

## Scopes of Work for Grant Year 2025-2026 Awards

### Strategy: Group Violence

#### Core Service 1: Hospital Response

##### **Description of Service**

Decades of research and practice have established the hospital as a pivotal point of intervention for individuals at the center of group violence who are temporarily removed from their external circumstances as they recover from injury. With effective intervention, many individuals experience new or renewed desires for safety and stability upon release. Hospital intervention specialists visit victims of group violence while they are in the hospital to recommend and facilitate enrollment in life coaching services. Additionally, hospital intervention specialists provide short-term case management support before individuals transition into life coaching, ensuring they have a safe location to stay when they are released from the hospital and a plan for follow-up medical care. Hospital intervention specialists also support individuals with completing victims of crime applications so they may receive financial compensation from the state.

##### **Service Requirements**

Category	Description
Referral and outreach	<p>Grantee will establish and maintain a process for receiving notifications from Highland Hospital of gunshot wound, stabbing, or serious physical assault victims.</p> <p>A violence interrupter will visit victims at Highland Hospital within 24 hours of hospital notification and clearance to visit, 365 days a year, to encourage their participation in hospital-based intervention services. The violence interrupter will connect individuals who accept services to grantee's hospital intervention specialist. The violence interrupter will visit individuals who initially decline services at least one additional time. The violence interrupter will coordinate hospital visits and service engagement with the DVP's direct practice team when appropriate.</p>
Population served	<p>Grantee will serve patients with a gunshot wound, stabbing, or serious physical assault injury who are at high risk of reinjury or retaliation. Risk of reinjury or retaliation will be determined by a risk screener developed by the DVP and administered by the violence interrupter who initially visits the victim.</p>
Intervention	<p>For individuals who consent to hospital-based intervention services, hospital intervention specialists will:</p> <ul style="list-style-type: none"> <li>• Provide short-term intensive case management to support the individual with immediate needs during his or her hospitalization and for up to one month following release (ideally, prior to enrollment in life coaching). This entails at least one in-person contact and three total contacts per week.</li> <li>• Encourage the individual to enroll in life coaching and facilitate enrollment.</li> <li>• Connect the individual to helpful support services, prioritizing services and agencies funded by the DVP.</li> </ul>

Category	Description
	<ul style="list-style-type: none"> <li>Disburse up to \$1,000 in flexible funds to address participants' immediate needs.</li> <li>Communicate with community violence interrupters to support mediations and community de-escalation following a violence incident.</li> </ul>
Expected outcomes	Individuals (1) are not victims or perpetrators of violence during their time engaged in services, (2) reduce their risk factors for future violence, and (3) increase their protective factors against future violence.

## Core Service 2: Life Coaching

### **Description of Service**

Life coaching is an intensive model of case management that supports individuals at the center of group violence in Oakland in achieving long-term safety and stability. Life coaches serve as credible messengers who build relationships of trust to keep participants safe and healthy. Life coaches work closely with their participants to identify the behavioral and contextual factors driving each participant's vulnerability to violence, develop and implement strategies to reduce the participant's risk for violence, and build the participant's support systems to increase protective factors. Life coaches have regular contact with participants over a period of 12 to 18 months, which involves at least two in-person contacts and five total contacts per week. Communication is typically more frequent during the first three months of enrollment and may increase in frequency at any point during service delivery based on participant need. Life coaches also connect participants to other services that address their pressing needs, including emergency relocation, employment, housing, and healing services funded by the DVP. When appropriate, life coaches engage family members in supporting behavior change and developing positive environments for their participants, particularly for youth.

Life coaching participants receive financial incentives for their progress and achievements, which encourages goal completion and provides supplemental income that helps individuals avoid high-risk behaviors for financial reasons. Life coaches also have access to flexible funds to spend on items that facilitate positive behavior change and life map goal completion among clients, including employment documents, work attire, and meals between participant and life coach.

### **Service Requirements - Adults**

Category	Description
Referral and outreach	<p>Grantee will receive and prioritize referrals from DVP staff and agencies funded by the DVP. Grantee may enroll individuals identified through other referral sources if capacity allows and individuals meet the DVP's eligibility criteria.</p> <p>Life coaches will perform outreach to individuals within 72 hours of referral. Life coaches will practice relentless outreach techniques to connect with individuals who are difficult to locate and to enroll individuals who are initially resistant to services.</p>
Population served	Grantee will serve adults (18+) who are identified as being at the center of group violence based on a screener developed by the DVP.

Category	Description
Intervention	<p>For individuals to consent to life coaching services, life coaches will:</p> <ul style="list-style-type: none"> <li>• Maintain caseloads of 8-10 participants per life coach.</li> <li>• Have at least two in-person contacts and five total contacts with each participant per week.</li> <li>• Within one week of enrollment, complete an intake and needs assessment for each participant.</li> <li>• Within 45 days of enrollment, support each participant in developing a life map that articulates participant-centered goals related to achieving long-term safety and stability. Life maps will also articulate action steps and incentive payments associated with each goal.</li> <li>• Disburse up to \$375 per month in incentive payments to each participant based on their progress towards or achievement of life map goals.</li> <li>• Disburse up to \$200 in flexible funds per participant to pay for items that facilitate relationship building between participant and life coach (e.g. meals) or life map goal attainment (e.g. driver's license fee).</li> <li>• Understand the ecosystem of social services in Oakland and refer participants to services that address their needs, prioritizing agencies funded by the DVP.</li> <li>• Deliver services for 12 to 18 months.</li> </ul>
Expected outcomes	<p>Individuals (1) are not victims or perpetrators of violence during their time engaged in services, (2) reduce their risk factors for future violence, and (3) increase their protective factors against future violence.</p>

### ***Service Requirements - Youth***

Category	Description
Referral and outreach	<p>Grantee will receive and prioritize referrals from DVP staff and agencies funded by the DVP. Grantee may enroll individuals identified through other referral sources if capacity allows and individuals meet the DVP's eligibility criteria.</p> <p>Life coaches will perform outreach to individuals within 72 hours of referral. Life coaches will practice relentless outreach techniques to connect with individuals who are difficult to locate and to enroll individuals who are initially resistant to services.</p>
Population served	<p>Grantee will serve youth ages 11 to 17 who are identified as being at the center of group violence based on a screener developed by the DVP.</p>
Intervention	<p>For individuals to consent to life coaching services, life coaches will:</p> <ul style="list-style-type: none"> <li>• Maintain caseloads of 10-12 participants per life coach.</li> <li>• Have at least one in-person contact and three total contacts with each participant per week.</li> <li>• Within one week of enrollment, complete an intake and needs assessment for each participant.</li> <li>• Within 45 days of enrollment, support each participant in developing a life map that articulates participant-centered goals related to achieving long-term safety and stability. Life maps will also articulate action steps and incentive payments associated with each goal.</li> </ul>

Category	Description
	<ul style="list-style-type: none"> <li>• Disburse up to \$250 per month in incentive payments to each participant based on their progress towards or achievement of life map goals.</li> <li>• Disburse up to \$250 in flexible funds per participant to pay for items that facilitate relationship building between participant and life coach (e.g. meals) or life map goal attainment (e.g. driver's license fee).</li> <li>• Understand the ecosystem of social services in Oakland and refer participants to services that address their needs, prioritizing agencies funded by the DVP.</li> <li>• Deliver services for 12 to 18 months.</li> </ul>
Expected outcomes	Youth (1) are not victims or perpetrators of violence during their time engaged in services, (2) reduce their risk factors for future violence, and (3) increase their protective factors against future violence.

### Core Service 3: Violence Interruption

#### Description

Violence interrupters are credible messengers who use their relationships in communities to mediate conflicts and prevent future violence. Violence interrupters are selected for their positions based on their Oakland connections, deep relationships of trust in neighborhoods impacted by violence, and relevant lived experiences. Many violence interrupters were previously impacted by community violence but have transformed their lives and now serve as role models and proof that change is possible. Violence interrupters proactively conduct outreach to individuals at the center of group violence to cultivate the relationships needed to mediate conflicts and prevent violence. Violence interrupters strive to identify conflicts before they result in violence and use their influence to prevent violence from occurring. In response to incidents of violence that do occur, violence interrupters activate to identify involved parties and assess and likelihood of retaliation, create safety plans for individuals who may be targets of retaliation, and communicate with impacted individuals to interrupt additional violence.

#### Service Requirements

Category	Description
Referral and outreach	<p>Violence interrupters will be responsible for proactively cultivating relationships with individuals at the center of group violence and using those relationships to mediate violence.</p> <p>During grantee's on-call days, violence interrupters will also activate within 24 hours of a shooting or homicide, 365 days a year, to perform assessment and mediation activities.</p>
Population served	Violence interrupters will perform outreach and mediation activities with individuals at the center of group violence in Oakland. VIs will also engage with individuals who have influence over individuals at the center of group violence (family members, peers, etc.).
Intervention	<p>Violence interrupters will perform the following activities:</p> <ul style="list-style-type: none"> <li>• Maintain current knowledge of groups and group-driven conflicts in Oakland, with deep and specific knowledge of certain groups based on grantee's area of expertise.</li> </ul>

Category	Description
	<ul style="list-style-type: none"> <li>• Conduct proactive outreach to individuals at the center of group violence in Oakland to build trusting relationships.</li> <li>• Conduct individual and community safety assessments using tools provided by the DVP.</li> <li>• Have conversations with individuals at the center of group violence to mediate conflicts and interrupt plans for violence.</li> <li>• Activate in response to shootings or homicides to: <ul style="list-style-type: none"> <li>○ Gather information from community sources to understand dynamics surrounding the incident and assess likelihood of retaliation.</li> <li>○ Develop short-term safety plans for individuals who might be targets of retaliation.</li> <li>○ Have conversations with individuals directly connected to the incident to avert short-term retaliation and establish longer-term violence prevention plans.</li> </ul> </li> <li>• Refer individuals at the center of group violence to life coaching services and, when necessary, emergency relocation services funded by the DVP.</li> <li>• Disburse flexible funds of up to \$500 per violence interrupter per month to individuals at the center of group violence to address stressors or dispel conflicts that may result in violence.</li> <li>• Regularly collaborate with violence interrupters from other agencies to coordinate response and mediation activities.</li> </ul>
Expected outcomes	Conflicts between or within groups are mediated and do not result in violence, and community safety is increased.

### Core Service 4: Youth Diversion

#### **Description**

Youth diversion programs allow youth who are charged with qualifying felony offenses to complete a program that promotes accountability and healing in lieu of charges being filed. Specifically, youth receive intensive life coaching services while also developing and implementing a plan to repair the harm they caused, which includes participating in a restorative conference with the individual(s) harmed. Services are delivered over six to nine months and involve frequent contact between case managers and youth as well as between case managers and guardians or supportive adults. Youth who complete the program have their charges dropped and do not enter the juvenile justice system.

#### **Service Requirements**

Category	Description
Referral and outreach	Grantee will establish and maintain a process for receiving referrals of youth who are eligible for diversion services from the Oakland Police Department (OPD), Alameda County Probation Department, and Alameda County District Attorney's Office. Grantee will perform outreach to youth within 72 hours of referral and will practice relentless outreach techniques to connect with youth who are difficult to locate and to enroll youth who are initially resistant to services.

Category	Description
Population served	Grantee will serve youth under 18 who are facing charges for a qualifying felony offense, as determined by the Alameda County District Attorney's Office.
Intervention	<p>For youth who consent to diversion services, case managers will:</p> <ul style="list-style-type: none"> <li>• Maintain caseloads of 10-12 participants per case manager.</li> <li>• Within 45 days of enrollment, support youth in developing a restorative plan that articulates steps they will take to repair the harm they caused and achieve long-term safety and stability.</li> <li>• Have at least two in-person contacts and five total contacts with each youth per week.</li> <li>• Facilitate restorative conferences between youth and the individual(s) they harmed.</li> <li>• Deliver services to each youth for 9 to 12 months.</li> <li>• Disburse up to \$250 per month to participants based on progress towards or achievement of life map goals.</li> <li>• Allocate and spend up to \$250 on each youth to pay for items that facilitate relationship building between participant and case manager or restorative plan goal attainment (e.g. driver's license fee).</li> <li>• Understand the ecosystem of social services in Oakland and refer participants to services that address their needs, prioritizing agencies funded by the DVP.</li> <li>• Communicate each youth's program enrollment and completion status to OPD and the Alameda County District Attorney's Office.</li> </ul>
Expected outcomes	Youth (1) have their charges dropped by the District Attorney's Office, (2) are not victims or perpetrators of violence during their time engaged in services, (3) reduce their risk factors for future violence, and (4) increase their protective factors against future violence.

### Support Service 1: Emergency Relocation

#### **Description**

Emergency relocation services are available to individuals who need to temporarily relocate outside of Oakland due to imminent lethal danger. Relocation specialists work quickly to identify housing options and process payments that allow individuals to secure short-term housing at least 60 miles outside of Oakland. Family members of the individual who is in lethal danger may also be relocated if they depend on the relocated person for housing or their safety is compromised by association.

#### **Service Requirements**

Category	Description
Referral and outreach	Grantee will receive referrals exclusively from the DVP and will perform outreach to individuals within 24 hours of referral, 365 days a year.
Population served	Grantee will serve individuals at imminent risk of lethal violence as determined by a DVP relocation committee.
Intervention	For individuals who consent to services, relocation specialists will:



Category	Description
	<ul style="list-style-type: none"> <li>• Complete an intake assessment to understand each individual's housing needs and options.</li> <li>• Support individuals in identifying viable housing options based on safety considerations, credit and employment history, number of dependents, and other factors.</li> <li>• Process payments of up to \$3,000 for hotel stays, security deposits, rent payments, and general moving costs.</li> <li>• Provide short-term case management to individuals who relocate for up to one month following relocation to support them in achieving safety and stability. This entails at least three contacts per week.</li> <li>• For individuals who are engaged in life coaching services with the DVP, coordinate with DVP life coaches regarding case management needs.</li> <li>• Use discretion in sharing client information to prioritize privacy.</li> </ul>
Expected outcomes	Individuals (1) are successfully relocated to a safe location outside of Oakland, (2) are not victims or perpetrators of violence during their time living at the relocated location, (3) reduce their risk factors for future violence.

### Support Service 2a: Employment for Adults

#### **Description**

Employment can play an important role in reducing an individual's risk for group violence by providing a legal source of income and a positive sense of belonging or purpose. Individuals at the center of group violence face unique barriers to obtaining and maintaining employment, however, due to safety considerations, criminal histories, and lack of familiarity with traditional work environments. Employment providers funded by the DVP support this population by providing employment readiness training to current life coaching participants through a 12-week cohort model. Employment navigators funded by these agencies also work one-on-one with life coaching participants to identify and secure employment opportunities based on each individual's skillsets, career interests, safety considerations, transportation options, and income requirements.

#### **Service Requirements**

Category	Description
Referral and outreach	<p>Grantee will receive and prioritize referrals for employment navigation services from life coaches employed or funded by the DVP. DVP staff will coordinate participant attendance at employment readiness training sessions.</p> <p>Grantee will perform outreach to individuals referred for employment navigation services within 72 hours of referral.</p>
Population served	Grantee will serve individuals who are enrolled in life coaching or diversion services delivered or funded by the DVP.

Category	Description
	If capacity allows, grantee may also provide employment navigation services to individuals referred through other sources if they meet eligibility criteria developed by the DVP.
Intervention	<p>For individuals who consent to employment navigation services, navigators will:</p> <ul style="list-style-type: none"> <li>• Complete an intake assessment to understand each individual's employment needs and priorities.</li> <li>• Support individuals in identifying viable employment options based on their unique skillsets, career interests, safety considerations, transportation options, and income requirements.</li> <li>• Support individuals in completing and submitting job applications and obtaining work documents.</li> <li>• Proactively develop and maintain relationships with employers that will hire individuals with limited employment history and prior convictions.</li> <li>• Maintain a vast and current knowledge of job opportunities and training programs in Alameda County for this population, with a focus on placements outside Oakland due to safety concerns for this high-risk population.</li> <li>• Attend employment readiness cohort trainings to build relationships with participants.</li> </ul> <p>Employment readiness cohorts will involve the following:</p> <ul style="list-style-type: none"> <li>• Develop employment readiness content that is specific to the population served and addresses topics such as workplace attire and etiquette, resume creation, interview preparation, digital communication, basic employment laws and codes of conduct, job searching, customer service, and financial literacy.</li> <li>• Deliver training material to cohorts of up to 15 participants through 12 two-hour sessions that take place weekly during evening hours (specific days and times to be scheduled in coordination with DVP).</li> <li>• Deliver training material in a format that is highly engaging and accessible to the population served.</li> <li>• Disburse \$1,000 to life coaching participants who successfully complete each 12-week program by attending at least nine sessions.</li> </ul>
Expected outcomes	Individuals (1) secure permanent jobs or receive employment training, (2) reduce their risk factors for future violence, (3) increase their protective factors against future violence.

## Support Service 2b: Employment for Youth

### **Description**

Employment training and career exploration can play an important role in reducing a youth's risk for group violence by providing a legal source of income, a positive sense of belonging or purpose, and hope for the future. Youth employment service providers deliver or connect youth to paid work experience opportunities that develop their skillsets and build their resumes while providing an income. For youth who desire permanent part-time employment, providers support



youth in identifying and securing job placements. Lastly, providers expose youth to a range of careers through information sessions or field trips that highlight accessibility and attainability of the careers for the youth served.

### ***Service Requirements***

Category	Description
Referral and outreach	<p>Grantee will receive and prioritize referrals from life coaches, violence interrupters, and case managers employed or funded by the DVP. If capacity allows, grantee may also serve youth referred through other sources if they meet eligibility criteria developed by the DVP.</p> <p>Grantee will perform outreach to youth within 72 hours of referral.</p>
Population served	<p>Grantee will serve youth identified as being at the center of group violence by life coaches, violence interrupters, and case managers employed or funded by the DVP.</p> <p>If capacity allows, grantee may also serve youth referred through other sources if they meet eligibility criteria developed by the DVP.</p>
Intervention	<p>For youth who consent to employment services, grantees will:</p> <ul style="list-style-type: none"> <li>• Provide paid work experience during days and hours that are compatible with school schedules.</li> <li>• Provide connections to permanent part-time employment opportunities that accommodate youths' location and hours requirements, and support youth in submitting applications, preparing for interviews, and obtaining required work documents.</li> <li>• Provide opportunities for youth to learn about different careers and their associated training or educational requirements.</li> <li>• Provide or coordinate safe transportation for youth to and from program sites given the unique safety concerns of youth who are impacted by group violence.</li> <li>• Coordinate youth attendance at group program sessions or employment placements to ensure youth in conflict are not in space together.</li> </ul>
Expected outcomes	<p>Youth (1) obtain income and work experience, (2) reduce their risk factors for future violence, (3) increase their protective factors against future violence.</p>

### **Support Service 3: Family and Victim Support**

#### ***Description***

Families that lose a loved one to homicide must navigate complicated processes associated with planning a memorial service, seeking restitution, addressing childcare demands, and maintaining or seeking new sources of income while dealing with extreme grief and trauma. Additionally, individuals who survive a shooting often face complex challenges associated with new mobility constraints, ongoing medical care, maintaining employment, and coping with trauma. Family and victim support services are provided to ease these burdens by supporting impacted families with flexible funding, guidance on completing victims of crime applications,

vigil or memorial planning support, individual therapy, group counseling services, and general compassion and guidance.

### ***Service Requirements***

Category	Description
Referral and outreach	<p>Grantee will receive referrals from DVP staff and the Oakland Police Department.</p> <p>Grantee will perform outreach to family members within 24 hours of referral, 365 days a year.</p>
Population served	Grantee will serve shooting victims and family members of homicide victims.
Intervention	<p>Grantee will perform the following activities:</p> <ul style="list-style-type: none"> <li>• Deliver individual grief counseling and therapy services that are accessible to victims and family members at least twice a month for up to 12 months. Services should be trauma informed, culturally appropriate, and accessible to individuals where they are, including through home visits.</li> <li>• Assist victims and family members with completing and submitting victims of crime applications.</li> <li>• Disburse up to \$1,700 in flexible funds to support individuals and families with basic needs.</li> <li>• Disburse up to \$1,000 in flexible funds to support families with funeral costs.</li> <li>• Support family members with funeral arraignments or vigil planning.</li> <li>• Provide general guidance, support, and compassion to impacted individuals and family members.</li> </ul>
Expected outcomes	Individuals and families (1) feel supported in the aftermath of a shootings or homicide, (2) develop strategies for healing from trauma, (3) reduce their risk factors for future violence, (3) increase their protective factors against future violence.

## **Support Service 4: Healing**

### ***Description***

Individuals at the center of group violence have often experienced repeated direct victimization, vicarious trauma, and toxic stress that manifest in feelings of hopelessness and high-risk behaviors. Healing services are a critical piece of helping individuals process their trauma and develop healthy ways of coping with grief and pain. Providers deliver a range of healing services to individuals at the center of group violence, including individual therapy services, peer support groups, and alternative, culturally-rooted healing practices such as restorative justice circles. Services are delivered by culturally-competent practitioners who have expertise serving communities of color. Providers of individual therapy services are available to meet with clients virtually or in person at locations that are convenient and safe for them.

**Service Requirements**

Category	Description
Referral and outreach	<p>Grantee will receive and prioritize referrals from life coaches, violence interrupters, and case managers employed or funded by the DVP. If capacity allows, grantee may also serve individuals referred through other sources if they meet eligibility criteria developed by the DVP.</p> <p>Grantee will perform outreach to individuals within 72 hours of referral.</p>
Population served	<p>Grantee will serve individuals identified as being at the center of group violence by life coaches, violence interrupters, and case managers employed or funded by the DVP.</p> <p>If capacity allows, grantee may also serve individuals referred through other sources if they meet eligibility criteria developed by the DVP.</p>
Intervention	<p>Grantee will perform the following activities:</p> <ul style="list-style-type: none"> <li>• Deliver individual or group healing services that are trauma informed and culturally sensitive.</li> <li>• Provide services at least weekly.</li> <li>• Provide services at times and locations that are convenient for participants.</li> <li>• Provide transportation and childcare to facilitate participation.</li> <li>• Use an evidence-informed curriculum for support groups.</li> </ul>
Expected outcomes	<p>Individuals (1) develop strategies for healing from violence, (2) reduce their risk factors for future violence, (3) increase their protective factors against future violence.</p>

**Support Service 5: Housing****Description**

Housing navigation services are available to individuals at the center of group violence who require support obtaining stable housing in Oakland or surrounding cities. Housing navigators support individuals with identifying and securing housing based on safety considerations, credit and employment history, number of dependents, custody arrangements, and other factors. Once housing options are identified, housing navigators provide administrative support with things such as submitting applications to landlords or the Oakland Housing Authority, completing lease agreements, and obtaining renters insurance. Lastly, housing navigators provide financial resources to support with security deposits, initial rent payments, or moving costs. Housing navigators maintain a vast and current knowledge of low-income housing options in Alameda County, with a focus on providers that can accommodate individuals with prior criminal histories, limited or poor credit history, Section 8 housing authorization, and children. Housing navigators develop and maintain strong relationships with the City of Oakland's Human Services and Housing and Community Development Departments and the Oakland Housing Authority to understand and facilitate housing placements through those agencies.

**Service Requirements**

Category	Description
Referral and outreach	<p>Grantee will receive and prioritize referrals from life coaches, violence interrupters, and case managers employed or funded by the DVP. Grantee may serve individuals identified through other referral sources if capacity allows and individuals meet the DVP's eligibility criteria.</p> <p>Grantee will perform outreach to individuals within 72 hours of referral.</p>
Population served	<p>Grantee will serve individuals identified as being at high risk of group violence by life coaches, violence interrupters, and case managers employed or funded by the DVP.</p> <p>If capacity allows, grantee may also serve individuals referred through other sources if they meet eligibility criteria developed by the DVP.</p>
Intervention	<p>For individuals who consent to services, housing navigators will:</p> <ul style="list-style-type: none"> <li>• Complete an intake assessment to understand each individual's housing needs and options.</li> <li>• Support individuals in identifying viable housing options based on safety considerations, credit and employment history, number of dependents, custody arrangements, and other factors.</li> <li>• Support individuals in completing or updating rental agreements, obtaining rental insurance, and completing other administrative requirements associated with securing housing.</li> <li>• Process payments of up to \$500 to help individuals pay security deposits, initial rent payments, or moving costs.</li> <li>• Maintain a vast and current knowledge of low-income housing providers in Alameda County, with a focus on those that can accommodate individuals with prior criminal histories, Section 8 housing authorization, limited or negative credit history, and children.</li> <li>• Reserve 25-30 housing placements through the Oakland PATH Rehousing Initiative for DVP clients.</li> </ul> <p>Additionally, grantee will develop and share a housing resource guide with the DVP that provides detailed information on various housing options, eligibility criteria, and application information that life coaches and participants can reference.</p>
Expected outcomes	<p>Individuals (1) secure safe and stable housing, (2) reduce their risk factors for future violence, (3) increase their protective factors against future violence.</p>

**Strategy: Gender-Based Violence****Core Service 1: Crisis Navigation****Description of Service**

Crisis navigation services are provided to survivors of intimate partner violence or commercial sexual exploitation during or immediately following a crisis to support them in navigating systems and accessing services that provide short-term safety and stability. Crisis navigators

respond to individuals where they are, whether it be at their homes, at the police station, at the hospital, or on the street, 24 hours a day, 7 days a week, including holidays. Navigators connect survivors to immediate support services funded by the DVP, including emergency shelter and legal services. Advocates also use flexible funds to pay for immediate basic needs, including food, transportation, or clothing. Once an individual's immediate safety concerns and stabilization needs have been addressed, crisis navigators refer the individual to life coaching or other services for longer-term support.

### ***Service Requirements***

Category	Description
Referral and outreach	<p>Grantee will establish and maintain a process for receiving notifications of crisis situations from the Oakland Police Department, gender-based violence (GBV) hotlines, healthcare providers, the DVP network, and other system partners.</p> <p>Grantee will respond to individuals in crisis within 60 minutes of notification 24 hours a day, 7 days a week, 365 days a year.</p>
Population served	Grantee will serve survivors of intimate partner violence or commercial sexual exploitation who are in crisis.
Intervention	<p>Grantee will perform the following activities:</p> <ul style="list-style-type: none"> <li>• Perform immediate safety planning, connect individuals to urgent resources, and accompany survivors as they interact with system partners, particularly law enforcement and medical staff.</li> <li>• Perform short-term case management for survivors until they can be referred to longer-term support partners.</li> <li>• Understand the ecosystem of GBV services in Oakland and refer clients to helpful services, prioritizing agencies funded by the DVP.</li> <li>• Disburse up to \$500 in flexible funds to participants for urgent needs related to transportation, food, clothing, and toiletries. Payments must be able to be processed in real time during crisis response.</li> </ul>
Expected outcomes	Individuals (1) achieve short-term safety and stability and (2) receive referrals to helpful long-term resources.

## **Core Service 2: Hotlines**

### ***Description of Service***

24-hour hotlines provide immediate counseling and service referrals to individuals experiencing intimate partner violence, commercial sexual exploitation, and sexual assault. State-certified crisis line staff are trained in doing safety assessments, creating safety plans, and providing service referrals related to immediate safety needs, including emergency housing, transportation, orders of protection, and medical care. Once an individual's immediate safety concerns and stabilization needs have been addressed, hotline staff can refer the individual to life coaching or other services for longer-term support.

### ***Service Requirements***

Category	Description
Referral and outreach	Grantee will promote hotline numbers on websites, through social media posts, and through outreach to system and community partners.

Category	Description
	Grantee will ensure that hotlines are available and answered 24 hours a day, 7 days a week, 365 days a year.
Population served	Grantee will serve survivors of intimate partner violence, commercial sexual exploitation, and sexual violence who call the hotline.
Intervention	Grantee will perform the following activities: <ul style="list-style-type: none"> <li>• Operate a 24-hour crisis response line dedicated to survivors of gender-based violence.</li> <li>• Perform immediate safety assessment and planning.</li> <li>• Connect individuals to urgent resources, including emergency housing, transportation, orders of protection, and medical care, as well as longer-term safety resources.</li> <li>• Understand the ecosystem of GBV services in Oakland and refer clients to helpful services, prioritizing agencies funded by the DVP.</li> </ul>
Expected outcomes	Individuals (1) access immediate connection to crisis support and safety planning via hotline staff, and (2) receive referrals to helpful stabilization and longer-term support resources.

### Core Service 3: Life Coaching for Youth

#### **Description of Service**

Life coaching is an intensive model of case management that supports survivors of commercial sexual exploitation in achieving long-term safety and stability. Life coaches work closely with participants to identify the behavioral or contextual factors driving each individual's vulnerability to violence, develop and implement strategies to reduce their risk for violence, and build the safety nets and supports needed to increase protective factors. Life coaches have regular contact with participants over a period of at least 12 months, which involves at least one in-person contact and three total contacts per week. Communication is typically more frequent during the first three months of enrollment and may increase in frequency at any point during service delivery based on participant need. Life coaches also connect participants to other services that address their pressing needs, including housing, legal support, and healing services funded by the DVP.

Life coaching participants receive financial incentives for their progress and achievements, which encourages goal completion and provides supplemental income that helps individuals avoid engaging in high-risk behaviors for financial reasons. Life coaches also have access to flexible funds to spend on items that facilitate positive behavior change and life map goal completion among clients, including employment documents, work attire, or meals that support relationship building between the life coach and participant.

#### **Service Requirements**

Category	Description
Referral and outreach	Grantee will receive and prioritize referrals from DVP staff and crisis navigators funded by the DVP. Grantee may enroll individuals identified through other referral sources if capacity allows and individuals meet the DVP's eligibility criteria.



Category	Description
	Grantee will perform outreach to referred individuals within 72 hours of referral and will perform multiple safe and respectful outreach attempts to enroll individuals who are initially resistant to services.
Population served	Grantee will serve youth ages 11 to 17 who are survivors of commercial sexual exploitation or intimate partner violence and identified as being at high risk of revictimization in the near term based on a risk screener approved by the DVP.
Intervention	<p>For individuals to consent to life coaching services, life coaches:</p> <ul style="list-style-type: none"> <li>• Maintain caseloads of 10-12 participants per life coach.</li> <li>• Have at least one in-person contact and three total contacts with each participant per week.</li> <li>• Within one week of enrollment, complete an intake and needs assessment for each participant.</li> <li>• Within 45 days of enrollment, support each participant in developing a life map that articulates participant-centered goals related to achieving long-term safety and stability. Life maps also articulate action steps and incentive payments associated with each goal.</li> <li>• Disburse up to \$250 per month in incentive payments to each participant based on their progress towards or achievement of life map goals.</li> <li>• Disburse up to \$250 in flexible funds per participant to pay for items that facilitate relationship building between participant and life coach (e.g. meals) or life map goal attainment (e.g. driver's license fee).</li> <li>• Understand the ecosystem of gender-based violence services in Oakland and refer participants to services that address their needs, prioritizing agencies funded by the DVP.</li> <li>• Deliver services for 12 to 18 months.</li> </ul>
Expected outcomes	Individuals (1) are no longer experiencing commercial sexual exploitation, (2) reduce their risk factors for future exploitation, and (3) increase their protective factors against future exploitation.

## Support Service 1: Emergency Housing

### **Description of Service**

Emergency housing providers deliver safe, short-term housing to survivors and their dependents through shelter beds and hotel stays. Emergency housing services are available 24 hours a day, 7 days a week, including holidays. Once an individual is engaged in emergency housing services, providers support individuals with identifying and transitioning to longer-term housing options, including rehabilitation or medical care facilities.

### **Service Requirements**

Category	Description
Referral and outreach	Grantee will receive and prioritize referrals from crisis navigators, life coaches, and other support staff employed or funded by the DVP. Grantee may enroll individuals identified through other referral sources if capacity allows and individuals meet the DVP's eligibility criteria.

Category	Description
	Grantee will receive referrals 24 hours a day, 7 days a week, including holidays. Grantee will facilitate placement in a shelter or hotel within 90 minutes of receiving the referral.
Population served	Grantee will serve survivors of commercial sexual exploitation or intimate partner violence who are identified as being at high risk of revictimization in the near term based on a risk screener approved by the DVP.
Intervention	For individuals who consent to services, grantee will: <ul style="list-style-type: none"> <li>• Conduct an initial intake and needs assessment that is specific to intimate partner violence or commercial sexual exploitation.</li> <li>• Provide services for up to 6 weeks.</li> <li>• Accommodate survivors with multiple dependent children, including adolescent male children.</li> <li>• For grantees that operate shelter facilities: Ensure staff supervision ratios that comply with state licensing standards.</li> <li>• For grantees that provide hotel vouchers: Develop and maintain partnerships with hotels that are discrete and secure.</li> <li>• Support individuals in identifying and securing transitional or permanent housing.</li> </ul>
Expected outcomes	Individuals (1) are not victims of violence or exploitation during their time receiving services and (2) reduce their risk factors for future victimization.

## Support Service 2: Healing

### **Description of Service**

Healing services support survivors of gender-based violence in processing their trauma and developing healthy ways of coping with grief and pain. These services include client-centered individual therapy focused on healing and resiliency, peer-led support groups, and culturally-rooted healing and restorative practices. Therapy groups are tailored to meet the needs of specific populations impacted by gender-based violence linguistically and culturally. Providers of individual therapy services are available to meet with clients virtually or in person at locations that are convenient and safe for them. All services are delivered by culturally-competent practitioners with expertise serving communities of color and those who have been impacted by violence.

### **Service Requirements**

Category	Description
Referral and outreach	Grantee will receive and prioritize referrals from crisis navigators, life coaches, and other support staff employed or funded by the DVP. Grantee may enroll individuals identified through other referral sources if capacity allows and individuals meet the DVP's eligibility criteria.  Grantee will perform outreach to individuals within 72 hours of referral.

Category	Description
Population served	Grantee will serve survivors of commercial sexual exploitation or intimate partner violence who are identified as being at high risk of revictimization in the near term based on a risk screener approved by the DVP.
Intervention	Grantee will perform the following activities: <ul style="list-style-type: none"> <li>• Deliver individual or group healing services that are trauma informed and culturally sensitive.</li> <li>• Provide services at least weekly.</li> <li>• Provide services at times and locations that are convenient for participants.</li> <li>• Provide transportation and childcare to facilitate participation, as needed.</li> <li>• Use an evidence-informed curriculum for support groups.</li> </ul>
Expected outcomes	Individuals (1) develop strategies for healing from violence and exploitation, (2) reduce their risk factors for future victimization, (3) increase their protective factors against future victimization.

### Support Service 3: Legal Services

#### **Description of Service**

Legal services for survivors of intimate partner violence and commercial sexual exploitation include legal advice and counseling, preparation of legal paperwork, filing of temporary orders of protection and family law orders, immigration-related services, court accompaniment, and full representation at court hearings. Legal services can play a critical role in maintaining safety for survivors from the individuals who have caused them harm and avoiding criminal convictions for survivors who may have engaged in illegal behavior while being exploited.

#### **Service Requirements**

Category	Description
Referral and outreach	Grantee will receive and prioritize referrals from crisis navigators, life coaches, and other support staff employed or funded by the DVP. Grantee may enroll individuals identified through other referral sources if capacity allows and individuals meet the DVP's eligibility criteria.  For requests related to orders of protection, grantee will perform outreach to individuals within 24 hours of referral. For all other service requests, grantee will perform outreach within 72 hours of referral.
Population served	Grantee will serve survivors of commercial sexual exploitation or intimate partner violence who are identified as being at high risk of revictimization in the near term based on a risk screener approved by the DVP.
Intervention	Grantee will perform the following activities: <ul style="list-style-type: none"> <li>• Conduct an initial assessment to identify the individual's legal support needs.</li> </ul>

Category	Description
	<ul style="list-style-type: none"> <li>• Deliver relevant legal services as identified through the intake and needs assessment and see legal needs through to resolution. Examples of these services include the following: <ul style="list-style-type: none"> <li>○ Brief advice and counsel for individuals who are not ready to take legal action.</li> <li>○ Support with obtaining new court orders, including restraining orders, other family law orders, and civil harassment orders.</li> <li>○ Short-term legal case management/advocacy and court accompaniment.</li> <li>○ Full representation for a limited number of clients requiring a higher level of support.</li> <li>○ Referrals for other supportive services and basic needs such as hotels, food, transportation vouchers, gift cards to purchase necessities, or care packages with personal items and clothing.</li> </ul> </li> </ul>
Expected outcomes	Individuals (1) identify and engage with their legal goals, (2) reduce their risk factors for future victimization, (3) increase their protective factors against future victimization.

#### Support Service 4: Transitional Housing

##### **Description of Service**

Transitional housing providers deliver three to six months of safe, temporary housing that allows survivors to stabilize in other domains and secure long-term, permanent housing. Transitional housing facilities are located in discrete areas and provide access to regular healing services and groups. Facilities are available survivors with multiple dependent children.

##### **Service Requirements**

Category	Description
Referral and outreach	<p>Grantee will receive and prioritize referrals from crisis navigators, life coaches, and other support staff employed or funded by the DVP. Grantee may enroll individuals identified through other referral sources if capacity allows and individuals meet the DVP's eligibility criteria.</p> <p>Grantee will perform outreach to individuals within 72 hours of referral.</p>
Population served	Grantee will serve survivors of commercial sexual exploitation or intimate partner violence who are identified as being at high risk of revictimization in the near term based on a risk screener approved by the DVP.
Intervention	<ul style="list-style-type: none"> <li>• Conduct an initial intake and needs assessment that is specific to intimate partner violence or commercial sexual exploitation.</li> <li>• Provide 3 to 6 months of transitional housing in a discrete and confidential location.</li> <li>• Accommodate survivors with multiple dependent children, including adolescent male children.</li> </ul>

Category	Description
	<ul style="list-style-type: none"> <li>• Maintain group housing rules that accommodate survivors' work schedules and do not require participation in religious activities.</li> <li>• Support individuals in identifying and securing permanent housing.</li> <li>• Deliver or provide access to healing services for survivors and children.</li> </ul>
Expected outcomes	Individuals (1) are not victims of violence or exploitation during their time receiving services, (2) secure safe and stable long-term housing, (3) reduce their risk factors for future victimization.

## Strategy: School Violence Intervention and Prevention Program

### Core Service 1: Gender-Based Violence Services

#### **Description of Service**

Gender-based violence (GBV) specialists provide life coaching for students who are directly impacted by commercial sexual exploitation. Using a life coaching model that incorporates motivational interviewing, cognitive behavior theory techniques, and coordination of critical services, GBV life coaches support youth in changing mindsets, behaviors, support systems, and environments to increase safety and create pathways to opportunity. GBV life coaches connect their participants to support services funded through the DVP, and they work with participants' family members, when appropriate, to establish and reinforce safety measures. GBV specialists also support and make service referrals for students experiencing intimate partner violence or commercial sexual exploitation who are not engaged in life coaching.

#### **Service Requirements**

Category	Description
Referral and outreach	GBV specialists will primarily receive referrals from each school's coordination of services team (COST). GBV specialists may also receive referrals from other school VIP team members, DVP staff, OUSD district staff, other agencies funded by the DVP, and students. GBV specialists connect with referred students within 72 hours of referral and will perform multiple safe and respectful outreach attempts to engage students who are initially resistant to services.
Population served	<p>GBV specialists provide life coaching to survivors of commercial sexual exploitation who are identified as being at high risk of revictimization in the near term based on a risk screener approved by the DVP.</p> <p>GBV specialists also provide external service referrals and host support groups for students who are survivors of commercial sexual exploitation or intimate partner violence who are not engaged in life coaching.</p>
Intervention	<p>For students who consent to life coaching services, GBV specialists will:</p> <ul style="list-style-type: none"> <li>• Maintain caseloads of 8-10 students per life coach.</li> <li>• Have at least two in-person contacts and five total contacts with each student per week. This may involve home visits for students who do not attend school regularly, in partnership with violence interrupters.</li> </ul>

Category	Description
	<ul style="list-style-type: none"> <li>• Within one week of enrollment, complete an intake and needs assessment for each participant.</li> <li>• Within 45 days of enrollment, support each student in developing a life map that articulates participant-centered goals related to achieving long-term safety and stability. Life maps also articulate action steps and incentive payments associated with each goal.</li> <li>• Disburse up to \$250 per month in incentive payments to each student based on their progress towards or achievement of life map goals.</li> <li>• Disburse up to \$250 in flexible funds per student to pay for items that facilitate relationship building between participant and life coach (e.g. meals) or life map goal attainment (e.g. driver's license fee).</li> <li>• Understand the ecosystem of gender-based violence services in Oakland and refer students to services that address their needs, prioritizing agencies funded by the DVP.</li> <li>• Deliver services for 9 to 18 months.</li> </ul> <p>GBV specialists also provide service referrals for students who are survivors of commercial sexual exploitation or intimate partner violence but who are not enrolled in life coaching. GBV specialists prioritize service referrals to DVP-funded providers but can make referrals to any agency that delivers relevant services based on students' language and location requirements. GBV specialists make warm-handoff referrals by connecting students in person with a representative from the referral agency. GBV specialists also follow up with referred students to ensure they are receiving the necessary support and to make additional referrals, as needed.</p> <p>Lastly, GBV specialists host support groups for students who have been impacted by gender-based violence. These groups should take place weekly and primarily engage students who have been impacted by commercial sexual exploitation or intimate partner violence but are not enrolled in life coaching. Groups should be available to students on a drop-in model rather than requiring enrollment and consistent attendance.</p>
Expected outcomes	Students (1) are no longer experiencing commercial sexual exploitation, (2) reduce their risk factors for future exploitation, and (3) increase their protective factors against future exploitation.

## Core Service 2: Life Coaching for Students at the Center of Group Violence

### **Description of Services**

Life coaching is an intensive model of case management that supports individuals impacted by group violence in Oakland in achieving long-term safety and stability. Life coaches serve as credible messengers who build relationships of trust to keep participants safe and healthy. Life coaches work closely with impacted students to identify behavioral or contextual factors driving the student's vulnerability to violence, develop and implement strategies to reduce their risk for



violence, and build safety nets and support systems needed to increase their protective factors. Life coaches have daily communication with their students to facilitate positive behavior change and connect students to support services funded by the DVP, including employment services, housing navigation, healing services, and emergency relocation. Students receive financial incentives for their progress and achievements, which encourages goal completion and provides supplemental income that helps individuals avoid high-risk behaviors for financial reasons. When appropriate, life coaches engage and partner with family members to support students' positive behavior change, create supportive environments, and establish and reinforce safety plans.

### **Service Requirements**

Category	Description
Referral and outreach	Life coaches primarily receive referrals from each school's coordination of services team (COST). Life coaches may also receive referrals from other school VIP team members, DVP staff, OUSD district staff, other agencies funded by the DVP, and students. Life coaches connect with referred students within 72 hours of referral and try multiple times to engage students who are initially resistant to services.
Population served	Life coaches serve students who are identified as being at high risk of group violence through a screener developed by the DVP.
Intervention	<p>For students who consent to life coaching services, life coaches:</p> <ul style="list-style-type: none"> <li>• Maintain caseloads of 8-10 students per life coach.</li> <li>• Have at least two in-person contacts and five total contacts with each participant per week. This may involve home visits for students who do not attend school regularly, in partnership with violence interrupters.</li> <li>• Within one week of enrollment, complete an intake and needs assessment for each participant.</li> <li>• Within 45 days of enrollment, support each student in developing a life map that articulates participant-centered goals related to achieving long-term safety and stability. Life maps also articulate action steps and incentive payments associated with each goal.</li> <li>• Disburse up to \$250 per month in incentive payments to each participant based on their progress towards or achievement of life map goals.</li> <li>• Disburse up to \$250 in flexible funds per participant to pay for items that facilitate relationship building between student and life coach (e.g. meals) or life map goal attainment (e.g. driver's license fee).</li> <li>• Understand the ecosystem of social services in Oakland and refer students to services that address their needs, prioritizing agencies funded by the DVP.</li> <li>• Connect students to college and career exploration activities.</li> <li>• Deliver services for 9 to 18 months.</li> </ul>
Expected outcomes	Students (1) are not victims or perpetrators of violence during their time engaged in services, (2) reduce their risk factors for future violence, and (3) increase their protective factors against future violence.

### Core Service 3: Violence Interruption

#### **Description of Services**

School-based VIs are credible messengers who use their relationships with students and community members to mediate conflicts and prevent future violence. VIs proactively develop trusting relationships with students at their schools and use their community influence to identify and mediate conflicts before they result in violence. In response to incidents of violence that do occur, VIs develop safety plans for students, work with impacted parties to prevent retaliation, and connect victims to services that address immediate and long-term safety needs. School-based VIs work collaboratively with community-based VIs, other school VIP team members, school administrators, and family members of students to understand violence dynamics and coordinate mediation and support efforts. School-based VIs also host support groups for students impacted by group violence and for caregivers of impacted students.

#### **Service Requirements**

Category	Description
Referral and outreach	<p>Violence interrupters will be responsible for cultivating relationships with students at the center of group violence and identifying active or potential conflicts that require intervention. Violence interrupters will also solicit receive information about conflicts involving students from school administrators, DVP staff, and community violence interrupters.</p> <p>In response to incidents group violence that impact students, whether at school or in the community, violence interrupters will activate within 24 hours, 365 days a year, to perform mediation and safety planning activities.</p>
Population served	Violence interrupters will develop trusting relationships and communicate routinely with students at the center of group violence and people with influence in their lives (family members, teachers, etc.).
Intervention	<p>Violence interrupters will perform the following activities:</p> <ul style="list-style-type: none"> <li>• Maintain current knowledge of groups and group-driven conflicts in Oakland.</li> <li>• Interact regularly with students at the center of group violence to build trusting relationships.</li> <li>• Communicate with students at the center group violence to interrupt plans for violence and mediate conflicts.</li> <li>• Engage families of students at the center of group violence to build trusting relationships, develop and implement safety plans for students, and engage in mediation conversations.</li> <li>• Accompany life coaches and GBV specialists on home visits for students, when applicable.</li> <li>• Complete safety assessments for students who are involved in current or potential conflicts and work with students, administrators, school VIP team members, and guardians to implement safety measures.</li> <li>• Refer students at the center of group violence to life coaching services.</li> </ul>

Attachment A: Scopes of Work for Grant Year 2025-2026 Awards

Category	Description
	<ul style="list-style-type: none"> <li>• Participate in weekly meetings of school violence interrupters and DVP staff to discuss active community conflicts and response activities.</li> <li>• Disburse flexible funds of up to \$5,000 per VI to reduce stressors or conflicts that may result in violence.</li> <li>• Regularly collaborate with violence interrupters working at other schools and in the community to coordinate response and mediation activities.</li> </ul> <p>Additionally, violence interrupters will cofacilitate student support groups and administrator trainings with life coaches, GBV specialists, or DVP staff.</p>
Expected outcomes	Conflicts between students are mediated and do not result in violence, and school safety is increased.