Oakland Fund for Children and Youth, Department of Violence Prevention, Race and Equity Indicators Report, and the Oakland Alameda County Community Action Agency. Documents reviewed will also include the 2016 ReCAST CNRA, recommendations developed by the Reimagining Public Safety (RPS) Task Force, the 2020 Head Start Needs Assessment, the recent equity impact and systems modeling work by the Everyone Home/ Oakland/ Alameda County, the Stressor Report developed in 2020 by RDA on behalf of HSD, and other relevant documents from partners such as Oakland Police Department. RDA will share findings with the RIT and work with the group to identify areas for further inquiry. RDA will conduct follow-up interviews with stakeholders and community groups already established within HSD and Oakland Thrives to gather additional information. Oakland ReCAST will also coordinate with Oakland Thrives to identify opportunities to leverage their concurrent CNRA. Based on this and analysis of the new qualitative data, RDA and the RIT will identify existing resources for and barriers to violence prevention and trauma-informed services; identify barriers to coordination among providers; explore training needs of City staff, local service providers, and peer support providers; and assess the efficacy of existing trauma-informed services and modalities and identify opportunities for enhancing these services.

Community Strategic Plan (CSP)

Informed by the CNRA, the Program Manager and RIT will collaborate to develop a CSP by the sixth month of the grant period. A variety of groups engaged in violence prevention and mental health services locally, including the Oakland Youth Advisory and Reimagining Public Safety Commissions (OYAC/ Reimagining Public Safety Youth Advisory Council), Head Start Parent Council, and local providers will be consulted for input. The plan will identify opportunities to implement recommendations from the OYAC and RPS YAC, including recommendations to address student safety needs in light of Oakland Unified School District's (OUSD's) elimination of campus police. The CSP will also address enhancing training for City staff, local service providers, and peer support providers; strengthening the service provider network; increasing access to mental health services for high-risk youth and families; and engaging youth and other community members in advocacy and training. This plan will also include a system map of City, County, and local service provider behavioral health services to support increased coordination across behavioral health providers and to better connect high-risk youth and families to services, especially those who are not enrolled in MediCal and/or do not have a formal diagnosis.

Resources Required To Meet Program Goals

To meet the deliverables HSD proposes contractual agreements with the following partners that will support planning and implementation of all activities as written into the SAMHSA grant award application:

Resource Development Associates (RDA) for an amount not to exceed \$50,000 to provide evaluation services and technical support to the City of Oakland HSD staff on development of the community needs assessment and strategic planning deliverables from September 30, 2021 to September 29, 2022 and establishing the equity evaluations framework RDA is uniquely qualified to provide this support given their prior work with the project, its work on

Oakland Stressor map, and other key evaluation projects including with OPD and its community policing efforts. RDA is currently on an eligible list of City contractors.

AE Creative Consulting Partners, LLC for an amount of exceed \$90,000 to provide Healing Art Practices from September 30, 2021 to September 29, 2026. AE Creative under the leadership of Ashara Ekundayo will serve as the project's cultural strategist and arts organizer for the ReCAST grant. They will employ trauma-informed pedagogy to center the stories of cultural workers whose art practices heal communities and save lives. and administer the Artist As First Responder Mini Grants project.

Youth Leadership Institute (YLI) for an amount of exceed \$185,000 to provide youth leadership, training, and administration of youth mini grants from September 30, 2021 to September 29, 2026. These funds will continue the youth led mini grant program that supports Youth Advisory Commissioners and other young people to manage and award grants to other groups of young people to address community projects focused on resilience and violence prevention. YLI will also support the community led grants process for the Department of Violence Prevention.

Alameda County Behavioral Health Care Services (ACBHCS) for an amount of \$50,000 to provide mental health and trauma informed support to high risk youth and families via training of the community, providers and City of Oakland staff and partners as well as cross systems alignment to better serve the needs of high risk youth and families.

East Bay Agency for Children in an amount of \$50,000 to provide trauma informed systems training across multiple agencies. Training will be offered in cohorts through the Citywide Human Resources training efforts. Specialized systems including Emerging Leaders of Color support systems will also be provided. Training will also be provided to non-profit grantees of Department of violence Prevention and Oakland Fund for Children and Youth.

Bright Research Group (BRG) in an amount of \$125,000 to provide family systems strategies and training and support for both staff of Human Services (Head Start/ Oakland Fund for Children and Youth) and Department of Violence Prevention and their grantees. Family work will be grounded in resilience and cultural practices as ways to engage and strengthen family connectivity.

Oakland Municipal Code (OMC) section 2.04.051.A requires the City Administrator to conduct a request for proposals/qualifications (RFP/Q) process for professional services contracts OMC section 2.04.051.B allows Council to waive the RFP/Q requirements upon a finding by the Council that it is in the best interest for the City to do so. HSD seeks a waiver of the competitive process for the agreements with RDA and BRG, in order to meet the critical deliverables of the grant and given their unique expertise in the specific areas as described above. Both entities are women-led, local businesses. Staff has determined that the contracts with RDA and BRG are of a professional nature and shall not result in the loss of employment. The inclusion of these grantees in the application was a competitive advantage in being funded.

FISCAL IMPACT

A comprehensive spending plan and budget for the full five years of SAMHSA funding will be determined following the completion of the strategic planning process during the first year of the

grant period. A more nuanced plan may be created upon the completion of the strategic planning process during the first year of the grant period. In year one, funds will support HSD staff to implement a series of required deliverables including a community needs assessment and start of services and trainings and staffing. There is no impact to the City's General Purpose Fund as all overhead is included in the approved budget.

An estimated amount of \$395,975 of grant funding will be allocated towards continuing the two positions associated with the grant 1.00 FTE Program Manager I as required by the grant and Project Support (0.50 FTE Administrative Assistant II), for the period of September 30, 2021 to September 29, 2026. The e Program Manager is required by SAMHSA and will provide daily oversight of all grant activities, as well as be responsible for meeting all grant deliverables and reporting.

The total one-time cost to implement Oakland ReCAST is \$5,000,000, of which \$1,000,000 will be appropriated annually in the Fiscal Year (FY) 2021-2022, FY 2022-2023, FY 2023-2024, FY 2025-2026, and FY 2026-2027 budgets in the Department of Health and Human Services Fund (2128), Department of Human Services: Administration Organization (78111), and the SAMHSA Oakland ReCAST Project (1004484) in the accounts designated in the **Table 1** (Salaries, Overheads, Service Contract and Travel). The estimated on-going cost to maintain and operate the project is \$1,000,000 annually. Table 1 below provides a breakdown of the annual costs by category:

Table 1: SAMHSA Budget

Cost	Description	Account	Annual Estimated Amount
Grant Agreements	AE Creative Consulting Partners, LLC	Service Contract [54912, 54919]	\$90,000
	Alameda County, Health Care Services Agency, Behavioral Health	Service Contract [54912, 54919]	\$50,000
	East Bay Agency for Children	Service Contract [54912, 54919]	\$50,000
	Youth Leadership Institute	Service Contract [54912, 54919]	\$185,000
	Subtotal of grant agreements:		
Professional Service Agreements	Bright Research Group	Service Contract [54912, 54919]	\$125,000
	Resource Development Associates	Service Contract [54912, 54919]	\$50,000
	Subtotal of professional services:		
Personnel (Salary and Fringe and Overhead)	Program Manager 1.00 FTE (classification to be determined) to	Salaries & Fringe [51111, 51511, 51611, 51613, 58521, 58522]	\$331,577

Cost	Description	Account	Annual Estimated Amount
	provide daily oversight of all grant activities for five years		
	Project Support (e.g. 0.50 FTE Administrative Assistant II)	[51111, 51511, 51611, 51613, 58521, 58522]	\$64,398
	Subtotal of personnel:		\$395,975
Travel	Grantee conference in Washington DC and local travel	Local Travel (55119)	\$9,025
Supplies	General office supplies and computers and furniture	Supplies [52211, 52219]	\$4,000
Other	Communication materials and Youth Mini Grants and Claiming Support for Medical Mental Health Activities	Other {56111, 56113, 56123, 56124, 56211, 56311, 52919,55212}	\$41,000
	Subtotal travel, supplies & other:		\$54,025
	First Year Oakland ReCAST Total:		\$1,000,000

PUBLIC OUTREACH / INTEREST

HSD consulted with various Citywide departments and division that focus on violence prevention and provide services to youth and families including OFCY, Head Start, DVP during the creation of the grant application. The Resiliency Working Group, ReCAST's current advisory work group, provided direction. Oakland Thrives, a public/private partnership, as well as other governmental, community and consumers were also consulted during this process.

During the first 3-months of the grant a community needs assessments will be conducted. This process will engage community members, service providers, non-profit community and departments within the City of Oakland. The CNR assessment will prioritize community input to inform and identify existing community resources, needs and aid in prioritization of target populations and resources that would best address trauma and build resiliency.

COORDINATION

This report and legislation have been reviewed by the Office of the City Attorney and the Budget Bureau.

PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

Using a participatory evaluation approach with both quantitative and qualitative methods, Oakland ReCAST activities will be examined to assess individual, agency, and community progress and outcomes. Resource Development Associates will work collaboratively with the Project Manager or and community members to develop an overall evaluation plan and data collection system. This plan will align relevant outcome and process questions with appropriate measures for tracking baseline data and progress and ensuring that data collected is in alignment with program objectives and SAMHSA's performance measures. Individual participant service data will be entered HSD's secure online database. The Project Manager will enter all relevant performance measure data into SAMHSA's reporting system in accordance with required specifications and timelines.

SUSTAINABLE OPPORTUNITIES

Economic: Healing and resiliency through increased use of trauma informed approaches can improve education outcomes, employment opportunities, and economic stability for Oakland's communities most affected by trauma, racism, violence, and civil unrest.

Environmental: There are currently no direct environmental benefits or impacts from the Oakland ReCAST program to the City of Oakland

Race & Equity: The overarching goal of this grant is to promote social and racial equity by acknowledging historical trauma and building community and city staff capacity to respond to trauma and build community resilience and healing from our youngest residents to our police officers.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Adopt A Resolution:

- 1) Accepting And Appropriating A Grant Awarded By The United States Substance Abuse And Mental Health Services Administration (SAMHSA) In The Amount Of Five Million Dollars (\$5,000,000) To Be Disbursed In Equal Payments Of One Million Dollars (\$1,000,000) Annually For Five Years For The Resiliency In Communities After Stress And Trauma (ReCAST) Program From September 29, 2021 Through September 30, 2026;
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For questions regarding this report, please contact Sara Bedford, Director, Human Services Department, 510-238-6794.

Respectfully submitted,



SARA BEDFORD
Director, Human Services Department

Prepared by:
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