

CITY OF OAKLAND
AGENDA REPORT

OFFICE OF THE CITY CLERK
OAKLAND

2005 SEP -1 PM 12: 00

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Department of Human Services
DATE: September 13, 2005

RE: **REPORT AND RECOMMENDATIONS TO APPROVE THE COMPETITIVE
PROPOSAL PROCESS FOR MEASURE Y FUNDED VIOLENCE
PREVENTION PROGRAMS IN FY 2005-07**

SUMMARY

This report summarizes a request for action by the City Council to approve the competitive process for awarding grants to community based organizations and public agencies to carry out Measure Y violence prevention program strategies. This proposal process will be two tiered. All applicants will all be required to submit a preliminary proposal and those who demonstrate in the preliminary proposal the capacity to provide the requested services will be invited to submit a full proposal. Staff recommendations on grant awards from the full proposals will be presented to City Council for approval.

FISCAL IMPACT

Funding for this proposal process is \$3.7 million provided by Measure Y, the Violence Prevention and Public Safety Act of 2004, in Fund 2251, Organization 78111, Project G261210. There is no impact on the General Fund.

BACKGROUND

On November 2, 2004, Oakland voters passed Measure Y, Violence Prevention and Public Safety Act (VPPSA) approving a series of taxes to support three primary violence prevention objectives: 1) 63 new police officers for community policing and other focused policing efforts; 2) full staffing for 25 fire engine companies and 7 truck companies – ending rotating closures; and, 3) violence prevention programs.

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On June 7, 2005, City Council approved specific program recommendations for Measure Y funded violence prevention programs (see Attachment A). Measure Y prevention programs focus on: 1) intensive case management and employment services for youth and young adults on probation and parole; 2) interventions for truant, drop out and otherwise disengaged youth, including outreach and employment support and school-based interventions for middle schools with high suspension rates; 3) enhancement of the OPD Family Violence Intervention Unit and services for children exposed to violence and sexually exploited youth; and 4) violence prevention curricula for pre-school through 8th grade students, peer mediation and conflict resolution services support in middle schools with high suspension rates, and restorative justice training for staff who work with high risk youth and young adults.

The City of Oakland, Department of Human Services (DHS) will administer approximately \$6 million in designated violence prevention funds, with \$3.7 million being awarded to nonprofit, community based organizations through a two-step grant making process.

The VPPSA Violence Prevention program strategies fall under five (5) major *funded components*: (1) Youth Outreach & Comprehensive Services; (2) Special Services to Children & Youth Exposed to Violence; (3) Diversion & Reentry Services; (4) Employment & Training; and (5) School Based Strategies. Of the eighteen (18) total strategies, nine (9) are being allocated directly to specific qualified community nonprofit organizations or public agencies. The resolutions enabling these agreements and summarizing these nine (9) programs can be found in a companion report submitted to the Public Safety Committee on September 13, 2005.

The remaining nine (9) strategies are part of a competitive funding process involving a request for preliminary proposal and then a full proposal. A chart of those strategies can be found below. Please see Attachment B for a summary chart of all funded Measure Y programs.

Measure Y Violence Prevention Programs Part of Competitive RFP Process

Funded Component	Program Strategy	Target Population		Projected Number Served	Allocation FY 05-06	No. of awards
		Age Group	Risk Factor			
Youth Outreach & Comprehensive Services	Street Outreach	Children & Youth	Chronic truants, school drop outs, suspended or expelled for violence	1200	\$855,670	2-4
	Outreach to Sexually Exploited Children & Youth	Children & Youth	Exposed to violence and/or sexually exploited	300	\$225,000	1
	Sports & Recreational Programs	Children & Youth	Chronic truants, school drop outs, suspended or expelled for violence, or on probation or parole	150-450	\$182,500	2-5
Special Services to Children & Youth Exposed to Violence	Family Violence Intervention	Children, Youth & their Families	Exposed to violence and/or sexually exploited	2500 contacts	\$491,214	1-2
	Mental Health Services	Children (ages 0-5)	Exposed to violence and/or sexually exploited	100-150	\$294,728	1-2
Diversion & Reentry Services	Project Choice Model	Youth and Young Adults	In custody and on juvenile or adult parole, and/or adult probation	120	\$491,214	1-3
Employment & Training	Intensive Reentry Training & Employment	Young Adults	On parole and probation	40	\$560,000	1-2
	Crew-Based Sheltered Employment	Young Adults	On parole and probation	16	\$273,750	1
	After-school Job Training	Youth	Chronic truants, school drop outs, or suspended or expelled for violence, or on probation	100	\$340,000	1-3

I. OAKLAND FUND FOR VIOLENCE PREVENTION PROPOSAL PROCESS

Staff from the Department of Human Services, the Workforce Investment Board, and the City Administrator's office, along with support from the outside experts, developed the following competitive proposal process. The process is designed to ensure that the Measure Y Violence Prevention program strategies are implemented by organizations that have the highest level of capacity and have a history of managing high quality programs in Oakland. Staff further recommends this fund be named the Oakland Fund for Violence Prevention.

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The Oakland Fund for Violence Prevention preliminary proposal form and guidelines were reviewed by City staff and outside professionals with experience administering requests for proposals and program services. Their comments and edits were incorporated to ensure it is an uncomplicated, comprehensive and logical process. The Oakland Fund for Violence Prevention proposal documents can be found in Attachments C-E.

A) Application Process

There is a two-step application process for the Oakland Fund for Violence Prevention.

1) Preliminary Proposal

The Department of Human Services will solicit Preliminary Proposals from nonprofit, community based organizations and public agencies that would like to be considered for funding under the Oakland Fund for Violence Prevention. The preliminary proposal is a ten (10) page document that seeks to shorten the amount of time and expense required for agencies to apply to Oakland Fund for Violence Prevention. A detailed summary of the Preliminary Proposal documents follows in Section D of this report.

2) Full Proposal

Organizations and partnerships that demonstrate in the Preliminary Proposal phase the capacity to provide the requested services and the ability to implement quality programs will be invited to submit a full proposal. The full proposal will require more detailed information from applicants. This will include a more detailed and comprehensive program description, detailed staff qualifications, evidence of formalized partnerships (i.e. signed Memorandum of Understanding), a full budget and budget justification, and evidence of nonprofit status and appropriate levels of insurance. Members of the review panel may also call on applicants to answer specific questions in regard to their proposal. Final determinations of programs that will receive funding will be made from the full proposals.

B) Proposed Deadlines

Preliminary Proposal form and guidelines available: Monday, October 3, 2005

Bidder's Conference: Monday, October 17, 2005 at 1:00 PM

Preliminary Proposal Due: Monday, November 14, 2005 at 5:00 PM

Invitations to submit full proposal: Monday, December 19, 2005

Full proposals due: Friday, January 20, 2006 at 5:00 PM

Finalized Contracts for Approval to Public Safety Committee: Tuesday, March 7, 2006

Contracts Begin: May 1, 2006

C) Eligible Organizations

Nonprofit organizations and public agencies are eligible to apply to receive Oakland Fund for Violence Prevention funds. For the purposes of this application, nonprofit community based organizations are defined as a private or public organization,

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incorporated in the State of California, and designated tax-exempt and registered with the California Franchise Tax Board.

D) Summary of Preliminary Proposal Documents

There are four preliminary proposal documents which are described as follows:

1) *Oakland Fund for Violence Prevention Fiscal Year 2006-07 Funding Cycle Overview (Attachment C1)*

This document contains an overview of the goal, principles, and the language of VPPSA. Information on the evaluation process and the Violence Prevention and Public Safety Oversight committee is also provided. The Overview also includes information on eligible applicants, a summary of the application process, deadlines and reporting requirements.

2) *Oakland Fund for Violence Prevention Fiscal Year 2006-07 Program Strategies (Attachment C2)*

The purpose of this document is to provide potential applicants with detailed information regarding the particular program strategies funded by the Fund. These details include:

- ▶ Target population
- ▶ Suggested performance measures and outcomes
- ▶ Required activities and program design elements
- ▶ Partnerships with other agencies or organizations that are required or encouraged
- ▶ Approximate funding available for each program

It also contains an Appendix of programs funded by VPPSA but that are not included in the proposal process.

3) *Oakland Fund for Violence Prevention Fiscal Year 2006-07 Preliminary Proposal Form (Attachment C3)*

The purpose of this 10-page form is to reduce the time and expense nonprofit community organizations and public agencies spend on applying to the Oakland Fund for Violence Prevention while still providing the proposal review committee with enough information to determine if a full proposal is warranted. The form requests the following information from applicants:

- ▶ Project Title and Summary
- ▶ Request Summary
 - Total Amount Requested from City of Oakland
 - Minimum Number of Youth or Young Adults to be Served
 - Number of Staff for Program
 - Client to direct staff ratio
 - Program Strategy
 - Geographic Area to be Served

- ▶ Mission of Organization
- ▶ Agency History
- ▶ Outcomes
- ▶ Service Activities
- ▶ Partnerships
- ▶ Target Population and Geographic Areas Served
- ▶ Narrative on the Program Design

4) *Oakland Fund for Violence Prevention Fiscal Year 2006-07 Instructions for the Preliminary Proposal Form (Attachment C4)*

This document is a companion to the actual Oakland Fund for Violence Prevention Proposal Form and provide applicants with instructions for filling out the form.

E) Accessibility to Information

All four documents pertaining to the Oakland Fund for Violence Prevention proposal process will be available in both PDF and MSWord format on the Measure Y/VPPSA website for applicants to download and fill out. Paper copies will also be available at the Department of Human Services office at 150 Frank Ogawa Plaza, Suite 4340. A Mandatory Bidders Conference is scheduled for potential applicants to review the Preliminary Proposal form and the application process with City staff. Frequently asked questions will also be posted on the Measure Y/VPPSA website after the Bidders Conference.

F) Review Process

City staff from the City Administrator's Office, CEDA and DHS will work with outside experts to conduct a thorough review of all preliminary proposals submitted. Outside panelists will be selected for their expertise in key areas including: violence prevention, street outreach, employment, youth development with high-risk youth, family violence, mental health, recreation, and community policing. Panels will be developed representing readers with varied programmatic experience who will read a range of proposals. The same City staff and panelists will be retained to review the final full proposal submissions as well.

Panels will conduct a thorough review of each preliminary proposal using a consistent scoring rubric. Recommendations for submitting full proposals will also look at balancing geographic distribution across the high need beats and how collaborations and other strategies might maximize the use of resources. Review panelists may, during the preliminary proposal phase, request follow up information from applicants.

Invitations for full proposals will be asked only of those preliminary applicants who demonstrate clear qualifications -- including a history of success -- to deliver the service to the specific target populations and geographic areas identified and with the required partners. Invitations for a full proposal do NOT necessarily ensure the applicant will be

funded. It is an indication that the preliminary proposal was appropriate, demonstrated capacity and therefore merits further development and review. Full proposals will be reviewed by the same panelists and final funding recommendations will be brought to City Council for approval.

II. ACCOUNTABILITY, EVALUATION AND OVERSIGHT

There is a multiple level process proposed for ensuring accountability for all Measure Y contracted services which applies to both of the contracts described in this report.

A) Mandated Independent Evaluation

Measure Y requires an independent evaluation of all programs. A request for proposals for an outside evaluator is being developed and anticipated to be released in September 2005. A recommended evaluator and contract will be brought to City Council for approval. All contracts will include language requiring participation in the independent evaluation and the ability to collect data to support the evaluation once the evaluator is selected.

B) Quarterly Data Reports and Monthly Implementation Update Reports

All Measure Y contracts will have strict reporting requirements. Each agreement will require submittal of monthly implementation updates to the City detailing benchmarks met and any challenges encountered. Quarterly data collection reports will also be required and verified by Measure Y staff during on-site monitoring visits. All scopes of work will have outcome measures and require timely reporting on specific outcomes measures.

C) Payment Schedule/ Pay – for – Performance

A pay - for - performance type contract will be used for Measure Y funded services whenever possible. Clear financial mechanisms for encouraging accountability will be in every contract. Quarterly payments will be contingent upon verification by Measure Y staff through monthly implementation reports and quarterly data reports. Payment will be withheld on a pro rata basis if implementation is not complete or verifiable as outlined in the scope of work. Successful meeting of the evaluation, outcome, and monitoring benchmarks will be used to determine the appropriateness of exercising the City's options to renew the contracts.

D) Measure Y Violence Prevention and Public Safety Oversight Committee

The Measure Y Violence Prevention and Public Safety Oversight Committee will be closely involved in reviewing and overseeing evaluation reports. As of August 2005, ten (10) of the eleven (11) Violence Prevention and Public Safety Oversight Committee members are appointed. One more appointment will be made by the Mayor. The Committee is scheduled to have its first meeting in October of 2005.

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SUSTAINABLE OPPORTUNITIES

ECONOMIC:

Providing at risk youth with these violence prevention programs will further the City's violence prevention efforts and assist young people in becoming law-abiding, responsible and stable contributing tax paying residents of the City of Oakland. These programs will also reduce the costs (including police and court costs as well as direct damage costs) of crimes prevented.

ENVIRONMENTAL:

No known impact

SOCIAL EQUITY:

By working with at-risk youth to prevent violence, these Measure Y programs will help this population to complete school and avoid arrest and incarceration. These programs will be assisting these young people in obtaining social equity.

DISABILITY AND SENIOR CITIZEN ACCESS

All programs funded under the Oakland Fund for Violence Prevention will be accessible to persons with disabilities.

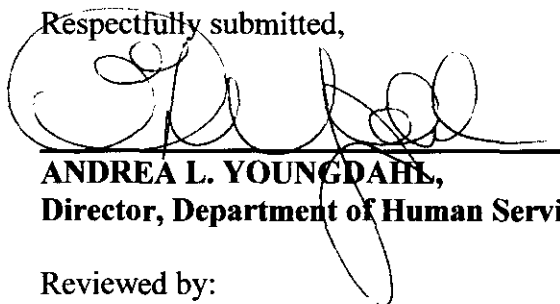
RECOMMENDATION

Staff requests that the City Council approve the competitive proposal process described in this report for allocating a total of \$3.7 million funds to nonprofit community based organizations and public agencies to carry out nine Measure Y program strategies.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that City Council approve the recommendation to approve the competitive proposal process for Measure Y funded Violence Prevention Programs in fiscal years 2005-2007.

Respectfully submitted,



ANDREA L. YOUNGDAHL,
Director, Department of Human Services

Reviewed by:
Sara Bedford, Manager
Policy and Planning

Prepared by:
Page Tomblin
Health and Human Services Planner

Anne Marks
Health and Human Services Planner

Maria Medua
DHS – Program Analyst

Al Auletta
Workforce Development Manager

ATTACHMENTS

**APPROVED AND FORWARDED TO THE
PUBLIC SAFETY COMMITTEE:**


OFFICE OF THE CITY ADMINISTRATOR

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Measure Y – Violence Prevention and Public Safety Act

PRELIMINARY PROPOSAL PROCESS LIST OF ATTACHMENTS

- A Council Approved Measure Y:
Summary of Violence Prevention
Program Recommendations**

- B Summary Chart of All Funded
Measure Y Programs**

- C Preliminary Proposal Packet:
C1 Preliminary Proposal
Overview
C2 Preliminary Proposal Program
Strategies
C3 Preliminary Proposal Form
C4 Preliminary Proposal Form
Instructions**

Attachment A

**COUNCIL APPROVED
MEASURE Y- SUMMARY OF
VIOLENCE PREVENTION
PROGRAM RECOMMENDATIONS**

YOUTH AND YOUNG ADULTS ON PROBATION OR ON PAROLE

PROGRAM DESCRIPTION	NUMBER SERVED	COST	HOW FUNDS ALLOCATED	LEVERAGING?	WHO IMPLEMENTS?
<i>Comprehensive Re-Entry Services- Youth (aged under 18)</i> Case workers (6) tied to high risk juvenile offenders on probation under Pathways to Change model. Intensive supports and diversion model, could include restorative justice component.	120 per year juveniles under age 18 on probation	\$491,214	RFP issued by DHS	Currently OPD supports w/ \$200,000; OFCY funding pending; MediCal or EPSDT leveraging likely.	DHS oversees community based providers.
<i>Comprehensive Re-Entry Services- Young Adults (aged 16-30)</i> Coaches/ case workers (6) tied to young adults (under age 30) on parole (CYA & CDC) most at risk of reoffending under Project Choice model. Intensive supports, pre- and post-release.	120 per year 16-30 yrs old on parole	\$491,214	RFP issued by DHS	Leverages current federal money (\$1,000,000); other grants pending; CDC leveraging possible.	DHS oversees community based providers.

Legend: CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening, Diagnosis, and Treatment, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

<i>YOUTH AND YOUNG ADULTS ON PROBATION OR ON PAROLE</i>					
PROGRAM DESCRIPTION	NUMBER SERVED	COST	HOW FUNDS ALLOCATED	LEVERAGING?	WHO IMPLEMENTS?
<i>Intensive Employment Training for Formerly Incarcerated Young Adults (aged 16-30)</i> Provides one year of intensive pre-employment, basic education and vocational skills training with cash incentives and paid work experience.	40	\$560,000 Nearly 50% of cost to go towards participant incentives and paid work experience (600 hrs).	WFD Unit allocates through existing WIB RFP and contract processes.	This is an out-of-school youth program model that will leverage the resources of Project Choice and other established programs dedicated to serving young adults on probation and parole.	WFD Unit oversees WIB-funded agencies with proven track records.
<i>Transitional Employment Fund for Formerly Incarcerated Young Adults</i>	40	\$548,000 Includes 1,000 hours of paid work experience for 40 adults.	WFD Unit provides funding to qualified agencies under contract with WIB.	Leverages program structures and support resources of established CBOs and FBOs dedicated to serving parolees	WFD Unit administers using contracts with outside agencies who access the wage supports.
<i>Sheltered Employment for Formerly Incarcerated Young Adults</i> Crew Based. Support two crews of 8 parolees who work no more than 1,000 hours on public works projects while receiving ongoing training and support or Internship.	8	\$273,750 Incl. 1,000 of paid work experience at \$11.11/hour.	RFP issued by DHS and WIB	Leverages program structures and support resources of established CBOs and FBOs dedicated to serving parolees.	WIB and DHS oversee community based provider

Legend: CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening, Diagnosis, and Treatment, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

<i>YOUTH AND YOUNG ADULTS ON PROBATION OR ON PAROLE</i>					
PROGRAM DESCRIPTION	NUMBER SERVED	COST	HOW FUNDS ALLOCATED	LEVERAGING?	WHO IMPLEMENTS?
Government entity shall not be the employer of record.					
<i>Summer and After School Employment</i> (see Truant Youth Section).					
<i>Restorative Justice Training</i> Training for staff and professionals working w/high risk youth involved in criminal justices systems.	75 professionals working with high risk youth	\$25,000	DHS puts a contract out to bid in collaboration with Restorative Justice Roundtable, a multi-agency collaborative.	Unknown at this time.	DHS oversees outside professional services contractor.

Legend: CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening, Diagnosis, and Treatment, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

YOUTH WHO ARE TRUANT, OUT-OF-SCHOOL, OR SUSPENDED FOR VIOLENCE

PROGRAM DESCRIPTION	NUMBER SERVED	COST	HOW FUNDS ALLOCATED	LEVERAGING?	WHO IMPLEMENTS?
<i>Street Outreach: Outreach Workers/Case Managers</i> Blend of outreach workers and case workers (15 plus supervision) associated with schools or community centers to reach out to, assess and support youth and their families. Must be implemented in partnership with public agencies (e.g., OUSD, Probation). Includes flexible funding that follows participant to address their specific needs. Particular focus on truants.	1,500 youth (18 and under) reached and 150 provided with intensive case management.	\$855,670	RFP issued by DHS	Medi-Cal reimbursement very likely.	Community Based Organizations overseen by DHS
<i>Outreach to Sexually Exploited Youth</i> 1 Case worker/outreach worker to serve each of the 3 Police Service Areas to work with sexually exploited youth		\$225,000	RFP issued by DHS		Community Based Organizations overseen by DHS
City County Neighborhood Initiative – 2 -3 outreach workers with AmeriCorp	3,000 youth and their family	\$196,485	Direct to DHS to administer	Leverages AmeriCorp grant (\$200,000); Bof A	Neighborhood Services Coordinators Program provides long term home

Legend: CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening, Diagnosis, and Treatment, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

YOUTH WHO ARE TRUANT, OUT-OF-SCHOOL, OR SUSPENDED FOR VIOLENCE

PROGRAM DESCRIPTION	NUMBER SERVED	COST	HOW FUNDS ALLOCATED	LEVERAGING?	WHO IMPLEMENTS?
partners – doing door to door community building with youth and their families.	members in 3 neighborhoods.			grant (\$200,000) and investment of Alameda County Public Health and other partners. Included in DHS's current MediCal leveraging application.	for this effort with DHS's help in transition
Expand Case Managers to three (3) additional middle schools (brings total to 10 schools served) providing intensive services to students with discipline and attendance issues under Safe Passage Middle School Model.	150 high risk middle school students.	\$240,000	Alameda County Health Care Agency	Leverages existing case managers in other schools & EPSDT funding for services	Employees of public system of Alameda County, which allows for leveraging of MediCal funding.
<i>After-School Job Training</i> Model is for Youth ages 14 to 17 including community service models for youth involved in criminal justice system.	100	\$340,000 Includes incentives for benchmark achievements and 180 hours of paid work experience at	RFP issued by DHS	Leverage WIA year-round youth formula funding and \$200,000 in CYA funding for youth in alternative schools.	WFD Unit oversees community based providers.

Legend: CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening, Diagnosis, and Treatment, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

<i>YOUTH WHO ARE TRUANT, OUT-OF-SCHOOL, OR SUSPENDED FOR VIOLENCE</i>					
PROGRAM DESCRIPTION	NUMBER SERVED	COST	HOW FUNDS ALLOCATED	LEVERAGING?	WHO IMPLEMENTS?
		\$7.5/hr for 16-17 yr olds.			
<i>Subsidized Summer Youth Employment</i> Mayor's Summer Job Program	115	\$205,848 Based on 180 hours of paid work experience at \$7.5/hour w/mandatory benefits and a 10% payroll admin. fee	Allocated directly to Mayor's Summer Jobs Program and administered through that process. RFP jointly with after school piece	Leverages the program and administrative support system funded by the Oakland WIB and City for the Mayor's Summer Jobs Program.	Oakland WIB in partnership with its funded youth service providers.
<i>Recreational Programs</i> Provide sports and recreational programs to the most at risk youth (aged 18 and younger) including those who have been suspended from school, spent time in Juvenile Hall and or are living in group homes. These programs MUST offer a relatively low youth to mentor/coach ratio not exceeding 10 youth to 1 mentor/coach.	?	\$182,500	RFP issued by DHS Funds cannot be used to hire additional city employees		Community Based Organizations overseen by DHS

Legend: CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening, Diagnosis, and Treatment, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

<i>YOUTH AND YOUNG CHILDREN EXPOSED TO VIOLENCE AND SEXUALLY EXPLOITED YOUTH</i>					
PROGRAM DESCRIPTION	NUMBER SERVED	COST	HOW FUNDS ALLOCATED	LEVERAGING?	WHO IMPLEMENTS?
<i>Family Violence Intervention</i> OPD Family Violence Unit fully staffed with 6 advocates/case workers providing comprehensive support to children and their family members experiencing domestic violence.	2,500 family contacts	\$491,214	Family Justice Center	Currently OPD pays \$350,000 toward this budget which is expected to be eliminated thus requiring full Measure Y support.	Family Justice Center under oversight of OPD and DHS.
<i>Support Groups</i> Support groups for older youth who witness domestic violence and/or sexually exploited youth.	TBD	\$147,364	RFP issued by Family Justice Center.	Leverages federal dollars for the Family Justice Center.	Community based providers through the Family Justice Center under oversight of OPD and DHS
<i>Mental Health Services</i> Mental Health consultation for children and youth experiencing violence (victims of abuse, sexually exploited, witnesses of domestic or community violence). Expands available services and pays for services when families are not MediCal eligible.	100-150 children, estimate may vary based on provider fees	\$ 294,728	RFP issued by DHS	Leverages federal dollars through MediCal reimbursements.	DHS oversees community based providers.
<i>See page 4 for outreach programs involving youth.</i>					

Legend: CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening, Diagnosis, and Treatment, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

IN-SCHOOL YOUTH, PRE-SCHOOL THROUGH MIDDLE SCHOOL

PROGRAM DESCRIPTION	NUMBER SERVED	COST	HOW FUNDS ALLOCATED	LEVERAGING?	WHO IMPLEMENTS?
<i>Violence Prevention Curriculum</i> On-going implementation of Second Step Violence Prevention Curriculum in OUSD Pre-Schools, Head Start & all OUSD middle and elementary schools.	All OUSD Students Pre-school – 8 th grade and Head Start. Estimated 35,100 youth in total.	\$275,080	Direct to OUSD and Oakland Head Start to contract for outside trainers.	\$201,100 from OUSD	OUSD Early Childhood Education Program & Student Services; Oakland Head Start.
<i>Peer Conflict Resolution</i> Peer Conflict Resolution Program in 12-15 Middle Schools.	12-15 middle schools.	\$235,782	Direct to OUSD	\$201,100 from OUSD	OUSD Administers through contracts with community providers.

Legend: CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening, Diagnosis, and Treatment, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

Attachment B

SUMMARY CHART OF ALL FUNDED MEASURE Y PROGRAMS

ATTACHMENT B - Measure Y Program Strategies

Funded Component	Program Strategy	Target Population		Projected Number Served	Linked with:	Allocation FY 05-06	Number of awards in FY 05-06 YPPSA PP Funding Cycle
		Age Group	Risk Factor				
1. Youth Outreach & Comprehensive Services	A. Street Outreach	Children & Youth	Chronic truants, school drop outs, or suspended for violence	1200	C, D, O, P	\$855,670	2-4
	B. Outreach to Sexually Exploited Children & Youth	Children & Youth	Exposed to violence and/or sexually exploited	300	G	\$225,000	1
	C. Sports & Recreational Programs	Children & Youth	Chronic truants, school drop outs, suspended for violence, or on probation or parole	150-450	A, I	\$182,500	2-5
	D. City-County Neighborhood Initiative	Youth & their Families	Chronic truants, school drop outs, or suspended for violence	3,000	A	\$196,485	None – Direct to City of Oakland-run program
2. Special Services to Children & Youth Exposed to Violence	E. Family Violence Intervention	Children, Youth & their Families	Exposed to violence and/or sexually exploited	2,500 contacts	F, G	\$491,214	1-2
	F. Mental Health Services	Children (ages 0-5)	Exposed to violence and/or sexually exploited	100-150	E	\$294,728	1-2
	G. Youth Support Groups	Youth	Exposed to violence and/or sexually exploited	TBD	B, E	\$147,364	None - Agreement with Alameda County
3. Diversion & Reentry Services	H. Project Choice Model	Youth and Young Adults	In custody and on parole	120	K, L, N	\$491,214	1-3
	I. Pathways to Change	Youth	On probation	120	C, K, M, O	\$491,214	None - RFP through The Mentoring Center
	J. Restorative Justice Training	Adult professionals	Working with youth involved in criminal justice systems	75		\$25,000	None - City professional services contract with trainer
4. Employment & Training	K. Intensive Reentry Training & Employment	Young Adults	On parole and probation	40	H, I	\$560,000	1-2
	L. Crew-Based Sheltered Employment	Young Adults	On parole and probation	8	H	\$273,750	1
	M. After-school Job Training	Youth	Chronic truants, school drop outs, suspended for violence, or on probation	100	A, I	\$340,000	1-3
	N. Transitional Jobs – Wage Pool	Young Adults	On parole and probation	40-65	H	\$548,000	None - Administered through the WIB's adult Workforce Development System
	O. Subsidized Summer Youth Employment	Youth	Chronic truants, school drop outs, suspended for violence, or on probation	110	A, I	\$205,848	None - Direct to Mayor's Summer Jobs Program
5. School Based Strategies	P. Safe Passages Middle School Model	Children (in middle school)	Chronic truants, school drop outs, or suspended for violence	150	A	\$240,000	None – Contract with Ala. County Health Care Agency
	Q. Second Step Violence Prevention Curriculum	Children (pre-school through middle school)		35,100 students		\$275,080	None - Contract with OUSD
	R. Peer Conflict Resolution Program	Children (in middle school)		12-15 schools		\$235,782	None - Contract with OUSD

Attachment C1

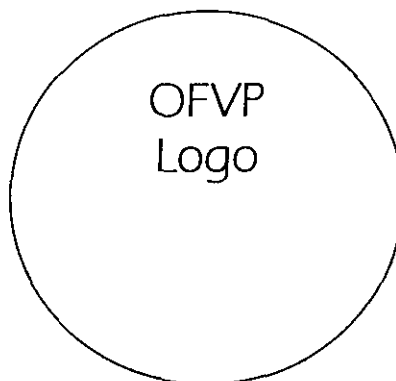
PRELIMINARY PROPOSAL OVERVIEW

The Violence Prevention and Public Safety Act of 2004

The Oakland Fund for Violence Prevention

Fiscal Year 2006-07 Funding Cycle

Overview



ISSUE DATE:	Monday, October 3, 2005
MANDATORY BIDDER'S CONFERENCE:	Monday, October 17 2005; 1:00-3:00 PM; in City Council Chambers, City Hall, 1 Frank H. Ogawa Plaza, Oakland, Ca 94612
PRELIMINARY PROPOSALS DUE:	Monday, November 14, 2005; 5:00 PM
INVITATION TO SUBMIT FULL PROPOSAL:	Monday, December 19, 2005
INVITED FULL PROPOSALS DUE:	Friday, January 20, 2006; 5:00 PM
SUBMIT PROPOSAL TO:	City of Oakland Department of Human Services Attn: VPPSA Programs 150 Frank H. Ogawa Plaza, Suite 4340 Oakland, CA 94612

City of Oakland
Department of Human Services
150 Frank Ogawa Plaza, 4th Floor
Oakland, Ca 94612

<http://www.oaklandhumanservices.org/initiatives/measurey.htm>

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The Violence Prevention and Public Safety Act of 2004

Goal

The goal of the Violence Prevention and Public Safety Act of 2004 (VPPSA) is to dramatically reduce violence in Oakland, particularly among young people.

VPPSA will create a well integrated violence prevention system, where strong links among the social services, school district, police, workforce development, and criminal justice agencies result in greater leveraging of scarce resources, better coordination of services and better outcomes for participants. Prevention programs are designed to work together, and with community policing, to provide a continuum of support for high risk youth and young adults. Interventions will reach out to those youth and young adults most at risk for committing and/or becoming victims of violence.

Principles

- Focuses on Children, Youth and Young Adults
- Serves the most at-risk and the most in need
- Employs a community-oriented approach to violence prevention
- Integrates social services intervention, crime prevention programs, and police services into one responsive system
- Holds providers accountable for program performance and are required to implement continuous improvement plans
- Links funding to violence prevention results
- Serves communities in a manner that is culturally and linguistically appropriate

Summary of the Violence Prevention and Public Safety Act

On November 2, 2004, Oakland voters demonstrated their commitment to the safety and well-being of all City residents, especially youth, by passing Measure Y, The Violence Prevention and Public Safety Act of 2004 (VPPSA). Voters approved a new parcel tax and a parking surcharge on parking in commercial lots in order to fund community police officers, violence prevention programs, and increased fire and paramedic services. Specifically, VPPSA will:

Fire Department

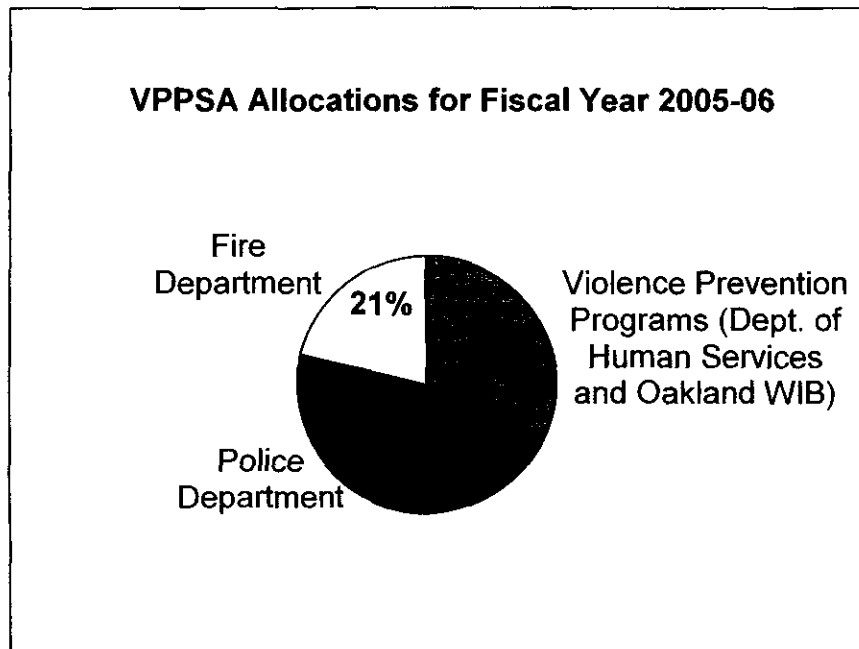
- Eliminate rotating closures of fire stations citywide
- Re-open 2 engine companies for total strength of 25 engine companies and 7 truck companies, 24/7
- Expand paramedic services from 25 units to 33 within 3 years
- Enhance the Fire Department's community programs that reach Oakland youth

Police Department

- Hire at least 63 sworn police officers, bringing total sworn strength to 802, including:
 - One officer for each community policing beat (43 officers added to 14 now authorized)
 - Six additional Crime Reduction Team officers to focus on homicides, *drug dealing*
 - Additional officers for school safety, truancy, domestic violence and child abuse

CONFIDENTIAL DRAFT – NOT FOR DISTRIBUTION**Violence Prevention Services With an Emphasis on Youth and Children:**

- Expand preventative social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives:
 - a) Youth outreach counselors: hire and train personnel who will reach out, counsel and mentor at-risk adolescents and young adults by providing services and presenting employment opportunities;
 - b) After and in-school program for youth and children: expand existing City programs and City supported programs that provide recreational, academic tutoring and mentoring opportunities for at-risk adolescents and children during school hours; expand truancy enforcement programs to keep kids in school.
 - c) Domestic violence and child abuse counselors: make available counselors who will team with police and the criminal justice system to assist victims of domestic violence or child prostitution and to find services that help avoid repeat abuse situations; expand early childhood intervention programs for children exposed to violence in the home at an early age.
 - d) Offender/parolee employment training: provide parolee pre-release employment skills training and provide employers with wage incentives to hire and train young offenders or parolees;



Of the total proceeds spent on Police and Violence Prevention Services (all funds not included in the \$4,000,000 for Fire and Paramedic Services), not less than 40% must be allocated to Violence Prevention Services (the specific violence prevention programs funded by the VPPSA and approved by Oakland's City Council). The remaining funds (equal to \$9 million in FY 05-06) are allocated to Police Services.

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The City of Oakland Department of Human Services (DHS), in coordination with the Oakland Workforce Investment Board (WIB), will administer approximately \$6 million in designated violence prevention funds, with \$3.7 million being awarded to nonprofit, community based organizations through the Oakland Fund for Violence Prevention (OFVP) in a two-step grant making process. The remaining \$2.3 million has already been allocated directly to specific qualified community nonprofit organizations, public agencies, or City of Oakland programs to implement specific program strategies per City Council's directive. All of the funded services are discussed in greater detail later in the *OFVP Program Strategies* document.

A Comprehensive Approach to Violence Prevention

VPPSA is a comprehensive and multifaceted effort to address the complex and multiple risk factors associated with violence including, but not limited to, poverty, unemployment, discrimination, substance abuse, educational failure, fragmented families, domestic abuse, internalized shame, and felt powerlessness. Efforts build on positive assets and resilience in individuals, families and communities.

Violence prevention is distinct from violence containment or suppression. Violence prevention efforts contribute to empowerment, educational and economic progress, and improved life management skills while fostering healthy communities in which people can grow in dignity and safety. Finally, efforts realign institutions to be more inclusive and receptive in responding to community needs. Violence prevention efforts targeted toward young children work to prevent experiencing or witnessing violence when young as well as to reduce the risk of future perpetration or victimization of violence.

VPPSA is envisioned as a well-integrated system with strong links among the social services, police and criminal justice agencies resulting in better coordination of services and better outcomes for participants. The policing initiatives and the proposed violence prevention programs funded by the VPPSA are designed to work together in collaboration to provide a continuum of support for Oakland's high risk neighborhoods, youth and young adults. An important area of focus for VPPSA is the degree to which these programs and services are integrated and collaborating with one another. These programs and services will be more effective if they are integrated and build on each others strengths.

The following are examples of how these collaborations might work:

Example of Collaboration Between Programs: Scenario #1

A neighborhood Home Alert group may notify their problem solving officer that there is a problem liquor store on their block. The store façade is blighted; there is frequently garbage in the vicinity surrounding the store; and there are several youths engaged in illegal behaviors in front of the store. The problem solving officer will harness City resources to address these issues with the store owner. The problem solving officer will also notify the outreach workers to make contact with the youth. The outreach workers will have access to the summer and after school employment resources for the youth they contact. They will be able to directly connect a family to the resources at the Family Justice Center or refer them to the Pathways to Change program if appropriate.

Example of Collaboration Between Programs: Scenario #2

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The intensive mentoring programs for parolees and probationers direct their clients to designated employment programs as they are ready to work. A client might start with intensive reentry planning, then join an employment and training program and once graduated be eligible for six months of subsidized wages under the transitional employment program - all funded through the Violence Prevention & Public Safety initiative. But it should be noted, it is not the intention that this initiative fund all wrap-around services for any one client. Rather the City's investment in case management and employment will leverage other needed resources such as housing, health and education.

Collaborative and integration are essential to VPPSA, particularly public-private partnerships. Organizations applying for OFVP funds are encouraged to formally partner with public agencies and private community organizations, and are encouraged to submit proposals that cover more than one program strategy. Applicants that do so will be scored favorably by reviewers.

Geographic Focus

Oakland's local communities are affected by violence at vastly different levels. Per the Agenda Report adopted by City Council on June 7, 2005, distribution of VPPSA resources will reflect those differences according to the methodology described below:

Fifty-seven (57) community police beats were evaluated on eleven data indicators, referred to as "stressors." The stressors identified include:

- Crime Factors: Juvenile and young adult arrests, domestic violence and child abuse, violent offenses and total crime
- Economic Factors: Unemployment, poverty, and public assistance levels
- Education Factors: Chronic truants and violent suspensions.

Each beat was rated on each stressor and the top ten beats for each stressor were highlighted. After identifying the 12 beats with the greatest number of stressors, a map was generated to show the concentration of high-stressor beats in three sections of the city (see below), with shading to indicate the beats with high levels of stressors.

MAP TO BE INSERTED AT A LATER DATE

(Map is under development)

These beats are:

CP Beat 06	CP Beat 26	CP Beat 34X	CP Beat 27Y
CP Beat 30X	CP Beat 23X	CP Beat 08X	CP Beat 33X
CP Beat 19X	CP Beat 20X	CP Beat 21Y	CP Beat 35X

While service providers may not be familiar with community policing beats, it is important to begin to understand how your services are delivered in this context. VPPSA funds are supporting the addition of new community policing officers in many

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of these beats and the City will work to integrate and create a cross-referral network among the violence prevention programs and the community policing officers funded by VPPSA.

Priority will be given to VPPSA funding applicants that target these community police beats in their proposal. (The one exception is proposals for Outreach to Sexually Exploited Children & Youth which may focus on beats other than those identified here, as necessary, in order to reach out to that specific target population.)

VPPSA Evaluation

One to three percent of the funds appropriated to each Police Services and Violence Prevention Services program are budgeted for the purpose of an evaluation of the program, "including the number of people served and the rate of crime or violence reduction achieved." The evaluation funds have been allocated to pay for (1) an external consultant/evaluator selected via an RFP process and for (2) an internal City evaluator in the City Administrator's Office who will manage an internal process evaluation, staff the VPPSA Oversight Committee and supervise the external consultant/evaluator selected through this RFP process.

The external consultant/evaluator will work with the VPPSA stakeholders to develop a logic model for the VPPSA programs. The logic model will identify the programs' goals, objectives, activities and performance indicators. These performance indicators will provide data on the actual performance of the programs, which will in turn allow for analysis and interpretation.

The goals of the VPPSA evaluations are as follows:

Process Evaluation – performed by the internal City evaluator

- Real-time feedback to ensure continuous program improvement
- Ongoing monitoring to document whether programs are being implemented as planned

Outcome Evaluation -- performed by external consultant/evaluator

- Measure the effectiveness of the collaboration and partnership between Police Services and Violence Prevention Services
- Longer term analysis and feedback on program outcomes, specifically reduction in violent crime and increased feeling of public safety in targeted areas
- Show linkages between what the literature states are best practices for these initiatives and what is being implemented

There are two major purposes for the internal and external evaluations of the VPPSA programs during the beginning years.

- Formative – The internal and external evaluations will help us with ongoing continuous program improvement by providing timely feedback to programs and stakeholders. This information will be a combination of data collected by the internal City evaluator and the external consultant/evaluator. It will include information about outputs, barriers to implementation, client

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satisfaction, outcomes and impacts to learn whether the programs are working and our goals are being met.

- **Monitoring** – The process evaluation will document whether our programs are being implemented as planned. This information will be gathered by the internal, City evaluator on a monthly basis to answer basic implementation questions posed by the elected officials, the VPPSA Oversight Committee, interested community members and the media on a regular, ad hoc basis.

The following list of evaluation goals for the VPPSA Violence Prevention Programs describes what must be addressed by the process and outcome evaluations. There may be additional evaluation goals identified as the programs develop.

- *Identify whether the Violence Prevention programs implemented through the VPPSA are contributing to (1) changes in feelings of public safety, (2) changes in crime levels, (3) changes in client satisfaction with program, (4) changes in employment rates for program clients, (5) changes in truancy rates for program clients, (6) changes in rates of suspension for program clients, (7) changes in rates of high school completion for program clients, (8) changes in earnings for program clients, (9) changes in rates of advanced training or apprenticeship for program clients, (10) changes in rates of post-secondary education for program clients, (11) changes in rates of recidivism. [Not all of the measures mentioned above would be collected on all participants. It would depend on the program in question and the particular goals of that program.]*
- Identify staff that have been deployed and activities that are taking place as a result of the VPPSA.
- Identify areas for improvement in program design and implementation.
- Identify problems/successes with the VPPSA violence prevention programs during each reporting period.
- Identify whether and how the VPPSA Violence Prevention Programs are collaborating/partnering with the VPPSA Police Services and if these partnerships are effective in dealing with neighborhood problems.
- Identify whether the resources of OPD, local government, private agencies, citizen groups, business community and neighborhoods involved in the VPPSA programs and services are being used effectively to solve problems.

Oversight

The VPPSA dictated that an Oversight Committee be appointed to ensure proper administration of the revenue collection and spending and to ensure proper implementation of the programs mandated by the ordinance. The Mayor appoints three members to the VPPSA Oversight Committee and each City Councilmember appoints one member. The VPPSA Oversight Committee will review the annual financial audit, evaluate, inquire and review the administration, coordination and evaluations of the programs and make policy recommendations to the Mayor and City Council. The VPPSA Oversight Committee's responsibilities include reviewing the findings of the process and outcome evaluations and providing an oversight role.

VPPSA Violence Prevention Funding

Who can apply?

Nonprofit organizations and public agencies are eligible for VPPSA Violence Prevention Funds. For the purposes of this application, nonprofit community based organizations can be private or public nonprofit organizations, incorporated in the State of California, and designated as tax-exempt and registered with the California Franchise Tax Board. Public-private partnerships are heavily encouraged and will be scored favorably by reviewers.

The text of VPPSA states that funds are for “adding capacity to community-based nonprofit programs with demonstrated past success.” The Oakland Fund for Violence Prevention is designed to support existing programs and agencies with a successful track record of serving VPPSA target populations and/or providing the types of violence prevention service strategies approved by City Council. OFVP is not designed to provide start-up funding for new agencies. (However, new partnerships between established agencies are encouraged.)

Application Process

There is a two-step application process for the Oakland Fund for Violence Prevention (VPPSA). This process was designed to save applicants time, and to allow for a focus on developing formal partnerships and service integration. The Oakland Department of Human Services is currently soliciting Preliminary Proposals (PPs). Nonprofit, community based organizations and public agencies that would like to be considered for these funds must **first** submit a completed Preliminary Proposal by **November 14, 2005, 5:00 p.m.**

There will be a **mandatory** Bidder’s Conference for all (lead) organizations submitting a Preliminary Proposal. It will be held Monday, October 17 2005; 1:00–3:00 PM; in City Council Chambers, City Hall, 1 Frank H. Ogawa Plaza, Oakland, Ca 94612. This will be an opportunity to gain more information about contracting with the City of Oakland and to ask questions about the proposal submission and review process.

Organizations and partnerships that demonstrate in the Preliminary Proposal the capacity to provide the requested services and the ability to implement quality programs will be invited to submit a full proposal. The full proposal will require more detailed information from applicants. This will include a more detailed and comprehensive program description, evidence of formalized partnerships (i.e. signed Memorandums of Understandings), a full budget and budget justification, and evidence of nonprofit status and appropriate levels of insurance. The format of the full proposal will be forthcoming at that time. Notification of invitations to submit full proposals will be sent out via email on December 19th. Organizations and partnerships invited to submit a full proposal must complete them by January 20, 2006.

Final determinations of funded proposals will occur by March 2006. The City anticipates that contracts with awardees will be finalized in March, so that services may commence no later than May of 2006.

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Organizations selected to provide services will be contracted by the City of Oakland initially for a term of 12-15 months. **However, preliminary proposals should reflect the costs and measurable outcomes for an annual (twelve-month) period.** Upon mutual agreement, the City and the service provider may renew the contract for two (2) additional 12-month periods, subject to satisfactory performance and availability of City funds.

Review Process

A successful proposal will include the following six critical elements:

1. Strong service track record, particularly with the targeted populations and geographic areas
2. Incorporation of best practices into program design
3. Clear, specific outcomes linked to violence prevention
4. Service activities that clearly lead to these outcomes
5. Demonstrated partnerships
6. Leveraged resources

City staff from the City Administrator's Office, Community and Economic Development Agency and Department of Human Services will work with outside experts to conduct a thorough review of all preliminary proposals submitted. Outside panelists will be selected for their expertise in key areas including: violence prevention, street outreach, employment, youth development with high risk youth, family violence, mental health, recreation, and community policing. Panels will be developed representing readers with varied programmatic experience who will read a range of proposals. The same City staff and panelists will be retained to review the final full proposal submissions as well.

Panels will conduct a thorough review of each preliminary proposal using a consistent evaluation rubric. However, recommendations for submitting full proposals will also look at balancing geographic distribution across the high need community police beats and how collaborations and other strategies might maximize the use of resources. Panelists may, during the preliminary proposal phase, request follow up information from applicants.

Invitations for full proposals will be asked only of those preliminary applicants who demonstrated clear qualifications -- including a history of success -- to deliver the service to the specific target populations and geographic areas identified and with the required partners. Invitations for a full proposal do NOT necessarily ensure the applicant will be funded. It is an indication that the preliminary proposal was appropriate, demonstrated capacity and therefore merits further development and review.

Final funding recommendations will be brought to City Council for approval.

Deadlines

Preliminary Proposal guidelines available:	Monday, October 3, 2005
Mandatory Bidder's Conference:	Monday, October 17 2005; 1:00 PM
Preliminary Proposal Due:	Monday, November 14, 2005; 5:00 PM
Invitations to submit full proposal:	Monday, December 19, 2005
Full proposals due:	Friday, January 20, 2006; 5:00 PM

CONFIDENTIAL DRAFT – NOT FOR DISTRIBUTION**Submittal Requirements**

Applicants must submit **five (5)** hard copies of the completed, signed PP, and one (1) electronic copy (on disc) of the PP, by Monday, November 14, 2005, 5:00 p.m. PST. All proposals must be hand delivered, complete to the City of Oakland, Department of Human Services, 150 Frank Ogawa Plaza, 4th Floor, Oakland, Ca 94612. **Late applications WILL NOT BE ACCEPTED.** There are no exceptions.

Protests

All protests concerning this Preliminary Proposal and the subsequent Final Proposals shall be written, and must specify in detail the grounds of the protest, the facts and evidence in support thereof and the remedy sought. Only the following matters may be protested:

- (1) The Department's failure to follow procedures established by Oakland Municipal Code (OMC), Title 2;
- (2) The Department's failure to follow any rule established by Oakland Municipal Code (OMC) Title 2; and
- (3) The Department's failure to follow any procedure, requirement, or evaluation criterion in a request for proposals issued by the Department.

Written protests shall be mailed by USPS or hand delivered to the Director of the Department conducting the protested procurement and the Manager who is conducting the procurement (as indicated below) within five working days of the postmark of the Notice of Findings and Decision sent to the protestor. Delivery services other than USPS shall be considered hand deliveries and considered submitted on the date of actual receipt by the City Department.

Director of Department: Ms. Andrea Youngdahl
Director
City of Oakland
Department of Human Services
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612-2092

Manager: Ms. Sara Bedford
Policy and Planning Manager
City of Oakland
Department of Human Services
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612-2092

CONFIDENTIAL DRAFT – NOT FOR DISTRIBUTION**Reporting Requirements**

Organizations funded by VPPSA will be required to collect data necessary for an independent evaluation. Cost of this data collection may be included in your funding request, but is expected to be covered in a 10% rate for indirect costs unless there is substantial justification for additional evaluation costs.

Organizations will also be required to submit monthly progress reports and quarterly data reports.

Questions and Technical Assistance

A Mandatory bidder's conference will be held on October 17, 2005 from 1:00 pm to 3:00 pm, in City Council Chambers in City Hall, 1 Frank H. Ogawa Plaza, Oakland, CA 94612. Questions regarding the PP can be **submitted by email only** to mmedua@oaklandnet.com. (No phone calls, please.) Questions and requests for assistance must be submitted **before 12:00 pm on November 14, 2005** in order to receive a response. Frequently asked questions (FAQs) and answers will be updated regularly and posted on the web at:

<http://www.oaklandhumanservices.org/initiatives/measurey.htm>

Web Site

The Department of Human Services operates a web site with information on VPPSA and the Oakland Fund for Violence Prevention. The address for this site is:
<http://www.oaklandhumanservices.org/initiatives/measurey.htm>.

Available on this web site will be the latest current information about VPPSA as well as information about **best practices** related to violence prevention. These best practice links will be regularly posted and updated. Also available from the web site are:

- Text and summary of VPPSA
- Preliminary Proposal forms, guidelines, and information
- Chart of Oakland Fund for Violence Prevention programs
- Frequently Asked Questions (updated regularly)
- General information for anyone interested in applying for funding through the Oakland Fund for Violence Prevention

Attachment C2

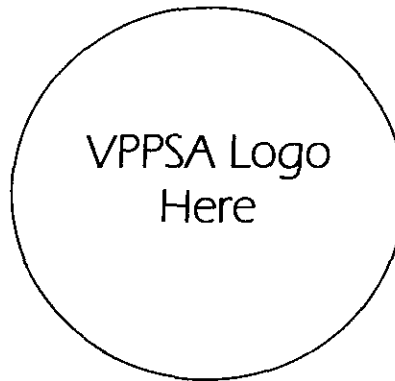
**PRELIMINARY PROPOSAL
PROGRAM STRATEGIES**

The Violence Prevention and Public Safety Act of 2004

The Oakland Fund for Violence Prevention

Fiscal Year 2006-07 Funding Cycle

Program Strategies



ISSUE DATE:	Monday, October 3, 2005
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SUBMIT PROPOSAL TO:	City of Oakland Department of Human Services Attn: VPPSA Programs 150 Frank H. Ogawa Plaza, Suite 4340 Oakland, CA 94612

City of Oakland
Department of Human Services
150 Frank Ogawa Plaza, 4th Floor
Oakland, Ca 94612

<http://www.oaklandhumanservices.org/initiatives/measurey.htm>

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Violence Prevention Programs

The City of Oakland Department of Human Services (DHS), in coordination with the Oakland Workforce Investment Board (WIB), will administer approximately \$3.6 million in funds provided by the Violence Prevention and Public Safety Act of 2004 (VPPSA) through the Oakland Fund for Violence Prevention (OFVP) in a two-step grant making process to nonprofit, community based organizations.

VPPSA is a targeted violence prevention program. VPPSA Violence Prevention funding is allocated toward **specific best practice strategies** that intervene with *target populations most at risk for being perpetrators or victims of violence*, in order **to reduce violence**. VPPSA Violence Prevention programs are designed as an **integrated continuum of services working with specific individuals** in the targeted populations in order to reduce violence. As such, the program strategies are all linked. Collaborative and integration are essential to VPPSA, particularly public-private partnerships. **Organizations applying for OFVP funds are encouraged to formally partner with public agencies and private community organizations, and are encouraged to submit proposals that cover more than one program strategy.** Applicants that do so will be scored favorably by reviewers.

Before applying for VPPSA Violence Prevention funds, it is essential that organizations understand that these strategies, or *program strategies* as they are called, include several new and complex programs that will require considerable coordination and some technical assistance. The City of Oakland intends to provide ongoing training and technical assistance to funded agencies in order to build agency capacity, ensure fidelity to best practice service models, and deliver the desired violence prevention outcomes.

A unique aspect of VPPSA is that it largely focuses interventions on a specific group of people. Specifically, VPPSA targets young people under 30 because they are the most at risk of committing or becoming victims of violence. Within this age group, there are certain risk factors that research demonstrates make a young person more at risk of being a victim or perpetrator of violence. As a result, interventions with these young people are most likely to have a measurable impact on community crime and quality of life. Specifically, the following high risk populations are noted in VPPSA, (1) Youth and young adults on probation or parole; (2) Chronic truants, drop outs, and students suspended and/or expelled for violence; and (3) Children and youth exposed to violence and/or sexually exploited.

Research has shown the above listed groups are at high risk of being perpetrators and/or victims of violence. Young people on probation or parole are the highest risk group. Truancy, suspensions, expulsions, and dropping out of school are also behavior markers indicating a much higher likelihood of being caught up in cycles of violence. Research shows that children who witness domestic violence are also more likely to exhibit behavioral and physical health problems, including aggression.

Please note: The City of Oakland already makes important investments in positive youth development - through the Oakland Fund for Children and Youth (OFCY), Library, and Parks and Recreation Departments - targeting a broad range of children and youth and focusing programs on health and well being. However, VPPSA programs are different in that they must demonstrate violence reduction and they must be focused on the most at-risk populations for committing or being victims of violence, as defined by VPPSA.

Violence Prevention Program Strategies Chart

Funded Component	Program Strategy	Target Population		Projected Number Served	Allocation FY 05-06	Number of awards in FY 05-06 VPPSA PP Funding Cycle
		Age Group	Risk Factor			
Youth Outreach & Comprehensive Services	<i>Street Outreach</i>	<i>Children & Youth</i>	<i>Chronic truants, school drop outs, suspended or expelled for violence</i>	1200	\$855,670	2-4
	<i>Outreach to Sexually Exploited Children & Youth</i>	<i>Children & Youth</i>	<i>Exposed to violence and/or sexually exploited</i>	300	\$225,000	1
	<i>Sports & Recreational Programs</i>	<i>Children & Youth</i>	<i>Chronic truants, school drop outs, suspended or expelled for violence, or on probation or parole</i>	150-450	\$182,500	2-5
	City-County Neighborhood Initiative	Youth & their Families	Chronic truants, school drop outs, or suspended or expelled for violence	3,000	\$196,485	None – Direct to City of Oakland-run program
Special Services to Children & Youth Exposed to Violence	<i>Family Violence Intervention</i>	<i>Children, Youth & their Families</i>	<i>Exposed to violence and/or sexually exploited</i>	2,500 contacts	\$491,214	1-2
	<i>Mental Health Services</i>	<i>Children (ages 0-5)</i>	<i>Exposed to violence and/or sexually exploited</i>	100-150	\$294,728	1-2
	Youth Support Groups	Youth	Exposed to violence and/or sexually exploited	TBD	\$147,364	None – Agreement with Alameda County
Diversion & Reentry Services	<i>Project Choice Model</i>	<i>Youth and Young Adults</i>	<i>In custody and on juvenile or adult parole, and/or adult probation</i>	120	\$491,214	1-3
	Pathways to Change	Youth	On probation	120	\$491,214	None - RFP through The Mentoring Center
	<i>Restorative Justice Training</i>	<i>Adult professionals</i>	<i>Working with youth involved in criminal justice systems</i>	75	\$25,000	None - City professional services contract with trainer
Employment & Training	<i>Intensive Reentry Training & Employment</i>	<i>Young Adults</i>	<i>On parole and probation</i>	40	\$560,000	1-2
	<i>Crew-Based Sheltered Employment</i>	<i>Young Adults</i>	<i>On parole and probation</i>	8	\$273,750	1
	<i>After-school Job Training</i>	<i>Youth</i>	<i>Chronic truants, school drop outs, or suspended or expelled for violence, or on probation</i>	100	\$340,000*	1-3
	Transitional Jobs – Wage Pool	Young Adults	On parole and probation	40	\$548,000	None - Administered through the WIB's adult Workforce Development System
	Subsidized Summer Youth Employment	Youth	Chronic truants, school drop outs, suspended or expelled for violence, or on probation	110	\$205,848**	None - Direct to Mayor's Summer Jobs Program
School Based Strategies	Safe Passages Middle School Model	Children	Chronic truants, school drop outs, or suspended or expelled for violence	150	\$240,000	None – Contract with Ala. County Health Care Agency
	Second Step Violence Prevention Curriculum	Children		35,100 students	\$275,080	None - Contract with OUSD
	Peer Conflict Resolution Program	Children (in middle school)		12-15 schools	\$235,782	None - Contract with OUSD

(Program strategies available through the Oakland Fund for Violence Prevention funding process are in italics.)

Definitions (For the chart that appears on the previous page.)

Age Group	<i>Targeted age range for program strategies, including overlapping age group categories of Children, Youth, and Young Adults. Targeted ages are for the age ranges defined for these groups unless otherwise specified.</i>
Allocation	<i>The annual funding allocation is set for Fiscal Year 2005-06, but is expected to increase slightly as the tax base for VPPSA increases with inflation and changes in the economy in the following years.</i>
Children	<i>Persons aged 0-14 years old</i>
Chronic Truant	<i>Students who have 6 or more unexcused absences per school year</i>
Exposed to Violence	<i>Witnesses and/or victims of domestic violence, child abuse, or community ("street") violence</i>
FY	<i>Fiscal Year</i>
Funded Component	<i>Major area of focus for VPPSA</i>
Number of Awards	<i>This is the anticipated number of proposals that will be funded for each category. For program strategies not included in this PP funding process, information is given in this column about how the funding was allocated.</i>
Number Served	<i>Estimate of the minimum number of total participants served by all funded proposals in each strategy</i>
PP	<i>Preliminary Proposal</i>
Program Strategy	<i>Specific type of program approved by City Council for VPPSA funding</i>
Risk Factor	<i>Characteristic(s) of target population increasing their risk of being perpetrators and/or victims of violence</i>
Sexually Exploited	<i>Any child or youth who engaged in the sex trade (prostitution) and/or survivors of sexual abuse or sexual violence</i>
Target Population	<i>Population served by each VPPSA program strategy. Only this population can receive services funded by VPPSA.</i>
VPPSA	<i>Violence Prevention and Public Safety Act of 2004 (a.k.a. Measure Y)</i>
Young Adults	<i>Persons aged 18-29 years old.</i>
Youth	<i>Persons aged 13-24 years old.</i>

Descriptions of Program Strategies

For your reference, all of the VPPSA program strategies awarded through OFVP are described in greater detail. (For reference, program strategies that have already been allocated are also described briefly, in the Appendix.) The format for the program strategy descriptions is laid out below. In the following pages, each program strategy is described according to this format. Program strategies are divided into their *funded components*, or areas of focus, which are described as well. Please use the program strategy descriptions provided here as guidelines and suggestions for completing the Preliminary Proposal Form.

Format for Program Strategy Descriptions

Summary

For each program strategy, there is a short descriptive summary and explanation of how it aligns with the overall goal of reducing violence in the City of Oakland.

Targeted Population

As described in the previous section, each program strategy focuses on a target population described by age and risk factor(s).

Performance Measures & Outcomes

Organizations should have procedures in place for measuring performance and documenting participant outcomes. VPPSA is designed to create outcomes that will lead to the overall goal of reducing violent crime and increasing public safety of all residents, especially youth and children in the Oakland communities specified under Geographic Areas Served. Successful proposals will include a description of how measurable outcomes relate to violence prevention results. Suggestions, but by no means complete lists, of such outcome measures are available for each program strategy.

Required Service Activities and Program Design Elements

Organizations should employ a number of appropriate service activities to achieve the stated violence prevention-related outcomes, including but not limited to those described herein. Required service activities and program design elements in each program strategy are derived from research or best practices. Because VPPSA supports specific, targeted program strategies, it is critical to review this section to *guide how you design, and how you describe, the program you are proposing.*

Information about **best practices** related to violence prevention will also be regularly posted and updated on the Department of Human Services web site at: <http://www.oaklandhumanservices.org/initiatives/measurey.htm>.

Partnerships

VPPSA requires partnering and collaboration to deliver the most effective services to have the greatest possible community impact. Partnerships should extend across VPPSA program strategies, and also beyond VPPSA programs to the key service providers (such as other community based organizations) and institutions (such as OUSD or Parole) necessary to deliver service activities and achieve program outcomes. For each formal partnership, you should have, at minimum, a verbal agreement outlining the partnership and the activities or services of each of the partners. If your proposal is accepted, you will be asked to submit a

formal Memorandum of Understanding (MOU) between the partnering agencies. Depending on the program strategy, some partnerships are required to be eligible for funding. The MOU, whether developed as an umbrella agreement with a variety of agencies, or independently with a particular partner must contain, at a minimum, the following information:

1. A *description of what client services will be provided by each partner*
2. How the costs of services and operating costs of the partnership will be funded
3. Method of referral between partners
4. Duration of the Memorandum and procedures for amending the MOU
5. Method of data collection and data sharing between partners and the VPPSA Evaluator.
6. Other provisions as agreed upon by the parties to the MOU

Approximate Funding & Pricing

Each program strategy has a specific funding allocation and projected number served. These two items lend a sense of the cost per participant expected. Suggestions of other pricing guides, such as staffing ratios and subsidy amounts, *will also be provided where appropriate. Please note, however, that if your proposal is accepted, final budgets for VPPSA will include an indirect cost rate of no more than 10% for single applicants and 15% for partnership applicants (i.e. those with formal sub-grantees). Please note: You will be held to the funding amount requested in the PP should your proposal be awarded.*

Organizations funded by VPPSA will be required to collect data necessary for an independent evaluation. *Cost of this data collection may be included in your funding request, but is expected to be covered in a 10% (or 15%) rate for indirect costs unless there is substantial justification for additional evaluation costs.*

Youth Outreach & Comprehensive Services

VPPSA targets young people because they are the most at risk of committing or becoming victims of violence. According to the Oakland Police Department, there were 113 homicides and over 7,000 felony assaults committed in the City in 2003. A significant percentage of these victims were youth and young adults (42% of homicide victims and 52% of assault victims were 25 years old or younger). The California Wellness Foundation has studied violence in communities statewide and has found that youth are nearly three times more likely to be victims of violent crime than adults. Specifically, truancy, suspensions, expulsions, and dropping out of school have been identified in research as some of the behavior markers indicating a much higher likelihood of being caught up in cycles of violence later in life. (A chronic truant, for the purpose of VPPSA and OUSD, is defined as a student who has 6 or more unexcused absences per school year.) Targeting young people exhibiting these behaviors allows VPPSA resources to focus on individuals and neighborhoods with the highest level of need. In nearly cities where violence prevention best practices are in place, interventions have close, coordinated partnerships among public and private agencies that focus on specific high-risk youth.

Street Outreach

Summary

School and/or community based outreach workers provide mentoring, case management and support services for truants, school drop-outs, and other disengaged youth.

Targeted Population

Children and youth who are chronic truants, school drop outs, or suspended or expelled for violence.

Performance Measures & Outcomes

- High school attendance
- High school or GED completion
- Placement in programs
- Arrest rates

Required Service Activities and Program Design Elements

The model supports a mix of outreach workers and case managers working with high risk youth. Outreach workers should be focused in those neighborhoods and schools having the highest rates of crime, dropouts, and truancy designated by particular City of Oakland police beats and listed in this PP in Geographic Areas Served. Outreach workers will conduct outreach and provide mentoring to targeted youth and then link these youth to case managers who provide referrals and flexible funds for services needed to ensure the youth's success. Case managers must be associated with community facilities (schools, community agencies, City facilities). Case managers must provide assessments, support and planning for disengaged youth. *The recommended ratio of outreach workers to case managers is 3:1 but proposals are welcome that suggest a different balance, with justification. In your program design narrative, specify how many outreach workers and how many case managers you are proposing.*

Street outreach programs will have access to the employment and case management programs funded by VPPSA and should budget to have flexible

funds available to purchase key services as determined by the individual needs of participants. The outreach strategy should be closely aligned with public institutions – specifically Oakland Unified School District, Alameda County Probation, and Oakland Police Department’s community policing officers in the specified police beats – so all available resources are strategically working together in neighborhoods. This strategy was based in part upon a best practice model from Boston. To learn about the Boston model, please go to <http://www.bostonstrategy.com>.

Partnerships

- Every proposal is *required* to have the Oakland Unified School District (OUSD), Juvenile Probation, or both as an institutional partner for the identification of truants and dropouts.
- Additionally, every proposal is required to have OUSD, a specific school, Juvenile Probation or another neighborhood center as a partner that provides leverage and additional resources so that wrap-around services are available to youth being outreached and/or case managed. Priority funding will go to public-private partnerships that use the expertise of community based agencies, but leverage the resources and infrastructure of public agencies.
- Partnership with the Oakland Police Department (OPD) Community Policing officers is not required at this time, but will be negotiated after funding is awarded. However, proposals that establish partnerships in advance will be reviewed favorably.
- Partnerships with other VPPSA strategies, including Sports & Recreational Programs, the City-County Neighborhood Initiative, Subsidized Summer Youth Employment (Mayor’s Summer Jobs Program), After School Employment, and the Safe Passages Middle School Model as referral sites for participants is not required at this time, but will be negotiated after funding is awarded. However, proposals that establish partnerships in advance will be reviewed favorably.

Approximate Funding & Pricing

\$855,670 supporting an estimated total of 12 outreach workers and 4 case managers with supervision and flexible funds (i.e. money that can be used flexible either as client incentives or to address client needs). Funded agencies and/or partnerships are expected, between them, to outreach to a total of 1,200 truants/high risk youth in high need neighborhoods and provide intensive home visits/case management to 120 truants/high risk youth. There will be two to four proposals awarded for this program strategy. Applicants should submit a proposal for whatever portion of this total amount fits your program and community. In awarding programs, the City will seek to reach all high priority Community Police beats throughout the city.

Outreach to Sexually Exploited Children & Youth

Summary

During 2001-02 the Oakland Police Department identified 218 minors who were being sexually exploited by being prostituted by 155 pimps. By 2003, it was estimated that the number of sexually exploited youth in Oakland increased by 75. Statistics reveal that the number of sexually abused or sexually exploited minors in Oakland is of epidemic proportion. There is a steady increase of sexual abuse and commercial sexual exploitation of minors as reported by the juvenile courts, law enforcement, social workers, educators and community providers. Many of the youth are highly vulnerable, many have no way to meet their basic

needs of food, shelter and human connection; many sexually exploited youth are invisible to society at large. Thus far, there has been no coordinated response by the various systems. Consistent cross-system assessment protocols, intake procedures, case management practices, and transitional supports necessary to address the needs of minors victimized through sexual abuse, sexual exploitation and related traumas have been lacking. The goal of Outreach to Sexually Exploited Youth is to reach this population and connect them to the programs and support they need to succeed.

Targeted Population

Children and youth exposed to violence and/or sexually exploited. Exposed to violence is defined here as "Witnesses and/or victims of domestic violence, child abuse, or 'street' violence." Sexually exploited is defined here as "a child or youth engaged in the sex trade and/or a survivor of sexual abuse or sexual violence."

Performance Measures & Outcomes

- Outreach to sexually abused and sexually exploited children and youth
- Placement into programs including peer education, counseling, health, trauma and drug recovery, social services, vocational, advocacy and legal resources
- Participation in above programs
- Re-arrest or Recidivism rates

Required Service Activities and Program Design Elements

Required service activities will be coordinated through the Family Justice Center (FJC) so as to link targeted youth to available services, service agencies and service providers. The Program should include three full-time Sexually Abused and Commercially Exploited Youth (SACEY) Outreach Educators who will work with the Oakland Police Department and the Alameda County Probation Department to identify and contact youth who are victims of sexual violence, sexual abuse or commercial sexual exploitation. The SACEY Outreach Educator shall provide advocacy to the identified youth, including referrals to appropriate programs, such as peer education, counseling, health, trauma and drug recovery, social services, vocational, advocacy and legal resources. (Note: unlike in the Street Outreach program strategy, no case managers will be funded under this category. Case management is expected to be supported through the Family Justice Center.) Other required service activities should include community education and awareness about sexual abuse and sexual exploitation of youth. Applicants are required to demonstrate multi-cultural capacity; multi-lingual capacity will be reviewed favorably.

Partnerships

- Oakland Police Department (required)
- Probation Department (required)
- District Attorney's Office (required)
- Partnership with Family Justice Center is not required at this time, but will be negotiated after funding is awarded. However, proposals that establish partnerships in advance will be reviewed favorably.
- Public Health Department (recommended)
- Social Services Agency (recommended)
- Partnerships with other VPPSA strategies, including Mental Health Services, Youth Support Groups for sexually exploited youth exposed to violence, and

- others is not required at this time, as it can be negotiated after award, but proposals linked to other VPPSA strategies will be reviewed favorably.
- Partnerships are heavily recommended with agencies working to improve the lives of youth victimized by, or at risk for sexual exploitation, violence and *prostitution through trauma recovery services, substance abuse treatment, vocational training, housing assistance and legal advocacy.*

Approximate Funding & Pricing

\$225,000 is allocated for one agency or partnership to support a minimum of 3 outreach educators.

Sports & Recreational Programs

Summary

Engaging youth in physical activity programs is a key violence prevention strategy. The goal of Sports and Recreational Programs is to intervene with high risk youth (as defined below) to develop pro-social (anti-violence) behaviors and cognitive change via recreational programs that provide a high intensity of mentorship. Research indicates that children who are consistently engaged in high quality programs experience improved peer relations, increased brain functions and self-esteem and better behavior which may all support overall learning.

Targeted Population

Children and youth (up to 24) on probation or parole, chronic truants, school drop outs, or students suspended or expelled for violence. This population is expected to include youth spending, or having spent, time in Juvenile Hall and/or who are living in group homes, as well as gang-involved youth and students in Alternative Education programs.

Performance Measures & Outcomes

- High school attendance
- School grades
- High school or GED completion
- *Participation rate/attendance in program*
- Level or rate of youth leadership
- Arrest rates

Required Service Activities and Program Design Elements

Recreational programs may include sports, martial arts, dance, outdoor activities or other programs that involve organized physical activity. These programs must focus on the outcome of *reducing violence* and use a *youth development framework*. (For more information on youth development frameworks, please go to the OFVP web site and check out the "Best Practices" links at: <http://www.oaklandhumanservices.org/initiatives/measurey.htm>. Programs should be focused in those neighborhoods and schools having the highest rates of crime, dropouts, and truancy. These Community Police beats are listed in this PP under Geographic Areas Served. Sports & Recreational programs are required to offer a relatively **low mentor/coach ratio not exceeding 10 youth to 1 mentor/coach**. Mentoring is a required activity and consists of connecting young people with staff members and/or volunteers who act as supportive, nonjudgmental role models. Youth sports and recreational programs should

attract, train and retain adult volunteers to serve (in addition to staff) as coaches and mentors.

We recommend that proposals include the best practices of developing modeling and role-playing to enhance positive social interaction, and teaching non-violent ways to resolve conflict. Other best practice program design principles include:

- Emotional and physical safety
- Positive relationships with caring adults and supportive peers
- Physical activity that is frequent, moderate to vigorous, and varied
- Youth participation in leadership and decision-making
- Skill building that is engaging, challenging and fun
- Activities that are neighborhood- and community-based

Program design narratives should discuss how recruitment and training of *mentors will occur*. *Proposals should also consider that transportation continues to be a major barrier for low-income children, youth and families trying to participate in sports programs, and plan to address this barrier*. Proposals should not only state the *type* of physical activity, but the *frequency* and *duration* of the program as well.

Partnerships

- OUSD must be a partner so that truants and dropouts can be identified.
- Partnership with the Oakland Police Department (OPD) Community Policing officers, Juvenile Probation, and Juvenile Division Parole is recommended.
- Partnerships with the Oakland Parks and Recreation Department is recommended.
- Partnership with VPPSA Street Outreach as recruitment source for participant is not required at this time, but will be negotiated after funding is awarded. However, *proposals that establish partnerships in advance will be reviewed favorably.*

Approximate Funding & Pricing

\$182,500 is allocated for two to five agencies and/or partnerships to offer violence prevention Sports & Recreational Programs to not less than 150 participants total. (Numbers served, and costs associated, will depend on the intensity, frequency, and specific equipment and facility costs of each proposal.) Programs should anticipate costs for supervisory staff, mentor/coach training and recruitment, transportation to bring participants to events, equipment and uniform purchase, and facility rental, among other costs.

Special Services to Children & Youth Exposed to Violence

Research shows that children who witness domestic violence are more likely to exhibit behavioral and physical health problems. Early exposure to violence increases the risk of violent behavior during adolescence by as much as 40%.¹ Current research suggests there are actual physical changes in the brain paths of children exposed to violence – making their responses more reactive – which in turn results in behavior that is not adaptive in later life and can result in more aggression. According to a 2000 survey conducted by Oakland Police Department, 85% of the people who contacted the police for a “domestic-related incident” had children, of those, 63% had children aged 0-5 in the home. This indicates that of the 6,303 calls for domestic violence reported in 2000, children aged 0-5 were exposed to more than 3,350 incidents of violence. Mental health support for very young children and their parents is a proven strategy, just as support groups provide effective intervention for older youth.

Oakland is fortunate to be the focus of a federal grant to develop a Family Justice Center (FJC) – a multi-service, one-stop shop for victims of domestic violence. FJC is a collaboration of over 65 service agencies, both public and private, who have agreed to coordinate resources and collaborate on service delivery so families experiencing domestic violence can address all of their needs, from court orders to mental health counseling, in one location. The FJC, overseen by the Alameda County District Attorney’s Office, will also be a resource for sexually exploited children, including child prostitutes. This is an important platform for VPPSA strategies.

Family Violence Intervention

Summary

Oakland Police receive around 3,500 domestic violence calls each year. The goal of Family Violence Intervention is to intervene to reduce the negative effects of exposure to *domestic violence and sexual exploitation and abuse among children and youth*, and their families, by providing them with Family Advocates and Child Caseworker(s).

Targeted Population

Children and youth (0-24) exposed to violence and/or sexually exploited, and their families.

Performance Measures & Outcomes

- Attainment of protective orders
- Connection of children and families to referred services

Required Service Activities and Program Design Elements

The Family Advocates will offer general legal, social, and emotional support for *victims and children exposed to violence*. Child caseworker(s) will also offer follow up Family Case Management to *develop case plans and broker services in the community for their needs*.

Although this strategy will be implemented via a contract with the Oakland Department of Human Services (DHS), services will be provided in coordination

¹ Elliot, D.S., *Youth Violence: An Overview*. Boulder, CO: Center for the Study and Prevention of Violence Prevention, March 1994.

with DHS, the Oakland Police Department, and the Family Justice Center. Required service activities include supporting the Oakland Police Department by taking referrals from OPD and occasionally accompanying police to the scene of domestic violence-related incidents in which children are present to assess the child's safety and their immediate needs. Family Advocates will connect clients to the District Attorney's Victim Witness Groups as appropriate.

Proposals must include overnight on-call coverage. In your program design narrative, please specify how you will perform this coverage. Proposals are required to demonstrate multi-cultural capacity; multi-lingual capacity will be reviewed favorably.

The Oakland Police Department's Family Violence Intervention Unit will be located at the Family Justice Center; successful proposals will be based out of the FJC as well, where their rent will be free. (Organizations applying are not required to be already located at the FJC.) This will help OPD and the VPPSA funded entity to respond to more families in a timely manner, and with more comprehensive services (i.e., legal support, case management, mental health).

Partnerships

- Oakland Police Department (required)
- Family Justice Center (required)
- *Partnerships with other VPPSA strategies, including Mental Health Services and Youth Support Groups for children and youth exposed to violence, as referral sites for participants is not required at this time but will be negotiated after funding is awarded. However, proposals that establish partnerships in advance will be reviewed favorably.*

Approximate Funding & Pricing

\$491,214 is allocated for one or two awarded agencies or partnerships to provide a minimum of six (6) Family Advocates, and one (1) Child Caseworker with case management expertise. Proposals must include overnight on-call coverage as well.

Mental Health Services

Summary

Mental health services are critical for children who witness violence in their neighborhoods, streets and schools. Currently only children eligible for MediCal or with private insurance can receive such support and the supply of services is still limited. VPPSA provides funds be set aside to address the mental health needs of children (0-5) exposed to violence, as identified through the Family Violence Intervention Unit and other avenues.

Targeted Population

Children 5 and under exposed to violence and/or sexually abused or exploited. This includes survivors of physical and sexual abuse and sexual exploitation as well as witnesses of domestic violence and community violence (i.e. "street" violence).

Performance Measures & Outcomes

- Completion of # sessions of mental health therapy
- Completion of # of mental health consultations

Required Service Activities and Program Design Elements

Proposals will offer mental health services to young children (5 and under) who have been exposed to violence and/or sexually exploited, with an emphasis on children who are not eligible for MediCal. These services will be coordinated with, and primarily recruited from, the Family Violence Intervention program described above, as well as other sources. Proposals are encouraged to include support services for children 0-5 at early childhood education sites, such as Head Start centers, who are experiencing the effects of violence. Best practices in this area include facilitating interventions with parents and family as well to educating them on Parenting Skills, Child Development, Communicating and Conflict Resolution. Another best practice is linking psychological care with physical and medical care. Funded Mental Health service providers will be allocated office space at the Family Justice Center in order to better link children 0-5 to available services, as well as to provide services to children who witness violence and who accompany a parent, guardian or caregiver to the Family Justice Center. (Applicants are not required to be current FJC partners and/or tenants.)

Partnerships

- Oakland Police Department
- Family Justice Center
- Recommended partnerships with Head Start centers and the OUSD Child Development Program for recruitment of clients.
- Partnership with the VPPSA Family Violence Intervention program as recruitment source for clients is not required at this time but will be negotiated after funding is awarded. However, proposals that establish partnerships in advance will be reviewed favorably.

Approximate Funding & Pricing

\$294,728 is allocated for one or two awarded agencies or partnerships to provide services to 100 to 150 children.

Diversion and Reentry Services

Young people on probation or parole are the group at the highest risk for becoming victims and/or perpetrators of violence. They have already engaged in negative behavior and statistics demonstrate they have a higher likelihood than their peers to be on a trajectory for further violence. These young people are typically former or current foster children, youth with learning disabilities, and/or truant youth. Effective intervention programs for these youth and young adults have the potential to have a major impact on violence reduction. Arrest rates for ages 18-29 are three to four times higher than for those under 18 years of age. Recidivism rates for parolees are estimated as high as 80% over a three-year period – an effective intervention could have a positive impact on the use of police services, crime rates, and stop the cycle of re-incarceration.

Project Choice Model

Summary

Intervene with youth and young adult (14-29) prisoners returning to Oakland in order to reduce recidivism of parolees and probationers. Project Choice provides intensive support both pre- and post-release for youth and young adults paroling to Oakland.

Targeted Population

Youth and young adults (14-29) in custody and on juvenile and adult parole and/or adult probation.

Performance Measures & Outcomes

- Recidivism
- Time in community prior to recidivism
- Re-arrest and re-offense rates
- Entered employment and employment retention
- Substance abuse treatment entrance and completion
- Stable housing

Required Service Activities and Program Design Elements

Project Choice is the City of Oakland's collaborative program offering hope, support and accountability to young offenders returning to the Oakland community. Project Choice is guided and overseen by a Reentry Steering Committee (RSC) with membership including: a formerly incarcerated community member; a City Councilmember; Oakland Mayor's Office; Oakland Police Department; Alameda County Behavioral Health Care; California Department of Correction and Rehabilitation (CDCR) Parole (Adult and Juvenile Divisions); San Quentin State Prison; Northern California Youth Correctional Facility; Oakland Workforce Investment Board; and the City's Department of Human Services.

The Project Choice model is highly comprehensive, with low caseloads (15:1) for coach/case managers, frequent contact with participants (daily at times), family contact and support, pre-release planning, and careful coordination of community services including substance abuse treatment, education and housing. A key element is coordination with assigned parole agents (or probation officers), which will be brokered by the RSC and City staff. The strongest required component of Project Choice is the relationship between the participants and their "coach" who differs from a standard case manager in the following ways: (1) Coaches share

either the experience of past incarceration or are otherwise connected to the communities from which participants are drawn; (2) Coaches meet frequently with participants to develop a level of relationship intensity with participants that is more like a mentor; (3) Coaches are available via mobile phone 24 hours a day in case of emergency; (4) Coaches get to know the families and loved ones of participants and involve them in planning and service provision; (5) Coaches meet clients at the gate upon their release from custody and provide a ride home; and (6) Coaches do not simply refer participants to services and wait for them to take the next step, instead helping them follow through to get what they need to succeed. Best practice suggests that staff and mentors for parolees/probationers be themselves formerly incarcerated individuals.

Required service activities include pre-release and post-release support groups/workshops and case management. Participants must be recruited and enrolled at least 60 days (and no more than 1 year) prior to release from custody. While in custody, participants will attend weekly reentry preparation classes; meet at least three times per month with their coach/case manager for a one-to-one session; and complete a written assessment and reentry "Life Plan" with their coach. At the time of release, participants must be met at the gate of the correctional facility. Daily contact between the coach and participant is required for the first week post-release. Once weekly contact to follow up on and revise Life Plan goals is the minimum requirement for the first two months post release. Monthly contact is the minimum requirement for months 3 through 12 after release. Post release support groups for all participants must be held weekly in the evening (after normal work hours) at a convenient Oakland location.

Partnerships

- Because of the strong link between substance abuse and recidivism, partnership with substance abuse assessment and/or treatment provider(s) is required.
- Partnerships are not required at this time, but will be required before a contract is executed with the City, with both a Correctional Institution (perhaps San Quentin State Prison, the Northern California Youth Correctional Facility, or another site, including jails and prisons) and Juvenile or Adult Parole, or Adult Probation. The City will broker these relationships on behalf of the awarded organization(s) and/or partnership(s). However, proposals that establish partnerships in advance will be reviewed favorably.

Approximate Funding & Pricing

\$491,214 is allocated for one to three agencies and/or partnerships to annually serve a total of 120 youth and young adults in custody and on parole and/or adult probation. Staffing costs must include at least one coach/case manager for every 15-20 participants. Also included in program costs must be at least \$200 per client (average) in flexible funds that can be used to pay for services, rental assistance, emergency needs, or client incentives for participation.

Employment and Training

Employment and training is a crucial strategy for all of the VPPSA target populations. Investing in employment opportunities for truant, dropout and suspended/expelled youth keeps them engaged and builds strong basic work habits. For youth on probation or parole, although education is the most important goal, the need for money is real and pressing. Moreover, for young adults on probation and parole in particular, the pressure to work is enormous. Many have children already or families that were without financial support during their incarceration, yet young men returning from prison frequently lack education and have little or no job experience. Another barrier for these young adults is the reluctance of employers to hire people with criminal records and therefore the near impossibility of establishing work experience.

Intensive Reentry Training and Employment

Summary

Intensive employment and on-the-job training program for young adults returning from correctional institutions to enter the job market. With this model, wages are earned – helping to reduce the allure of the underground economy – while skills are developed, to ensure long term employability and reduce recidivism.

Targeted Population

Young adults (18-29) on parole or probation. Primarily for Project Choice clients.

Performance Measures & Outcomes

- *GED or Diploma Completion*
- *Entered Employment*
- *Employment Retention²*
- *Earnings Gain/Change³*
- *Placement in Advanced Training or Apprenticeship*
- *Skills Certification or Credential*
- *Recidivism and Arrest Rates*

Required Service Activities and Program Design Elements

This strategy links intensive pre-employment basic education and vocational skills with cash incentives and paid work experience. Required service activities include pre-employment soft skills and job search workshops; referral to education and basic training; subsidized employment and/or stipended internships with employers in participants' fields of interest and aptitude; and job mentoring and job shadowing. Best practice suggests that staff and mentors for parolees be themselves formerly incarcerated individuals.

Required program elements include financial incentives for achieving performance benchmarks and/or for placement and follow-up services. Please specify in your program design narrative what types of wages and/or subsidies will be provided to participants. This program will be prioritized for Project Choice clients, so

² A competitive proposal should include a minimum of six months of unsubsidized job placement follow-up and advancement support services.

³ Clients are expected to earn the City's Living Wage at placement in an unsubsidized job, which is \$9.90/hour with health benefits and \$11.39 without health benefits.

recruitment will not be a major program element, although a partnership with Project Choice provider(s) will be required.

Partnerships

- Partnership with Project Choice provider(s) to provide participants can be negotiated after funding is awarded.
- *Strong relationships with parole and probation are recommended but not required at this stage.*
- Strong relationships with employers willing to hire formerly incarcerated job candidates are highly recommended.
- Education and training partners, such as with Adult Education or partners in the Workforce Investment System are recommended.

Approximate Funding & Pricing

\$560,000 is allocated for one or two agencies/partnerships to offer services to a minimum of 40 clients. This includes up to \$7,100 per client for subsidized wages, stipends, and incentives.

Crew-Based Sheltered Employment

Summary

Parolees (and possibly probationers) will engage in subsidized work activity as part of an eight-person Public Works, Fire Services and Community Service Crew in this employment model. The employment strategy should be linked with the case management strategy offered in the Project Choice model described above. Again, with this model, wages are earned – helping to reduce the allure of the underground economy – while skills are developed, to ensure long term employability and reduce recidivism.

Targeted Population

Young adults (18-29) on parole or probation. First priority for placement will be for Project Choice clients. Remaining spaces, if any, will go to other young adults on parole or probation who have recently returned to Oakland from custody.

Performance Measures & Outcomes

- Entered Employment
- Employment Retention⁴
- Earnings Gain/Change⁵
- Placement in Advanced Training or Apprenticeship
- Skills Certification or Credential
- Recidivism and Arrest Rates

Required Service Activities and Program Design Elements

Service activities in this model are subsidized work experience (approximately 25 hours per week per client for 26 weeks) and pre-employment education, training and job search assistance (approximately 10 hours per week per client). In your proposal, you should offer a “crew-based” model, defined as a group of around 8

⁴ A competitive proposal should include a minimum of six months of unsubsidized job placement follow-up and advancement support services.

⁵ Clients are expected to earn the City’s Living Wage at placement in an unsubsidized job, which is \$9.90/hour with health benefits and \$11.39 without health benefits.

clients who will work on site together on a Public Works, Fire Services and Community Service Crew.

Required program elements include supervision and training as well as provision of needed transportation, tools, equipment, etc. for crew members. The model is designed to serve a minimum of 16 parolees in a year. It could serve more, assuming some clients drop out or advance before their six months is up. It is recommended but not required that proposals provide crew members with financial incentives for meeting performance benchmarks and/or for placement and follow-up services. This program will be reserved for Project Choice clients, so recruitment will not be a major program element, although a partnership with Project Choice provider(s) will be crucial.

Please specify in your program design narrative: (1) the size of your crew, (2) length of time participants will be employed in the crew, (3) wages (or wage range) that crew members will earn, (4) weekly work hours for crew members, and (5) projected wage at (unsubsidized) placement and the length of placement follow-up and advancement support services.

Required Partnerships

- Partnership with one or more employers who will hire subsidized crew members is essential to the success of this strategy and therefore required.
- Partnership with Project Choice provider(s) can be negotiated after funding is awarded.
- Strong relationships with parole and probation are recommended but not required at this stage.
- Education and training partners, such as with Adult Education or partners in the Workforce Investment System are recommended.

Approximate Funding & Pricing

\$273,750 is allocated for a single provider to offer a crew-based program to a minimum of 8 annual participants. We expect these funds to also cover the cost of a full time supervisor.

After-school Job Training

Summary

For VPPSA targeted youth, education is the most important goal, yet the need for money is real and pressing. Investing in employment opportunities for high risk youth keeps them engaged and builds strong basic work habits. After-school employment helps youth acquire skills and contributes financially as well.

Targeted Population

Youth who are chronic truants, school drop outs, suspended or expelled for violence, or on probation.

Performance Measures & Outcomes

- Recidivism and Arrest Rates
- School attendance
- GED or Diploma Completion
- Entered Employment
- Employment Retention
- Earnings Gain/Change

- Placement in Advanced Training or Apprenticeship

Required Service Activities and Program Design Elements

High risk youth will be served in a structured and supervised after-school employment program modeled after Team Oakland. Youth will be paid to work after school hours on community related projects, under close supervision, to learn basic work responsibilities. Youth will be identified through the Street Outreach program described above and other avenues.

One program design option is that funds be used to support community service projects for youth offenders (e.g., Alameda County Probation's Weekend Training Program). *In this type of program, young people are diverted from incarceration and develop skills while performing community service.*

Please specify in your program design narrative: (1) wages (or wage range) for participants, (2) number of weekly work hours, and (3) duration of program.

Applicants must demonstrate understanding of the particular services and supervision needs of this target population and demonstrate how to meet those needs.

Required Partnerships

- OUSD must be a partner so that truants and dropouts can be identified.
- Partnership with the Oakland Police Department (OPD) Community Policing officers and Juvenile Probation is recommended.
- Partnership with VPPSA Street Outreach as recruitment source for participant will be required but can be negotiated after funding is awarded. However, proposals that establish partnerships in advance will be more likely to be awarded.

Approximate Funding & Pricing

Approximately \$340,000 will support this model and serve a minimum of 100 youth, between all funded entities for this program strategy. Funds will need to cover costs of program support (i.e. case management, job development, etc.) as well as wages for participants.

Appendix: Program Strategies that have already been allocated

Youth Outreach & Comprehensive Services

City-County Neighborhood Initiative

The City-County Neighborhood Initiative, a program run by the City of Oakland currently operating in West Oakland and Sobrante Park, will be continued with VPPSA funds. This strategy, based on best practices, has community builders going door-to-door to support and encourage neighbors to address their issues (e.g., typically *truant youth, blight, and drug dealing*) and help them ultimately to organize (e.g., Block captains, neighborhood watches, Home Alert, Renters or Home Owners' Associations) and take ownership of their communities. The community builders work closely with teams of service agencies including the Service Delivery System (SDS) Teams, Neighborhood Services Coordinators, County agencies, schools, and local non-profit agencies. In the neighborhoods currently participating in the initiative, youth have become a key focus for *neighborhood organizing*. This strategy is based on the theory that violence must be addressed in the context of the community – the people, physical locations, and social fabric -- in which it occurs.

Special Services to Children & Youth Exposed to Violence

Youth Support Groups

Support groups based on a mental health model have been found to be the most effective support for older youth exposed to violence. VPPSA funds have been allocated to the Family Justice Center to establish such groups and to establish services to address the needs of children who are sexually exploited. Partners in the FJC will also develop and identify the gaps in service for these young victims.

Diversion & Reentry Services

Pathways to Change

VPPSA will continue the City's support for Pathways to Change program by *directly contracting with The Mentoring Center to RFP out Pathways to Change* services. Pathways to Change is a diversion program for repeat juvenile offenders on probation. It is a highly comprehensive model, with low caseloads for case workers, frequent contact with clients (daily at times), family contact and support, and careful coordination of community services. A key element for the program is coordination with probation officers and the courts. Pathways to Change clients show a 60% decrease in recidivism over 6 months and 45% over 12 months.

Restorative Justice Training

The City will use VPPSA funds to hire a professional trainer to provide training and technical support to staff who regularly work with young people on probation and parole (e.g., alternative school staff, parole agents, outreach workers) in the principles and practices of restorative justice. Restorative justice can help engage communities in an important *dialogue with perpetrators of violence* and find ways for each to heal. This training will be coordinated with the collaboration

of key stakeholders (including City representatives, Alameda County judges, District Attorney's Office, OUSD) known as the Restorative Justice Roundtable that is currently reviewing best practices from communities such as Santa Clara County and Minneapolis.

Employment & Training

Transitional Jobs – Wage Pool

The funds for this program will remain within the Workforce Investment Board's adult Workforce Development System to provide wage subsidies and other incentives to entice employers to hire young adults on probation and parole. It will also support employer outreach to increase the number of jobs and employers willing to hire formerly incarcerated young adults. The goal of this program is to address the reluctance of employers to hire people with criminal records and the resulting near impossibility of establishing work experience for these young people. Either through its regular RFP process or a similar method, the WIB will pre-qualify programs to participate in the transitional jobs wage pool.

Subsidized Summer Youth Employment

VPPSA directly supports the City of Oakland's Mayor's Summer Jobs Program for the specific purpose of providing job placements for 110 VPPSA defined high risk youth, including truants, dropouts, students suspended or expelled for violence, and probationers. Investing in employment opportunities for these youth keeps them engaged and builds strong basic work habits. Youth will be identified through other VPPSA programs including Street Outreach and Pathways to Change.

School Based Strategies

Safe Passages Middle School Model

VPPSA funds will be used to contract with Alameda County Health Care Services Agency to support case managers at three (3) additional Safe Passages Middle Schools to work with chronically truant, dropout, or suspended or expelled students. This brings the number of Safe Passages middle schools to ten (10). The Safe Passages Middle School Model is a six-component strategy based on research of best practices in violence prevention. It is designed to provide impoverished children and families with the support systems they may lack at home or in their communities. The components of the model include: 1) Second Step Violence Prevention Curriculum; 2) Site-Based Coordination of Services; 3) Site-Based Targeted Intervention/ Individualized Case Management; 4) After-school Activities; 5) Mental Health Services; and, 6) Parent Engagement. This model provides effective school-based alternatives to suspension. Evaluation of the Safe Passages Middle School Model shows that violence related suspensions decreased by 43% in Safe Passages middle schools versus only 8% in other schools.

Second Step Violence Prevention Curriculum

VPPSA funds will support the Oakland Unified School District's continued implementation of the *Second Step Curriculum*. The curriculum is a nationally renowned social-emotional learning program designed by the Committee for

Children.⁶ Several Federal offices, including the U.S. Department of Education and the U.S. Department of Health and Human Services, Substance Abuse Mental Health Services, have ranked *Second Step* as a model program. The curriculum teaches empathy, impulse control, problem solving, and anger management in order to decrease aggression and increase pro-social behavior among children. The acquisition of positive social skills enables children to identify their own feelings, acknowledge the feelings of others, and express themselves appropriately. Children without skills in place for emotional self-regulation have a difficult time attending to instructional activities in early childhood programs and later in school.⁷ Furthermore, children lacking social skills tend to be disruptive in the classroom setting, which can impede learning among their classmates. The curriculum also trains teachers to recognize behavioral indications of stress and aggression early so that children can be referred to appropriate services. At OUSD, suspensions for fighting in elementary schools using *Second Step* dropped 62%, versus a 4% increase in elementary schools not using the curriculum. In *Second Step* middle schools, suspensions for violent offenses were reduced by 43% versus only an 8% reduction for the same category in the non-*Second Step* middle schools. Teacher survey results indicate that *Second Step* contributes to students staying more on task and giving teachers more time for teaching academics.

Peer Conflict Resolution Program

VPPSA will also support a contract with OUSD to implement a peer-based conflict mediation program in 12-15 Oakland middle schools, with selection based on highest rates of truancy, suspension and incidences of violence. Resolving conflicts through peer mediation has been shown to reduce playground and classroom conflicts, office referrals, and suspensions by preventing the escalation of conflicts that could otherwise lead to disruption of learning. A survey in one OUSD middle school showed that of 174 conflicts resolved by the peer mediators, 90% did not re-occur between the disputants. In that same school, students suspended for fighting were required to go through peer mediation before being re-admitted to school. Records show that of the 39 students referred to mediation, 38 never appeared on the suspension list again, representing a 97% reduction in repeat suspensions.

⁶ Committee for Children is a Seattle-based nonprofit organization dedicated to promoting the safety, well-being, and social development of children.

⁷ Gramann, J., *Windows of Opportunity in Early Learning*. Literacy Links, Volume 8, No. 3, June 2004: <http://www-tcall.tamu.edu/newsletr/june04/june04f.htm>.

Attachment C3

**PRELIMINARY
PROPOSAL
FORM**

CONFIDENTIAL DRAFT – NOT FOR DISTRIBUTION

The Violence Prevention and Public Safety Act of 2004

**The Oakland Fund for
Violence Prevention**

Fiscal Year 2006-07 Funding Cycle

**Preliminary Proposal
(PP) Form**



Before completing this form, please **read the Preliminary Proposal Form Instructions**. Use the space provided to submit the requested information.

I. PROJECT TITLE AND SUMMARY

Project Title:

1-2 Sentence Summary:

II. LEAD ORGANIZATION

Organization Name:		
Organization Type: <input type="checkbox"/> Public Agency <input type="checkbox"/> Non-Profit		
Address:		
City:	State:	Zip Code:
Contact Person:	Title:	
Phone:	Email:	
Website:	Fax:	

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III. REQUEST SUMMARY

1. Total Annual Amount Requested From the City of Oakland \$
2. Minimum number of youth or young adults to be served:
3. Number of staff (in FTEs) to be funded by this proposal:
4. Client to direct staff ratio:

5. Program Strategies:

Please indicate, by checking the appropriate box(es), which program strategy(ies) your proposal will address. (Proposals covering multiple strategies are encouraged.) For more detailed information on the funded VPPSA program components, program strategies and target populations, please read the Program Guidelines. For each program strategy, indicate the amount requested from that category as well as the number served and client to direct staff ratio.

Funded Component	Program Strategies	Minimum number served	Client to direct staff ratio	Amount Requested
Youth Outreach & Comprehensive Services	<input type="checkbox"/> Street Outreach			\$
	<input type="checkbox"/> Outreach to Sexually Exploited Children & Youth			\$
	<input type="checkbox"/> Sports & Recreation Programs			\$
Special Services to Children & Youth Exposed to Violence	<input type="checkbox"/> Family Violence Intervention			\$
	<input type="checkbox"/> Mental Health Services			\$
Diversion & Reentry Services	<input type="checkbox"/> Project Choice Model			\$
Employment & Training	<input type="checkbox"/> Intensive Reentry Training & Employment			\$
	<input type="checkbox"/> Crew-Based Sheltered Employment			\$
	<input type="checkbox"/> After-school Job Training			\$
TOTAL REQUEST:				\$

6. Geographic Area Served with funds requested:

Check all that apply. *Note:* Programs that serve the geographic areas listed will be given priority for funding. Please see guidelines for map and explanation.

- | | | | |
|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| <input type="checkbox"/> CP Beat 06X | <input type="checkbox"/> CP Beat 26Y | <input type="checkbox"/> CP Beat 34X | <input type="checkbox"/> CP Beat 27Y |
| <input type="checkbox"/> CP Beat 30X | <input type="checkbox"/> CP Beat 23X | <input type="checkbox"/> CP Beat 08X | <input type="checkbox"/> CP Beat 33X |
| <input type="checkbox"/> CP Beat 19X | <input type="checkbox"/> CP Beat 20X | <input type="checkbox"/> CP Beat 21Y | <input type="checkbox"/> CP Beat 35X |

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IV. MISSION

Briefly state the mission of your organization.

V. AGENCY HISTORY

Briefly describe your agency history. In your response, indicate your total operating budget, the types of funding sources you rely on, total budgeted FTEs, the total number of participants served by all of your programs.

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VI. OUTCOMES

Please describe, in 1-2 sentences for each, the main violence prevention-related outcomes anticipated that are specific to this request for funding. Proposal may include several outcomes or just one; however the outcomes need to be realistic and measurable. See the *PP Form Instructions* for examples and the *Program Strategies* for suggested outcome measures.

Outcome 1:
Outcome 2:
Outcome 3:
Outcome 4:
Outcome 5:

VII. SERVICE ACTIVITIES

Please describe, in 1-3 sentences for each, the most important activities that will help you achieve these above outcomes. Include **frequency/duration** of program events or services provided. See PP Form Instructions for examples.

1.
2.
3.
4.
5.

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VIII. PARTNERSHIPS

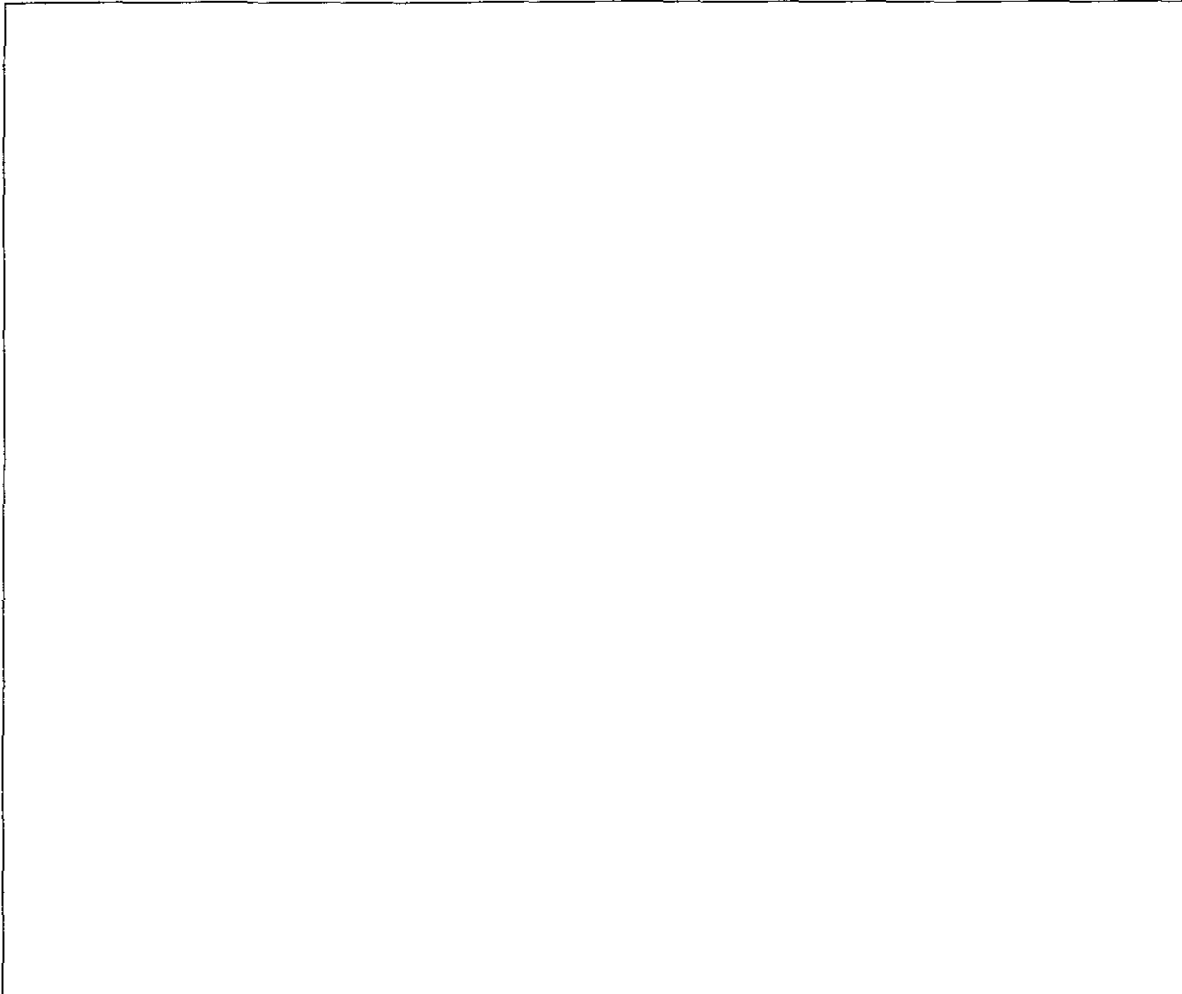
Describe the **formal** partnerships that your organization currently has, and any new partnerships that will be created, that will impact the proposed program. Please review the guidelines to determine if your program strategy(ies) **require** any specific partners. If you have additional partners, please include this information separately. (No more than one half-page per partner.)

Organization Name:	
Type of Partner: <input type="checkbox"/> Institutional Partner <input type="checkbox"/> Service Partner <input type="checkbox"/> Sub-Grantee	
<input type="checkbox"/> We already have a signed Memorandum of Understanding with partner.	
<input type="checkbox"/> We will develop an MOU with partner if asked for a full proposal.	
Contact Person:	Title:
Phone:	Email:
Briefly describe of how the two organizations will interact and how the partnership will positively impact the proposed program.	

Organization Name:	
Type of Partner: <input type="checkbox"/> Institutional Partner <input type="checkbox"/> Service Partner <input type="checkbox"/> Sub-Grantee	
<input type="checkbox"/> We already have a signed Memorandum of Understanding with partner.	
<input type="checkbox"/> We will develop an MOU with partner if asked for a full proposal.	
Contact Person:	Title:
Phone:	Email:
Briefly describe of how the two organizations will interact and how the partnership will positively impact the proposed program.	

CONFIDENTIAL DRAFT – NOT FOR DISTRIBUTION**IX. TARGET POPULATION & GEOGRAPHIC AREA SERVED**

Please describe how you will outreach to the targeted population and serve the prioritized geographic areas as stipulated in the program overview. Describe your recruitment strategy. Please also describe your agency's previous experience with serving the target population and geographic area.

**X. PROGRAM DESIGN**

Please attach a proposal narrative, **not to exceed two pages, single spaced, 12-point font**, that includes the rationale for the program design, i.e., how these service activities will lead to the desired outcome. Include information on the "best practices" that will be employed. Organizations that are applying to provide programs under more than one Program Strategy may submit one (1) additional page for each Program Strategy. Please review the Program Guidelines for more information on each program strategy and the design elements that are recommended and required. Please note that additional, specific information about your proposal may be required depending on the program strategy. Please put the Lead Organization and Project Title at the top of each page.

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XI. REQUIRED CERTIFICATIONS

Should your organization or partnership be selected to submit a full proposal, your (lead) organization will be required to submit copies of the following documents. Please check each of the boxes to indicate that your organization(s) will be able to comply with this requirement. **Do not attach these documents to your Preliminary Proposal.**

- Recent IRS Determination Letter
- City of Oakland Business Tax Certificate
- General Liability, Automobile, Worker’s Compensation and Professional Liability Insurance Policies/ Proof of Insurance

XII. SIGNATURE

I hereby attest that all the information in this proposal is a truthful and accurate representation of this organization and the program it will implement is funded.

Signature

Date

Name and Title

DEADLINE:

Preliminary Proposals are due Monday, November 14, 2005 at 5:00 PM.
Late applications WILL NOT BE ACCEPTED.

Submit **five (5)** signed copies and **one (1)** electronic copy (on CD or diskette) of the Preliminary Proposal to:

City of Oakland
Department of Human Services
Attn: VPPSA Programs
150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612

Other than the program narrative and information on additional partners, there should be **no additional attachments** to the application. Any attachments or narratives exceeding the prescribed length will be discarded upon receipt and not reviewed.

Attachment C4

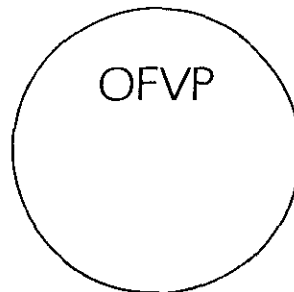
**PRELIMINARY PROPOSAL
FORM INSTRUCTIONS**

The Violence Prevention and Public Safety Act of 2004

The Oakland Fund for Violence Prevention

Fiscal Year 2006-07 Funding Cycle

Preliminary Proposal Form Instructions



ISSUE DATE: Monday, October 3, 2005

MANDATORY BIDDER'S CONFERENCE: Monday, October 17 2005; 1:00-3:00 PM;
in City Council Chambers, City Hall, 1
Frank H. Ogawa Plaza, Oakland, Ca 94612

PRELIMINARY PROPOSALS DUE: Monday, November 14, 2005; 5:00 PM

INVITATION TO SUBMIT FULL PROPOSAL: Monday, December 19, 2005

INVITED FULL PROPOSALS DUE: Friday, January 20, 2006; 5:00 PM

SUBMIT PROPOSAL TO: City of Oakland
Department of Human Services
Attn: VPPSA Programs
150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612

City of Oakland
Department of Human Services
150 Frank Ogawa Plaza, 4th Floor
Oakland, Ca 94612

<http://www.oaklandhumanservices.org/initiatives/measurey.htm>

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CONFIDENTIAL DRAFT – NOT FOR DISTRIBUTION***General Instructions***

This two-step application process, beginning with a Preliminary Proposal was designed to save applicants time. Less information is being requested at this time than will be requested for Full Proposals later on, so it is important to stick to section and page limits. Please use the space provided in the Preliminary Proposal (PP) Form to provide the information requested. Space is allocated for responses according to how much description is required for the purpose of evaluation and review. The only exceptions are (1) the Program Design narrative which should be attached separately to the PP form, and (2) information about additional partnerships, if necessary. Any information included in excess of what is requested or allotted will be discarded and not reviewed.

There will be a **mandatory** Bidder's Conference for all (lead) organizations submitting a Preliminary Proposal. It will be held Monday, October 17 2005; 1:00–3:00 PM; in City Council Chambers, City Hall, 1 Frank H. Ogawa Plaza, Oakland, Ca 94612. This will be an opportunity to gain more information about contracting with the City of Oakland and to ask questions about the proposal submission and review process.

I. Project Title and Summary

Please enter a title for your proposal and a summary of the proposed program that is no more than one or two sentences. This is for identification purposes only. Please save your file under the name of your Project Title as this will appear as the header on each page of your PP.

II. Organization

This section is for summary information regarding your application. Any explanations and/or descriptions if necessary should be included elsewhere in this Preliminary Proposal.

The "lead organization" is simply the organization applying for funding in the case of an organization applying on its own. However, agencies are strongly encouraged to apply in partnership, particularly when such partnerships allow for comprehensive and integrative proposals that coordinate programs spanning two or more Measure Y program strategies. In the case of a partnership where more than one organization will receive funds through the VPPSA grant, one organization must apply as the "lead organization" who will (1) be the fiscal agent for the funded proposal, (2) assume fiscal responsibility for the entire grant amount and (3) submit (though not necessarily prepare) all required reports for the partnership. The other partner agencies receiving funds through the VPPSA grant via the lead organization setting up a formal sub-grantee partnership are known as "sub-grantees."

Please note: all communication regarding the status of your VPPSA Preliminary Proposal will be via email. It is therefore critical for your organization to check this account on a regular basis.

III. Request Summary

1. Total Annual Amount Requested From the City of Oakland

Please list the total *annual* amount requested for Fiscal Year 05-06 from the City of Oakland for this VPPSA funding proposal. VPPSA awards will mostly be for one year with two one-year options to renew. However, we are interested in your first year *annual VPPSA funded program budget only* for the purpose of this PP. (In addition, first year VPPSA awards may extend beyond 12 months to allow for technical assistance and startup time; however, in the event of an additional startup period, startup costs will be negotiated post-award.) For partnerships with sub-grantees, please list the *total* amount requested in funding for all partners. **You are not required to submit a full budget for your proposal at this time.** However, you will be asked in this Preliminary Proposal to have your staffing levels generally determined.

2. Minimum number of youth or young adults to be served

Please list the minimum number of participants to be served by the program(s) funded by this proposal. Participants must be in the eligible target population – i.e. children, youth and/or young adults with certain risk factors – to be counted toward this number. (If uncertain of who is in the eligible target population for your selection program strategies, please consult the attached VPPSA Program Strategies chart.)

3. Number of staff (in FTEs) to be funded by this proposal

Please list the total number of staff in full time equivalents (FTEs) that will be funded by this proposal. For example, if the proposal would fund two full time case managers, one half-time case manager, and one half-time program director, then the number of full time staff equivalents is three (2 FTE + .5 FTE + .5 FTE = 3 FTE).

4. Client to direct staff ratio

Please calculate your participant to staff ratio for the program funded by this proposal by using the following method:

$$\text{Participant to Staff Ratio} = \frac{\text{Minimum number of participants to be served by program(s) funded by this proposal}}{\text{Full time equivalents of direct staff assigned to program(s) funded by this proposal}}$$

If the program from the above example were to serve 60 truant youth:

$$\text{Client to Direct Staff Ratio} = \frac{60}{2.5} = 24:1$$

When calculating this ratio, the minimum number of participants to be served is the same as the number entered earlier. The number of direct staff, however, is 2.5 instead of 3 FTE, because the Program Director is not considered direct staff. **Direct staff are those staff members that work directly with the target population served by this proposal.** Examples of direct staff are case managers, outreach workers, therapists, coaches, counselors, etc. The number of FTE of direct staff assigned to the program may be different than the number of FTE staff funded by

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the proposal entered earlier for this reason. It may also differ if there are direct staff who will be working on the proposed program that are funded by sources other than VPPSA. If this is the case, then please explain this leveraging in the Program Design narrative.

5. Program Strategies

Please indicate, by checking the appropriate box(es), which program strategy(ies) your proposal will address. Agencies and partnerships are encouraged to submit proposals spanning more than one program strategy, although it is not a requirement. If you feel that your program fits into more than one VPPSA program strategy, then please allocate a portion or percentage of funds requested to each program strategy.

Examples:

A lead organization submits a preliminary proposal with its partners for a \$250,000 program that integrates intensive case management and employment for parolees. The organization requests \$150,000 (60%) for The Project Choice Model and \$100,000 (40%) for Intensive Reentry Training and Employment.

Lead organization "A", specializing in youth outreach partners with a sub-grantee organization "B", specializing in after-school athletic programs. The organizations coordinate a proposal integrating youth outreach with recruitment of high risk youth into a basketball league. The proposal requests \$350,000 in total; \$275,000 for "A" to do Street Outreach and \$75,000 for "B" to sub-grant with "A" to do Sports & Recreation.

Collaborative and integration are essential to VPPSA, particularly public-private partnerships. **Organizations applying for OFVP funds are encouraged to formally partner with public agencies and private community organizations, and are encouraged to submit proposals that cover more than one program strategy.** Applicants that do so will be scored favorably by reviewers.

For more detailed information on the funded VPPSA funded components, program strategies and targeted populations for each program strategy, please review the Program Strategies. If your proposal covers more than one program strategy, for each program strategy, indicate the amount requested as well as the number served and client to direct staff ratio. (Proposals covering more than one Program Strategy are allotted extra space in their program design narrative (Section X) to describe their integrated program proposal.)

6. Geographic Areas Served

Please check all community police beats that apply to your proposal. For more information on VPPSA targeted community police beats, please review the *OFVP Overview*.

Priority will be given to VPPSA funding applicants that target these community police beats (illustrated in the maps below) in their proposal. (The one exception is proposals for Outreach to Sexually Exploited Children & Youth which may focus on beats other than those identified here, as necessary, in order to reach out to that

specific target population.) Any description or explanation of the geographic area targeted in your proposal should not be put here, but can be included in Section IX.

***MAPS WILL BE
INSERTED HERE***

IV. Mission

Please briefly state or summarize the mission of your organization.

V. Agency History

Please briefly describe your agency history. In this section, we are looking for information on all of your programs, not just on the proposed program to be funded by this request. Included in your response, please indicate:

- (1) the total operating budget for your entire organization;
- (2) the types of funding sources you rely on, e.g. donations, County government contracts, Foundation grants, fee-for-service, etc.;
- (3) the total budgeted staff for the entire agency in FTEs; and
- (4) the total number of participants served by all of the agency's programs.

VI. Outcomes

Please describe, in 1-2 sentences for each, up to five (5) of the main violence prevention-related outcomes anticipated that are specific to this request for funding. Proposal may include several outcomes or just one; however the outcomes need to be realistic and **measurable**.

Your organization may have many worthy outcomes, but we are interested in the outcomes that will lead to the overall goal of reducing violent crime and increasing public safety of all residents, especially youth and children in the Oakland communities specified (under Geographic Areas Served). For more information on suggested outcome measures for each program strategy, please review the Program Strategies.

Examples:

Outcome: The Entered Employment rate for our at-risk youth participants will be 75%

Outcome: 40% of participants will move from truant to no longer truant over a six-month period as defined by OUSD

Outcome: 35% of participants will earn a high school diploma or equivalent over a one-year period

Specific outcomes that have been shown to have an impact on public safety include but are not limited to:

- High School Completion
- High School Attendance
- Arrest rates
- Entered Employment
- Wage Gain/Change
- Employment Retention

CONFIDENTIAL DRAFT – NOT FOR DISTRIBUTION**VII. Service Activities**

What are the most important activities that will help you achieve your measurable outcomes? Please list up to five (5) of the most important service activities, briefly describing them in 1-3 sentences each. Include **frequency and/or duration** of program events or services provided. For more information on required service activities for each specific program strategy, please review the Program Strategies.

Example:

100 youth will complete a 6-week, (20-hours per week) paid work experience by the end of the first quarter of the contract term

VIII. Partnerships

To be considered for funding, organizations must demonstrate that the proposed project will be implemented by formal, strategic partnerships with, for example:

- Oakland Unified School District
- California Department of Corrections and Rehabilitation (CDCR) Parole
- Juvenile Probation
- Oakland Workforce Investment Board
- CDCR, Juvenile Division (formerly the California Youth Authority)
- Family Justice Centers
- Oakland Police Department
- Local employers
- Peralta Community College System
- Community Centers
- Community-based organizations

There are several types of partners. Please check the box next to any and all that apply. *Institutional partners* are public institutions such as government agencies, schools, correctional institutions, and the police. *Service partners* provide services to your program participants. *Sub-grantees* will be paid by your (lead) organization to provide services as part of your proposed program.

Formal partners must have signed Memorandums of Understanding (MOUs) with your organization prior to your grant being awarded. (See the Partnerships section above for more information on MOUs and partnerships.) However, given that many of these partnerships will be new and/or developing, it is sufficient to indicate simply that an MOU is not yet developed at the time of PP submission, but will be developed prior to submission of a full proposal (if invited) in January 2006. **Do not attach any MOUs or other documentation to the Preliminary Proposal.**

Please provide contact information for each partner. They may be contacted as part of the review process. Also, please briefly describe how the partnership will function and what impact it will have on the proposed program.

For more information on **required** partnerships, if any, for each program strategy, please review the Program Strategies.

If you wish to include information about more than two formal partners, please do so on a separate sheet of paper. Please include all of the information required for each

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partner, and use no more than one half-page per partner to provide that information. Font should be 12 point, single spaced.

IX. Target Population & Geographic Areas Served

Please describe how you will outreach to the targeted population and serve the prioritized geographic areas as stipulated in the program overview. Describe your recruitment strategy. Please also describe your agency's previous experience with serving the target population and geographic area. For more information on target populations, please review Program Strategies. For more information on Geographic Areas Served, see the explanation in the instructions above under section III.

X. Program Design

Please provide us with a two-page proposal narrative that includes the rationale or *logic model*¹ for the program design, i.e., why these service activities will lead to the desired outcome. Include information on the "best practices" that will be employed. For more information on required and recommended program design elements, please review the Violence Prevention Program Descriptions. More information on best practices is also available on the Department of Human Services web site, <http://www.oaklandhumanservices.org/initiatives/measurey.htm>.

Please review the details on each program strategy in the Program Strategies for the design elements that are recommended and required. Successful proposals must be designed to meet planned service levels, i.e. number of participants and/or programming hours. Please note that additional, specific information about your proposal may be required depending on the program strategy. Include information about any leveraged resources.

Use no more than two (2) pages to describe your basic program design. Proposals for programs covering more than one Program Strategy may submit one (1) additional page for each Program Strategy. (For example, for a proposal for both Street Outreach and After School Employment, the program narrative can be up to three pages.) Put the Lead Organization and Project Title at the top of each page. Use 12-point font, single-spaced.

XI. Required Certifications

Should your organization or partnership be selected to submit a full proposal, your (lead) organization will be required to submit copies of these documents: (1) Recent IRS Determination Letter; (2) City of Oakland Business Tax Certificate; and (3) General Liability, Automobile, Worker's Compensation and Professional Liability Insurance Policies and/or Proof of Insurance. (This is not a complete list of the required documents and attachments for contracting with the City of Oakland.) Check the boxes provided to indicate that your organization is able to provide these documents. **Do not attach these documents to your Preliminary Proposal.**

¹ A logic model is a systematic and/or visual way to present the perceived relationships among the resources you have to operate the program, the activities you plan to do, and the changes or results you hope to achieve. It is a tool depicting the "chain of events" that links inputs and activities to outcomes, which in this case are violence prevention.

XII. Signature

Proposals should be signed by the Executive Director (or similarly titled head of the agency) or another representative of the (lead) organization with signing authority for the Executive Director.

Proposal Submission

Preliminary Proposals (PP) are due Monday, November 14, 2005 at 5:00 PM. **Late applications WILL NOT BE ACCEPTED.**

Please submit **five (5)** signed copies and **one (1)** electronic copy (on CD or diskette) of the Preliminary Proposal to:

City of Oakland
Department of Human Services
Attn: VPPSA Programs
150 Frank H. Ogawa Plaza, Suite 4340
Oakland, CA 94612

Thank you for submitting a Preliminary Proposal for the VPPSA Violence Prevention Programs!