



CITY OF OAKLAND

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OAKLAND

2017 JUN -1 PM 5:10

# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** Sara Bedford  
Director, Human Services

**SUBJECT:** Supplemental Report – HSD Violence  
Intervention Renewals  
Fiscal Year 2017-2018

**DATE:** May 24, 2017

City Administrator Approval

Date:

## RECOMMENDATION

**Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To:**

- (1) Renew Oakland Unite Grant Agreements Between The City Of Oakland And Various Public And Non-Profit Agencies And Fund Direct City Services To Provide Violence Intervention Programs For An Estimated Amount Of \$8,050,687 For Fiscal Year 2017-2018; And**
- (2) Amend Professional Service Agreements With Pathways Consultants To Increase The Amount By Up To \$30,000 For A Fiscal Year 2017-2018 Contract Amount Not To Exceed \$50,000, And With Bright Research Group To Increase The Amount By Up To \$80,000 For Training And Technical Assistance For A Fiscal Year 2017-2018 Contract Amount Not To Exceed \$330,000.**

## REASON FOR SUPPLEMENTAL

Recommendations from the Human Services Department (HSD) regarding violence intervention service renewals for Fiscal Year (FY) 2017-2018 were presented to the Safety and Services Oversight Commission ("Oversight Commission") on May 22, 2017 and to the Public Safety Committee of City Council on May 23, 2017.

This supplemental responds to the request of the Public Safety Committee and Oversight Commission to share additional details about improvement plans and contract conditions for any grantees that were not meeting deliverables, and commit to reporting back on the progress of these grantees to the Oversight Commission at the end of the first quarter of FY 2017-2018.

The supplemental also corrects an error in the table on page 6 of the original staff report to accurately reflect the number of participants and service hours for the Family Violence sub-strategy.

Item: \_\_\_\_\_  
City Council  
June 6, 2017

**INFORMATION ON GRANTEES WITH PERFORMANCE CHALLENGES**

As noted on pages 8-14 of the original staff report and in each agency's individual report card, some agencies were not on track to meet deliverables by the end of December 31, 2016 or had other significant challenges that affected their performance.

HSD has developed a plan of action with each agency to address issues, and many agencies that were low on deliverables anticipate catching up by the end of the current fiscal year (FY 2016-2017). Table 1 below contains a summary of these grantees, the issues affecting performance, and plans to address.

Renewed funding for the grantees listed below will be conditional, contingent upon grantees making improvements in FY 2017-2018. HSD will report back to the Oversight Commission regarding the progress of these grantees at the end of the first quarter of FY 2017-2018.

**Table 1 – Summary of Grantees with Performance Challenges**

	<b>Agency</b>	<b>Issue</b>	<b>Plan to Address</b>
<b>Life Coaching</b>	East Bay Agency for Children (EBAC) <i>Youth Life Coaching</i>	EBAC has struggled to meet the number of life coaching hours agreed upon in the contract due to leadership and staff transitions.	Agency has hired for all open positions and made significant improvements by the end of March 2017. EBAC must submit written goals outlining how it will make up the remaining case management hours this quarter. The Oakland Unite Program Officer will continue to follow-up closely to ensure benchmarks for deliverables are met in the first quarter of FY 2017-2018.
	The Mentoring Center (TMC) <i>Youth Life Coaching</i>	TMC has struggled to meet the number of life coaching participants and hours agreed upon in the contract due to a vacant Life Coach position.	Agency has hired for the open position and made significant improvements by the end of March 2017. The Oakland Unite Program Officer will continue to meet regularly with the agency to ensure benchmarks for deliverables are met in the first quarter of FY 2017-2018. TMC will be required to participate in relevant training and technical assistance opportunities, particularly those focused on staff support and retention.
	ABODE Services <i>Adult Life Coaching</i>	ABODE took on the grant agreement mid-year due to unexpected transition from the previous grantee. The program transfer and start-up process affected the ability to meet benchmarks.	Program is now fully staffed and transferred, and ABODE made significant improvements by the end of March 2017. The Oakland Unite Program Officer meets monthly with ABODE and provides ongoing technical assistance around participant engagement and service delivery. ABODE will continue to work closely with the Program Officer to develop a smooth flow of referrals from Life Coaches that is reflected in the schedule of deliverables.

	Agency	Issue	Plan to Address
Employment/Ed.	Bay Area Community Resources, Inc. (BACR) <i>Youth Employment/Ed</i>	BACR is a new Oakland Unite provider this cycle and their program requires close coordination with a school site. BACR had a slower than anticipated ramp up period that affected deliverables and expenditures.	BACR has met with the Oakland Unite Program Officer and set goals outlining how it will make up the work experience hours needed to serve youth and spend down funds for approved program expenses. The agency identified a strategy to increase enrollment in coordination with the school site and increased the frequency of available work experiences.
	Beyond Emancipation (BE) <i>TAY/Adult Employment</i>	BE is a new Oakland Unite provider this cycle, and referrals from Life Coaches were slower than expected at program start which affected the ability to meet benchmarked deliverables.	In communication with their Oakland Unite Program Officer, the agency shifted resources to a participant engagement process that includes individual coaching of participants before, during and after their job placements. BE also established other referral sources to expand their referral base. Additionally, BE shifted from a cohort model to individual enrollments.
	Building Opportunities for Self-Sufficiency (BOSS) <i>TAY/Adult Employment</i>	BOSS is a new Oakland Unite provider this cycle and initial implementation was delayed. This delay along with staff transitions impacted early attainment of required deliverables and overall quality assurance for the program.	BOSS met with their Oakland Unite Program Officer to establish a communication protocol and set written goals showing how the agency would achieve contract benchmarks. To address quality assurance issues, agency is required to submit a written plan outlining the steps it will take to increase staff development and retention, and must designate a program manager as the single point person for the program to strengthen communication and management capacity. The agency will be required to participate in relevant training and technical assistance opportunities.
Violent Incident Resp.	Building Opportunities for Self-Sufficiency (BOSS) <i>Street Outreach</i>	BOSS is a new Oakland Unite provider this cycle and staff transitions impacted overall quality assurance for the program.	To address quality assurance issues, agency is required to submit a written plan outlining the steps it will take to increase staff development and retention, and must designate a program manager as the single point person for the program to strengthen communication and management capacity. BOSS must develop data entry protocol specific to the Street Outreach program. The agency will be required to participate in relevant training and technical assistance opportunities.

	Agency	Issue	Plan to Address
Innovation	Community Works West, Inc. (CW) <i>Innovation Fund</i>	CW is a new Oakland Unite provider this cycle. A staff change in the District Attorney's Office led to a slow referral period, impacting participant and hours deliverables.	Agency met with new DA staff and referrals have since increased. Additionally, CW met with their Oakland Unite Program Officer and found that case management hours were being incorrectly documented, which led to low deliverables and has been corrected.
Community Asset Building	The Mentoring Center (TMC) <i>Leadership Council</i>	The Leadership Council is a new pilot program this cycle, and TMC has struggled to finalize program design and meet deliverables. Additionally, the sub-grantee and consultant partner have not played active roles developing and implementing the program as planned.	As required by Oakland Unite, TMC submitted a modification to revise the scope for the Leadership Council that reflects key partnership changes, but still retains overall vision and goals as outlined in original proposal. The agency has submitted corrected invoices and modified the budget to reflect the new program structure. The Oakland Unite Program Officer will continue to communicate closely with TMC to ensure follow-up on program design modifications and efforts to increase participant engagement and retention. The agency will be required to participate in relevant training and technical assistance opportunities.

Please note that the report cards for agencies named above are included on the following pages of this supplemental report as **Attachment A**. These report cards were attached to the original report and contain a brief program description, payment history and documented match, progress towards deliverables, successes and challenges, corrective actions, and a participant case study.

In addition to the more significant challenges outlined above, some agencies have minor technical corrective actions from site visits (such as missing consent forms or other documents). HSD anticipates that all minor corrective actions will be addressed by June 30, 2017.

Grantees will be required to address more significant performance challenges detailed above by the end of the first quarter of FY 2017-2018. As stated previously, HSD will report back to the Oversight Commission regarding the progress of the grantees following the end of that quarter.

**CORRECTED TABLE FROM PAGE 6 OF THE ORIGINAL STAFF REPORT**

**Summary of Grantee Progress:** The new independent evaluator for violence prevention services, Mathematica, is conducting an initial review of service provision across the network. Table 2 summarizes aggregate service delivery data through Quarter 4. The table below includes corrected numbers for the Family Violence Intervention sub-strategy.

**Table 2 - Summary of Services January 1-December 31, 2016<sup>1</sup>**

Strategy Area	Individual Services		Group Services	
	Participants	Hours <sup>2</sup>	Participants	Hours <sup>3</sup>
<b>Life Coaching</b>				
Youth Life Coaching	300	11,213	111	2,089
Adult Life Coaching	299	8,209	19	252
<b>Education &amp; Economic Self-Sufficiency</b>				
Youth Employment/Education Support	176	13,648	171	9,690
<i>Work Experience Hours</i>		10,316		3,158
Adult Employment/Education Support	426	19,400	675	79,572
<i>Work Experience Hours</i>		17,548		54,034
<b>Violent Incident &amp; Crisis Response</b>				
Shooting/Homicide Response & Support Network	573	3,891	n.a.	n.a.
Street Outreach	364	2,415	n.a.	n.a.
Comm. Sexually Exploited Children Intervention	251	1,875	93	1,710
Family Violence Intervention <sup>4</sup>	1,112	4,436	n.a.	n.a.
<b>Innovation Fund</b>				
Innovation Fund	29	425	44	1,123
<b>Community Asset Building</b>				
Leadership Council <sup>5</sup>	6	14	4	12
<b>All Participants<sup>6</sup></b>	<b>3,363</b>	<b>65,527</b>	<b>1,093</b>	<b>94,477</b>

<sup>1</sup> Source: Cityspan data extract from March 10, 2017, prepared by Mathematica Policy Research 2017.

Notes: This table reflects summary information for all individuals in Cityspan data regardless of their consent status. Because unique individuals could only be identified if they had given consent, the participant counts presented here may include duplicates. n.a. = not applicable

<sup>2</sup> Total individual service hours are based on case management, intensive outreach, mental health, mentoring, and work experience hours. Other service hours are not included, except under the Family Violence Intervention sub-strategy, because they were not reported in the data file.

<sup>3</sup> Total group service hours are based on basic education training, community training, family involvement, job skills/vocational training, life skills and pre-employment skills, mental health, outreach, peer support/counseling, social, sports/physical activity, substance abuse, violence prevention/anger management/conflict resolution, and other service hours.

<sup>4</sup> Family Violence Intervention individual participants and service hours include legal consultation hours.

<sup>5</sup> Numbers likely under-reported due to database issues that will be corrected. HSD file review indicates 20 active participants served in the period.

<sup>6</sup> All participant totals do not equal the sum of strategies because some individuals participate in multiple strategies.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To:

- (1) Renew Oakland Unite Grant Agreements Between The City Of Oakland And Various Public And Non-Profit Agencies And Fund Direct City Services To Provide Violence Intervention Programs For An Estimated Amount Of \$8,050,687 For Fiscal Year 2017-2018; And
- (2) Amend Professional Service Agreements With Pathways Consultants To Increase The Amount By Up To \$30,000 For A Fiscal Year 2017-2018 Contract Amount Not To Exceed \$50,000, And With Bright Research Group To Increase The Amount By Up To \$80,000 For Training And Technical Assistance For A Fiscal Year 2017-2018 Contract Amount Not To Exceed \$330,000.

For questions regarding this report, please contact Peter Kim, Manager, at 510-238-2374.

Respectfully submitted,

  
SARA BEDFORD, Director  
Human Services Department

OAKLAND UNITE DIVISION  
Reviewed by: Peter Kim, Manager  
Prepared by: Josie Halpern-Finnerty, Planner

***Attachments (1):***

A: Selected Grantee Monitoring "Report Cards" for Agencies with Performance Issues

Item: \_\_\_\_\_  
City Council  
June 6, 2017

**ATTACHMENT A:**  
SELECTED GRANTEE  
MONITORING “REPORT CARDS”  
FOR AGENCIES WITH  
PERFORMANCE ISSUES

**Agency Name: East Bay Agency for Children (EBAC)**

**Strategy Area:** Life Coaching/Intensive Case Management  
**Sub-Strategy:** Intensive Youth Life Coaching

**Program Description:** East Bay Agency for Children (EBAC), in collaboration with Oakland Unified School District (OUSD) and Alameda County Probation, provides intensive life coaching and wraparound services to 67 high risk youth identified by the Juvenile Justice Center Transition Center (JJC), with a focus on school placement, probation discharge, and brokering of local support services.

**Table 1. Match and Payment History**

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$300,000	\$210,000	\$166,258	\$43,741.68	79%	\$258,690.00	86%

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters)**

Service	Goal	# Served	Percent of Goal Reached
# of life coach participants	48	44	92%
# of life coaching hours	1920	1661	87%
# of participants re-enrolled in school/other education program	48	23	48%
# of participants with one supportive adult identified	48	32	67%
# of participants referred to OU employment training/placement	12	9	75%
# of life maps created	48	18	38%
# of life maps completed	24	10	42%
# of participants receiving mental health services	16	15	94%
# of mental health hours	80	127	159%
# of participants who attend peer support groups	16	4	25%
# of peer support groups	12	26	217%
Presentations at community meetings	4	3	75%

**Staff Recommendation:** Staff recommends renewal.

**Benchmark Comments:** Agency has struggled to meet the number of life coaching hours agreed upon in the contract. Agency will submit a written plan outlining how it will meet the number of case management hours more reflective of the contract goals. Funds have been withheld for agency not achieving one of its primary benchmarks and staff will continue to work with the agency to refine program practices.

**Reporting Compliance:** All reports are submitted on time and completed thoroughly.

**Successes:**

- Agency has consistently served youth on probation, which has led to eight participants completing the terms of their probation during this contract year.
- Agency staff regularly participates in Oakland Unite-hosted professional development opportunities highlighting ways to empower participants. Agency successfully supports participants in their transition to in-house mental health services as evidenced by the number of hours exceeded for mental health participants.



**Challenges:**

- Agency has difficulty expending incentive stipends as this is a new program element for youth life coaching and agency is still developing a system that is effective, appropriate, and consistent with the goals and intent of the incentive program.
- Agency has had leadership and staff transitions that have affected benchmarks.
- Agency continues to train staff on how to appropriately document work with participants in a consistent way; life coach notes are inconsistent at this time.

**Corrective Actions:** Agency must develop a written plan for how to make up a large percentage of the life coaching hours. Agency will create a protocol for ensuring the documentation and the quality of notes is consistent across its life coaches.

**Case Study:** Participant was a 15 year old independent, bright and hardheaded African American youth on juvenile probation, who only desired to live his life "staying out the way," make money and hang with his friends. His Life Coach focused on connecting with him on a deep and real level, providing mentoring around fatherhood, brotherhood, and friendship as well as traditional resource brokerage. Support efforts included meeting 1-2 times per week for life coaching, linking Participant to internship opportunities, checking on his school attendance and behavior, bi-weekly check-ins with his probation officer, and presenting regular progress reports at his court dates. Initially, Participant was unresponsive and didn't follow through with conditions needed to satisfy the court system and probation.

In February and March of this year, Participant started turning his behavior around. He started following through with the support he was receiving from the Life Coach as well as various other supports he had in his corner. It was as if something had clicked in his mind to get on the right track and to start handling his business. Participant was more responsive to calls and texts from Life Coach, showed up for scheduled visits, and even started attending school consistently. As he met the goals he set with his Life Coach, Participant would be rewarded for his hard work with incentive stipends. He earned his first check of \$300, and when the check was placed in his hand, his eyes widened and the biggest smile appeared on his face. Participant was generally very quiet and laid back (especially around folks he didn't know or trust), but even his Probation Officer noticed a change, expressing he'd never witnessed Participant smile until recently.

At his last court date, where he was supported by Life Coach, Lincoln Child Center, his mother and PO, the judge expressed how well Participant was progressing and made a motion of considering dismissal from probation in 45 days if he continued the effort and progress. As we walked out of court, Participant was looking forward to earning another incentive stipend for completing his probation term, and expressed with a smile and hug that he would see Life Coach in two days at his school for their routine check in. Unfortunately, this never happened. Two days later Participant was killed by a gunshot. This is a small snapshot of a young man making a change in his life and who had a future of potential and possibility, but whose life was taken too soon by the very real violence too many face every day.

**Agency Name: The Mentoring Center**

**Strategy Area:** Life Coaching/Intensive Case Management  
**Sub-Strategy:** Intensive Youth Life Coaching

**Program Description:** The Mentoring Center (TMC) provides wraparound Life Coaching and transformative mentoring for 37 participants leaving the Juvenile Justice Center (JJC) Transition Center, with a focus on school placement, probation discharge, and brokering of local support services. Life Coach support includes intake assessments, developing a life map to work towards goals, academic tutoring, group work, and mentoring.

**Table 1. Match and Payment History**

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$150,000.00	\$105,000.00	\$101,020.00	\$3,980.00	96%	\$30,000.00	20%

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters)**

Service	Goal	# Served	Percent of Goal Reached
# of Life Coach participants	24	21	88%
# of Life Coach hours	1200	815	68%
# of participants re-enrolled in school/other education program	24	21	88%
# of participants with one supportive adult identified	24	24	100%
# of participants referred to OU employment training/placement	12	16	133%
# of life maps created	24	15	63%
# of life maps completed (identified goals achieved)	12	11	92%
# of participants that attend prosocial learning groups	12	9	92%
# of prosocial learning group sessions	32	37	116%
# of presentations at community meetings	4	4	100%

**Staff Recommendation:** Staff recommends renewal.

**Benchmark Comments:** Major staffing changes including filling a vacant Life Coaching position impacted TMC's ability to meet benchmarks. Oakland Unite met with TMC to discuss shortfalls and provides ongoing TA support around service delivery.

**Reporting Compliance:** Agency has often submitted late reports and has been inconsistent in communicating with program officer on challenges.

**Successes:**

- A Life Coach worked with an individual who is challenged with a sleep disorder, which played a major role in his ability to stay awake and alert in class. The participant was faced with the possibility of not graduating. Due to the work of the Life Coach and academic partners, the participant was able to develop new sleep and study habits that put him back on track for graduation.

**Challenges:**

- TMC is not on track to expend participant incentive stipends. The agency needs to develop an effective system consistent with the goals and intent of the incentive program.
- TMC does not provide in-house background checks, instead they use the VIP process at the Juvenile Justice Center for background checks of staff working with minors, this presents a challenge because TMC is not made aware of background results and does not receive updates from Probation.

**Corrective Actions:** The Mentoring Center must dedicate a sign-in sheet specifically for Oakland Unite funded group attendance and keep all sign-in sheets separate from other TMC services. TMC will need to develop and conduct background checks for all staff working with minors. Lastly, TMC will need to develop a protocol to capture notes that better reflects the amount of time spent individually with participants.

**Case Study:** Participant (AA male, age 16, on probation) was expelled from Alameda High School for assault. After assessing this student, Life Coach identified three areas of support: Education, Employment and Anger Management. In regards to education, this student was not allowed to return to his previous school because of a stay away order for another student. He attended football practice at McClymonds High School also with the expectation that he would be attending this school when school started. When school enrollment started, he enrolled as expected. Two days after enrollment, he was informed that his enrollment was declined and he would have to attend Alameda High School for 30 more days. This was a huge challenge as he was not supposed to be on Alameda High School's campus. As a result, if he couldn't attend either school, this would put him in direct violation of his probation terms and conditions. TMC then contacted Bay Area Legal Aid for support in the area of educational rights. TMC also contacted allies and partners to further support the student this matter. As a result, the family was contacted within two working days and this student was officially enrolled into McClymonds and has since become a leader on his football team.

**Agency Name: ABODE Services**

**Strategy Area:** Life Coaching/Intensive Case Management  
**Sub-Strategy:** Intensive Adult Life Coaching

**Program Description:** ABODE Services (ABODE) provides Life Coaching services to up to 40 Oakland PATH Rehousing Initiative (OPRI) participants that can access up to 40 housing slots provided by the Oakland Housing Authority. The Life Coaching activities will be centered on a relationship building process through coaching/mentoring, careful coordination of wraparound community services; systems navigation, advocacy, and use of flex funds for housing support. Life Coaches work closely with the Street Outreach, Education and Employment Self-Sufficiency and Violent Incident and Crisis Response strategies to coordinate support services.

**Table 1. Match and Payment History**

Total Contract Amount (4 Quarters)	Payment History January-December 2016 (2 Quarters)*				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$116,000.00	\$63,800.00	\$37,582.50	\$26,217.50	60%	\$25,326.00	21%

\*Contract period from August 2016-June 2017

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters\*)**

Service	Goal	# Served	Percent of Goal Reached
# of Life Coach OPRI participants	34	28	82%
# of Life Coach hours	420	299	71%
# of OPRI participants who attain employment/income	20	17	85%
# of OPRI participants who will be stepped down or out into other housing services	6	0	0%
# of presentations at community meetings	2	0	0%

\*Includes OPRI clients served by Volunteers of America Northern California Northern Nevada from January 2016 to July 2016

**Staff Recommendation:** Staff recommends renewal.

**Benchmark Comments:** Agency took on this Grant Agreement mid-year due to unexpected transition from previous grantee. Thus, a delayed contract start, process of hiring a new Life Coach, and the need to provide program (re)orientations to existing participants all impacted ABODE’s ability start on time and meet benchmarks. Oakland Unite meets monthly with ABODE and provides ongoing TA support around participant engagement and service delivery.

**Reporting Compliance:** All reports are submitted on time and completed thoroughly.

**Successes:**

- The Life Coach schedules regular in-person meetings with OPRI participants to discuss goal setting and plans to reach goals.
- The Life Coach has successfully coached participants to provide income information and to start contributing the required 30% of income towards payment of rent. Before

ABODE assumed responsibility for the contract, many participants who received regular income received full rental subsidies and did not contribute to their rent.

- ABODE and Oakland Unite conducted group orientations for OPRI participants to review program requirements and sign a participation agreement.

**Challenges:**

- A delayed program start and setting up a system to spend down incentive funds has impacted ABODE's rate of expenditures on this grant.

**Corrective Actions:** ABODE must obtain signed Oakland Unite consent forms for all enrolled participants; agency is new and did not know of this requirement that has since been discussed with program officer and will be corrected.

**Case Study:** Participant is a young father of two small children who has the goal of gaining employment that will enable him to support and house his partner and children long term. He wants to secure a job and become part of a union and has the desire to broaden his employment options. He shared that he had unresolved legal issues that would prevent him from achieving his goals. Once he was able to share honestly about his situation, his Life Coach was able to make a referral to the Clean Slate Program. He followed through and has attended several meetings and recently notified the Life Coach that he has a public defender willing to support him in court to lessen or completely remove from his record. He continues to engage and share progress made with his Life Coach.

**Agency Name: Bay Area Community Resources (BACR)**

**Strategy Area:** Employment and Economic Self-Sufficiency  
**Sub-Strategy:** Youth Employment/Education Support Services

**Program Description:** BACR provides school-based education and employment services – case management, career coaching, employment training, experiential learning/internships, paid work experience, and follow up - to forty two (42) high-risk youth, 14-18 years old.

**Table 1. Match and Payment History**

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$180,000	\$106,000	\$85,914.676	\$20,085.34	81%	\$36,000	20%

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters)**

Service	Goal	# Served	Percent of Goal Reached
# of enrolled participants	28	25	89%
# of life skill and pre-employment skills hrs.	1120	995	89%
# of work experience hrs.	1680	1495	89%
# of participant hrs.	2016	2026	100%
# of participants who complete 120 hrs. of work experience	13	12	92%
# of academic case management hrs. (education support)	504	506	100%
# of presentations at community meetings	3	3	100%

**Staff Recommendation:** Staff recommends renewal.

**Benchmark Comments:** BACR overcame a slow ramp up period and has a plan in place that should put them on track to meet all year end deliverables.

**Reporting Compliance:** All reports are submitted on time and completed thoroughly.

**Successes:**

- Agency reported that 100% of Oakland Unite participants graduated from high school
- 100% of Oakland Unite participants did not re-offend during their time in the program
- BACR has had success bridging youth to enrollment in community college

**Challenges:**

- The quality of BACR's notes can be improved by creating more of a "story" in case notes.
- Agency has consistently under expended their budget and has a significant payment withholding amount and will work with their program officer to develop a plan to address.

**Corrective Actions:** BACR must ensure that all case notes are disaggregated with each contact entered individually and also submit a copy of its current fiscal year budget to Oakland Unite for review

**Case Study:** Participant enrolled into our program with five identified risk factors and was severely affected by his living environment. Even with so many barriers, Participant was determined to be successful in the program. He completed a combined 150 hours of life skills and pre-employment training and work experience within 6 months. During that time, Participant graduated from high school, secured permanent employment after his subsidized summer internship in our program, and became a fall 2016 Laney College student. Participant has shown that his resilience is stronger than his circumstances.

**Agency Name: Beyond Emancipation****Strategy Area:** Education and Economic Self-Sufficiency**Sub-Strategy:** Transitional Age Youth and Young Adult Employment/Education Support Services

**Program Description:** Beyond Emancipation provides employment development services that include employment readiness training, transitional employment, permanent employment placement, and job retention for thirty-eight (38) high-risk transitional age young adults, 18-24 years old

**Table 1. Match and Payment History**

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$165,000	\$99,000	\$68,286.24	\$30,713.76	69%	\$118,193	72%

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters)**

Service	Goal	# Served	Percent of Goal Reached
# of participant hrs.	300	231	77%
# of enrolled participants	36	30	83%
# of life skill and pre-employment skills hours	466	762	164%
# of networking/collaboration event sessions (employer outreach and engagement) events	50	59	118%
# of participants placed in jobs	6	6	100%
# of participants retained for 180 days in employment	0	1	
# of participants retained for 30 days in employment	5	4	80%
# of participants retained for 90 days in employment	1	2	200%
# of participants that achieve 360 hrs. work exp.	6	3	50%
# of presentations at community meetings	3	3	100%
# of work experience hrs.	6010	2977	50%

**Staff Recommendation:** Staff recommends renewal.

**Benchmark Comments:** Referral from OU Life Coaches was slow in the first few quarters. In consultation with the program officer, the agency shifted resources to directly support a more hands-on referral process that expands their referral base.

**Reporting Compliance:** All reports are submitted on time and completed thoroughly.

**Successes:**

- Oakland Unite funding complements Alameda County's AB-12 funding to serve former foster care youth.
- The Oakland Unite funded ELEVATE program is in line with Beyond Emancipation's mission, and it offers more choice for the agency's transition-age young people.



- Beyond Emancipation demonstrated flexibility and creativity to serve clients, by moving from a planned cohort model to engaging participants on a rolling basis.
- The addition of a culinary training program in fall 2016 enhanced the model with additional hard and soft skills training before attachment to work experience.

**Challenges:**

- Due to the referral challenges, the overall work experience hours and # of participants that achieve 360 hours of work experience deliverables are unlikely to be met.
- As mentioned above, the addition of the culinary training option has delayed attachment to work experience, which has also affected expenditures and resulted in withholdings. Beyond Emancipation has discussed appropriate budget and scope modifications to reflect the changes with the Program Officer.

**Corrective Actions:** All items are in compliance with the grant agreement.

**Case Study:** Participant began her work experience in April and completed 586 hours during her six months of supported work experience. Participant came to us from First Place for Youth with sporadic work experience and it soon became apparent that constant family issues were a barrier for her. She had been in and out of foster care from a young age and throughout her teens and had witnessed many friends and family members around her fall victim to gun violence.

Participant was sent on an interview with a local juice and smoothie shop in Oakland. Through coaching conversations about communication, focus, and goals, we worked through difficult times with her family to make sure she was showing up at work ready to be present and positive. Participant started at \$13 an hour with barely 15 hours per week, and has now been promoted to a manager position at \$20 an hour with around 30 hours per week.

Recently, Participant was featured on the business' Instagram. In their caption of the photo, the business wrote, "This is [Participant], our awesome intern from the Beyond Emancipation program that places young folks who've been in the system into jobs that mentor them. We've watched her flourish into a dedicated hard working young woman who loves what she does. We love her!" Participant names stability as what keeps her going to work every day, and one day hopes to get her own place and be able to adopt her little brother.

**Agency Name: Building Opportunities for Self-Sufficiency (BOSS)****Strategy Area:** Education and Economic Self-Sufficiency**Sub-Strategy:** Transitional Age Youth and Young Adult Employment/Education Support Services**Program Description:** Building Opportunities for Self-Sufficiency (BOSS) provides job training, transitional employment, employment placement and retention services for sixty eight (68) high-risk, young adults, 18-35 years old, who are residents of Oakland.**Table 1. Match and Payment History**

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$300,000	\$210,000	\$200,100	\$9,900.00	95%	94,752	23%

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters)**

Service	Goal	# Served	Percent of Goal Reached
# of enrolled participants	48	58	121%
# of life skills and pre-employment skills hrs.	2352	2093	89%
# of work experience hrs.	4704	6744	143%
# of participants that achieve 120 hrs. of work experience	28	27	96%
# of participants that attain education/vocational certificates	22	22	100%
# of job placements	28	23	82%
# of participants retained for 30 days in employment	20	15	75%
# of participants retained for 90 days in employment	15	8	53%
# of participants retained for 180 days in employment	8	2	25%
# of networking /collaboration event sessions	3	9	300%
# of presentations at community meetings	3	3	100%

**Staff Recommendation:** Staff recommends renewal with the following contingencies:

- Develop a skill building and staff development training/retention plan
- Strengthen communication protocols with OU including designated point persons

**Benchmark Comments:** BOSS is a new Oakland Unite provider this cycle and began program implementation late resulting in the need to create a plan of action with Oakland Unite staff to catch up with deliverables. BOSS is on track with enrollments, but remains low on key job placement and retention deliverables.**Reporting Compliance:** Agency has on occasion submitted reports late, but has made efforts to communicate with program officer on challenges.**Successes:**

- BOSS has effectively recruited participants and engaged them in subsidized work experience.
- The BOSS employment team has worked with the Street Outreach team to enroll participants in the work experience program.

**Challenges:**

- During the first year of the contract, agency has experienced frequent staff changes at all levels of the program including program leadership and management, which has resulted in challenges in supporting program staff
- Program leadership/management has not consistently provided timely and appropriate responses to Program Officer inquiries or updates on staffing transitions and program issues making it difficult for OU staff to assist and support in problem solving to resolve issues regarding contract compliance and service delivery

**Corrective Actions:** Along with a program specific organizational chart, BOSS must submit program manager job descriptions for each OU-funded program. BOSS must develop a communication protocol to inform program officer of relevant and significant issues. The plan should also designate specific contact person(s) for operational, fiscal, contract, and data related questions. Finally, BOSS must provide FY15/16 budget to actuals to Oakland Unite for review.

**Case Study:** Participant is a 33-year-old Latina female from Oakland who served 10 years incarcerated for a home invasion robbery. Participant is the victim of sexual and physical abuse, and had last used heroin 5 years ago. During her job readiness group, she expressed interest in pursuing a career as an administrative/clerical work, and was placed in a BOSS on-the-job training position available at the BOSS administrative office where she would undertake front desk duties. Participant received excellent reviews from her site supervisor for performing basic tasks such as rearranging supplies and organizing files to creating flyers, proofreading reports, and assisting with the planning of events.

Participant was also introduced to mental health topics around trauma, wellness, and recovery. This prompted her search for employment within the world of social services. Participant started applying to jobs after her first week of life skills activities and received an interview one week later. Her site supervisor provided a recommendation and she was offered free clothing through the agency's partnership with Wardrobe for Opportunity. She was successful in her job search and obtained employment with Magnolia Women's Recovery program on 6/23/16.

**Agency Name: Building Opportunities for Self-Sufficiency (BOSS)****Strategy Area:** Violence Incidence and Crisis Response**Sub-Strategy:** Street Outreach

**Program Description:** Building Opportunities for Self-Sufficiency (BOSS), in partnership with sub-grantee Youth ALIVE! (YA!), will reduce street and retaliatory violence for transitional age youth and young adults, ages 16-35 year olds.

**Table 1. Match and Payment History**

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$406,250	\$260,000	\$254,528.73	\$5,471.27	98%	\$60,788	20%

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters)**

Service	Goal	# Served	Percent of Goal Reached
# of intensive outreach clients	84	84	100%
# of intensive outreach hours	420	396	94%
# of gunshot victims provided with home or bedside visit	9	22	244%
# of street outreach night walks	75	83	111%
# of street outreach staff event hours	1488	2838	191%
# of street outreach event participants – unduplicated	300	718	239%
# of general outreach events	5	2	40%
# of social event sessions	9	8	89%
# of community event sessions	8	6	75%
# of violence prevention/anger management /conflict resolution	36	39	108%
# of presentations at community meetings	3	2	67%

**Staff Recommendation:** Staff recommends renewal with the following contingencies:

- Develop a skill building and staff development training/retention plan.
- Strengthen communication protocols with OU including designated point persons.
- Develop a system for consistently and accurately capturing its activities, which includes designating an individual who is responsible for ensuring data quality.

**Benchmark Comments:** In consultation with the program officer, the agency will develop a clearer protocol around who to target for services and develop plans to increase retention. Funds were withheld for agency not meeting benchmarks; the agency has made progress and should now be on track. Oakland Unite will continue to work with the agency to refine the program model and practices.

**Reporting Compliance:** Agency has on occasion submitted late reports and has been inconsistent in communicating with program officer on challenges.

**Successes:**

- Agency has demonstrated its team's ability to firmly embed itself in the community and is aware of the appropriate target population.
- Agency makes efforts to hire and promote past participants and elevate formerly incarcerated individuals into leadership positions.
- Agency's street outreach team is fully staffed and trained; a key note given that the team was understaffed during early fall.

**Challenges:**

- Agency is behind in expending client-facing dollars, and outreach team needs more clarity/training on the resources available to participants through this budget line item in order to meet their outreach/participant needs.
- Agency has experienced frequent staff turnover, in particular at the program manager level, which has led to communication challenges in terms of program/contract/fiscal knowledge and responsiveness.

**Corrective Actions:** Agency to develop a data protocol process around quality assurance including a standardized way of tracking weekly activities via logs and sign-in sheets. Along with a program specific organizational chart, BOSS must submit program manager job descriptions for each OU-funded program. Agency must develop a communication protocol to inform program officer of relevant and significant issues. The plan should designate specific contact person(s) for operational, fiscal, contract, and data related questions. Finally, BOSS must provide FY15/16 budget to actuals to Oakland Unite for review.

**Case Study:** I [outreach worker] first met Participant on a summer evening in June of 2016. Participant was engaged in a heated argument with another person, prompting me to intervene. After stepping to the side with Participant, I was able to introduce myself and share some of the services available through our program, BOSS. Participant expressed interest in our employment opportunities and met with me on several occasions. Despite not having a permanent residence and lack of resume, I was able to support him in the job search process, which led to his employment with a temporary agency. A few months after our initial meeting, I ran into Participant and he updated me on his life. He was still working with the same employer and had been able to secure his own apartment. Participant thanked me for stepping in that night and stated he would be referring other friends of his who he knew needed help getting back on track.

**Agency Name: Community Works West, Inc.**

**Strategy Area:** Innovation  
**Sub-Strategy:** Innovation Fund

**Program Description:** Community Works West, Inc. diverts 38 Oakland youth from criminal prosecution using restorative justice processes that includes restorative justice conferences and intensive case management support before and after conferences to ensure that participants successfully complete restorative justice plans and do not enter the juvenile justice system.

**Table 1. Match and Payment History**

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$150,000	\$105,000	\$105,000	\$0	100%	\$50,000	33%

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters)**

Service	Goal	# Served	Percent of Goal Reached
Youth who completed restorative plan	18	17	94%
Clients	35	27	77%
Case managed clients	24	19	79%
Case management hours	480	423	88%
Community trainings	4	3	75%
Presentations at community meetings	3	2	75%

**Staff Recommendation:** Staff recommends renewal.

**Benchmark Comments:** The agency has struggled to meet deliverables around case managed clients and case management hours due to a slow referral period and under-representation of actual client engagement hours. Referrals from the DA have since begun increasing. The agency also met with their program officer to discuss data tracking and moving forward will capture all case management hours spent with participants while conducting the restorative case conference. These changes will help get the agency on track to meet these deliverables.

**Reporting Compliance:** All reports are submitted on time and completed thoroughly.

**Successes:**

- Youth that have successfully completed the program have been diverted from the juvenile justice system.
- Community Works is strengthening their relationship with the Alameda County District Attorney to continue receiving serious cases and potentially receive more severe cases to increase the number of participants receiving case management and engaging in the restorative case conference process. In addition, Community Works had strong partnerships with the Oakland Police Department, the Oakland Unified School District, and community-based organizations in Oakland that facilitates program collaboration.

**Challenges:**

- Community Works is increasing their capacity by hiring a Deputy Director to support the Executive Director in the managing of the agency as it continues to grow, and more specifically to support Program Managers.
- As the agency continues to grow, Community Works may wish to increase the size of its Board of Directors to support agency governance.

**Corrective Actions:** All items are in compliance with the grant agreement.

**Case Study:** Officers responded to a report of battery on school grounds. Participant had been dating the victim for a few months. They had broken up a couple weeks prior to the incident. On the day of the harmful act, they were in class, neither talking to the other, when Participant, who was still very angry at the victim, grabbed his face with both hands and scratched him with her nails drawing blood. At that moment a teacher came in and stopped Participant and School Resource Officers arrested her. The District Attorney diverted the case to the Restorative Case Conference program rather than charge the youth with assault and battery.

Community Works provided one-on-one case management with weekly contact at the school, home, and by phone. Participant was prepped for conference over the course of six weeks. Prep included hours of crafting an appropriate apology letter for the victim that included answers to questions like, 'Who might have been harmed other than the victim by your actions?' The purpose of questions like this was to help the youth begin to understand that her actions, positive or negative, will always impact more than the intended party. This idea that harm to one in the community is harm to the entire community is one of the founding principles in Restorative Justice. The youth crafted a letter expressing sincere remorse to read to her ex at conference. Coordinators also provided preparation and support for other conference participants.

Although in the beginning she was resistant to the RCC process or even taking full accountability for her part in the harm that was done, Participant ultimately understood the benefits of standing and being accountable for her actions. She crafted an apology letter that expressing her feelings the day of the incident and before. She acknowledged the subsequent harm to all affected. The result of her apology and response from the victim and family was an unexpected plan to repair harm. One important action in her plan, that everyone at conference supported, was designed to support Participant to identify strategies for bringing her into emotional balance that would be used in times of stress, and would bring her personal satisfaction not found in the anger counseling assigned. Participant expressed a strong love for animals, especially ones in shelters. And so as part of her plan, she volunteered at the local animal shelter. She also decided that she would visit the Oakland Zoo, as part of her restorative plan, to be close to animals and use the time and calming environment to explore questions she herself had about the reasons she was so angry and had used violence to resolve anger instead of communicating with words. She decided that she wanted to use her plan as a new beginning for her where she would make better decisions by embracing one of her great joys—animals.

**Agency Name: The Mentoring Center****Strategy Area:** Community Asset Building**Sub-Strategy:** Young Adult Leadership Council

**Program Description:** The Mentoring Center (TMC) leads the young adult leadership council with support from sub-grantee, Communities United for Restorative Youth Justice (CURYJ) and partner, Richmond California's Office of Neighborhood Safety (ONS). TMC will develop the skills and leadership of 20 individuals to support them in setting an agenda to reduce violence in Oakland.

**Table 1. Match and Payment History**

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$255,000.00	\$178,500.00	\$160,614.50	\$17,885.50	90%	\$51,000	20%

**Table 2. Number Served January 1– December 31, 2016 (4 Quarters)**

Service	Goal	# Served	Percent of Goal Reached
# of leadership council participants	20	20	100%
# of hours of learning workshops and training provided	720	107	15%
# of learning trips	4	6	150%
# of community/government meetings	8	6	75%
# of participants who present at policy or community events	7	2	29%
# of clients completing projects	4	7	175%
# of leadership council meetings attended	12	11	92%
# of prosocial learning group sessions	12	11	92%

**Staff Recommendation:** Staff recommends renewal with the following contingencies:

- TMC must submit a modification to revise the scope and budget for the Leadership Council that reflects changes, but still retains overall vision and goals as outlined in original proposal;
- Submit corrected actual amounts paid to sub-grantee and indicate remaining balance to be returned to City of Oakland.

**Benchmark Comments:** The agency has struggled to meet deliverables. The program officer has met with the agency several times and has substantially reduced program deliverables; however, the agency remains unlikely to meet contracted deliverables, particularly in regards to involvement of proposed sub-grantee and consultant.

**Reporting Compliance:** Agency has often submitted late reports and has been inconsistent in communicating with program officer on challenges.

**Successes:**

- Former Chief Probation Officer, LaDonna Harris, was a guest facilitator for four Leadership Council meetings.
- Leadership council participants attended the Fatherhood Conference in Los Angeles, CA.



**Challenges:**

- The sub-grantee and consultant partner named in the scope of work have not played active roles developing and implementing the program as proposed.
- The Leadership Council meetings take place on Tuesday at 4 pm, so participants can attend the Transformative Men's Group at 5 pm. The meeting time and dosage of programming make it challenging for employed participants to engage regularly.
- The curriculum used for the leadership council does not clearly align with the goals of the strategy.
- TMC has not been able to meet all deliverables, despite a substantial reduction in multiple categories.

**Corrective Actions:** TMC inaccurately billed for the sub-grantee, and must meet with CURYJ to reconcile billable expenses and ensure that unexpended funds are returned to HSD. TMC must also submit a scope and budget modification to reflect key partner (sub-grantee and consultant) changes while maintaining the original goals and vision outlined in the proposal. TMC must also resolve several administrative corrective actions to complete the desk audit.

**Case Study:** When Participant first started to attend he was very skeptical about the Leadership Council and how it could help him. As we continued to communicate and as he attended the workshops, he grew more and more involved and interested in the curriculum. He has continued to come each week on time and he's beginning to show leadership qualities within the group. As one of the leaders, he helps keep the workshop focused, when others in the group who may get sidetracked. He reaches out to his Life Coach whenever he needs help, and they have developed a significant bond. He is one of the first to volunteer to help with workshops and to attend community outings or meetings. He has become a great influence to his peers in and out of the workshop. His peers look to him when in need of good advice, and talk to him when they may be thinking of revisiting past negative behavior. We have seen him use his leadership skills that he's learned in the workshop with himself and his peers to help keep them on the right path.