



CITY OF OAKLAND

OFFICE OF THE CITY CLERK  
OAKLAND

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PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION

2019 JUN -6 PM 4:22

Chair: Kevin McPherson | Vice Chair: Carlotta Brown

June 4, 2019

Public Safety Committee  
Chairperson Noel Gallo  
1 Frank Ogawa Plaza  
Oakland, CA 94612

**RE: Oakland Unite Violence Prevention Services Funding Recommendations – Human Services Department**

Dear Chairperson Gallo and the Members of the Public Safety Committee,

At the May 20, 2019 Safety and Services Oversight Commission (SSOC) meeting, the SSOC received funding recommendations for Oakland Unite grantees for Fiscal Year 2019-2020 (with a one-year option to renew). The SSOC requested additional information from the Oakland Unite staff related to the RFP proposal process and to investigate the option of funding more than the recommendation to Building Opportunities for Self-Sufficiency (BOSS).

The SSOC Chair, Kevin McPherson appointed an Ad Hoc Committee that consisted of Commissioners Nunez and Flemming who met on May 24<sup>th</sup> with Oakland Unite staff to review the RFP documents and the process utilized to determine the recommendations. Upon their review of the documents and the review process, the ad hoc committee presented their recommendation to the SSOC at a special meeting held on June 3, 2019.

At the June 3<sup>rd</sup> meeting, the SSOC voted to make the following recommendation to the Public Safety Committee:

“Approval of the Oakland Unite Funding recommendations with the addendum that additional reserve funds in the amount of \$300,000 to be awarded to BOSS to be used for work in either the Community Healing proposal or for Adult employment and Education support.

Additionally, any agency awarded \$500,000 or more in grant funding shall be subject to additional oversight by the Commission and Oakland Unite.”

We hope you take the SSOC recommendation into consideration in your discussion of the Oakland Unite Violence Prevention Services Funding Recommendations.

Please contact us for any questions through our SSOC staff coordinator, Tonya Gilmore at [tgilmore@oaklandca.gov](mailto:tgilmore@oaklandca.gov) or 510-238-7587.

Sincerely,

/s/

Kevin McPherson  
Chair, Safety and Services Oversight Commission (SSOC)

Attachment A: SSOC Supplemental Report with RFP Scoring Criteria

# ATTACHMENT A



150 FRANK OGAWA PLAZA • 4<sup>TH</sup> FLOOR • OAKLAND, CA 94612

## MEMORANDUM

**TO:** Public Safety and Services Oversight Commission (SSOC)  
**FROM:** Peter Kim, Interim Director, Department of Violence Prevention  
Josie Halpern-Finnerty, Acting Manager, Oakland Unite Programs  
**DATE:** May 28, 2019  
**SUBJECT:** Supplemental Information Regarding Recommendations for the Oakland Unite  
Fiscal Year 2019-2021 Funding Cycle

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### PURPOSE

This supplemental report is in response to the feedback and requests of the Safety and Services Oversight Commission (SSOC) for:

- 1) Additional information on the Oakland Unite 2019-2021 Request for Proposals (RFP) evaluation process; and
- 2) Option for granting additional funds to a specific organization, Building Opportunities for Self-Sufficiency (BOSS).

Information in this memo, and additional detail on the evaluation process and available funds, were shared with an Ad-Hoc Subcommittee of the SSOC on May 29<sup>th</sup>, 2019.

### OAKLAND UNITE 2019-2021 SPENDING PLAN EVALUATION PROCESS

The Human Services Department (HSD) recruited panelists for 6 different review panels corresponding to RFP sub-strategies. Panels included community members, public partner representatives, violence prevention staff from other local governments, and others with skills or experience related to the proposed sub-strategy services. Over 75% of reviewers had personal or professional experience related to the following areas: community-based violence prevention; youth and family supports; public health and behavioral health; education and workforce; and legal support for individuals impacted by violence.

Reviewers were asked to read and score proposals out of 100 points based on criteria listed in the RFP and included as **Attachment A**. In making recommendations for funding, review panels considered location of services, services to priority populations, alignment with the Oakland Unite Spending Plan mission, values and program standards of practice, agency past performance, and reasonableness and feasibility of budget and activities. Preference points assigned by Contract Compliance were incorporated in the process.

**MEMO: Supplemental Information on Oakland Unite 2019-2021 Funding Recommendations**

BOSS submitted two proposals under this RFP, one in Adult Employment and Education Support for \$450,600 and one in Community Healing for \$1,000,000. Rankings for these two sub-strategies are included below. As reference, in the Fiscal Year 2018-2019 contract period BOSS receives two awards through Oakland Unite: \$214,000 for Adult Employment and Education Support Services; and \$347,750 for Street Outreach.

**Table 1. Adult Employment and Education Support Proposal Scores**

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
Center for Employment Opportunities	80.0	7	\$345,114	\$345,000
Oakland Private Industry Council, Inc.	75.8	6	\$300,000	\$300,000
Youth Employment Partnership, Inc.	71.0	9.5	\$400,000	\$255,000
Lao Family Community Development, Inc.	70.8	7.5	\$327,826	
Building Opportunities for Self-Sufficiency	70.3	7.5	\$450,600	
Hack the Hood	63.3	6	\$261,754	
Samasource	41.5	0	\$150,650	
<b>Target Funding Amount: \$900,000</b>				
<b>Recommended Funding Amount: \$900,000</b>				

Reviewers prioritized applicants' ability to serve participants referred through the Adult Life Coaching sub-strategy and other participants served by the Oakland Unite Network, as well as family and friends of participants who are in need of job placement and other workforce program supports. Reviewers considered ability to provide training, work experience and transitional employment, education, job placement and retention support, and partnerships with employers and other key agencies leading to specific career paths. To expand the workforce services available to adults impacted by violence, staff is working with the City's Workforce Development Board to leverage state funds to support BOSS and Lao Family Community Development's programs in this area.

**Table 2. Community Healing Proposal Scores**

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
Urban Peace Movement	88.0	0	\$364,482	\$350,000
Restorative Justice for Oakland Youth	84.8	0	\$432,368	\$325,000
Roots Community Health Center	82.3	6	\$324,097	\$325,000
Lincoln	78.8	7.5	\$180,000	

**MEMO: Supplemental Information on Oakland Unite 2019-2021 Funding Recommendations**

<b>Applicant</b>	<b>Average Reviewer Score</b>	<b>Preference Points</b>	<b>Amount Requested</b>	<b>Amount Recommended</b>
Communities United for Restorative Youth Justice	<b>77.2</b>	0	\$175,120	\$175,000
East Bay Asian Local Development Corporation	<b>75.5</b>	0	\$300,000	
Building Opportunities for Self-Sufficiency	<b>69.0</b>	7.5	\$1,000,000	\$250,000
Urban Strategies Council	<b>67.6</b>	7.5	\$250,950	
Downs Community Development Corporation	<b>61.8</b>	0	\$235,988	
<b>Target Funding Amount: \$1,000,000</b>				
<b>Recommended Funding Amount: \$1,425,000</b>				

Reviewers considered applicants' ability to serve communities most impacted by serious violence, demonstrated ability to do community engagement, host community healing events, and act as a fiscal agent for the grassroots mini-grants. Two additional agencies that were ranked lower are recommended for funding using one-time funds available from Measure Y, based on ability to meet specific community needs: focus on Spanish-Speaking communities; conflict mediation/street outreach expertise; and strong faith and grassroots community partnerships.

**OPTION FOR ADDITIONAL FUNDING TO BOSS**

Staff recommends the awards outlined in the original report and resolution, based on the consensus recommendations of the review panels. If the SSOC wishes to recommend to City Council alternate options to provide additional funding to BOSS beyond what was recommended, staff have identified funds from the Safety and Services Act reserve.

Based on updated current year expenditure projections, there will likely be an additional \$300,000 annually in reserve funds that could be awarded to BOSS. As shared in detail with the SSOC Ad-Hoc Subcommittee, this allocation would draw on anticipated salary savings and unexpended grant funds to fully exhaust available reserve funds based on current projections. Staff would work with BOSS to determine how much of the award would support employment services versus community healing efforts.

**NEXT STEPS**

Following discussion by the SSOC, grant recommendations will be brought to the Public Safety Committee and City Council for consideration on June 11, 2019 and June 19, 2019. Pending approval, new contracts will begin July 1, 2019.

**ATTACHMENTS: 1 – RFP Scoring Criteria**

## Attachment 1: Oakland Unite 2019-2021 RFP Scoring Criteria

### Agency History and Capacity.....20 points

- Past, recently completed, or on-going projects to demonstrate experience and capacity for effective delivery of proposed services.
- Demonstrated ability/experience working with intended sub-strategy priority population.
- Staffing and management roles are clearly defined and appropriate to program, with identified plan for supervision and support of direct service staff.
- Professional background and qualifications of team members proposed to deliver services and manage the program demonstrate necessary skills, including cultural and gender competence and language capacity as needed.

### Program Design.....50 points

- Awareness of the community and intended priority population, with demonstrated ability to engage priority population and work with key referral partners.
- A clear and specific outline of the proposed services that reflects the requirements listed in the program sub-strategy, and specifies the types and frequency of program elements, average number of participants to be served, and service location.
- Values/theories that inform service design align with Standards of Practice.
- Ability to engage families, caregivers, and/or other community support systems; appropriate formal/informal partnerships to strengthen service delivery.
- Ability to identify potential challenges and suggest possible solutions.

### Outcomes and Impact.....15 points

- Clearly articulated understanding of how service activities will lead to intended outcomes, and contribute to broader citywide efforts to reduce violence.
- Capacity to use a participant database to inform and monitor service delivery.
- Track record of using data and evaluation to inform and improve services.

### Leveraging and Fiscal Practices (including Program Budget).....15 points

- Overall agency budget reflects a mix of revenue sources; agency describes systems for fiscal oversight and ability to track program expenditures.
- Budget is clear, realistic and reasonable for proposed level of services; staff salary scale reflects local cost of living (ideally all salaries above \$50,000).
- Additional resources are identified to support the program, with reasonable plan for securing matching funds.

# OAKLAND UNITE

## Violence Prevention Services Funding Recommendations 2019-2021

# Oakland Unite aims to...

## MISSION

Bring together and fund community-driven support for people at the center of violence in Oakland to seek safety, healing, and growth through transformative relationships and opportunities.

## VISION

People at the center of violence are safe and have access to opportunity. They lead the way to ending the cycle of violence in our community.

# Developing the 2019-2021 Request for Proposals

March-Nov 2018:  
Listening  
Campaign to  
develop Spending  
Plan

Nov/Dec 2018:  
SSOC and Council  
approved 2019-21  
Spending Plan

Jan 2019:  
RFP released  
based on Spending  
Plan

June 2019:  
SSOC recommends  
grants, with  
additional award  
to BOSS



# Highlights & Shifts

1

Focus on gun violence

2

Prioritize diversion and reentry for youth

3

Expand gender-based violence services

4

Launch a community healing strategy

5

Support provider success

# Overview of Strategies

## GUN VIOLENCE RESPONSE 48% (~4.5 MILLION)

### INCLUDES:

**Gun violence response and coordination**

**Violence interruption**

**Adult life coaching**

**Adult employment and education**

## GENDER-BASED VIOLENCE RESPONSE 15% (~1.3 MILLION)

### INCLUDES:

**Commercial sexual exploitation response**

**Family violence response**

## YOUTH DIVERSION & REENTRY 19% (~\$1.8 MILLION)

### INCLUDES:

**Youth diversion**

**Youth life coaching and reentry coordination**

**Youth education and employment**

## COMMUNITY HEALING 18% (~1.6 MILLION)

### INCLUDES:

**Community outreach and engagement**

**Grassroots mini-grants for healing centered activities**

**Trauma informed training for the provider network**



# Overview of RFP Review Process

- 40 panelists recruited
- Reviewers scored on criteria outlined in RFP
- City preference points incorporated
- Reviewers met in-person and developed consensus recommendations
- Considered location, population, alignment, and past performance

Area	Points
Agency History & Capacity	20
Program Design	50
Outcomes & Impact	15
Leveraging & Fiscal	15
Total:	100

Reviewer experience included:

- ✓ Community-based violence prevention
- ✓ Youth and family supports
- ✓ Public health/behavioral health
- ✓ Education and workforce
- ✓ Legal support for people impacted by violence

# STRATEGY AREA

## GUN VIOLENCE RESPONSE

1,065 ESTIMATED SERVED  
 9 GRANTS  
 \$3.6 MILLION

Sub-Strategies	Adult Life Coaching	Adult Employment & Education Support	Shooting & Homicide Response
<b>Agencies</b>	<ul style="list-style-type: none"> <li>Community &amp; Youth Outreach</li> <li>The Mentoring Center</li> <li>Roots Community Health Center</li> <li>Abode Services</li> </ul>	<ul style="list-style-type: none"> <li>Center for Employment Opportunities</li> <li>Oakland Private Industry Council</li> <li>Youth Employment Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Youth ALIVE!</li> <li>Catholic Charities of the East Bay</li> </ul>
<b>Total Funds</b>	\$1.3 million	\$900,000	\$1.4 million
<b>Est. Served</b>	220 people	160 people	685 people
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Stay alive &amp; free</li> <li>Meet basic needs</li> <li>Strengthen socio-emotional skills</li> </ul>	<ul style="list-style-type: none"> <li>Increase job skills</li> <li>Ready to pursue long-term goals</li> </ul>	

# STRATEGY AREA YOUTH DIVERSION & REENTRY

328 ESTIMATED SERVED  
8 GRANTS  
\$2 MILLION

Sub-Strategies	Youth Diversion & Life Coaching	Youth Career Exploration & Education Support
<b>Agencies</b>	<ul style="list-style-type: none"> <li>• East Bay Asian Youth Center</li> <li>• Youth ALIVE!</li> <li>• Young Women’s Freedom Center</li> <li>• Community Works West</li> <li>• Alameda County Probation Department</li> <li>• Oakland Unified School District</li> </ul>	<ul style="list-style-type: none"> <li>• Youth Employment Partnership</li> <li>• Safe Passages</li> </ul>
<b>Total Funds</b>	\$1.4 million	\$600,000
<b>Est. Served</b>	223 youth	105 youth
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• Eliminate justice system contact</li> <li>• Avoid violence</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen socio-emotional skills</li> <li>• Improve education &amp; career outcomes</li> </ul>

# STRATEGY AREA

## GENDER-BASED VIOLENCE RESPONSE SERVICES

1720 ESTIMATED  
SERVED

5 GRANTS

\$1.5 MILLION

Sub-Strategies	CSE Youth Intervention	Family Violence Intervention
<b>Agencies</b>	<ul style="list-style-type: none"> <li>MISSEY</li> <li>Bay Area Women Against Rape</li> <li>Covenant House California</li> </ul>	<ul style="list-style-type: none"> <li>Family Violence Law Center</li> <li>Asian Pacific Islander Legal Outreach</li> </ul>
<b>Total Funds</b>	\$750,000	\$800,000
<b>Est. Served</b>	520 people	1,200 people
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>Transition out of danger</li> <li>Avoid re-injury and exploitation</li> <li>Access supports for long-term safety and healing</li> </ul>	

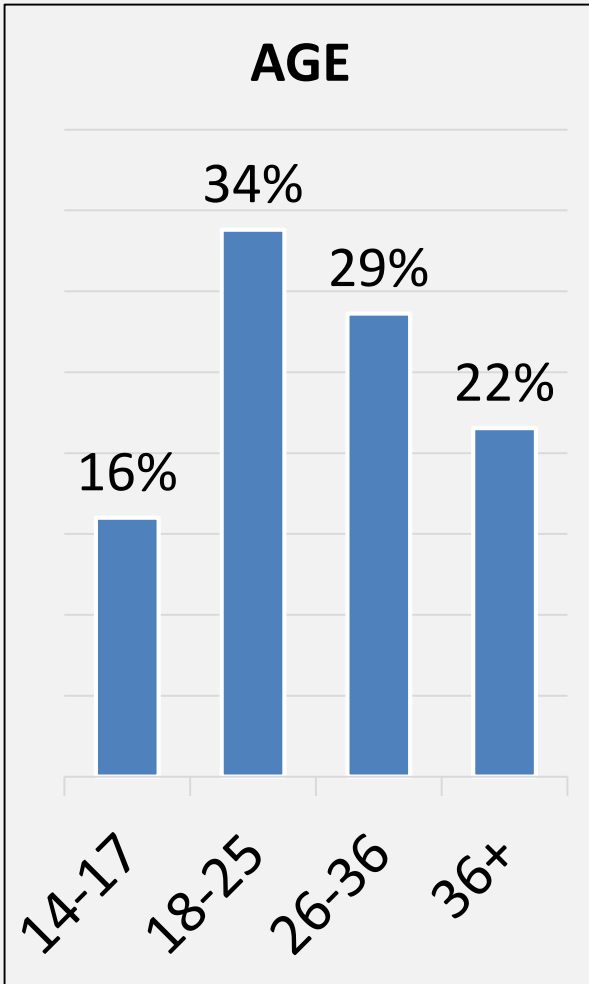
# STRATEGY AREA COMMUNITY HEALING

2623 ESTIMATED  
SERVED  
7 GRANTS  
\$1.4 MILLION

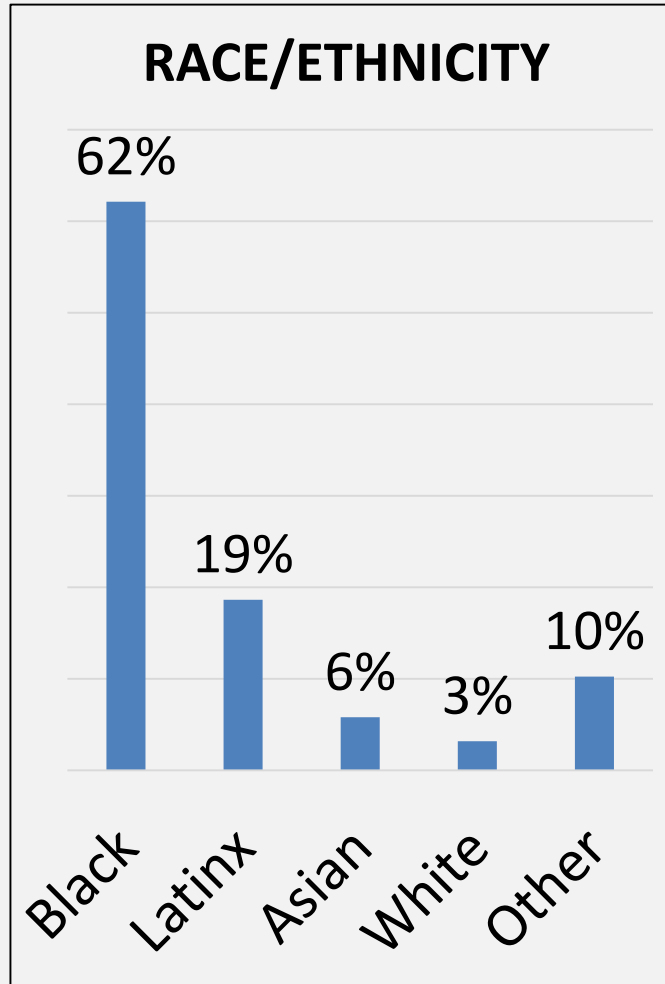
Sub-Strategies	Community Healing	Capacity Building
<b>Agencies</b>	<ul style="list-style-type: none"> <li>• Urban Peace Movement</li> <li>• Roots Community Health Center</li> <li>• Restorative Justice for Oakland Youth</li> <li>• Communities United for Restorative Youth Justice</li> <li>• Building Opportunities for Self-Sufficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Bay Area Legal Aid</li> <li>• Root &amp; Rebound</li> <li>• 1-2 professional service providers via RFQ</li> </ul>
<b>Total Funds</b>	\$1.4 million	\$30,000 (additional \$245,000 via RFQ)
<b>Est. Served</b>	2,623	Provider network
<b>Outcomes</b>	<ul style="list-style-type: none"> <li>• More safe spaces</li> <li>• Deeper community involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Stronger norms around violence</li> <li>• Stronger violence reduction network</li> </ul>

# Participant Demographics

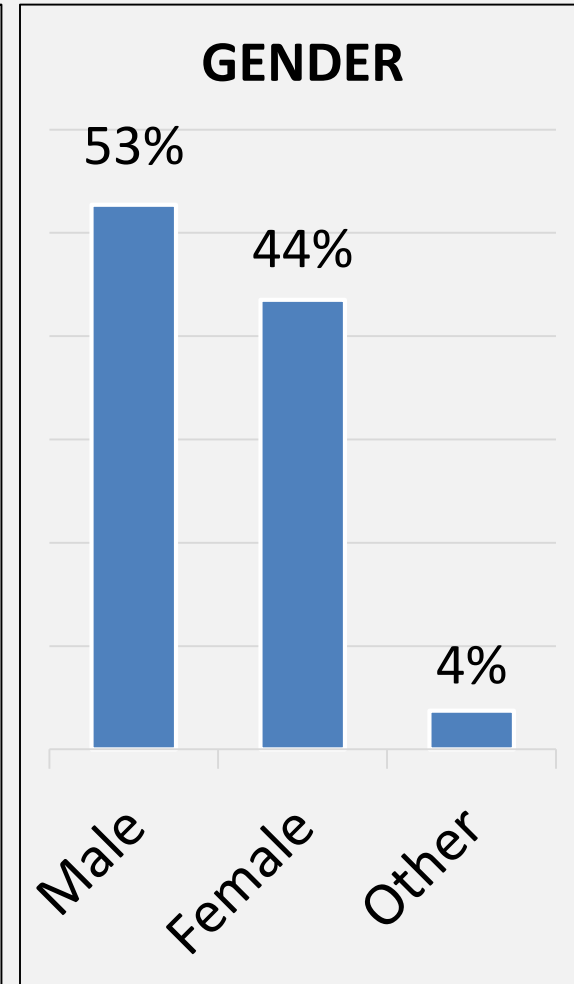
## AGE



## RACE/ETHNICITY



## GENDER



**Total Participants = 5,760**



# Staff Recommendation

- Enter grant agreements for \$8.6 million annual investment in four service strategies
- Result of rigorous RFP process
- 2 year funding cycle (year 2 pending approval)
- Fund using annual allocation, reserve, grant funds, and one-time Measure Y funds
- Hold \$1 million in reserve for DVP projects

# SSOC Recommendation

- Approval of the Oakland Unite funding recommendations with the addendum that additional reserve funds in the amount of \$300,000 to be awarded to BOSS to be used for work in either the Community Healing proposal or for Adult Employment and Education support.
- Additionally, any agency awarded \$500,000 or more in grant funding shall be subject to additional oversight by the Commission and Oakland Unite.

# Timeline & Next Steps

May/  
June

- SSOC discussion and approval

June

- Bring to Public Safety Committee and City Council

June

- Negotiate and execute contracts

July

- New service contracts begin