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Department of Violence Prevention

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ATTACHMENT D

MEMORANDUM

TO: Safety and Services Oversight Commission (SSOC)
FROM: Guillermo Cespedes, Chief, Department of Violence Prevention
DATE: June 2, 2022
SUBJECT: DVP Funding Recommendation for FY 22-23 - Revised

The Department of Violence Prevention (DVP) presents this supplemental report in response to the Safety and Services Oversight Commission's (SSOC) request, memo dated May 26, 2022, and received by the DVP on May 27, 2022.

Answers to the three questions raised in the SSOC memo are below:

1. A concise statement of the total DVP budget that provides sufficient information to understand how the Measure Z portion fits into the total DVP budget.
 - The amount allocated for DVP staff (both direct services and administration);
 - The amount allocated for program evaluation;
 - The amount allocated for the Measure Z and General Fund programs;
 - The total amount allocated for miscellaneous administrative needs, like the new database system; and
 - Please provide a table that reconciles the Measure Z funding component for strategies/sub strategies reflected in the "Department of Violence Prevention FY2022-2024 Funding Cycle Request for Qualifications" with the detail provided in the "DVP Funding Recommendation for FY 22-23 - Measure Z," memorandum dated May 16, 2022.

The Department of Violence Prevention Fiscal Year 2022-2023 Biennial Adopted budget consists of three primary funding sources: 1) Measure Z – Violence Prevention and Public Safety Services Act of 2014; 2) General Purpose Funds; and 3) Grant awards from the State of California, for a total amount of \$27,378,167.

Fund	FY22-23 Biennial Adopted	% of Budget
Meas. Z - Violence Prev. and Public Safety Act of 2014	\$10,608,619	39%
General Purpose Fund (includes Reimagining Public Safety)	\$12,812,976	47%
California Board of Corrections (State Award)	\$3,956,572	14%
Total	\$27,378,167	100%

*The adopted budget is subject to change through the mid-cycle budget process which concludes on June 30, 2022.

Measure Z – Violence Prevention and Public Safety Act of 2014 (Fund 2252): In 2014, Oakland voters passed the Public Safety and Services Violence Prevention Act, which maintained a special parcel tax and a parking surcharge tax to fund violence intervention objectives. The Safety and Services Act provides how the City shall allocate the tax funds. The Safety and Services Act raised over \$26 million in FY 2021-22 through a special parcel tax along with a parking surcharge on commercial lots.

Out of this, \$2 million is set aside to improve fire response services, \$700,000 pays for the audit and evaluation of programs and services, \$14 million goes toward the police department for violence reduction efforts, and approximately \$9.3 million goes toward violence intervention programs and service. The objectives of the Safety and Services Act are to:

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

Regarding the violence prevention and intervention strategies, the Safety and Services Act emphasizes coordination of public systems and community-based services with a joint focus on youth and young adults at highest risk of violence as guided by data analysis. It names collaborative strategies such as crisis response, victim services, and reentry support intended to interrupt the cycle of violence and recidivism. DVP administers Safety and Services Act funds. The Act establishes a Public Safety and Services Violence Prevention Oversight Commission (SSOC) that, among other duties, reviews spending plans for proposed funding, and makes recommendations to the Mayor and City Council on the plans prior to Council approval, \$10,608,619 total.

General Purpose Funds (Fund 1010): The 2021-2023 budget appropriates General Purpose Funds for seven positions to meet the core operational needs of the department and to augment contracts for community healing, youth employment and gender-based violence that would have otherwise been reduced during the economic recession caused by COVID 19 in 2020, \$2,812,976 total.

General Purpose Funds - Reimaging Public Safety (Fund 1010): In addition, on June 24, 2021, City Council adopted the City's FY 2021-2023 Biennial Budget (Resolution No. 88717 C.M.S.), which incorporated the Council President Fortunato Bas's amendments that provided an appropriation of approximately \$17 million in general purpose funds for the DVP over two years, \$7 million in FY 2021-2022 and \$10 million in FY 2022-2023, \$12,812,976 total.

State Grants (Fund 2152): The City of Oakland has partnered with the State of California- California Department of Community Rehabilitation and the Board of State and Community Corrections for the past eleven years to provide transitional employment to people on parole while also beautifying the highways in and around Oakland and violence prevention service for people mostly likely to be impacted by gun violence, \$12,812,976 total.

The DVP intends to invest primarily in personnel and violence prevention services and programs. The following charts shows budget allocations by funding source and the following spending categories: personnel separated by administrative staff verses direct practice staff, contracts and general operating expenses:

FISCAL YEAR 2022-2023 DVP BUDGET BY FUND

General Purpose Fund- RIPS (Fund 1010)	FTE	\$10,000,000	% of Budget
Personnel		\$1,985,041	20%
<i>Administrative</i>	4	\$743,185	7%
<i>Direct Practice</i>	8	\$1,241,856	12%
O&M		\$8,014,959	80%
<i>Contracts - Grant Agreements</i>		\$8,014,959	80%
<i>Contract - Professional Service Agreements</i>		\$0	0%
<i>Evaluation - Service - CAO Budget</i>		\$0	0%
<i>Evaluation - Database - CAO Budget</i>		\$0	0%
<i>Miscellaneous Administrative Expenses</i>		\$0	0%
<i>Participant Stipends</i>		\$0	0%
Total	12	\$10,000,000	100%

*92% of the budget invests in violence prevention services and programs
(12% Direct Practice Personnel + 80% Contracts – Grant Agreements)

General Purpose Fund (Fund 1010)	FTE	\$2,812,976	% of Budget
Personnel		\$1,665,394	59%
<i>Administrative</i>	6.83	\$1,617,632	58%
<i>Direct Practice</i>	0.29	\$47,762	1%
O&M		\$1,147,582	41%
<i>Contract - Grant Agreements</i>		\$1,147,582	41%
<i>Contract - Professional Service Agreements</i>		\$0	0%
<i>Miscellaneous Administrative Expenses</i>		\$0	0%
<i>Participant Stipends</i>		\$0	0%
Total	7.12	\$2,812,976	100%

*42% of the budget invests in violence prevention services and programs
(1% Direct Practice Personnel + 41% Contract – Grant Agreements)

Measure Z (Fund 2252)	FTE	\$10,608,619	% of Budget
Personnel		\$2,516,963	24%
<i>Administrative</i>	5.2	\$884,455	8%
<i>Direct Practice</i>	9.88	\$1,632,508	15%
O&M		\$8,091,656	76%
<i>Contract - Grant Agreements</i>		\$7,633,656	72%
<i>Contract - Professional Service Agreements</i>		\$255,000	2%
<i>Miscellaneous Administrative Expenses</i>		\$103,000	1%
<i>Participant Stipends</i>		\$100,000	1%
Total	15.08	\$10,608,619	100%

*90% of the budget invests in violence prevention services and programs
(15% Direct Practice Personnel + 75% Contract – Grant Agreements)

California Board of Corrections (Fund 2152)	FTE	\$3,956,572	% of Budget
Personnel		\$335,169	8%
<i>Administrative</i>	<i>1.6</i>	<i>\$210,000</i>	<i>5%</i>
<i>Direct Practice</i>	<i>1</i>	<i>\$125,169</i>	<i>3%</i>
O&M		\$3,621,403	92%
<i>Contract - Grant Agreements</i>		<i>\$3,621,403</i>	
Total	2.6	\$7,577,975	100%

*95% of the budget invests in violence prevention services and programs
(3% Direct Practice Personnel + 92% Contract – Grant Agreements)

FY 2022-2023 Adopted Budget - All Funds	FTE	\$27,378,167	% of Budget
Personnel		\$6,502,567	24%
<i>Administrative</i>	<i>17.63</i>	<i>\$3,455,272</i>	<i>13%</i>
<i>Direct Practice</i>	<i>19.17</i>	<i>\$3,047,295</i>	<i>11%</i>
O&M		\$20,875,600	76%
<i>Contract - Grant Agreements</i>		<i>\$20,417,600</i>	<i>75%</i>
<i>Contract - Professional Service Agreements</i>		<i>\$255,000</i>	<i>1%</i>
<i>Miscellaneous Administrative Expenses</i>		<i>\$103,000</i>	<i>0.4%</i>
<i>Participant Stipends</i>		<i>\$100,000</i>	<i>0.4%</i>
Total	36.8	\$27,378,167	100%

*87.4 % of the budget invests in violence prevention services and programs
(11% Direct Practice Personnel + 75% Contract – Grant Agreements + 1% Contract – Professional Service Agreements + .40% Participant Stipends)

FISCAL YEAR 2022-2023 MEASURE Z EVALUATION BUDGET

Measure Z Evaluation Budget – City Administrator’s Office	
Evaluation	
<i>Evaluation of Service</i>	<i>\$1,408,276</i>
<i>Database</i>	<i>70,000</i>
Total	\$1,478,276

*The evaluation budget and contracts are managed by the City Administrator’s Office

COMPARISON OF ESTIMATED FUNDING AND RECOMMENDED FUNDING

The following provides a comparison of the estimated funding available forecasted in the DVP Fiscal Year 2022-2024 Request for Qualifications issued on December 10, 2021, and the funding recommendations for funding derived from Measure Z and other sources prepared for City Council review at Public Safety Committee scheduled for June 14, 2022.

Strategy Area/Sub-Strategy	Estimated Funding Available	Actual Recommended Funding Amount	Fund
GUN/GROUP/GANG VIOLENCE RESPONSE			
Violent Incident Crisis Response	\$3.1 - \$3.4 million	\$3,115,000	Measure Z
Youth Diversion & Youth and Adult Life Coaching	\$2.6 - \$2.8 million	\$3,185,000	Measure Z
Youth and Adult Employment & Education Support Services	\$1.2 - \$1.5 million	\$1,600,000	Measure Z GPF GPF RIPS
School-site Violence Intervention and Prevention Teams	\$2 million	\$2,400,000	GPF RIPS
GENDER-BASED VIOLENCE RESPONSE			
Crisis Response	\$900,000 - \$1.1 million	\$900,000	GPF RIPS GPF
Housing	\$1.35 - \$1.55 million	\$1,100,000	GPF RIPS
Wraparound Services	\$1.65 - \$2.1 million	\$2,400,000	GPF RIPS
COMMUNITY HEALING AND RESTORATION			
Neighborhood and Community Teams with Town Nights	\$2 - \$2.3 million	\$2,400,000	GPF RIPS
Healing/Restorative Activities	\$600,000-\$750,000	\$1,000,000	GPF RIPS
Therapeutic Supports	\$400,000 - \$600,000	\$200,000	GPF RIPS
Community Capacity-Building and Mini-Grants	\$700,000 - \$850,000	\$850,000	GPF RIPS
GRAND TOTAL	Up to \$20 million	\$19,350,000	

In response to question #2 and #3 raised by the SSOC below, the following includes a description of service by each agency, recommended numbers served and a description of service to distinguish between program enrollment, community outreach/engagement or a referring partner.

2. The figure of merit in all of the DVP presentations seems to be the “number of people served,” but clearly, not all people are being served in the same way. For instance, the “referrals” in one program are not the same as “mentoring” in another. Hence, it appears deceptive to claim high numbers of “people served” when some of the people are barely touched.

We request a presentation that reflects the division of “people served” into “number of clients” and “number of referrals” (or, in the case of Town Nights, “number of attendees”) to provide greater transparency in the level of service provided.

3. For each recommended program, we request a paragraph describing what is unique about that program.

STRATEGY AREA 1: GUN AND GROUP VIOLENCE RESPONSE

Violent Incident Crisis Response (VICR): This sub-strategy will support a community-based shooting and homicide response network that serves survivors and their families and works to prevent retaliatory violence. Community-based responders will meet people where they are – be it at the hospital or in their homes – and support them as they navigate crisis.

Violent Incident Crisis Response Recommendations

Activity	Agency	Award Amount	Rec #	City Focus
Violence Interrupters	Youth ALIVE!	\$600,000	100	Citywide
	Communities United for Restorative Youth Justice (CURYJ)	\$300,000	60	D5
	Building Opportunities for Self- Sufficiency (BOSS)	\$600,000	100	D3, D6
	TRYBE Inc.	\$300,000	60	D2
	Community & Youth Outreach, Inc. (CYO)	\$400,000	70	D6, D7
Hospital-Based Intervention	Youth ALIVE! Caught in the Crossfire	\$375,000	150	Citywide
Family Support	Youth ALIVE! Khadafy Washington Project	\$275,000	100	Citywide
Emergency, Temporary Relocation	Youth ALIVE!	\$265,000	65	Citywide
Total		\$3,115,000	640	

Violence Interruption

Violence interrupters deliver the following services:

- Assess interactions between individuals, groups, families and neighborhoods in order to determine if there is potential for retaliatory violence. A high percentage of violent conflicts in Oakland are patterns of “back and forth, eye for an eye that turn one shooting into multiple ones as individuals, groups, families and even entire neighborhoods attempt to get revenge for real or perceived injustices.
- Violence interrupters use mediation techniques, community credibility, relationships, to interrupt the patterns of back-and-forth violence. Central to the ability to interrupt violence is technical knowledge of mediation, de-escalation, and problem-solving techniques but perhaps most important is the level of influence that an interrupter has in a particular geographic area. This level of influence referred in some cities as “license to operate”. For those reasons, only certain interrupters who are credible messengers with “license to operate” can work in certain neighborhoods.
- Violence interruption teams contracted by Community Based Organizations (CBO) are rotated and scheduled as part of a 24-7 real time response. This is called the Triangle Incident Response (TIR), in which there is a shooting with injuries and or homicides are responded to immediately by the triangle partners, meaning: DVP direct practice staff, CBO contracted violence interrupters, and OPD. DVP has established the TIR as standard operating procedure in Oakland to measure three things: 1) improved reduction in retaliation by violence interrupters by starting the assessment at the crime scene of hospital immediately after the incident takes place; 2) improve the reduction of family and community trauma by addressing

family and community needs immediately after a shooting takes place and: 3) improve the relationship of city government and marginalized by showing up and being present during the most traumatic moments.

The following five agencies are recommended for funding to employ violence interrupters who will assess a minimum of **390** incidents for risk of retaliatory violence and work to interrupt conflicts between groups and individuals: **Communities United for Restorative Youth Justice (CURYJ) - 60 incidents in Fruitvale/Central Oakland, Building Opportunities for Self Sufficiency (BOSS) - 100 incidents in West Oakland, TRYBE - 60 incidents in East Lake/Central Oakland, Community and Youth Outreach, Inc (CYO) - 70 incidents in East and Deep East Oakland; and Youth ALIVE! (YA!) - 100 incidents citywide.** Interrupters will rely on their community credibility and knowledge of Oakland Street violence to form relationships that allow them to intervene in volatile situations. Violence interruption teams will be scheduled to provide 24-7 response as part of the DVP's Triangle Incident Response (TIR), a 24/7 crime scene or hospital response to shootings with injury and homicides that aims to reduce retaliatory violence, reduce levels of trauma experienced by impacted individuals, and improve relations between community and government partners. TIR involves a coordinated response between:

1. **Violence interrupters (VIs)** who assess likelihood of retaliation and implement strategies to interrupt retaliation,
2. **DVP direct practice staff** who coordinate with DVP-funded agencies to connect victims and their families to needed services and resources; and
3. **Law enforcement officers** who process evidence at the crime scene and share pertinent information with crime scene responders.

In addition to violence interruption, the **YA! Caught in the Crossfire** program will provide hospital-based intervention which includes bedside hospital visits immediately after an incident, intensive outreach, stabilization, and healing support to **150** youth and young adult victims of shootings and serious physical assault.

Family Support services address the immediate needs of family and loved ones following a homicide. **YA!'s Khadafy Washington Project**, will engage with families following real-time notification by DVP staff at the crime scene, whenever desired by families. YA! will receive next-of-kin notification from OPD and will provide case management support to help families plan memorials, funerals, or vigils for the victim, connect them to needed services such as safe housing, and provide general support and comfort during times of need. **100** Families and individuals will be connected to immediate resources and longer-term mental health and healing supports available through the Therapeutic Support sub-strategy under Community Healing and Restoration.

Emergency Temporary Relocation will be available to **65 individuals and/or their families who are in immediate danger in Oakland and do not otherwise qualify for the Victims of Crime support.** Emergency temporary relocation services support Oakland residents in credible, immediate danger of harm where they reside, often due to the threat of retaliatory violence following a shooting or homicide. Services are intended to help such individuals transition to a safer temporary location until the situation is abated or until a long-term plan has been established.

All VICR activities will be coordinated by DVP direct practice staff through ongoing communication and at weekly meetings to coordinate efforts.

Youth Diversion and Youth and Adult Life Coaching: This sub-strategy is carried out through a transformative relationship between people involved in gun violence and trained peer professionals with similar life experiences. It aims to help youth and young adults at the center of gun violence access opportunity and stay safe and free. This approach also develops families as asset through practices to promote cohesion and celebrate ancestral connections.

During FY 21-22 the life coaching transformative relationship has taken place over an eighteen-month period. Based on the DVP Mathematica evaluation as well as review of best practice around the country the DVP is proposing the following changes starting in FY 22-23:

- Life coaching will take place within a twelve-month period as impact evaluation has shown that this time frame produces better results for the life coaching client.
- Life coaching will include work with the client’s chosen and or biological family in order to increase that the chances in individual behavior change are sustainable by engaging the family as a system in the transformational process of the client.

Life coaching aims to help youth and young adults, at the center of gun violence, or exposed to violence, access opportunity, stay safe and free. This approach also develops families as assets through practices to promote cohesion and celebrate ancestral connections.

Youth Diversion & Youth and Adult Life Coaching Recommendations

Activity	Agency	Award Amount	Rec #	City Focus
Youth Diversion	Community Works West, Inc.	\$200,000	30	Citywide
	National Institute for Criminal Justice Reform	\$200,000	30	Citywide
	Oakland Unified School District- Juvenile Justice Center Strategy	\$85,000	*375	Citywide
Youth Life Coaching	East Bay Asian Youth Center	\$490,000	70	Citywide
	Safe Passages	\$275,000	35	Citywide
	The Mentoring Center	\$275,000	35	Citywide
Adult Life Coaching	The Mentoring Center	\$470,000	70	D3, D1
	Roots Community Health Center	\$270,000	35	D7
	Communities United for Restorative Youth Justice	\$300,000	36	D5
	Community & Youth Outreach, Inc.	\$470,000	70	D6
	Abode Services	\$150,000	20	Citywide
Total		\$3,185,000	806	

Youth Diversion and Reentry

Community Works West, Inc.: Diversion programming offered by Community Works West will use restorative justice practices and case management to promote accountability and healing between **30 youth and the victim/community**. Youth who have been arrested, but not sentenced will be referred by the Alameda County District Attorney’s Office and local law enforcement to engage in a restorative community case conference process with the goal of having charges dropped.

National Institute for Criminal Justice Reform will implement Neighborhood Opportunity and Accountability Boards (NOAB) as an alternative to the formal juvenile justice system by utilizing

a community-led process that prioritizes restorative justice, healing, and making strategic connections between youth and support systems within the community. The Oakland Police Department will refer youth to the NOAB in lieu of detention and system involvement to work on a restorative justice plan with the family and youth in partnership with NOAB. The program seeks to divert **30 youth** pre-arrest.

Oakland Unified School District: The Oakland Unified School District (OUSD) will support rapid school placement for youth transitioning home from the juvenile justice center, will support new school placements of youth who have disengaged in schools, and will assess youth who are on probation and or identified at school and make proper referrals to life coaching agencies based on the youth's demographics and unique needs, a total of **375 school placements and referrals to the life coaching** network are anticipated.

Youth Life Coaching

The priority population for Youth Life Coaching is Oakland youth and transition age youth (both male and female) who are at the center of or at risk for violence or juvenile justice-system involvement. Youth life coaching is centered on transformative relationships and provides advocacy, systems navigation, family engagement, incentives, and socio-emotional skill development. Life coaching services are intensive (or "high dose"), meaning that coaches should have low caseloads (12:1) and meaningful, frequent contact with participants (daily touches when needed) over the 6-12 months of engagement. Assessment at 3-month intervals will determine the length of engagement.

In the early stages of participant engagement, life coaches will get to know the families and loved ones of participants to enlist them as co-pilots and involve them in planning and activities. Coaches will work with participants to identify supportive adults to help support the process of change and sustain positive change. DVP's eco mapping tool will be utilized to better understand positive family dynamics and opportunities for deeper engagement. Life coaching engages families as collaborative, asset-based partners. Life Coaches provide individual support for each participant and also engages members of the family to support the participant.

Participants, together with the family defined and chosen by them will be supported in family activities during each phase of engagement to build cohesion and strengthen family connections. Families will also develop an asset-based 'genogram' or ancestral map similar to a family tree and plan family activities to strengthen family traditions and build rituals, such as a family dinner cooked together or a family portrait. Applicants must budget \$600- \$700 per participant/family.

The following three agencies are recommended to provide intensive youth life coaching:

- **East Bay Asian Youth Center (EBAYC)** will provide intensive life coaching to **70 youth** citywide;
- **Safe Passages** will provide intensive life coaching to **35 youth** citywide; and
- **The Mentoring Center** will provide intensive life coaching to **35 youth** citywide. The primary referral source for life coaching services will come from youth identified through probation, the OUSD referral partner and school sites.

Adult Life Coaching

The Adult Life Coaching model follows the same structure detailed above for Youth Life Coaching, but includes specific, additional components more appropriate to young adults. The priority population for Adult Life Coaching is young adults (both male and female), ages 18-35, who have been directly impacted by and/or involved in gun violence in Oakland or are at risk of involvement.

Adult life coaching will be provided by:

- **The Mentoring Center** will focus on serving **70 participants** from West and North Oakland;
- **Communities United for Restorative Youth Justice (CURYJ)** will work with **36 participants** in Central Oakland;
- **CYO** will work with **70 participants** in Central and East Oakland;
- **Roots Community Health Center** will serve **35 participants** from Deep East Oakland; and
- **Three DVP-based Life Coaches** will serve **38 participants** citywide.

All recommended agencies will provide intensive life coaching that consists of a) advocacy, b) systems navigation, c) family engagement, d) connection to resources such as housing and mental health, and e) socio-emotional skill development. Financial incentives reinforce positive lifestyle changes. Life coaching services are intensive (or “high dose”), meaning that coaches should have low caseloads (12:1) and meaningful, frequent contact with participants (daily touches when needed) over the 6-12 months of engagement. Assessment at 3-month intervals will determine the length of engagement.

In the early stages of participant engagement, life coaches will get to know the families and loved ones of participants to enlist them as co-pilots and involve them in planning and activities. Coaches will work with participants to identify supportive adults to help support the process of change and sustain positive change. DVP’s eco mapping tool will be utilized to better understand positive family dynamics and opportunities for deeper engagement. Life coaching engages families as collaborative, asset-based partners. Life Coaches provide individual support for each participant and also engages members of the family to support the participant.

Participants, together with the family defined and chosen by them will be supported in family activities during each phase of engagement to build cohesion and strengthen family connections. Families will also develop an asset-based ‘genogram’ or ancestral map similar to a family tree and plan family activities to strengthen family traditions and build rituals, such as a family dinner cooked together or a family portrait. Applicants must budget \$600- \$700 per participant/family.

As housing has been identified as a top need for DVP participants, **Abode Services** will provide housing-focused coaching, case management and placement support to **20 participants** placed in transitional housing through the Oakland PATH Re-Housing Initiative (OPRI).

Employment and Education Support Services: This sub-strategy aims to improve the ability of participants referred from the DVP Network and their loved ones to attain and retain employment. Employment programming seeks to meet participants’ immediate job-seeking needs and enhance their long-term job prospects through the development of additional skills and education.

Youth Career Exploration & Adult Employment and Education Support Recommendations

Activity	Agency	Award Amount	Rec #	City Focus
Youth Career Exploration and Education	The Youth Employment Partnership, Inc.	\$400,000	75	Citywide
	Lao Family Community Development Inc.	\$200,000	35	Citywide
	Oakland Kids First	\$200,000 ¹	35	D6
	Safe Passages, Inc.	\$50,000 ²	-	D7
Adult Employment and Education	The Youth Employment Partnership, Inc.	\$300,000	50	Citywide
	Oakland Private Industry Council, Inc.	\$300,000	50	Citywide
	Center for Employment Opportunities, Inc.	\$350,000	70	Citywide
Total		\$1,800,000	315	

Youth Career Exploration and Education

Education and career exploration programs must support academic achievement and offer a range of opportunities to explore work and career options, both after school and in the summer. **Youth Employment Partnership (YEP)**, in partnership with the Alameda County Office of Education, will provide employment training, internships and education support to **75 high-risk youth** between 14 and 18. **Lao Family Community Development** will provide life skills coaching, career exploration and academic case management and support to **35 high-risk youth** ages 14-18. In collaboration with the Human Services Department’s Oakland Fund for Children and Youth (OFCY), DVP will provide additional funding to **Safe Passages** to serve opportunity youth up to age 21, number of youth served will be determine by OFCY.

In addition, the City’s Workforce Development Board (WDB) has secured state funding for the Californians For All Youth Jobs Corps/**Oakland Forward Program**. In partnership with WDB, DVP intends to award \$400,000, over two-years, to Oakland Kids First. These leveraged funds will expand the availability of services for DVP participants, particularly youth at Castlemont High School. The WDB is expected to bring acceptance of the state grant and additional grant awards to City Council before summer recess. Details of service will be determined by the WDB.

Adult Employment and Education

Adult employment providers will emphasize paid work experience/transitional employment, certifications, or educational advancement, as well as job placement and retention. **Center for Employment Opportunities (CEO)** will offer a crew-based model that provides immediate attachment to income (daily pay) to **70 individuals** while participating in job coaching and job placement with a wide range of employers. CEO partners with Oakland Housing Authority (OHA) and East Bay Municipal Utility District (EBMUD) to provide job sites for transitional employment and offers job placement with a variety of employment partners including landscaping, retail, light manufacturing, and transportation. **Oakland Private Industry Council (OPIC)** will offer soft skills and coaching support along with transitional employment to prepare **50 participants** for work, along with additional mental health support in a group and individual setting. **Youth Employment Partnership (YEP)** will provide linkage to training partners at Cypress Mandela and West Oakland Job Resource Center and serve **50 transition-age youth**.

School-site Violence Intervention and Prevention (VIP) Teams: Each DVP School-site VIP team will include three staff with roles that align with the qualifications required for DVP strategies

addressing gun/group and gender-based violence. Each VIP team will include: one violence interrupter specializing in recognizing and intervening to prevent violence at the school site and surrounding community; one gender-based violence specialist to provide training and support to identify and interrupt dating violence and sexual exploitation and address the impacts of gendered-violence; and one youth life coach trained in the DVP’s family approach to support identified youth and their families.

School-site Violence Intervention and Prevention Teams Recommendations

Activity	Agency	Award Amount	Rec #	City Focus
Violence Interruption and Life Coaching	The Family Violence Law Center (Fiscal Sponsor for Youth ALIVE!)	\$600,000	115	D2, D6
	Communities United for Restorative Youth Justice	\$300,000	60	D5
Violence Interruption	Community & Youth Outreach, Inc.	\$200,000	40	D3
Youth Life Coaching	East Bay Asian Youth Center	\$300,000	35	D2
	Student Program for Academic and Athletic Transitioning	\$200,000	20	D3
Restorative Justice	Restorative Justice for Oakland Youth	\$350,000	250	D2, D6 Citywide
GBV Specialist	The Family Violence Law Center	\$450,000	300	Citywide
Total		\$2,400,000	820	

¹ State funding for the Californians For All Youth Jobs Corps program will support the grant to Oakland Kids First in partnership with the City of Oakland’s Workforce Development Board

² DVP funding for Safe Passages will supplement the funding award recommended by the Oakland Fund for Children and Youth of \$150,000 under *Career Access and Employment for Opportunity Youth*.

VIP Teams will coordinate with Community School Managers and join school sites’ Coordination of Services Teams (COST) and Safety Teams, launched in 2021 to support OUSD’s safety planning as they remove police from their schools. VIP Teams will complement, not replace, other services that are a part of the school site’s COST and Safety Teams, such as mental health clinicians, restorative justice facilitators, and nurses provided by OUSD and other community partners.

DVP worked with OUSD to determine which high schools will receive VIP team support. The following agencies will be assigned to support the schools in particular roles. **Family Violence Law Center (FVLC)** staff will be assigned to support all of the schools with gender-based violence specialists to serve approximately **300 students**. At Castlemont High School and Rudsdale Continuation School, **YA!** will provide life coaching and violence interruption to approximately **115 students**. Similarly, **CURYJ** will provide life coaching and violence interruption at Fremont High School to approximately **60 students**. For McClymonds High School and Ralph J. Bunche Academy, **CYO** will support with violence interruption to approximately **40 students** and **Student Program for Academic and Athletic Transitioning (SPAAT)** will provide life coaching to approximately **20 students**. The roles will also be split for Oakland High School and Dewey Academy, with **YA!** providing violence interruption and **EBAYC** providing youth life coaching to approximately **35 students**. **Restorative Justice for Oakland Youth (RJOY)** will engage approximately 250 OUSD students in restorative justice circles served through the sub-strategy, with particular emphasis on regular programming at Rudsdale High School, Dewey Academy and Castlemont High School, as well as, in response to incidents of violence that take place at OUSD

schools or in the surrounding communities. OUSD is also interested in partnering for trainings offered by RJOY.

The VIP teams will begin working with the school-sites when the next school year starts in August 2022 and will actively participate with OUSD partners in the planning and design for successful implementation and integration into the school-site culture. VIP team members will also coordinate and communicate with DVP staff overseeing city-wide violence intervention efforts and connect youth and their families with other service providers in the DVP Network.

STRATEGY AREA 2: GENDER-BASED VIOLENCE RESPONSE

Crisis Response: Programs in this sub-strategy support activities that provide crisis response services to victims of domestic/intimate partner violence, sexual violence, family violence and commercially sexual exploitation.

GBV Crisis Response Recommendations

Activity	Agency	Award Amount	Rec #	City Focus
24-Hour Hotlines	The Family Violence Law Center (with Bay Area Women Against Rape)	\$400,000	2,500	Citywide
24- Hour Bedside Advocacy and Accompaniment	Ruby's Place (with Survivors Healing, Advising, and Dedicated to Empowerment (S.H.A.D.E.) Movement, LLC)	\$250,000	50	Citywide
	The Family Violence Law Center (with Progressive Transition(s), Inc.)	\$250,000	50	Citywide
Total		\$900,000	2,600	

The Family Violence Law Center (FVLC) in partnership with **Bay Area Women Against Rape (BAWAR)** will provide citywide crisis response to **2,500 individuals**, including a 24-hour hotline to support people experiencing intimate partner violence and an additional hotline for people experiencing commercial sexual exploitation and sexual assault. Hotline callers are also connected to the other resources funded in the Housing and Wrap Around Services sub-strategies.

Ruby's Place will provide 24-hour bedside advocacy and accompaniment at Children's Hospital and other local clinics to advocate for **50 people** experiencing various forms of gender-based violence (GBV) to access support and care. **The Family Violence Law Center with Progressive Transition(s), Inc.** will provide 24-hour bedside advocacy and accompaniment at other healthcare locations in Oakland to respond to **50 GBV survivors** in vulnerable moments of crisis and connect them to resources.

Housing: This sub-strategy provides safe emergency housing beds for victims and survivors of gender-based violence and their families as well as access to longer-term transitional housing.

GBV Housing Recommendations

Activity	Agency	Award	Rec #	City
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		Amount		Focus
Emergency Shelter	Covenant House California	\$400,000	175	Citywide
	The Family Violence Law Center (with Bay Area Women Against Rape)	\$200,000	200	Citywide
	Sister-To-Sister 2, Incorporated	\$200,000	50	Citywide
Transitional Housing	Building Opportunities for Self-Sufficiency (BOSS) - fiscal sponsor for Love Never Fails	\$300,000	50	Citywide
Total		\$1,100,000	475	

Covenant House will provide shelter to **175** commercially sexually exploited youth and young adults at their shelter located in Oakland. FVLC and BAWAR will provide hotel vouchers and other immediate financial assistance to **200** individuals to obtain safe shelter and Sister 2 Sister will provide shelter in a safe, sober living environment for **50** women of all ages.

Through fiscal sponsorship with BOSS, Love Never Fails will provide 12-18 months of transitional housing outside of Oakland to **50** survivors of gender-based violence to stabilize following a crisis.

Wrap Around Supports: This sub-strategy provides life coaching, legal advocacy, therapeutic support, employment services and safe spaces for survivors of gender-based violence. Services facilitate survivor healing and resiliency and increase safety, mental and physical health and financial stability.

GBV Wrap Around Supports Recommendations

Activity	Agency	Award Amount	Rec #	City Focus
Life Coaching	East Bay Asian Youth Center (EBAYC)	\$250,000	40	Citywide
Legal Advocacy	The Family Violence Law Center (with Bay Area Legal Aid, Justice at Last, Inc.)	\$650,000	500	Citywide
Therapeutic Support	The Family Violence Law Center (with Mujeres Unidas y Activas, Bay Area Women Against Rape)	\$300,000	50	Citywide
	Building Opportunities for Self-Sufficiency (fiscal sponsor for A Safe Place, Adamika Village, S.H.A.D.E., Love Never Fails, and Men Creating Peace)	\$300,000	150	Citywide
	Oakland Unified School District- Office of Equity	\$200,000	100	Citywide
GBV Employment	Building Opportunities for Self-Sufficiency (with S.H.A.D.E., Love Never Fails, and Realized Potential)	\$350,000	90	Citywide
Safe Space Alternative	Young Women's Freedom Center	\$200,000	100	Citywide
	Oakland LGBTQ Community Center, Inc.	\$150,000	75	Citywide

Total	\$2,400,000	1,105	
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EBAYC will provide life coaching services that include dedicated staff to work with **40 commercially sexually exploited (CSE) youth**, language capacity, access to a career pathways employment program, and expanded learning academic support in-house.

Under this sub-strategy, **FVLC** will provide legal support, and comprehensive wraparound services to 500 survivors of family violence, including working to facilitate survivor healing and resiliency and increase safety, mental and physical health, and financial and housing stability.

FVLC with Mujeres Unidas y Activas and Bay Area Women Against Rape will provide therapeutic service to **50 individuals**, **Building Opportunities for Self-Sufficiency (BOSS) with A Safe Place, Adamika Village, S.H.A.D.E., Love Never Fails, and Men Creating Peace** will engage **150 individuals** in therapeutic support, and the **Oakland Unified School District Office of Equity** will provide a diverse offering of therapeutic support services to **100 survivors** of GBV ranging from traditional mental health counseling to peer and family/parent support groups, to healing circles.

BOSS will provide workforce services including job coaching, placement and retention for people experiencing GBV in partnership with S.H.A.D.E., who will facilitate life skills and leadership training; Love Never Fails, who will provide a training program in coding; and Realized Potential, who will offer classes for young men who have participated in CSE, serving a total of 90 individuals.

The Young Women’s Freedom Center (YWFC) and the Oakland Lesbian Gay Bisexual Transgender Queer or Questioning Plus (LGBTQ+) Center will provide safe space alternatives for commercially sexually exploited (CSE) youth and lesbian, gay, bisexual, trans, queer (LGBTQ), and gender-nonconforming youth who have experienced gender-based violence.

STRATEGY AREA 3: COMMUNITY HEALING AND RESTORATION

Neighborhood and Community Teams and Town Nights: Though violence impacts people who live in all parts of Oakland, the impacts are more acutely felt in the priority neighborhoods where shootings and homicides occur most often. This sub-strategy seeks to engage residents in these neighborhoods through activities and events that build community cohesion and supports healing from collective trauma.

Neighborhood and Community Teams and Town Nights Recommendations

Agency	Award Amount	Rec #	City Focus
TRYBE Inc.	\$360,000	500	D2
Communities United for Restorative Youth Justice	\$360,000	500	D5
Roots Community Health Center	\$360,000	500	D6, D7
Building Opportunities for Self-Sufficiency	\$360,000	500	D3
Community & Youth Outreach, Inc.	\$360,000	500	D6
Town Nights			
TRYBE Inc.	\$150,000	300	D2
Communities United for Restorative Youth Justice	\$150,000	300	D5

Building Opportunities for Self-Sufficiency (Fiscal sponsor for Adamika Village and Hoover Foster Resident Action Council)	\$225,000	450	D3, D7
Destiny Arts Center	\$75,000	150	D1
Total	\$2,400,000	3,700	

Neighborhood and Community Teams (NACTs)

Neighborhood and Community Teams will be based in the DVP priority areas and serve as credible messengers and visible ambassadors for the DVP Network to establish community safety approaches that focus on healing, wellness, and promoting peace.

Approaches to creating safety will vary based on each neighborhood’s unique dynamics. Agency staff is rooted in the community, including young adults, but of any age, and are able to nurture and maintain relationships with individuals and groups in neighborhoods they seek to serve including natural leaders in the area. These multi-generational, multi-cultural relationships can be leveraged in times of crisis when needed to mitigate inter-group violence and retaliation.

NACTs lead outreach and promotion of community events and activities designed to restore, strengthen, and beautify the neighborhood, while connecting people to DVP network services and other community resources. NACTs will engage residents in violence reduction efforts, including community support after a shooting or homicide. Staff must also be knowledgeable about the DVP Network and be familiar with other local resources (food bank, shelter, etc.), physical and mental health supports, free legal services, etc. to provide referrals to community members.

TRYBE’s NACT is rooted in the San Antonio neighborhood providing events and activities and community supports in addition to violence interruption. Through community events and activities, TRYBE will conduct outreach and relationship building with approximately **500 residents**. **CURYJ** will layer NACT efforts with life coaching and violence interruption to support the Fruitvale neighborhood to High Street reaching approximately **500 residents** in relationship building through community events and activities. Roots Community Health Center will focus efforts in East Oakland and connect **500 residents** to physical and mental health, along with healing events and other supports. BOSS will engage **500 residents** in community outreach efforts and events in West Oakland and the CYO NACT will conduct outreach and relationship building with 500 residents in East Oakland.

Town Nights

Town Nights is intended to disrupt violence using three program components: community outreach/jobs; extended recreational programming/food; and violence interruption with proactive peace-making dialogue. During the first four-week series in 2021:

- More than 1,300 Oakland residents attended events weekly
- 1,100 turkeys were distributed on November 22nd
- 1,400 families received toys for their children on December 17th

- 92 part-time positions were created

Initial data analysis indicates that in the **48 hours** following the start time of Town Nights events (6pm—all weekend), there were 14 shootings with injury, compared to 41 shootings with injury during the same days and hours in 2020. This is potentially a **66% reduction**. During the specific hours the events took place, the reduction was 90% over the same hours in 2020. And though these reductions may not be causal, meaning we cannot say with scientific certainty that they are the direct result of Town Nights; we know that they represent an important shift in violence prevention that we hope to maintain when Town Nights summer series begins in June 2022.

TRYBE and CURYJ held very successful Town Nights events at San Antonio and Jose De La Cruz parks in fall/winter 2021. BOSS seeks to support the Town Nights events organized by Hoover Foster Resident Action Council in West Oakland and Adamika Village in East Oakland. Destiny Arts Center will host Town Nights events at a location in North Oakland. All Town Nights funded in Fiscal Year 2022-2023 will take place in summer 2023. We anticipate TRYBE will attract a minimum of 300 residents in East Lake/Central Oakland, CURYJ will attract a minimum of 300 residents in Fruitvale/Central Oakland, BOSS will attract a minimum of 450 residents in West Oakland, and Destiny’s Arts will attract a minimum of 150 attendees to North Oakland.

Healing/Restorative Activities: In Oakland neighborhoods where most violence occurs residents feel the impacts acutely and relentlessly. This sub-strategy includes community healing events and activities that seek to build unity and change norms around violence in the community utilizing restorative and trauma-informed approaches that are rooted in the identity and culture of the community to be served.

Healing/Restorative Activities Recommendations

Agency	Award Amount	Rec # Served	City Focus
Catholic Charities of the Diocese of Oakland	\$200,000	200	Citywide
Restorative Justice for Oakland Youth	\$200,000	200	Citywide
Urban Peace Movement (fiscal sponsor Movement Strategy Center)	\$350,000	400	Citywide
Building Opportunities for Self-Sufficiency (Fiscal sponsor for Khadafy Washington Foundation and Adamika Village)	\$250,000	250	Citywide
Total	\$1,000,000	1,050	

Community Healing

Community Healing programs will employ restorative and trauma-informed approaches that are rooted in the identity and culture of the community to be served. The Healing/Restorative Activities agencies will develop community healing events and activities to change norms around violence in the community. Healing activities are generally available to the community and respond to the wishes of family members who have lost a loved one to violence. Activities provide safe, supportive space(s) for the community to gather regularly on weekends and evenings when violence occurs most.

Catholic Charities of the East Bay (CCEB) will provide healing circles and restorative activities to **200 youth and families** throughout Oakland with a focus on schools and support for mothers who have lost a child to homicide. Similarly, **Restorative Justice for Oakland Youth (RJOY)** will also engage **200 individuals** in healing circles with an emphasis on formerly incarcerated individuals, LGBTQI+, and youth. **Urban Peace Movement (UPM)** focuses on events that serve as outlets for community members to come together and connect in safe, positive spaces to promote peace and access healing supports. UPM will also provide emergency support to **400 families and loved ones** experiencing immediate loss. With a focus on moms, Khadafy Washington Foundation will provide ongoing support groups and remembrances through events such as marches and vigils and Adamika Village will provide immediate responses to violence in communities, serving **250 individuals**.

Therapeutic Supports: During DVP town halls to inform the strategic spending plan, Oakland residents elevated therapeutic supports, including mental health counseling, for families, peers, and loved ones who experience loss due to homicide, as well as other survivors of violence, delivered by culturally-competent practitioners specializing in serving communities of color.

Therapeutic Supports Recommendations

Agency	Award Amount	Rec # Served	City Focus
Catholic Charities of the Diocese of Oakland	\$200,000	50	Citywide
Total	\$200,000	50	

Catholic Charities of the Diocese of Oakland will offer therapeutic support services for **50 families, peers and loved ones following a homicide**, including mental health case management services delivered at times and locations most convenient for participants including individual psychotherapy, healing practices and support groups. CCEB will also offer services for peers and family members impacted by secondary trauma following the traumatic event who may self-identify their relationship and the degree to which a loss has impacted them.

Community Capacity Building and Mini-Grants: Recognizing that Oakland residents who are closest to the problem are closest to the solution, this sub-strategy provides small grants to emerging community-based organizations and individuals living in the neighborhoods most impacted by violence. Training and capacity building provides new skills that build upon the natural leadership already present in Oakland neighborhoods.

Community Capacity-Building and Mini-Grants Recommendations

Activity	Agency	Award Amount	Rec #	City Focus
Community Capacity Building	Urban Strategies Council	\$250,000	150	Citywide
Mini-Grants	The Youth Leadership Institute	\$600,000	65	Citywide
Total		\$850,000	215	

Urban Strategies Council will develop the natural leadership skills of **150 Oakland residents** through community capacity building such as training opportunities and learning communities for residents, family members, grassroots service providers, community healers, and mentors

who are organic to the DVP's priority neighborhoods. Urban Strategies will work with the Neighborhood and Community Teams to recruit residents interested in attending the training.

The Youth Leadership Institute (YLI) will act as fiscal and program manager for mini-grants distributed throughout Oakland. **65 Mini-Grants** should support the violence reduction work of small, emerging organizations and individuals who have experienced violence. Grants will range in size and in focus area but may include community-building, peer support for survivors of violence, leadership development, or other events and activities to change norms around violence. YLI will also support the community-led grantmaking process, including training for the community members taking part in decision-making bodies and in selecting the mini-grant recipients.