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OFFICE OF THE CITY CLERK
OAKLAND

2019 JUN -6 PM 4: **AGENDA REPORT**

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Oakland Unite Violence Prevention
Services Funding Recommendations

DATE: June 6, 2019

City Administrator Approval

Date:

6/6/19

RECOMMENDATION

Receive An Informational Report From The City Administrator On The Human Services Department's Process that Led to Funding Recommendations To Authorize Grant Agreements With Non-Profits And Public Agencies To Provide Violence Intervention Services In Accordance With The 2014 Oakland Public Safety And Services Violence Prevention Act For The Period July 1, 2019 To June 30, 2020.

EXECUTIVE SUMMARY

This informational report is in response to the request of Councilmember McElhaney for additional information on the Oakland Unite 2019-21 Request for Proposals (RFP) evaluation process. It includes as attachments the agenda report dated 05/16/19 that is scheduled to be heard at the June 11, 2019, Public Safety Committee (**Attachment D**), and the additional information requested by the Councilmember regarding the RFP process (**Attachments A-C**).

BACKGROUND/LEGISLATIVE HISTORY

Oakland Unite 2019-2021 Spending Plan: Every two-to-three years, Oakland Unite prepares a spending plan to outline the strategies and services recommended for the next funding cycle. Oakland Unite worked with community members and public partners to develop the framework and allocations in the 2019-2021 Spending Plan. The Spending Plan was informed by and aligned with the larger citywide planning process related to the Department of Violence Prevention (DVP). SSOC and City Council approved the Spending Plan in winter 2018 (Resolution No. 87477 C.M.S.).

The strategies in the Oakland Unite 2019-2021 Spending Plan center on the belief that Oakland can move towards safety, healing, and growth by working in close partnership with people and communities at the center of violence. The 2019-2021 RFP was developed based on the strategies in the approved Spending Plan.

Item: _____
Finance Committee
June 11, 2019

ANALYSIS AND POLICY ALTERNATIVES

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

Reviewers were asked to read and score proposals out of 100 points based on criteria listed in the RFP (Attachment B, page 25). In making recommendations for funding, review panels considered location of services, services to priority populations, alignment with the Oakland Unite Spending Plan mission, values and program standards of practice, agency past performance, and reasonableness and feasibility of budget and activities. Preference points assigned by Contract Compliance were incorporated in the process. Scoring for each sub-strategy is included as **Attachment C**.

ACTION REQUESTED OF THE CITY COUNCIL

Receive An Informational Report From The City Administrator On The Human Services Department's Process that Led to Funding Recommendations To Authorize Grant Agreements With Non-Profits And Public Agencies To Provide Violence Intervention Services In Accordance With The 2014 Oakland Public Safety And Services Violence Prevention Act For The Period July 1, 2019 To June 30, 2020.

For questions regarding this report, please contact Sara Bedford, Human Services Director at (510) 238-6794.

Respectfully submitted,



SARA BEDFORD
Director, Human Services Department

Attachments: (4)

- A: Oakland Unite 2019-2021 Request for Proposals
- B: List of All Reviewers
- C: Sub-strategy Scores
- D: Agenda Packet for Public Safety Committee with Oakland Unite Funding Recommendations

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Finance Committee
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ATTACHMENT

A

Oakland Unite FY2019-2021 Funding Cycle REQUEST FOR PROPOSALS

For Violence Prevention and Intervention Services
in the Following Strategies:

GUN VIOLENCE RESPONSE
YOUTH DIVERSION AND REENTRY
GENDER-BASED VIOLENCE RESPONSE
COMMUNITY HEALING

RFP ISSUE DATE: JANUARY 18, 2019

PRE-PROPOSAL CONFERENCE: JANUARY 31, 2019

ONLINE PROPOSALS DUE: FEBRUARY 28, 2019 BY 5:00 PM

NOTE: (2) HARD COPIES TO BE SUBMITTED MARCH 1, 2019 BY 5:00 PM



<http://oaklandunite.org>
150 Frank Ogawa Plaza, Suite 4340
Oakland, CA 94612

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INTRODUCTION

CITY OF OAKLAND RFP INTRODUCTION

This Request for Proposal (RFP) is being issued by the City of Oakland, Human Services Department (HSD), Oakland Unite division.

Voluntary Pre-proposal (Bidder's Conference) Meeting Date and Time:

Oakland Unite will host one pre-proposal conference to share information and answer questions and a networking event to assist interested applicants in forming partnerships.

- Pre-proposal Meeting: Thursday, January 31, 2019, 2:00 to 5:00 p.m. Oakland City Hall, City Council Chambers, 1 Frank H. Ogawa Plaza, Oakland, CA 94612
- Networking Event: Thursday, February 7, 2019, 1:00 to 3:00 p.m. 150 Frank H. Ogawa Plaza, Second Floor, Oakland, CA 94612

Questions Deadline: February 22, 2019 by email to oaklanduniterfp@oaklandca.gov

Proposal Submittal Deadline Date and Time:

- Online submittals due in Cityspan by Thursday, February 28, 2019 by 5:00 p.m.
- Two (2) hard copies are also due by Friday, March 1, 2019 by 5:00 p.m. to HSD offices at 150 Frank Ogawa Plaza, Suite 4340, Oakland, CA 94612

iSupplier Registration: Contractors who wish to participate in the RFP process are required to register in iSupplier to receive addenda, updates, announcements and notifications of contracting opportunities:

<https://www.oaklandca.gov/services/register-with-isupplier>

New applicants should allow three (3) business days for approval to access bid documents through iSupplier. For assistance, contact: isupplier@oaklandca.gov.

City Contracting Requirements: The Contractor shall be required to comply with all applicable City programs and policies outlined in **Appendix B**. Details are presented in this document and will be discussed at the pre-proposal meeting.

Contact Information: The following City staff are available to answer RFP questions.

Project Manager: Josie Halpern-Finnerty at oaklanduniterfp@oaklandca.gov

Contract Administration: Paula Peav at ppeav@oaklandca.gov

Contract Compliance Officer: Vivian Inman at vinman@oaklandca.gov

L/SLBE Certification and Preference Points: Applicants are strongly encouraged to apply for certification with the City Contract Compliance Division as a Local, Small and Very Small Local Business Enterprise (L/S/VSLBE). Certified applicants may receive preference points. To apply for certification, visit:

<https://www.oaklandca.gov/departments/contracts-compliance>

OAKLAND UNITE INTRODUCTION

Oakland Unite is pleased to release the Request for Proposals (RFP) for the July 2019 through June 2021 funding cycle. Oakland Unite, a division of the Oakland Human Services Department (HSD), administers violence intervention and prevention services funded under the Public Safety and Services Act of 2014 (Safety and Services Act), as well as other funding dedicated to similar goals.

The City seeks qualified agencies to form a network of community providers and system partners who strive together to support people at the center of violence. This RFP covers the four funding strategy areas outlined in the **Oakland Unite FY 2019-2021 Spending Plan**, available online at: <http://oaklandunite.org/>.

All applicants are strongly encouraged to read the Spending Plan in addition to this RFP and all relevant appendices before starting the application process.

Grant Term: Grants awarded through this RFP process will be for an initial one-year period, July 1, 2019 to June 30, 2020, which can be renewed for a second year based on grant performance and availability of funds. Programs funded through the Golden State Works (GSW) Employment Services program are for three years. City Council approves all grant awards and renewals, and may also choose to extend grants beyond the anticipated two-year funding cycle dependent on the City's needs.

Funding Amount: The total projected amount available for grant awards through this RFP is approximately \$10 million annually. Fund projections are subject to change. Funds from the Safety and Services Act may be supplemented by other funds that become available during the grant term for similar violence intervention services.

ABOUT THE SAFETY AND SERVICES ACT

When it comes to promoting safety and healing in Oakland, residents have supported a shared approach: one that strengthens people and communities at the center of violence through a combination of intensive services and focused policing practices. In 2014, Oakland voters passed Measure Z, the Public Safety and Services Violence Prevention Act (Safety and Services Act). The Act built on the lessons learned from the previous Measure Y, the Violence Prevention and Public Safety Act of 2004, to bolster a shared safety approach for the City.

The Safety and Services Act raises over \$27 million annually – \$2 million is set aside to improve fire response services, approximately \$14.8 million goes to the police department for specific violence reduction efforts, and approximately \$9.8 million funds community-based violence intervention programs. The Act establishes a Safety and Services Oversight Commission (SSOC) to ensure proper spending of the funds and evaluation. Collectively, these funds represent a major investment by Oakland residents in strategies to promote safety and healing in the City. The full text of the legislation can be found at: <http://oaklandunite.org/about>.

ABOUT OAKLAND UNITE: MISSION AND VALUES

Oakland Unite is the division in the City's Human Services Department charged with implementing violence intervention programs. Oakland Unite provides direct services and funding to community-based organizations to serve people and families at the center of violence. Oakland Unite focuses on the three forms of violence named in the Safety and Services Act: gun violence, family/domestic violence, and commercial sexual exploitation. In the four years since the Act was passed, Oakland Unite programs have provided intensive interventions to over 3,000 people each year and reached thousands more through community events. Every two-to-three years, Oakland Unite prepares a spending plan to outline the strategies and services recommended for the next funding cycle. Strategy areas and services are based on community input and local and national evidence about what works to reduce violence.

VISION, MISSION, AND VALUES

Oakland Unite implements a community-based, public health approach to violence reduction. Its investments are guided by its Vision, Mission, and Values.

VISION

Community members with experiences of serious violence feel a sense of safety and wellbeing, and lead the way to end the cycle of violence in Oakland.

MISSION

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

VALUES: To fulfill its mission, Oakland Unite holds the following values in mind. These values will be considered in the selection of grantees for the FY 2019-21 funding cycle.

► **EQUITY**

People who have experienced violence must be at the center.

To Oakland Unite, equity means that people and communities most impacted by violence receive the most resources and organizations based in those communities are prioritized. This also means valuing service providers who have similar life experiences as the people they serve.

► **COMMUNITY & COLLABORATION**

We are stronger together. Government and community-based service systems must work hand in hand with community members most affected by trauma and violence. Funding streams and service systems should be aligned with one another to have the greatest impact.

► **INDIVIDUAL & COMMUNITY RESILIENCE**

All people have the power to heal. Oakland is full of strong, resilient people. Support at the right time can help people at the center of violence move through pain and create solutions for themselves and their loved ones. Stronger, healthier individuals build stronger, healthier communities.

► **ACTION**

Learn and do; repeat. Oakland must continue to act with urgency to reduce violence, save lives, and support communities. Action should be guided by ongoing learning about what works, which requires looking carefully at outcomes and listening to participants' own reflections. The challenges are persistent and dynamic; the solutions must be even more so.

PROGRAM STRATEGIES OVERVIEW

Community approaches to violence intervention start with people at the center of serious violence and extend outwards to their loved ones and the broader community. The City, through Oakland Unite, aims to bring together a network of community providers and system partners to support people as they move towards safety, healing, and growth. The network relies on skilled workers with a personal understanding of trauma, who meet people where they are and form strong relationships.

The following chart provides a summary of projected allocations for all strategy areas, based on an estimated \$10 million in total available grant funding for FY 2019-20. The City directs funding towards nine sub-strategies across four strategic investment areas.

Comprehensive descriptions of sub-strategies and guidelines are provided in **Appendix A: Program Strategies** attached to this RFP, and in the **Oakland Unite FY 2019-2021 Spending Plan**, available online at: <http://oaklandunite.org/>.

Successful applicants will be required to participate in coordinated efforts with Oakland Unite, other funded agencies, and other key system partners (as outlined in Appendix A). Agencies will be expected to participate in training and technical assistance designed to build capacity and ensure fidelity to best practice service models. Additionally, funded agencies are required to participate in evaluation activities to inform continuous improvement and learning among the network.

Note on General Prevention: Oakland Unite focuses on preventing and reducing serious violence. While general prevention efforts such as broad-based youth development or after-school programs are critical to the City's holistic violence prevention efforts, they are not funded by Oakland Unite. The Oakland Fund for Children and Youth provides funding for youth development programs. Please see <http://www.ofcy.org> for more information.

OAKLAND UNITE PROGRAM STRATEGIES OVERVIEW

Strategy Area	Sub-Strategy	Priority Population ¹	Estimated # Served ²	Estimated Annual Allocation	Estimated # Awards
Gun Violence Response	Shooting and Homicide Response	Youth, adults, and families at the center of gun violence, with a focus on young men of color between the ages of 18-35 and their loved ones.	1,000 individuals	\$3 million, with an additional \$3.3 million for the Golden State Works Program	8-12
	Life Coaching				
	Adult Employment and Education Support				
	Adult Employment Support – Golden State Works Program				
Youth Diversion and Reentry	Diversion & Life Coaching	Youth ages 14-18 who are identified as at high-risk for violence or system-involvement.	250 individuals	\$1.8 million	4-6
	Career Exploration and Education Support				
Gender-Based Violence	Commercially Sexually Exploited Youth Intervention	Youth, adults, and families affected by family violence, dating violence, and/or commercial sexual exploitation, with a focus on women, girls, and people who identify as LGBTQI.	1,200 individuals	\$1.5 million	4-5
	Family Violence Intervention				
Community Healing	Community Healing	Residents in West, Central, and Deep East Oakland that are most affected by multiple forms of violence.	1,800 individuals	\$1 million	2-3
Total			4,250 individuals	\$10 million	18-26

1 – Refer to Appendix A for full description of each strategy.

2 – The intensity of services varies by program, with fewer participants served by more time-intensive services. See Appendix A for details.

APPLICATION PROCESS

ELIGIBILITY

Applicants must be either a public agency or be tax-exempt under section 501(c)(3) of the Internal Revenue Code. Applicants must upload an IRS statement certifying their organization’s nonprofit status. To obtain this letter, call IRS at 1-877-829-5500 (Note: in some cases, it can take over two weeks to obtain this form).

Eligible to Apply
✓ Nonprofits with 501(c)(3) status
✓ Public Agencies
✓ Entities fiscally sponsored by an eligible applicant

Organizations that do not have 501(c)(3) status must apply using a fiscal sponsor. In this case, the fiscal sponsor is the applicant and, if a grant is awarded, would be the organization that contracts with the City of Oakland and is legally liable for all aspects of the contract including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. A public agency must apply on its own behalf and may not use a fiscal sponsor.

Please see **Appendix B: Compliance with City Council Policies** for information on applicable City programs and policies that all funded agencies shall be required to comply with. Applicants who believe they may not be able to meet these contracting requirements should contact Contract Compliance to discuss options: vinman@oaklandca.gov

TYPES OF APPLICANTS

Single Agency Applicants: A Single Agency Applicant is one agency applying for funding.

Collaborative Applicants: Collaborative Applicants are those where two or more agencies will partner to deliver services under a given sub-strategy. This category also includes Fiscal Sponsors. In any collaborative application, one agency must be designated as the “Lead Agency” who will contract with the City of Oakland if awarded.

The Lead Agency must have the fiscal and management capacity to support subcontractors by issuing payments in a timely and professional manner, and providing program and fiscal oversight to sub-grantees.

For all collaborative applications, roles and funding amounts should be outlined in the program narrative and budget, and a Letter of Agreement (LOA) uploaded as an attachment in the “Program Design” section of the application.

NUMBER OF APPLICATIONS

Applicants may submit one proposal per sub-strategy as the Lead Agency/Single Agency Applicant.

An agency can submit more than one proposal, as long as the proposals are in different sub-strategies and are for programming that is substantially different. Substantially different programming is defined as having a different program design, staffing, program location, or priority population receiving services. In other words, applicants may not submit the exact same proposal to different Oakland Unite sub-strategies.

Proposal Submission Rules

- ✓ One proposal per sub-strategy
- ✓ Multiple proposals across strategies ok
- ✓ All proposals must be substantially different
- ✓ Allowable to apply as both a lead agency and sub-grantee within a sub-strategy

Applicants submitting multiple proposals should describe the relationship between the programs and services, if appropriate.

Applicants may submit a proposal for their own program (i.e. as a lead agency) and be a sub-grantee in a collaborative proposal within the same sub-strategy, if the proposals are substantially different. Applicants will not receive funds as a single agency and as part of a collaborative for the same program.

FUNDING AMOUNTS AND REQUIREMENTS

FUNDING PERIOD

This RFP represents a two-year grant cycle. The initial contract is for a one year period (July 1, 2019 through June 30, 2020) with the option to renew for a second one-year period based on fund balance, grant monitoring reports, and overall grant performance. The second grant period will run from July 1, 2020 through June 30, 2021. Golden State Works (GSW) Employment Services will be a three-year contract from July 1, 2019 through June 30, 2022.

Applicants should note that grant payments will be based on performance and reimbursement of eligible expenditures, with the possibility of an advance at the start of the contract. Selected applicants will not receive their first disbursement of funds until they submit all required contract documents and contracts are fully executed, a process that can take 6-8 weeks.

FUNDING PARAMETERS

Each grant award amount will depend on the frequency of service, the amount of service, the number of people served and the range and depth of expertise provided. Please use the funding parameters outlined by sub-strategy in **Appendix A: Program Strategies**.

Indirect Costs are capped at 15% of the Oakland Unite grant request. The City strongly encourages applicants not to request funds that exceed 50% of the applicant's current year overall organizational budget.

	Funding Requirement
Maximum Indirect Rate	15% of Oakland Unite grant request
Minimum Match Requirement	20% of Oakland Unite grant request

Matching Funds: Applicants must demonstrate matching funds of at least 20% of the total requested funding amount. This match requirement can be met by contributions of cash and/or in-kind services, but must support the costs of the proposed program. If awarded, match funds must be secured by the third quarter of each contract year; City staff will verify.

Example: An organization is seeking \$100,000 from Oakland Unite to run a program. If awarded a \$100,000 grant, the organization would be held accountable for raising at minimum \$20,000 (20%) in matching funds.

Grantees may **NOT**:

- Apply the same match to more than one Oakland Unite grant;
- Use one Oakland Unite grant as a match for another (whether as a lead or sub-grantee).

Financial Statements and Audit Requirements: If funded, agencies with budgets over \$500,000 will be required to submit audited financial statements within the first grant year. Agencies with budgets under \$500,000 must submit CPA-reviewed Financial Statements within the initial year.

USE OF FUNDS

Oakland Unite funds are intended to serve people at the center of serious violence in Oakland, as outlined in **Appendix A**. Applicants must demonstrate that proposed services will directly serve the intended populations using the approaches specified in each sub-strategy.

Funds may NOT be used for:

- Maintenance, utilities, or similar operating costs of a facility not used primarily and directly by priority population (e.g., costs associated with an off-site office or location);
- Religious worship, instruction, or recruiting someone to join one's religion or faith; or
- Supplanting (displacing or replacing) services provided by other public funds.

PRE-PROPOSAL MEETING AND TECHNICAL ASSISTANCE

PRE-PROPOSAL MEETING

To provide general information and guidance to all potential applicants, the City will hold a Pre-Proposal Meeting (Bidders' Conference). All potential applicants are strongly encouraged to attend the Pre-Proposal Meeting.

Date: January 31, 2019, from 2:00 p.m. to 5:00 p.m.

Location: City Hall, Council Chambers, 1 Frank H. Ogawa Plaza, Oakland, CA 94612

Questions and Answers from the Bidders' Conference will be posted on the Oakland Unite website: <http://oaklandunite.org>.

NETWORKING SESSION AND PROPOSAL TECHNICAL ASSISTANCE

To encourage collaboration among potential applicants, the City will host a networking session.

Date: February 7, 2019, from 1:00 pm to 3:00 pm

Location: 150 Frank H. Ogawa Plaza, Second Floor, Oakland, CA 94612

Limited proposal feedback from City consultants will be available at the networking session; additional details will be posted on the Oakland Unite website in advance of the session.

To further facilitate collaboration, the City will post online the names of participants from the pre-proposal meeting and networking session, as well as the names of agencies that submit a notice of intent by the recommended due date (February 1, 2019).

GENERAL TECHNICAL ASSISTANCE BY EMAIL

General Technical Assistance (TA) by e-mail begins January 18, 2019, and concludes February 22, 2019 at 5:00 p.m. E-mail TA questions to oaklanduniterfp@oaklandnet.com.

This assistance answers questions about eligibility, funding parameters, and required information and documents for online submission. The assistance is not intended to provide advice on program design or feasibility. **All questions received and responses will be publicly posted to the Oakland Unite website (<http://oaklandunite.org>). No phone or in-person technical assistance will be provided by Oakland Unite staff.** Oakland Unite will aim to provide a response within five business days to TA requests.

ADDITIONAL OAKLAND UNITE RESOURCES

The following documents can be found on the Oakland Unite website: <http://oaklandunite.org>

Spending Plan	http://oaklandunite.org
Evaluation Reports	http://oaklandunite.org/about/research-and-reports/
Contract Documents	http://oaklandunite.org/grantee-corner/tools-for-current-grantees/contract-documents

IMPORTANT DATES

Item	Date
Request for Proposals (RFP) Released	January 18, 2019
General Technical Assistance by E-mail Available	January 18 – February 22, 2019 Responses posted on http://oaklandunite.org
Pre-Proposal Meeting (attendance strongly encouraged)	January 31 from 2:00 to 5:00 p.m. City Hall, Council Chambers 1 Frank Ogawa Plaza, Oakland, CA 94612
Networking Session and Proposal TA	February 7 from 1:00 to 3:00 p.m. 150 Frank Ogawa Plaza, Second Floor Oakland, CA 94612
Notice of Intent to Apply	February 1, 2019 (recommended) Applicants must submit a notice of intent to access the rest of the application in Cityspan; submission by February 1 is strongly encouraged.
<u>ONLINE PROPOSALS DUE</u>	February 28, 2019 by 5:00 p.m. Proposals submitted after the deadline will not be considered for review.
Hard Copy Proposals Due	March 1, 2019, by 5:00 p.m. 2 copies must be delivered to: 150 Frank Ogawa Plaza, Ste. 4340 Oakland, CA 94612
Preliminary Funding Recommendations	April 2019
Written Appeals from Applicants Due	April 2019
Oversight Commission Review of Funding Recommendations	May/June 2019
City Council Review and Approval of Final Funding Package	May/June 2019
Contracting and Negotiations Begin	June 2019
Program Year Begins	July 1, 2019 (pending approval)

OVERVIEW OF THE APPLICATION PROCESS

All applications must be completed and submitted online through the Oakland Unite RFP portal on Cityspan. The application will consist of the following steps, described in detail under the **Proposal Instructions** section of this RFP:

- Step 1) Register and Log on to Application System**
- Step 2) Submit Notice of Intent**
- Step 3) Complete the Proposal Narrative**
- Step 4) Complete Budget and Budget Narrative**
- Step 5) Submit Proposal (online and hard copy)**

PROPOSAL INSTRUCTIONS

STEP 1 – REGISTRATION

STARTING YOUR PROPOSAL

Applicants for Oakland Unite funding must submit proposals in the online Cityspan system, and must also submit two (2) hard copy proposals to be considered for funding. **Applications that are submitted only in hard copy will not be accepted.**

All applicants must:

- ✓ Submit their proposal in Cityspan
- ✓ Bring 2 hard copies to Oakland Unite

Applicants must **Register** (see instructions below) and complete the **Notice of Intent** form to access the **Narrative** and **Budget** sections of the RFP in Cityspan. The other steps can be entered and completed in any order you choose after completing the registration and notice.

Accessing Cityspan requires an internet connection. Some Apple/Mac computers may not read PDF documents created by the system accurately. If you experience problems while using an Apple/Mac, contact the Cityspan Help Desk.

Contact the **Cityspan Help Desk** at 1-866-469-6884 for all technical issues and questions regarding the online application system. Cityspan Help Desk will be available Monday – Friday, 8:00 a.m. to 5:00 p.m. Please do not contact Cityspan with questions about proposal content.

REGISTERING

Register for an RFP account at: <https://oaklanduniterfp.cityspan.com/registration.asp>. Applicants must create an RFP account in Cityspan, even if your agency currently receives funds from Oakland Unite or OFCY and uses the Cityspan system for grant management.

Applicants will create a unique user name and password for their agency. You will only need to create one username and account for your agency, even if your agency is submitting multiple proposals. To create an account for your agency, you must provide the organization's name, identify an agency contact, and provide the lead organization's tax identification number.

The contact person will receive the Cityspan account log-in information and is the individual that Oakland Unite will contact if we have questions regarding the submission. For each agency, a single user account should be shared between users at your agency.

LOGGING IN

The online application can be accessed at: <https://oaklanduniterfp.cityspan.com>. Provide your username and password to enter the Cityspan application system. If you have forgotten your account information, call the Cityspan Help Desk for assistance at: 866-469-6884 (toll-free) Mon-Fri, 8AM-5PM, PST. Applicants may enter the application over multiple sessions. Remember to save often and log out when you have finished a session.

STEP 2 – NOTICE OF INTENT

Applicants start their proposals by submitting a simple Notice of Intent to Apply. A notice of intent must be submitted for each proposal before proceeding with the full application.

As a reminder, applicants may submit one proposal per sub-strategy as the Lead/Single Agency. Applicants who choose to submit multiple proposals in different sub-strategies must ensure that those applications are substantially different. Please refer to page 9 of the **Application Process** section for details.

Applicants are strongly encouraged to submit notices of intent by February 1, 2019. To assist applicants in forming collaborations, contact information for all agencies who have submitted notice(s) of intent by the recommended date, along with the strategy applied for, will be posted on the Oakland Unite website: <http://oaklandunite.org>.

For each Notice of Intent, please enter the following information in Cityspan:

- **Name of Applicant Agency.** The applicant is the organization or agency that will enter into the contract if the grant is awarded.
- **Program Name.** Enter a simple name to be used in identifying the proposal.
- **Sub-Grantees:** If applying as a Collaborative, name all sub-grantee agencies or groups who will play a central role in service provision.
- **Sub-Strategy:** Select the appropriate sub-strategy under which the proposal will be submitted for funding consideration (see **Appendix A** for sub-strategy descriptions).
- **Type of Applicant.** Select whether the proposal will be submitted by a Single Agency or a Collaborative – see **Eligibility** section of this RFP for details.
- **Proposal Contact.** The individual that Oakland Unite will contact if there are questions regarding the submission.
- **Executive Director Information.** Include contact information and agency's main address.

The notice of intent is non-binding, but applicants must be sure they have selected the correct sub-strategy and application type before the final proposal is submitted.

Tip: Applicants who wish to change details in their Notice of Intent after it has been submitted can contact the Cityspan Help Desk at 1-866-469-6884 and request that it be unlocked.

STEP 3 – PROPOSAL NARRATIVE

The Proposal Narrative must include the following elements, presented in the order listed below. Each question will have its own text box with a character limit. **Cityspan will count spaces toward the character limit.** The character limits are provided only to serve as the maximum limit. Succinct responses that accurately portray your proposed program are appreciated.

Reviewers will score proposal(s) based upon the adequacy and thoroughness of the response to the RFP requirements and according to the following point system:

Proposal Element	Points
Agency History and Capacity	20
Program Design	50
Outcomes and Impact	15
Fiscal Practices (including Budget Request)	15
Program Summary	(no points)
TOTAL	100

For more information regarding application scoring, see the **Evaluation of Proposals** section.

Tip: Programs may wish to draft responses to the Narrative section in a word processing document, and then cut and paste completed responses into Cityspan. Be sure to review your Cityspan text for accuracy, formatting, and character spacing.

AGENCY HISTORY AND CAPACITY (20 POINTS)

Please provide the following information regarding Agency History and Capacity. If this is a collaborative proposal, please include named partner organizations in your responses.

- 1) Describe your agency's experience providing the services proposed in your application. Include information on years of service in the community to be served, and how the proposed program aligns with your agency's mission.
(2,000 characters or less)
- 2) Briefly describe any strengths that make your organization uniquely qualified to provide the proposed services. Include information on organizational language capacity, specific subpopulations served (e.g. group/gang-involved people, women impacted by violence, etc.), and/or specific services your organization is qualified to offer (e.g. conflict mediation, mental health, etc.) that relate to proposed services.
(500 characters or less)
- 3) Describe the staffing plan for your proposed program. Identify the person who will have primary responsibility for managing the program and discuss their experience managing similar projects. Provide information on how many people will be directly working on the project and briefly discuss their roles. If this proposal has sub-grantees, describe key staff in the sub-grantee agencies, including their expected roles.
(2,000 characters or less)

- 4) Describe how your organization supports the success of staff, particularly peer professionals, in delivering violence intervention services. Include information about your supervision structure, opportunities for skill development, and how your agency supports staff exposed to violence and trauma.
(1,500 characters or less)

In this section, please **UPLOAD** the following attachments:

- ✓ **Copy of IRS Letter Certifying Tax Exempt Status (lead/single agency).** Refer to the Eligibility section for information on how to obtain a letter from the IRS.
- ✓ **IRS Form 990 (lead/single agency).** Provide a copy of your agency's most recently submitted IRS Form 990.
- ✓ **Resumes.** Resumes of key staff members and/or brief job descriptions for unfilled or new positions. Please DO NOT include staff addresses or other confidential information.

Public Agencies who do not have the requested IRS forms may submit a blank document as an attachment, as these attachments are not applicable. Please see the **Eligibility** section of the RFP for details.

Tip: Each document can be uploaded in any format (e.g. word, pdf, excel, etc.) but cannot be over 20GB in size. Please save documents with simple, descriptive names such as "Agency Name_IRS Form 990".

PROGRAM DESIGN (50 POINTS)

Please review sub-strategy descriptions and the Oakland Unite "Standards of Practice" in **Appendix A** when responding to the following.

- 1) Identify the priority/target population for your program, including the specific neighborhoods your program would serve, if applicable. Describe how your agency will engage participants in services, your process for assessing risk, and your agency's ability to work with any specific referral partners named in Appendix A.
(2,000 characters or less)
- 2) Describe your proposed program and scope of work, including what type of services will be provided (e.g., life coaching, mental health support, employment training, job development), and how will they be provided (e.g., in groups, cohorts, individually). Please list up to four (4) of the most important service activities that will take place in a year, briefly describing them in 1-3 sentences each. Include number served and amount of service (dosage). Briefly describe the underlying values and theories that inform your program design.
(3,000 characters or less)
- 3) Describe a challenge(s) you currently face or have faced when implementing similar services and how you will or have overcome these challenges. Please also address any challenges related to partnerships, if applicable.
(1,000 characters or less)

- 4) Describe how you will partner with and/or involve parents, caregivers, and/or other community support systems to ensure that participants or activities are successful. What specific activities and events will be conducted to intentionally engage families and other systems of support through the program?
(1,500 characters or less)
- 5) Briefly describe the formal or informal partnerships you have with institutional organizations and community based organizations. Describe how these partnerships enhance the services provided, and include information about the history of partnerships and how coordination takes place. Indicate whether written agreements exist around data-sharing, referrals, and/or service provision.

If applying for more than one sub-strategy within this RFP, indicate in this section how these multiple efforts will enhance service delivery.
(2,000 characters or less)

In this section, please **UPLOAD** the following attachments:

- ✓ **Letters of Support or Acknowledgement (LOS).** Please only include letters from required or recommended partners listed in Appendix A.
- ✓ **Letters of Agreement (LOA).** LOAs should be submitted for all partners that will receive grant funds and provide core services. All LOAs should include a description of the nature, history and extent of the partnership; responsibilities of each party (e.g. staffing, facilities, service delivery, data management); any funds being exchanged; and the signature of someone who has the organizational authority to enter the agreement.

OUTCOMES AND IMPACT (15 POINTS)

- 1) Please refer to **Appendix A**, and describe how you believe your program activities will lead to some or all of the outcomes listed for the strategy area. Outline the ways in which your program will contribute to broader citywide efforts to reduce serious violence (applicants may address serious violence overall, or a specific form of violence such as gun violence or gender-based violence).
(1,500 characters or less)
- 2) Describe your organization's practices around tracking service data, including your experience with participant database systems. If your organization does not use one, please explain how you will ensure that staff are able to operate a database if funded.
(750 characters or less)
- 3) Describe how your organization uses data and evaluation to inform program design and implementation. Give an example of how such feedback resulted in a significant change and improvement in the past.
(1,000 characters or less)

LEVERAGING AND FISCAL PRACTICES (15 POINTS)

- 1) Provide an overview of your agency's budget, including an outline of revenue sources (e.g. donations, government contracts, foundation grants, fee for service, etc.). (1,500 characters or less). Please also indicate the following:
 - a. Does the Single/Lead Agency currently receive funds from City of Oakland?
 - b. If yes, how much and from what program(s) or department(s)?
- 2) Describe your organizations experience managing grants that include service benchmarks (i.e. performance-based contracts) and reporting of budget expenditures. Briefly outline your agency's practices around fiscal oversight and management. (1,000 characters or less)
- 3) Provide information on the source of the required 20% match, and any other sources of revenue supporting the program. Include the name of the funding entity, amount of funds, and whether the funds have been received, committed, are pending, or will be planned to be requested. (1,500 characters or less)

PROGRAM SUMMARY (NOT SCORED)

Provide a clear and concise summary of your program. The summary should describe the program and include which population will be served, the number of people to be served, types of services offered, the location and frequency of services, and the purpose of your program and outcomes to be achieved. Please make sure the summary accurately reflects your proposal, as it will be used throughout the review process (i.e. in reports to review panels, the Safety and Services Oversight Commission, etc.). (1,000 characters or less)

In addition to the program summary, applicants will be prompted to provide the following:

- Total Oakland Unite funds requested for the program (as shown on the budget form);
- Number of participants to be served annually;
- Location where services will be delivered (address and City Council district); and
- Estimated breakdown of participants by age, gender identity, and race/ethnicity.

STEP 4 – BUDGET

The program budget is an important component of your proposal that should be clearly linked to and support the proposed program, with reasonable and justifiable expenses for staffing and program costs. The proposed budget should project program expenses for one program year: FY2019-2020 (July 1, 2019 to June 30, 2020).

This section also allows you to show the cost effectiveness of your program and demonstrate how you will leverage other funds for the programs you are proposing. The proposed budget should reflect and support the activities described in the Narrative section of your proposal.

The budget section is organized in three columns in Cityspan:

- **Oakland Unite Funds Requested** is the portion of the total program cost for which you are requesting Oakland Unite funding to support.
- **Projected Match** is the portion of the total program cost your agency will secure from other funding sources (must equal at least 20% of the total Oakland Unite fund request).
- **Total Project Budget** is the total amount needed to run the program.

Provide a narrative justification for each line item in the budget. In general, each **Budget Justification and Calculation** statement should describe, in as much detail as required for clarity, what the specific item is and how the amount shown in the budget was calculated, and why the specific item is important to the program.

DIRECT COSTS

Personnel: List all staff that will work directly on the proposed program. This may include direct service staff and staff who supervise direct service staff.

- Create a separate line item for each individual staff including the name of the position, full time equivalent (FTE) spent on the project, and annual salary.
- Please list all direct program staff responsible for the success of the project, even if their salaries or wages are being covered by other matching funds, to demonstrate the total cost of operating your program.
- Do not include administrative staff who do not provide direct supervision of line staff.

Example Justification: The Program Manager will plan and direct the day-to-day operations of the project. The base salary for the position is \$70,000. They will work on the program half time for a total program cost of \$35,000. The amount requested from Oakland Unite is \$25,000. \$10,000 will be provided as match.

Fringe and Benefits: This line item represents benefits (health, dental, etc.) as well as mandatory employment costs such as FICA, Social Security, SDI, and unemployment taxes. Enter in a numerical total for all fringe benefit costs paid by Oakland Unite funds and by your match. The total fringe amount is only for those personnel receiving benefits from your agency. In the Budget Justification, describe how your agency calculates Fringe and Benefits.

OTHER DIRECT COSTS

All items listed must directly benefit and support the operation of the proposed program.

Direct costs that support the program include:

- **Equipment/Furniture:** Durable goods such as computers and furniture.
- **Facility Rental:** Pro-rated costs of space rental, utilities, building maintenance and other occupancy costs directly needed for the program.
- **General Office Supplies:** Paper, pens, toner, or other reasonable program-related office supply expenses.
- **Professional Development:** Costs associated with professional development and training of direct service staff, such as workshop or seminar fees, or training materials.
- **Program Supplies:** Curriculum workbooks, food, event materials (e.g. banners, etc.), and other program supply expenses that are required for the proposed program.
- **Telephone/Internet/Communications:** May include mobile phone, telephone, internet and postage related to the proposed program.
- **Travel/Transportation:** Describe the purpose and calculation for all travel. Local travel estimates should be based on your organization's current policies. Any out-of-area travel needs should be carefully itemized and justified.

Example Justification: Three Life Coaches will travel daily between our office and participant homes for supportive services. We have estimated that they will each travel 50 miles/week and our agency mileage rate is 57.5 cents/mile. $50 \times \$0.575 = \$28.75/\text{week}$. The total travel cost per year (50 weeks) is \$4,312.50. The amount requested from Oakland Unite is _____.

PARTICIPANT WAGES, STIPENDS, AND FLEXIBLE FUNDS

Participant Wages: This item is for programs that offer participants an hourly wage for experiential learning/internships or employment. Indicate the anticipated amount paid to each participant and the number of participants you anticipate will receive wages. Please note that all applicants are required to comply with the City of Oakland's minimum wage law.

Participant Stipends: Stipends are used to support participants enrolled in your program in limited duration work experiences and internships. Describe what the stipend will be for, the amount of the stipend, and the number of participants you anticipate will receive stipends.

Flexible Funds/Incentives: If your program is going to offer incentives to participants for attendance or for completing milestones, please indicate the type of incentive (cash, gift certificate, etc.) and the number of participants you anticipate will receive incentives. Applicants proposing to provide Life Coaching should refer to sub-strategy incentive/stipend guidelines outlined in **Appendix A**.

Example Justification: Each participant will receive a gift certificate of \$25 for attending each class of the 6-week cognitive behavioral course (25 participant X 25 X 6 = \$3,750). The amount requested from Oakland Unite is _____.

CONSULTANTS

This category is for individuals who provide special services in order to help you operate your program, but who are not your employees nor are they sub-grantees who will operate a significant portion of the program. Indicate the name of the consultant and the specific services they will be providing, and basis for their fee. If you have not yet determined who your consultant will be for the needed service, you may state "Consultant TBD."

SUB-GRANTEES

Sub-grantees are organizations that provide specialized services to help enhance your programs, and will carry out a significant portion of the proposed program. For this section, list the name of each sub-grantee. For each sub-grantee, enter a line item budget using the same guidelines as the lead applicant budget. The budget justification should include what role each sub-grantee listed will be playing in the program.

Each sub-grantee must operate under a signed contract or Letter of Agreement. Any potential changes in sub-grantees' scopes of work and budgets should be brought to the City's attention before implementation. Sub-grantees should meet the same contracting requirements of the City of Oakland that are required of lead contracting agency. When there is a sub-grantee in the contract, it is the legal obligation of the lead agency to monitor the sub-grantee's progress and to ensure accountability. However, City staff reserves the right to conduct file reviews and program observations of sub-grantee agencies.

INDIRECT COSTS

Indirect costs may be included that equal **up to 15%** of the total grant request.

Examples of allowable expenses in the indirect line item include: audit, bookkeeping, payroll/finance, facilities maintenance, fiscal sponsor costs, insurance, rent, storage, utilities, and allocated personnel costs (e.g. Executive Director's time or any other staff who works minimally on the funded program).

This line item does not need to be itemized, though a brief explanation should be included. However, if your grant is audited by the City of Oakland you must be able to document and justify indirect costs charged to this grant.

Example: If the agency applies for a grant requesting \$100,000 from Oakland Unite, the maximum indirect costs that can be requested is \$15,000.

STEP 5 – SUBMIT

ONLINE SUBMISSION

The final step to complete your online proposal is to click “**submit**” for each form in Cityspan. Please review the elements of your application including all uploaded files. Except for the “Notice of Intent” form, Oakland Unite recommends waiting until the entire application is complete before submitting each form. Once you submit a form, you will need to contact Cityspan to unlock the form in order to edit it: 1-866-469-6884.

After all the forms are submitted, enter the **Proposal Signoff** form for final confirmation of submission for your proposal. Once you “submit” your proposal signoff, your application will be submitted to the City.

ONLINE PROPOSAL DUE: FEBRUARY 28, 2019, 5:00 PM

You must have completed and submitted all forms and uploads by 5:00pm, February 28, 2019. Cityspan will not accept proposals after this time. The City strongly encourages applicants to submit early enough to avoid any unforeseen technical issues.

HARD COPY SUBMISSION

Two (2) hard copies of each completed proposal package(s) must be delivered to the Oakland Unite office. To print a copy of your complete proposal in Cityspan, please select the “Application Summary” – this will create a PDF file with all of the sections of your online proposal, not including attachments. Attachments must be printed separately.

Contract Compliance Schedules: Two additional forms are required with hard copy submissions. These schedules are required by the City’s Contract Compliance Division to ensure contractors follow a variety of ordinances and laws. The following are **required** at submission:

- Schedule E: Project Consultant Team
- Schedule O: Campaign Contribution Limits (public agencies do not need to submit)

To receive preference points for having a local work force, applicants may also submit:

- Schedule E-2: Oakland Workforce Verification Form (optional but strongly encouraged)

Electronic copies of these documents can be downloaded from <http://oaklandunite.org>. More details about required Contract Compliance schedules is available in **Appendix B**. Information about preference points is also available in the “Funding Recommendations” section.

HARD COPIES OF PROPOSALS DUE: MARCH 1, 2019, 5:00 PM

Deliver to Oakland Unite at: **150 Frank Ogawa Plaza, Suite 4340, Oakland CA 94612.**

Please come to the office during business hours of 9:00 a.m. to 5:00 p.m. Proposals that are mailed, e-mailed, or faxed will not be accepted.

CITY OF OAKLAND/OAKLAND UNITE RIGHTS AND RESERVATIONS

By submitting a proposal, an applicant authorizes City of Oakland staff to verify any information the proposal contains. At any time before a contract is issued, City staff may conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services before making a final determination of grant awards. The City reserves the right to disqualify applicants whose proposals present false, inaccurate, or incorrect information or are incomplete in any fashion.

The City reserves the right to reject any or all proposals, whether or not minimum qualifications are met, and to modify, postpone, or cancel the RFP without liability, obligation, or commitment to any party, firm, or organization. In addition, the City reserves the right to request and obtain additional information from any candidate submitting a proposal. **A proposal may be rejected for any of the following reasons:**

- Proposal received after designated time and date.
- Proposal not containing the required elements nor organized in the required format.
- Proposal considered not fully responsive to this RFP.

If an inadequate number of proposals is received or the proposals received are deemed non-responsive, not qualified, or not cost effective, the City may at its sole discretion reissue the RFP.

Once a final award is made, all RFP responses, except financial and proprietary information, become a matter of public record and shall be regarded by the City as public records. To withhold financial and proprietary information, please label each page as "confidential" or "proprietary". Although a document may be labeled "confidential" or "proprietary", information is still subject to disclosure under the Public Records Act or Sunshine Ordinance, and is, at the City's discretion, based on the potential impact of the public's interests whether or not to disclose "confidential" or "proprietary" information. The City shall not in any way be liable or responsible for the disclosure of any such records or portions thereof if the disclosure is made pursuant to a request under the Public Records Act or the City of Oakland Sunshine Ordinance.

PROPOSAL PACKAGE CHECKLIST

The following items should be included in your electronic and hard copy proposals. Make sure that all attachments/uploads are clearly labeled. Incomplete applications will not be considered for funding. Only the requested elements will be reviewed; please do not submit additional attachments, as they will not be considered.

- Notice of Intent to Apply (required to access full online application)**

- Narrative, including:**
 - Agency History and Capacity
 - Program Design
 - Outcomes and Impact
 - Leveraging and Fiscal Practices
 - Program Summary

- Budget Form (including narrative justification of expenses)**

- Required Attachments (to be uploaded in Cityspan):**
 - Copy of IRS Letter Certifying Tax Exempt Status
 - IRS Form 990
 - Resumes or Job Descriptions
 - Letters of Support/Acknowledgement, if applicable
 - Letters of Agreement, if applicable

- Contract Compliance Attachments (to be submitted with hard copy):**
 - Schedule E: Project Consultant or Grant Team (REQUIRED)
 - Schedule O: Campaign Contribution Limits (REQUIRED)
 - Schedule E-2: Oakland Workforce Verification Form (OPTIONAL, but encouraged)

Additional forms and documents will be required by the City as part of the contracting process. Applicants should review the list of required post-award documents in **Appendix B** to ensure that they can meet all requirements.

FUNDING RECOMMENDATIONS AND POST-AWARD PROCESS

PROPOSAL REVIEW PROCESS

City staff will review proposal submissions to ensure that all required proposal elements were submitted based on the directions included in this RFP by the submission deadlines. Applications that are complete and comply with the RFP requirements, will be reviewed and scored by outside reviewers with expertise in the relevant service areas. Reviewers will score proposals based on a 100-point scale (see below for scoring criteria). The average score (from all reviewer scores) will determine initial ranking of submissions by sub-strategy. In making recommendations for funding, review panels and staff will also consider location of services, services to priority populations, alignment with the Oakland Unite Spending Plan mission, values and program standards of practice, agency past performance, and reasonableness and feasibility of budget and activities. Any preference points awarded by the Contract Compliance Division will also be considered in final funding recommendations. Please see “Preference Points” section below for more information on meeting the requirements for preference points.

The City has allocated roughly five weeks for review of proposals. Following review, applicants will be notified of preliminary funding recommendations via email. Staff will forward funding recommendations to the Safety and Services Oversight Commission and to City Council for review. City Council approves all final funding decisions.

EVALUATION OF PROPOSALS

The following criteria will be used by reviewers to evaluate the proposals for a total of 100 points.

Agency History and Capacity.....20 points

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

Program Design.....50 points

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

Outcomes and Impact.....15 points

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

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

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

PREFERENCE POINTS

Applicants are strongly encouraged to apply for certification with the City of Oakland, Contract Compliance Division as a Local, Small and Very Small Local Business Enterprise (L/S/VSLBE). If certified, applicants may receive preference points, which may also be earned for having an Oakland resident workforce. Preference points will be considered as part of the review process.

Refer to **Appendix B** for more information, and visit the following resources:

- To apply for certification, visit **Contract Compliance website** at: <https://www.oaklandca.gov/departments/contracts-compliance>
- To see a breakdown of preference points available, visit the **Oakland Unite website** at: <http://oaklandunite.org/grantee-corner/funding-opportunities/>

To qualify for preference points, agencies must be certified with the City of Oakland and submit **Schedule E and E-2** with the hard copy of their proposals. For assistance with certification and questions regarding preference points, please contact Contract Compliance at: Vivian Inman, City of Oakland Prompt Payment Liaison, 510-238-6261 or email vinman@oaklandca.gov.

CONTRACT NEGOTIATIONS AND AWARD

CONTRACT NEGOTIATIONS

An applicant recommended for funding should expect that Oakland Unite staff will have recommendations for modifying proposed activities during contract negotiation. Scopes of work and budgets will be reviewed in detail and negotiated as necessary to ensure that they meet the goals, objectives and policies of Oakland Unite and the 2019-2021 Spending Plan.

Should the City and the applicant not be able to reach an agreement as to the contract terms within a reasonable timeframe, the City may terminate the negotiations and begin negotiations with the next most qualified applicant within the funding sub-strategy, as identified and selected by the review panel, and proceed down the list of qualified applicants as necessary until an agreement is reached or the list is exhausted.

The City will enter performance-based contracts with successful applicants, meaning that Oakland Unite and the agency will agree on a set of service deliverables/benchmarks, and payment will be contingent on grantees attaining those deliverables/benchmarks. Payment will also be contingent on grantees spending of funds in alignment with the agreed-upon budget.

All grantees must use the Cityspan online reporting system to report scope of work activities, participant demographics, budget, program activities, events, enrollment, attendance, and to generate quarterly invoices. Grantees are required to submit quarterly progress reports via Cityspan that will include the level to which grantees have met intended service deliverables/benchmarks.

All grantees must participate fully in the Oakland Unite independent evaluation process. Participation includes attending trainings and workshops, collection of participant survey data, tracking performance data, and hosting site visits by the evaluation team.

Organizations are also required to attend Oakland Unite grantee convenings and other informational, technical assistance, training and service coordination meetings.

CONTRACT AWARD

After funding recommendations are approved, the City contracting process will begin. In addition to negotiating the scope of work and budget (as described above), Oakland Unite staff will work with successful applicants to navigate City requirements for contracting. Important information for applicants to be aware of concerning contracting includes:

- A sample City grant agreement is provided as a reference on the Oakland Unite website: <http://oaklandunite.org/grantee-corner/funding-opportunities/>
- Please review **Appendix B** for details on City policies required of all funded agencies.
- Forms and schedules required by City Contract Compliance can be found at: <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>
- Contracts will not be considered complete until the required Contract Compliance documents and assurances are submitted, a process which can take 6-8 weeks.
- Grantees must provide the services projected in the proposal and scope of work, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment.
- Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, through letters, copies of checks, or records of volunteer or donated services.
- After a contract is awarded, the City and Oakland Unite reserve the right to amend it as needed throughout the term of the contract to best meet the needs of all parties.
- The City Auditor and the City department administering this Contract shall have the right to audit this Contract and all books, documents and records relating thereto.

APPEALS PROCESS

Any applicant may appeal the funding recommendations to the Human Services Department, the City Department issuing this RFP. An appeal must be based on one or more of three criteria:

- **Unfair process** (e.g., the appellant's proposal was treated differently than others)
- **Material error** (e.g., the appellant's proposal was reviewed under the wrong funding strategy or some other mistake of fact occurred), or
- **Conflict of interest** potentially leading to financial gain by a reviewer or members of these individuals' immediate families.

The appellant must clearly state the facts that establish one of these criteria for appeal and how, as a result, the appellant's proposal was affected negatively. **A substantive disagreement with the funding recommendations is not grounds for appeal.**

The deadline for filing an appeal is one week after applicants receive preliminary funding recommendations. Written appeals shall be hand delivered to the Director of the Department at the address provided below.

Sara Bedford, Director
City of Oakland, Human Services Department
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612-2092

Appellants will receive written notice of the outcome of their appeal. In the event of one or more successful appeals, Oakland Unite will submit the successful appeal(s) along with all other funding recommendations to the Oversight Commission.

APPENDIX A: PROGRAM STRATEGIES

The purpose of this appendix is to provide applicants with details about the violence intervention services the City of Oakland seeks to fund through this RFP.

The City will direct funding towards nine sub-strategies across four strategic investment areas. Applicants must may submit one proposal per sub-strategy as the lead agency (see **Application Process** in the RFP Instructions for details).

Applicants should read the “Overview of 2019-2021 Strategies” in this appendix, and review sub-strategy requirements thoroughly before submitting proposal(s).

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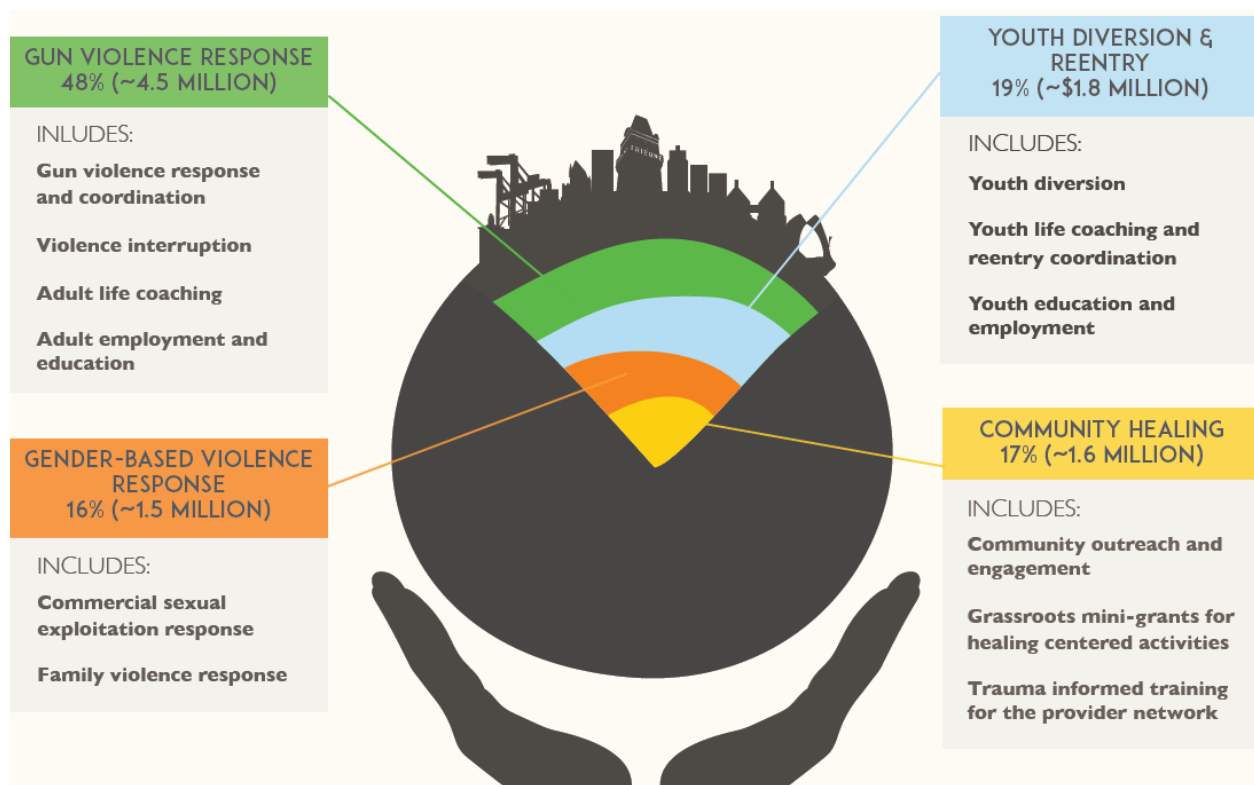
OVERVIEW OF 2019-2021 PROGRAM STRATEGIES

The City's strategic investments in the 2019-2021 funding cycle center on the belief that Oakland can move towards safety, healing, and growth by working in close partnership with people and communities at the center of violence.

The funding strategies in this RFP were developed through an extensive community listening campaign, review of local and national lessons from the field, and emerging themes from a citywide participatory planning process focused on violence prevention.

The services funded through this RFP establish the 'Oakland Unite Network'; a system of coordinated services delivered by community providers and public partners.

Details on the planning process, as well as more information about the framework and theory of change behind this RFP, can be found in the **Oakland Unite Spending Plan FY2019-2021** available at: <http://oaklandunite.org/blog/oakland-unite-spending-plan/>



Design By: Eva Silverman at Pushcart Design

OAKLAND UNITE PROGRAM STANDARDS OF PRACTICE

Oakland Unite has developed the following “Program Standards of Practice” that all applicants seeking to provide services should incorporate into program design.

Establish a Trusting Relationship: Providers must be able to gain the trust of the people they work with through honest conversations, empathy, and follow-through. Trusting relationships allow participants to embrace their own change process. Applicants should use trauma-informed approaches, and demonstrate cultural, linguistic, and gender competencies that will allow them to build trust with participants.

Keep Participants Safe and Well: Safety is of paramount importance in every aspect of serving a participant. Providing services in geographically safe places, as well as providing support managing emergencies and developing skills needed to deescalate conflict are key to participant safety. Applicants should help participants develop self-care techniques and develop referral relationships with mental health and other service providers that support wellness. Safety and wellness may also involve navigating and addressing trauma experienced in interactions with law enforcement or legal systems.

Develop Participant-Centered Goals: Working with participants to surface and explore the goals they have for themselves increases motivation and ensures that success is on the participant’s terms. Tools to help develop participant-centered goals include assessing readiness and engaging with stages of change, coaching through self-imposed limiting beliefs, and supporting positive decision-making.

Support Sustainable Change: Applicants should understand participants’ family context, work with them to identify supportive people in their lives, and offer exposure to new people, places and experiences. Providers can also use coaching practices such as making requests, giving feedback and providing accountability to help participants attain their goals and sustain positive change.

Building A Professional Practice: Honoring the power of peer professionals means supporting them through skills development and offering livable salaries. Applicants should support staff in setting and managing healthy boundaries with participants and in dealing with secondary trauma. Applicants are encouraged to offer professional development opportunities, and staff will be expected to participate in skills training offered by the City. Applicants that provide competitive salaries (e.g., a minimum of \$50,000 for a full-time position) as well as health benefits will be prioritized.

Coordinated Efforts: Better coordination of services leads to improved outcomes for participants. Funded programs will be required to work in partnership with City staff, other funded agencies, and key partners (such as Oakland Unified School District, and Probation, etc.) to achieve strategy area outcomes. The strategy areas in this RFP are intended to form the foundation for a well-integrated violence intervention network fueled by a community-centered vision of healing and transformation.

STRATEGY AREA I: GUN VIOLENCE RESPONSE

AIM & SUMMARY

This strategy area aims to intervene in the cycle of gun violence to save lives and support healing. It will ensure that people who are shot and family members of homicide victims get support. Applicants funded under this strategy area will build a system of support for people involved in gun violence, particularly people connected with groups and gangs. Selected providers will help participants mediate their conflicts, and offer life coaching, assistance to attain housing, and employment supports as they move towards positive goals. Under this strategy area, the City will support programs in three (4) sub-strategies:

1. Shooting and Homicide Response
2. Adult Life Coaching
3. Adult Employment and Education Support Services
4. Golden State Works Employment Services

OUTCOMES

Programs in this strategy area are expected to contribute to and achieve outcomes relevant to their program, which will be measured by an independent evaluator. Desired outcomes for this strategy area include:

Participants and families...

- ↑ increase access to support during crisis and meet basic needs
- ↓ reduce safety risks and transition out of immediate danger
- ↓ decrease violent injury/re-injury
- ↑ increase their ability to heal from trauma
- ↑ increase their ability to sustain healthy relationships with each other

Participants...

- ↑ increase their socio-emotional skills (e.g. resilience)
- ↓ reduce or cease contact with the criminal justice system
- ↓ reduce risk behaviors related to violence (e.g. carrying a weapon)
- ↑ increase access to employment and are prepared to pursue long term goals
- ↑ increase positive feelings about their lives

SUB-STRATEGY 1: SHOOTING AND HOMICIDE RESPONSE

This sub-strategy will support a community-based shooting and homicide response network that serves survivors and their families and works to prevent retaliatory violence.

SUPPORTED PROGRAMMING

The City seeks to fund four (4) distinct types of services through this sub-strategy. Applicants may apply to provide some or all the services listed below.

Shooting Response: The City seeks a program that provides immediate outreach, stabilization, and healing support to youth and young adult victims of shootings and serious physical assault. Shooting response providers will be expected to meet patients at the hospital or at home within 24 hours of referral by Alameda Health Systems (AHS, Highland Hospital) or another local hospital. When making a referral, hospital staff will assess patients' service needs and the risk of retaliation associated with the incident. In situations with a high risk of retaliation, hospital staff will also refer patients to violence interrupters for conflict mediation (see below) and all successful applicants in this sub-strategy will be expected to work closely together. Program staff will provide coaching/case management to help participants meet their healthcare needs, apply for funds available to victims of crime, and meet other needs related to their recovery such as connection to safe housing. Programs may also provide mental health services as part of the program, or offer other services relevant to participants' safety and healing. Selected providers must be approved and trained by AHS and will be required to enter data in the AHS database in addition to the Oakland Unite database.

Homicide Response: The City will invest in a program that provides intensive, first response support services to the friends and families of homicide victims. Successful applicants will receive next of kin notification from the Oakland Police Department (OPD). Program staff will be expected to help families plan memorials, funerals, or vigils for the victim, connect them to needed services such as safe housing, and provide general support and comfort during times of need. Successful applicants will provide mental health assessments and access to long-term counseling and support groups as needed. Applicants should demonstrate the ability to serve young children affected by homicide either by providing services for this population themselves or through established partnerships. Applicants should demonstrate the ability to leverage mental health reimbursement from sources such as Medi-Cal, dedicated funding available for victims of crime, and other sources. Programs may also support families in their interactions with law enforcement and advocate on their behalf.

Violence Interrupters: The City seeks to fund a program(s) that provides a team of violence interrupters who have the credibility to mediate hostile situations likely to result in violence. The City seeks applicants able to form deep relationships with highest-risk individuals, groups and networks. Interrupters will serve as first responders to shootings and homicides, and programs should provide crisis response coverage 24 hours a day, 7 days a week. Successful applicants will receive shooting and homicide incident notifications through Oakland Unite, OPD, and AHS, and will be expected to respond rapidly to requests for support and help assess risk for retaliation at crime scenes, in the hospital, and at funerals. Interrupters should plan to participate in Community Healing events (see Community Healing strategy), when requested, to engage community members and build trust. Interrupters will leverage their relationships to mediate incident-specific conflict, address immediate safety concerns, and work on long-range truce-negotiation. Applicants must budget flexible funds that allow interrupters to meet

participants' immediate needs. Interrupters will be expected to share their knowledge of safety risks with other community providers in the Oakland Unite Network, and to connect high-risk individuals to other needed services such as life coaching or temporary relocation. Applicants must demonstrate the ability to protect participants' confidentiality and maintain trust, while working in partnership with City staff, community providers, and law enforcement.

Emergency Temporary Relocation: The City intends to fund emergency temporary relocation services for Oakland residents in real, immediate danger of harm where they reside, often due to the threat of retaliatory violence following a shooting or homicide. The City seeks a program to help such individuals transition to a safer temporary location until the situation is abated or until a long-term plan has been established. Applicants must budget at least \$75,000 for direct participant relocation expenses from requested grant funds (not as match). The successful applicant will work with the City to build on the established referral and application process that includes referrals from Oakland Unite Network providers. The selected applicant will convene a weekly call for a relocation committee of partners such as AHS and violence interrupters (see above) to review applications and assess safety concerns and relocation plans. Applicants must demonstrate the ability to work with Probation, Parole and the District Attorney's Office; City staff will support successful applicants in gaining necessary clearances.

All Shooting and Homicide Response Programs: All applicants in this sub-strategy will be expected to participate in a high degree of coordination with one another, City staff, and other community providers in the Oakland Unite Network, including weekly meetings to discuss violent incidents. Funded programs will be expected to participate in training law enforcement agencies on program services and protocols. Applicants proposing to include life coaching or case management in their program design are encouraged to incorporate program elements described in the "Adult Life Coaching" section of this appendix. In addition, applicants should review the "Program Standards of Practice" section for expectations common to all funded programs.

PRIORITY POPULATIONS

The priority population for this sub-strategy are individuals directly impacted by shootings and homicides in Oakland. Specifically:

Shooting Response	People between the ages of 14-35 who have been shot or seriously injured through violence in Oakland
Homicide Response	Family members and close friends of Oakland homicide victims
Violence Interruption	People between the ages of 14-35 who are connected to violent incidents, and to groups/gangs involved in violence
Emergency Relocation	Oakland residents age 18 and over who are at real immediate risk of injury, with priority for people ineligible for victim assistance funds

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- people reached out to (e.g. provided with a bedside visit);
- participants served, type of service (e.g. case management), and amount;
- conflicts mediated and their outcome; and
- relevant milestones achieved by participants (e.g. successful relocation).

EVIDENCE OF PARTNERSHIPS

Applicants wishing to provide any or all the program services outlined above are encouraged to reach out to and seek letters from relevant partners such as:

Alameda County District Attorney's Victim-Witness Center. Applicants seeking to provide homicide response services are required to provide a letter of acknowledgement from the DA. Contact: Tasia Wiggins, 510-272-6176, tasia.wiggins@acgov.org

Alameda Health Systems/Highland Hospital. Applicants seeking to provide shooting response services are encouraged to provide a letter of acknowledgement from AHS. Contact: Stefania Kaplanes, skaplanes@alamedahealthsystem.org

Oakland Police Department. Applicants seeking to provide homicide response services are encouraged to provide a letter of support from OPD. Contact: Captain Eric Lewis, Criminal Investigations Unit, 510-238-6093 or elewis@oaklandca.gov

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant local criminal justice entities.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) to four (4) proposals will be funded for a total sub-strategy amount of approximately \$1.3 to \$1.4 million to serve an estimated 500 people.

	Estimated % Funds	Estimated Service Amount
Shooting Response	14%	At least 100 participants
Homicide Response	25%	At least 150 participants
Violence Interruption	46%	At least 250 participants
Emergency Relocation	14%	At least 30 participants

SUB-STRATEGY 2: ADULT LIFE COACHING

This sub-strategy is centered on transformative relationships between people involved in gun violence and trained peer professionals with similar life experiences. It aims to help young adults at the center of gun violence access opportunity and stay safe and free.

SUPPORTED PROGRAMMING

The City has developed a model of life coaching that has been shown to reduce participants' arrests for violence, and seeks agencies that can implement that model with fidelity and work in partnership on the next phase of its development. The Life Coaching model involves frequent direct contact between coaches and participants, dialogue focused on self-reflection and behavior change, and coordinated support guided by careful case planning. Specific elements of the program model include:

Shared experience: Life coaches should share similar life experiences or be otherwise intimately connected to participants' communities. The City seeks to increase the number of female-identified life coaches in this round of funding.

Dosage: Life coaching services should be intensive (or "high dose"), meaning that coaches should have low caseloads (15:1), longer service-periods (12-18 months), and meaningful, frequent contact with participants (including daily touches when needed).

Assessment, planning, and follow-up: Successful applicants will be required to use City tools to assess participant risk and needs, develop service plans ("life maps"), and track follow-up. Applicants should demonstrate the ability to work with participants to develop "living" service plans that are frequently revisited and guide service delivery.

Focus on safety: Services should prioritize and respond to immediate safety concerns. Life coaches must be comfortable discussing risk of violence and harm reduction strategies with participants, and will connect participants to conflict mediation and relocation when needed.

Coaching: Programs must incorporate coaching strategies that help participants identify and move towards positive goals, increase internal motivation, and address limiting beliefs. Programs may include peer support groups or other interventions that increase socio-emotional skills. Applicants should also address their strategy for meeting participants' mental health and substance abuse treatment needs.

Family involvement: Life coaches will get to know the families and loved ones of participants and involve them in planning and service provision. Coaches will work with participants to identify supportive people in their lives to help sustain positive change.

Linkage and advocacy: Participants and family members will be referred to services to address identified needs, such as education, employment, mental health, substance abuse, legal aid, housing, and transportation. Coaches should advocate on behalf of participants and their family with service providers and system partners, including law enforcement, to ensure equity and appropriate services.

Incentivized change: Programs must include structured stipends where participants are incentivized for meeting milestones. Applicants must budget at least \$1,500-\$2,000 per participant annually from requested grant funds (not as match).

Learning trips: The City seeks programs that include excursions outside of Oakland to expose participants to new leadership and learning opportunities that expand life experiences and deepen engagement; trips must be budgeted from requested grant funds (not as match).

Housing support: The City seeks one agency to provide housing-focused coaching to participants placed in transitional housing through the Oakland PATH Re-Housing Initiative (OPRI). Applicants must budget funds to support housing-related needs. Applicants interested in learning more about OPRI may contact Myisha Steward at MSteward@oaklandca.gov.

Coordination and training: A high level of communication and coordination will be expected of successful applicants, including participation in regular case-conferencing and training opportunities. Applicants should demonstrate capacity to work effectively with partners such as community employment programs, law enforcement, and others, while maintaining participants' trust and confidentiality.

Applicants are strongly encouraged to read the "Oakland Unite Year 1 Strategy Report" to learn more about the City's Life Coaching program model, available at: <http://oaklandunite.org/about/research-and-reports/>

PRIORITY POPULATIONS

The priority population for this sub-strategy is young adults (both male and female), ages 18-35, who have been directly exposed to, involved in, or victimized by gun violence in Oakland. Successful applicants will use data-driven risk factors to identify eligible participants, such as prior violent injury, prior arrest, group/gang involvement, and proximity to high-retaliation violence.

In addition, the City seeks applicants willing and able to work with specific referral partners to identify high-risk participants. Those partners include:

- Other members of the Oakland Unite Network, particularly the "Shooting and Homicide Response" sub-strategy;
- Ceasefire, which is a citywide gun violence reduction strategy that includes law enforcement, service providers, and community/faith leaders (to learn more: <https://www.oaklandca.gov/topics/oaklands-ceasefire-strategy>); and
- Other criminal justice system partners, such as Probation, Parole, District Attorney's Office, Public Defender and/or local correctional facilities.

Applicants should identify their willingness and ability to work with the above referral partners in the "Program Design" section of the proposal narrative. Applicants may also plan to do their own outreach to identify participants who meet risk criteria, and to work with friends/family of participants who are closely connected to gun violence.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- people reached out to and successfully engaged (e.g. life maps created)
- people served, the type of service (e.g. coaching), and amount; and
- relevant milestones achieved by participants (e.g. completing terms of probation, completing job readiness and/or gain employment).

EVIDENCE OF PARTNERSHIPS

Alameda County Probation. Applicants intending to receive referrals from Probation are required to submit a letter of acknowledgment. Probation requires a minimum of two weeks notice for letters. Contact: Deputy Chief Brian Ford, 510-268-7200 or brford@acgov.org

Other Partners. All applicants are encouraged to submit letters of support from other central referral and coordination partners.

Sub-Grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to four (4) proposals will be funded for a total sub-strategy amount of approximately \$900,000 to \$1.1 million to serve an estimated 150 people.

	Estimated % Funds	Estimated Service Amount
Life Coaching (8-10 coaches across agencies)	85%	At least 125 participants
Housing-Focused Coaching (1 housing coach for OPRI program)	15%	At least 25 participants

SUB-STRATEGY 3: ADULT EMPLOYMENT AND EDUCATION SUPPORT SERVICES

This sub-strategy provides the skills to attain and retain employment to referred participants from the Oakland Unite Network, and their loved ones.

SUPPORTED PROGRAMMING

The City seeks a fund a range of programs that provide training, work experience, education, job placement and retention support. Specific program models are described below. The City seeks at least one program with a rapid attachment component and one or more programs with an intensive services model.

Rapid attachment: A rapid attachment model provides for participants that are job ready with limited coaching and job search assistance. Applicants should demonstrate capacity to link job ready candidates with a variety of employers.

Intensive model: This model provides more comprehensive soft skills training, and job coaching to prepare participants for work including: assessment of job readiness, needs/barriers and skills; and coaching that focuses on pro-work behaviors and attitudes along with comprehensive follow-up with participants, families, and employers to resolve any issues quickly and celebrate success. Intensive models should address participants' cognitive behavioral needs and motivation to work.

Transitional employment: The goal of transitional employment is to provide individuals with an immediate income and work opportunity. It provides work history and on-the-job training, builds employment contacts, and ultimately prepares participants for longer-term and/or permanent employment. The City particularly seeks programs with crew-based work models. Applicants must budget Oakland Unite funds for participant wages and/or incentives.

Other employment/education models: Models to support participants' educational and employment growth, such as entrepreneurship, incentivized education (attaining a GED or high school diploma, etc.) in addition to work, apprenticeships, vocational certifications, etc. are encouraged. The City is also interested in models employing a workforce mentorship model to introduce participants to professionals who can act as guides for long term career planning.

Employer engagement: To enhance access to living-wage, career-track employment, all programs should employ a dual-client approach that prioritizes the needs of both participants and employers. Applicants should demonstrate a broad-based employer engagement strategy to locate private and public sector employer(s) willing to hire participants and also work with the applicant to provide participant retention and other supports.

All applicants: All programs must be highly structured and promote job readiness, including a focus on motivation to work, soft skills, and hard skills, involve paid work experience; and demonstrate deep levels of client and employer engagement. All programs should include transitional employment opportunities and demonstrate employer engagement.

All programs should include services aimed at placing participants in permanent, long-term employment, helping them retain those positions and facilitating re-engagement to develop

career-track opportunities through next-job search support and/or advanced skill training and certifications. Applicants are encouraged to incorporate financial literacy into their program design and provide participants with access to financial services and resources.

PRIORITY POPULATIONS

The priority population for this sub-strategy is participants referred through the Adult Life Coaching sub-strategy and other participants served by the Oakland Unite Network. Applicants may also serve family and friends of participants served by the Oakland Unite Network in other sub-strategies who are in need of job placement and other workforce program supports. Applicants may also plan to do their own outreach to identify participants who meet Adult Life Coaching risk criteria.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- participants served, type of service (e.g. life/soft skills training), and amount;
- hours of work experience/transitional employment;
- participants placed in advanced training or apprenticeship; and
- participants placed in employment and retention milestones achieved.

EVIDENCE OF PARTNERSHIPS

Other partners. Applicants are encouraged to include letters of support from any coordination partners, such as potential employers and/or training partners/apprenticeships.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to three (3) proposals will be funded for a total sub-strategy amount of approximately \$800,000 - \$900,000 to serve an estimated 140 people.

	Estimated Funds	Estimated Service Amount
Adult Employment and Education Support Service Programs	\$800,000 - \$900,000 (must include wages)	At least 140 participants

SUB-STRATEGY 4: GOLDEN STATE WORKS EMPLOYMENT SERVICES

The Golden State Works Employment Services Program (GSW) is a partnership between the City of Oakland, the California Department of Corrections and Rehabilitation (CDCR), and the California Department of Transportation (Caltrans) that includes a work crew program for individuals on parole to do litter abatement and other maintenance work on Caltrans rights-of-way in and around Oakland while receiving supportive job development services. This program model is specific and technical assistance from the City, Caltrans and CDCR will be provided to ensure fidelity.

SUPPORTED PROGRAMMING

The GSW program requires, at a minimum, employment assessment with an evidence-based employment assessment tool, life skills education/curriculum, employment preparation, crew-based transitional employment, job placement and appropriate case management, and retention services. All required program elements must be incorporated into the Applicant's program design.

The successful GSW contractor is anticipated to begin operations with six (6) work crews and will assume responsibility for any crews that are ongoing at the time the contract begins and transition participants from the current contractor to their program. To operate the work crews, Caltrans provides direction including assigning the work locations and overseeing the work performed including, but not limited to, required safety instructions and providing litter bags, tools and other safety equipment. The GSW contractor is responsible for:

- Identifying and using a software system that can track program activities including scheduling work crews and work sites, key program events and outcomes including enrollments, employment opportunities, placements and job retention;
- Daily work site scheduling and confirmation of attendance and transfer of work site confirmations of attendance to a daily payroll system in preparation for payroll processing; and
- Acting as or identifying an appropriate employer of record to perform the issuance of checks or other form of payment to participants (e.g. direct deposit) on a daily basis and to maintain appropriate separation of duties between scheduling and payroll operations.
- Please note: CDCR may additionally require data entry about individual participants into a proprietary web-based reporting system.

Transitional Employment Expectations

- Transitional employees must receive payment at the end of each and every day that they work on a transitional job. Daily payment is a key element of the program model. They must also be evaluated daily and provided with feedback on basic work behaviors.
- Participants in transitional work crews will work an average of four days per week, and be present for eight and ½ hours per day. Participants will be paid for eight hours of work with a ½ hour unpaid lunch break for every eight-hour shift. Work crews are deployed 5 days per week (Monday to Friday), except holidays.
- Parolee participants are eligible to work up to 90 days on the transitional work crews and shall be paid no less than City of Oakland minimum wage.
- At least one day each week is dedicated to meeting with job development staff on job readiness/job search.
- Each work crew shall have one "non-parolee" supervisor. The supervisor(s) salary shall not exceed \$25 per hour.

Job Preparation, Placement, And Retention Services

Life skills education/curriculum and employment assessment should precede transitional work crew experience and incorporate effective case management and documentation throughout a participant's engagement. The GSW contractor will be held accountable for long-term employment performance including independent employment verification of job placement. In addition, job retention services must be made available for 12 months after a participant is placed in a full-time job. Incentives must be provided such as transit passes, food vouchers, work clothes, etc. for the period they are enrolled in job preparation and retention services. However, cash incentives are specifically prohibited.

Breathalyzer/Urinalysis Testing

A breathalyzer or any other non-invasive alcohol and drug detection devices must be on-site to test parolee participants at any time. The GSW contractor shall test parolee participants on a random basis and when behavior warrants. All participants who test positive or refuse to test shall be reported to CDCR's Division of Adult Parole Operations (DAPO) Agent of Record immediately.

Required Positions

Proposals that include less than 1.0 FTE per position listed below must explain how the goals of the position will be achieved and obtain CDCR approval. Staff and any individual who will be in regular contact with the parolee participants will undergo a thorough security clearance, which must include a Live Scan background check.

- Program Manager
- Crew Supervisors (6 x 1.0 FTE)
- Crew Supervisor Manager
- Job Developer
- Job Coach
- Life Skills Instructor
- Retention Specialist
- Data Specialist

PRIORITY POPULATION

The program must serve parolee participants on active parole, prioritizing those between the ages of 18 and 35 who are physically able to work on transitional job sites involving manual labor, although other parolee participants will not be excluded. Though parolee participants will reside throughout Alameda County, priority will be given to parolee participants residing within the City of Oakland. DAPO will refer eligible individuals on parole to the GSW program through the Agent of Record.

PERFORMANCE MEASURES

The GSW Contractor will be held accountable for tracking, reporting monthly, and achieving the contract benchmarks which, in addition to the number of participants enrolled (target: 270), include the number who worked transitional jobs (target: 257), the number placed in permanent jobs (target: 120), and retention at 90 (target: 75), 180 (target: 62) and 365 (target: 30) days.

In addition to the performance benchmarks listed above, monthly reports are required on several outcomes including (but not limited to) daily work crew attendance rate, number of interviews created by job developers per month, and the average wage at placement.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) proposal will be funded. GSW funds are available for a three-year period from July 1, 2019 to June 30, 2022. (please note: this period is longer than other funded sub-strategies.) Available funds include CDCR funds for supportive employment services and Caltrans funds for transitional employment work crews. Each source of funds carries restrictions and may only be used for the specified activities. Applicants must serve 300-540 parolee participants. Referrals of as many as 640 eligible parolee participants may be needed to ensure a total annual enrollment of 300-540.

Source	Eligible Activities	Cost Method	Approximate Annual Funds Available
Caltrans Work Crew Program	Crew wages, fringe, direct job site supervision, plus gas, insurance, toilets, supplies, vehicle lease, etc.	Caltrans will reimburse up to \$2,064 per day per crew	\$3,000,000
CDCR	Supportive services: job coaching, development, and retention, life skills instruction and direct services staff costs.	Actual expenses up to maximum; reimbursed cost	\$380,000
Total			\$3,380,000

Please note: Caltrans work crew costs include participant wages, supervision and related items including vans for work crew transportation. Funds for transitional employment work crews will be provided on a reimbursement basis and only as supported by required reports.

STRATEGY AREA II: YOUTH DIVERSION AND REENTRY

AIM & SUMMARY

This strategy area aims to help youth move away from deeper involvement in violence and the juvenile justice system through coordinated interventions. Programs will divert youth from arrest or prosecution, and help them transition back to school and community after confinement through life coaching and education and career exploration supports. The City will support programs in two (2) sub-strategies:

1. Youth Diversion and Life Coaching
2. Youth Career Exploration and Education Support

OUTCOMES

Programs in this strategy area are expected to contribute to and achieve outcomes relevant to their program, which will be measured by an independent evaluator. Desired outcomes for this strategy area include:

Youth...

- ↓ reduce days out of school when transitioning from justice system placement
- ↑ increase successful completion of probation without re-arrest
- ↑ increase awareness of educational and job/career options
- ↑ improve educational outcomes
- ↓ reduce risk factors for violence (e.g. carrying a weapon)
- ↓ decrease violent injury
- ↑ increase socio-emotional skills (e.g. resilience)
- ↑ increase their number of caring relationships with positive adults and peers

SUB-STRATEGY 5: YOUTH DIVERSION AND LIFE COACHING

This sub-strategy involves partnerships with juvenile justice and education partners that helps them re-engage in school and reduce contact with the justice system. It depends on transformative relationships between young people and trained peer professionals with similar life experiences.

SUPPORTED PROGRAMMING

The City seeks to fund two distinct types of services through this sub-strategy. Applicants may apply to provide one or both services listed below.

Youth Diversion: The City will support a program that redirects youth away from deeper involvement in the juvenile justice system by providing youth and transition age youth with a choice to participate in the program after being referred by law enforcement partners including the District Attorney's (DA's) Office and/or the Oakland Police Department (OPD). Successful youth participation should result in reduced/eliminated charges. Applicants must demonstrate support from one or more of the named law enforcement partners for the proposed program. Programs may use restorative justice or other approaches that promote accountability and healing between young people and the victim/community. Programs may also include coaching or case management that helps youth to develop and complete a plan of action to repair harm. Applicants should include elements of the youth life coaching model described below such as assessment, case planning, family engagement, and referrals to supportive services.

Youth Life Coaching: The City has developed a model of life coaching that has been shown to improve young people's outcomes, and seeks agencies that can implement that model with fidelity and work in partnership on the next phase of its development. The Life Coaching model is a partnership between the Oakland Unified School District (OUSD), Probation, and Alameda County Health Care Services. Specific elements of the life coaching program model include:

- ▶ **Shared experience:** Life coaches should share similar life experiences or be otherwise intimately connected to participants' communities. The City seeks to increase the number of female-identified life coaches in this round of funding.
- ▶ **Dosage:** Life coaching services should be intensive (or "high dose"), meaning that coaches should have low caseloads (15:1), longer service-periods (12-18 months), and meaningful, frequent contact with participants (daily touches when needed).
- ▶ **Assessment, planning, and follow-up:** Successful applicants will be required to use City tools to assess participant risk and needs, develop service plans ("life maps"), and track follow-up. Applicants should demonstrate ability to develop "living" service plans that are frequently revisited and guide service delivery.
- ▶ **Focus on safety: Services should prioritize and respond to** immediate safety concerns. Life coaches must be comfortable discussing harm reduction strategies with participants, and will connect participants to conflict mediation when needed.

- ▶ **Focus on school reentry and probation completion:** The City will support programs designed to facilitate youths' successful re-engagement in school and probation completion. Life coaches will respond rapidly to referrals received from OUSD/Probation staff assigned to the program. Whenever possible, life coaches should engage youth while in placement (detained). Life coaches will be required to obtain clearance from Probation to provide pre-release services.
- ▶ **Coaching:** Programs must incorporate coaching strategies that help participants identify and move towards positive goals, increase internal motivation, and address limiting beliefs. Proposals may include peer support groups or other interventions that increase socio-emotional skills. Applicants should also address their strategy for meeting participants' mental health and substance abuse treatment needs.
- ▶ **Family involvement:** Life coaches will get to know the families and loved ones of participants and involve them in planning and service provision. Coaches will work with participants to identify supportive adults to help sustain positive change.
- ▶ **Linkage and advocacy:** Participants and family members will be referred to services to address identified needs, such as education, employment, mental health, legal aid, housing, and transportation. Coaches should advocate on behalf of participants and their family with service providers and system partners, including law enforcement, to ensure equity and appropriate services.
- ▶ **Incentivized change:** Programs must include structured stipends where participants are incentivized for meeting milestones. Applicants must budget at least \$800-\$1,000 per participant annually from requested grant funds (not as match).
- ▶ **Coordination and training:** A high level of communication and coordination will be expected of successful applicants, including participation in regular case-conferencing and training opportunities. Applicants should demonstrate capacity to work effectively with partners such as OUSD, Probation, career exploration programs, and others, while maintaining participants' trust and confidentiality.

Applicants are strongly encouraged to read the "Oakland Unite Retrospective Evaluation 2005-2013" to learn more about the City's Life Coaching program model, available at: <http://oaklandunite.org/about/research-and-reports/>

Life Coaching Program Enhancement: As part of youth life coaching services, the City seeks at least one agency to pilot pre- and post-release coaching to gang/group-involved youth, an enhanced service made possible through federal grant funds. A life coach will coordinate efforts directly with the Youth Gang Deputy Probation Officer and work with a maximum of 15 group-involved youth annually. This program element will require additional reporting and coordination as well as an enhanced background check/clearance process. Applicants should indicate interest providing this service in the "Program Design" section of their proposal.

PRIORITY POPULATIONS

The priority population for this sub-strategy is Oakland youth (both male and female) who are at high risk for violence or juvenile justice-system involvement. Successful applicants will use data-driven risk factors to identify eligible participants, such as prior violent injury or exploitation, prior arrest, and group/gang involvement.

The City seeks one agency to provide life coaching for youth who have experienced commercial sexual exploitation (CSE). Applicants should be able to serve group/gang-impacted youth, including multi-lingual newcomer immigrant youth. In addition, the City seeks applicants able to work with specific referral partners. For Youth Life Coaching, most referrals will come from OUSD/Probation. Successful applicants will be expected to enter Memorandums of Understanding with referral partners to outline communication and role expectations.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- youth reached out to and successfully engaged (e.g. life maps created)
- youth served, type of service (e.g. coaching), and amount; and
- relevant milestones achieved by participants (e.g. identify a supportive adult, have charges dropped, complete probation, advance in school).

EVIDENCE OF PARTNERSHIPS

Alameda County Probation. Applicants intending to receive referrals from Probation are required to submit a letter of acknowledgment. Probation requires a minimum of two weeks notice for letters. Contact: Deputy Chief Brian Ford, 510-268-7200 or brford@acgov.org

Alameda County District Attorney: Applicants intending to receive diversion program referrals from the DA are required to submit a letter of acknowledgement. Contact: DA Nancy O'Malley, Nancy.O'Malley@acgov.org

Other Justice System Partners. All applicants are encouraged to submit letters of support from other entities such as collaborative courts or OPD.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to four (4) proposals will be funded for a total sub-strategy amount of approximately \$1 million to \$1.2 million to serve an estimated 250 people.

	Estimated % Funds	Estimated Service Amount
Life Coaching (12-14 coaches across agencies)	83%	At least 200 participants (at least 50 CSE youth)
Diversion Programming	17%	At least 50 participants

SUB-STRATEGY 6: YOUTH CAREER EXPLORATION AND EDUCATION SUPPORT

This sub-strategy strengthens high risk youth's educational outcomes and career exploration and readiness through subsidized work experience and academic support.

SUPPORTED PROGRAMMING

The City seeks to invest in school-based and community-based programs that provide education and career exploration services. Programs must provide life skills training, career and work exploration activities, and supportive services such as career awareness counseling, academic assistance, and referral to community resources. All programs must coordinate closely with referring Youth Life Coaches.

Life skills and financial literacy: Programs should include delivery of a pre-employment or life skills curriculum and mentoring/coaching about job and career exploration. Applicants are encouraged to incorporate financial literacy into their program design and provide participants with access to financial services and resources.

Career exploration: Experiential learning, internships, paid work experience, and job placements are concrete ways for youth to explore future career options. Programs may include wages or scholarships for youth to gain experience after school hours and/or during the summer and to participate in career pathway activities to complete secondary education and/or obtain jobs or apprenticeships. For experiential learning and paid work experience, youth may be paid a stipend, scholarship or an hourly wage (in compliance with the City of Oakland's Minimum Wage.)

Connections with employers: Applicants should demonstrate connections to employer partners to leverage resources such as internships, training, wages, and operational needs related to training space/equipment, etc.

Academic support: Proposals that include an academic support or mentorship component as well as experiential learning/training will be prioritized; at minimum all programs must describe a clear mechanism (through program design or formal partnerships) to support academic development and ensure workforce activities do not conflict with school. Academic support may include: providing individualized education planning, tutoring, helping youth meet requirements for high school graduation, and other education pursuits. Community-based providers should demonstrate linkage to an education partner. Programs may incentivize completion of education milestones (i.e. GED, improved attendance, etc.).

PRIORITY POPULATIONS

The priority population for this sub-strategy is Oakland youth, including Opportunity Youth, ages 14 to 24 at highest risk for violence and/or returning to the community after being detained. Primary referrals will come from the Youth Life Coaching sub-strategy. Applicants may also serve family and friends of participants served by the Oakland Unite Network in other sub-strategies. Applicants may also plan to do their own outreach to identify participants who meet Youth Life Coaching risk criteria.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- youth who are enrolled and complete the program;
- hours of experiential learning/career exploration;
- hours of academic support; and
- youth who obtain educational goals (e.g. increased attendance, graduation)

EVIDENCE OF PARTNERSHIPS

Other Partners. Applicants are encouraged to include letters of support from any coordination partners, such as education and employer partners.

Sub-Grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to three (3) proposals will be funded for a total sub-strategy amount of approximately \$400,000 to \$600,000 to serve an estimated 90 youth.

	Estimated Funds	Estimated Service Amount
Youth Employment and Education Support Service Programs	\$400,000 - \$600,000 (including stipends/wages)	At least 90 participants

STRATEGY AREA III: GENDER-BASED VIOLENCE RESPONSE

AIM & SUMMARY

This strategy area directs funding towards interventions that support people experiencing family/domestic violence and commercial sexual exploitation (CSE). It aims to help survivors meet their immediate safety needs and provides resources that aid them in their journey towards healing and stability, including dedicated funding for emergency shelter and connections to other Oakland Unite funded strategies such as life coaching. Under this strategy area, the City will support programs in two (2) sub-strategies:

1. Commercially Sexually Exploited Youth Intervention
2. Family Violence Intervention

OUTCOMES

Programs in this strategy area are expected to contribute to and achieve outcomes relevant to their program, which will be measured by an independent evaluator. Desired outcomes for this strategy area include:

Survivors...

- ↓ reduce safety risks and transition out of immediate danger
- ↑ increase access to resources to increase longer-term safety (e.g. protection orders)
- ↓ decrease violent re-injury and/or exploitation
- ↑ increase access to tools and knowledge that help them begin to heal from trauma
- ↑ increase the number of caring relationships with positive adults and peers
- ↑ increase their perception of safety and positive feelings about their lives
- ↑ increase their ability to have healthy relationships with peers and loved ones

SUB-STRATEGY 7: COMMERCIALY SEXUALLY EXPLOITED YOUTH INTERVENTION

Programs in this sub-strategy engage CSE youth, promote their safety and stabilization, and ultimately work to end their exploitation.

SUPPORTED PROGRAMMING

The City is interested in supporting a comprehensive system of support that includes outreach and crisis response, emergency housing, and coaching or other wraparound supports. The City seeks to fund some or all the service activities listed below. Crisis response and stabilization to CSE youth, safe spaces including emergency housing, and access to wraparound support will be prioritized. Applicants may apply to provide some or all the services listed below, though applicants should address how they will connect CSE youth to critical services that are not included in the proposal.

Crisis response and stabilization services: The City will support a program(s) that provides crisis response and stabilization services to CSE youth. Program services may include outreach to and advocacy on behalf of youth who are brought to the County's Assessment Center or involved in the juvenile justice system, including court accompaniment, referral to emergency resources (such as temporary housing), and connection to longer-term support (i.e. mental health, life coaching/case management, employment services).

Safe spaces: The City is interested in a program(s) that provides CSE youth with safe spaces away from gender-based violence and offer healing supports that help young people transition into lives that are free of exploitation. Programs could include a drop-in facility for CSE youth that offers specialized services and structured activities; or peer mentoring, where youth are exposed to alternatives to exploitation through safe, caring relationships with a non-judgmental peer.

Emergency housing: The City seeks program(s) that include safe emergency housing beds for CSE youth. Emergency housing services do not have to be in Oakland though any transportation needs should be addressed in the program budget. Housing support should be designed to meet temporary, emergency need, and should include coaching/case management that helps participants access longer-term solutions.

Wraparound support: Programs may provide wraparound support in the form of life coaching, mentoring, peer support groups, youth leadership development, legal system navigation and advocacy, or other healing interventions that increase socio-emotional skills. These services should complement crisis response and stabilization services and support long-term stability. Applicants may incentivize engagement in program elements and/or completion of goals. Applicants should address their strategy for meeting participants' mental health and substance abuse treatment needs.

Innovative approaches: The City is also interested in interventions that address new and emerging trends for supporting CSE youth such as innovative ideas on how to combat youth exploitation online/through social media.

All applicants: All applicants should review the “Program Standards of Practice” section for expectations common to all funded programs such as serving participants in a trauma-informed, culturally and linguistically appropriate manner. Applicants in this sub-strategy should demonstrate experience providing survivor-focused, gender-responsive services. Successful applicants will be expected to participate in collaborative efforts with other Oakland Unite-funded agencies, City staff, and other community providers.

PRIORITY POPULATIONS

The priority population for this sub-strategy is young adults ages 12-25 who are at risk for or have been commercially sexually exploited in Oakland.

The Alameda County District Attorney's Office defines commercial sexual exploitation or trafficking as “the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years.” For more information see: <http://www.heatwatch.org/>

Applicants should describe their planned outreach and referral mechanisms for engaging CSE youth. Recommended referral partners include the Oakland Police Department, the Family Justice Center, Alameda County Juvenile Probation, District Attorney's Office and Juvenile Girl's Court, as well as Oakland Unified School District, and/or Alameda Health Systems/Highland Hospital.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- CSE youth reached out to and successfully engaged;
- CSE youth served, type of service (e.g. coaching, mental health), amount; and
- Relevant milestones achieved (e.g. permanent housing obtained).

EVIDENCE OF PARTNERSHIPS

Referral Partners: Applicants are encouraged to include letters of acknowledgement from any central referral partners, such as OPD, the DA’s Office, Probation, Courts, etc.

Sub-Grantees: Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to three (3) proposals will be funded for a total sub-strategy amount of approximately \$700,000 to \$850,000 to serve an estimated 200 CSE youth.

	Estimated Funds	Estimated Service Amount
CSE Youth Intervention Programs	\$700,000 - \$850,000	At least 200 participants

SUB-STRATEGY 8: FAMILY VIOLENCE INTERVENTION

Through this sub-strategy, the City will support programs that provide crisis response, stabilization, legal, and emotional support services to victims of family/domestic violence and their loved ones. Services should facilitate survivor healing and resiliency and increase safety, mental and physical health, and financial and housing stability.

SUPPORTED PROGRAMMING

The City seeks to fund programs that incorporate some or all the service activities listed below. At minimum, the City intends to fund crisis response and stabilization services, including legal support.

Crisis response and stabilization services: The City will support a program(s) that provides immediate crisis response and stabilization services for victims of family violence and their children, which may include staffing a 24-hour hotline. At least one funded program must partner with the Oakland Police Department (OPD) and respond to family violence-related incidents when requested. Programs must incorporate responsive and flexible scheduling and availability to meet participants' emergency needs. Programs should provide safety planning and case management, facilitate applications for victim of crime funding, and support connection to safe housing or family relocation when needed.

Legal support services: The City is interested in a program(s) that supports survivors with their legal needs such as filing restraining orders and navigating the legal/court system. Programs should also provide referrals or propose strategies to deliver a range of legal services around related issues such as child custody, immigration, etc.

Wraparound support services: Programs may incorporate wraparound support services such as systems navigation, coaching, peer support groups, family support, mental health services for victims and young children exposed to family violence, and other resources that support survivors' healing, stability, and socio-emotional strength. Applicants should demonstrate linkages to community supports that strengthen and stabilize families such as medical providers, community organizations, shelters/housing providers, economic and employment programs, mental health providers, and schools, among others. Applicants may propose support services that augment existing housing/shelter programs by expanding the services being offered to shelter residents.

All applicants: All applicants should review the "Program Standards of Practice" section for expectations common to all funded programs such as serving participants in a trauma-informed, culturally and linguistically appropriate manner. Applicants in this sub-strategy should demonstrate experience providing survivor-focused, gender-responsive services. Successful applicants will be expected to participate in collaborative efforts with one another, City staff, and other community providers. Applicants may include limited training for law enforcement agencies as part of their program design.

PRIORITY POPULATIONS

This sub-strategy will focus on Oakland survivors of family violence and their loved ones, including children who witness or experience family violence. Family violence may include physical, emotional, sexual, economic, or psychological abuse.

Participants will self-refer through crisis hotlines or drop-in centers, or be referred by law enforcement or other agencies in the Oakland Unite Network.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Survivors reached out to and successfully engaged (e.g. crisis outreach);
- Survivors served and the amount and type of services (e.g. legal support); and
- Relevant milestones achieved (e.g. safe housing secured).

EVIDENCE OF PARTNERSHIPS

Referral Partners: Applicants are encouraged to include letters of acknowledgement from any central referral partners, such as OPD or the Alameda Family Justice Center.

Sub-Grantees: Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to three (3) proposals will be funded for a total sub-strategy amount of approximately \$700,000 to \$850,000 to serve at least 1,000 survivors.

	Estimated Funds	Estimated Service Amount
Family Violence Intervention Programs	\$700,000 - \$850,000	At least 1,000 participants

STRATEGY AREA IV: COMMUNITY HEALING

AIM & SUMMARY

This strategy area aims to lift-up the wisdom of people closest to violence and deepen their skills to promote healing through community-led outreach activities and events. A grassroots mini-grant program will be launched to support innovative community-based violence reduction projects. There is no separate sub-strategy in this area, applicants should simply apply under “Community Healing.”

OUTCOMES

Programs in this strategy area are expected to contribute to and achieve outcomes relevant to their program, which will be measured by an independent evaluator. Desired outcomes for this strategy area include:

Community members ...

- ↑ increase involvement in violence reduction efforts
- ↑ have more safe spaces to gather, heal and stand against violence
- ↑ have increased support for their efforts to heal their own communities
- ↑ increase and strengthen shared norms against all forms of violence

SUPPORTED PROGRAMMING

Program models should employ restorative and trauma-informed approaches that are rooted in the identity and culture of the community to be served. Additionally, all Community Healing programs must include each of the three following components.

Community engagement: Selected providers will serve as visible ambassadors for the Oakland Unite Network. Proposed staff should be rooted in the community they seek to serve and able to build relationships with individuals and groups in neighborhoods most impacted by violence. Programs will engage residents in violence reduction efforts, including providing community support after a shooting or homicide. Staff must become knowledgeable about the Oakland Unite Network, and be familiar with other local resources (food bank, shelter, etc.), physical and mental health supports, free legal services, etc. to provide referrals to community members.

Applicants should include plans to recruit and train paid and unpaid individuals who are ready to respond to current trends in violence. Programs should emphasize multigenerational healing, leadership, and relationship-building opportunities for community members. Applicants should demonstrate connections to established community leadership such as faith-based institutions, advocacy groups, neighborhood organizations, and those with expertise in healing practices.

Community healing events: Programs should include community healing events and activities to change norms around violence in the community. These events should serve as outlets for community members to come together and connect in safe, positive spaces to promote peace. These events and activities may include: healing circles, vigils, supports for families and loved ones, community dialogues, summer events in the park/community spaces, marches etc. Programs should provide safe, supportive space(s) for the community to gather regularly during the week and on weekends and evenings. If applicants do not have strong experience in

restorative justice practices, they are encouraged to budget funds for individuals or organizations with strong experience to provide programming. Oakland Unite’s Community Engagement staff will facilitate relationships with City departments (e.g. Parks, Recreation and Youth Development) and provide technical support for planning events and activities.

Grassroots mini-grants: Successful applicants will act as fiscal and program manager for grassroots mini-grants distributed in the applicant’s region. Grassroots mini-grants should support the violence reduction work of smaller organizations and individuals who have experienced violence. Grants will range in size and in focus area, but may include community-building, peer support for survivors of violence, leadership development, or other events and activities to change norms around violence. Applicants must demonstrate the ability to coordinate and administer a selection process (with direction from Oakland Unite staff) along with contractual and payment agreements for multiple grassroots mini-grant recipients.

Due to the fiscal oversight required, applicants should address their fiscal practices and detail key staff that will be involved in financial management of the mini-grant funds. Applicants must budget a significant portion of the program budget for mini-grants; please see below for details.

PRIORITY POPULATIONS

Residents in West, North, Central, and Deep East Oakland that are most affected by multiple forms of violence, with an emphasis on supporting people, families, and communities affected by gun violence. Successful applicants will be expected to coordinate efforts with providers funded in the Shooting and Homicide Response sub-strategy.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- events hosted and event attendance;
- hours/participants supported to navigate community services; and
- service referrals to Oakland Unite Network providers.

EVIDENCE OF PARTNERSHIPS

Coordination Partners. Applicants are encouraged to include letters of support from any coordination partners, such as those listed above.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

APPROXIMATE FUNDING AND NUMBER SERVED

Two (2) to four (4) proposals will be funded, with \$900,000 to \$1,000,000 available to provide community healing services for an estimated 1,800 community members.

Area Served	Estimated % of Funds	Mini-Grant Budget Requirement
West/North Oakland	36%	At least 30% of Oakland Unite grant request
East/Central Oakland	64%	At least 30% of Oakland Unite grant request

APPENDIX B: COMPLIANCE WITH CITY COUNCIL POLICIES

GENERAL INFORMATION

1. The successful proposer selected for this service shall obtain or provide proof of having a current City of Oakland Business Tax Certificate.
2. The City Council reserves the right to reject any and all bids.
3. Local and Small Local Business Enterprise Program (L/SLBE)
 - a. *Requirement* – For Professional Services, **50% Local and Small Local Business Enterprise Program (L/SLBE)**: there is a 50% minimum participation requirement for all professional services contracts over \$50,000. Consultant status as an Oakland certified local or small local firm and subcontractor/subconsultant status as an Oakland certified local or small local firm are taken into account in the calculation. The requirement may be satisfied by a certified prime consultant and/or sub-consultant(s). A business must be certified by the City of Oakland in order to earn credit toward meeting the fifty percent requirement. The SLBE requirements still applies for non-certified LBEs and non-local business enterprises.
 - b. Good Faith Effort - In light of the fifty percent requirement, good faith effort documentation is not necessary.
 - c. Preference Points – Preference points are earned based on the level of participation proposed prior to the award of a contract. Upon satisfying the minimum fifty percent requirement, a consultant will earn two (2) preference points. Three additional preference points may be earned at a rate of one point for every additional ten percent participation up to eighty percent participation of the total contract dollars spent with local Oakland certified firms.
 - d. A firm may earn up to five (5) preference points for local Oakland business participation and additional preference points for being a long term certified business in Oakland regardless of size and for having an Oakland workforce.
 - e. In those instances where Very Small Local Business Enterprise (VSLBE) participation is evident, the level of participation will be double-counted towards meeting the requirement.
 - f. Additional Preference Points for Request for Proposals (RFP) and Request for Qualifications (RFQ) may be earned for having an Oakland resident workforce. **Prime consultants seeking additional preference points for having an Oakland resident workforce must submit a completed Schedule E-2 titled the “Oakland Workforce Verification Form” no more than 4 days after the proposal due date. A copy of Schedule E-2 is found on <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>.**

- g. Earning extra preference points for having an existing work force that includes Oakland residents is considered added value. The Request for Proposal “evaluation” process allows for additional preference points over and above the number of points earned for technical expertise. Typically 100 points may be earned for the technical elements of the RFP. Preference points are awarded over and above the potential 100 points.
- h. The Exit Report and Affidavit (ERA) – This report declares the level of participation achieved and will be used to calculate banked credits. The prime consultant must complete the Schedule F, Exit Report and Affidavit for, and have it executed by, each L/SLBE sub consultant and submitted to the Office of the City Administrator, Contracts and Compliance Unit, along with a copy of the final progress payment application.
- i. Joint Venture and Mentor Protégé Agreements. If a prime contractor or prime consultant is able to develop a Joint Venture or “Mentor-Protégé” relationship with a certified LBE or SLBE, the mentor or Joint Venture partners will enjoy the benefit of credits against the participation requirement. In order to earn credit for Joint Venture or Mentor-Protégé relationships, the Agreement must be submitted for approval to the Office of the City Administrator, Contracts and Compliance Unit, prior to the project bid date for construction, and by proposal due date for professional services contracts. Joint Venture Applications and elements of City approved Mentor Protégé relation are available upon request.
- j. Contractor shall submit information concerning the ownership and workforce composition of Contractor's firm as well as its subcontractors and suppliers, by completing Schedule D, Ownership, Ethnicity, and Gender Questionnaire, and Schedule E, Project Consultant Team, attached and incorporated herein and made a part of this Agreement.
- k. All affirmative action efforts of Contractor are subject to tracking by the City. This information or data shall be used for statistical purposes only. All contractors are required to provide data regarding the make-up of their subcontractors and agents who will perform City contracts, including the race and gender of each employee and/or contractor and his or her job title or function and the methodology used by Contractor to hire and/or contract with the individual or entity in question.
- l. In the recruitment of subcontractors, the City of Oakland requires all contractors to undertake nondiscriminatory and equal outreach efforts, which include outreach to minorities and women-owned businesses as well as other segments of Oakland's business community. The City Administrator will track the City's MBE/WBE utilization to ensure the absence of unlawful discrimination on the basis of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.
- m. In the use of such recruitment, hiring and retention of employees or subcontractors, the City of Oakland requires all contractors to undertake nondiscriminatory and equal outreach efforts which include outreach to minorities and women as well as other segments of Oakland's business community.

4. The City's Living Wage Ordinance

This Agreement is subject to the Oakland Living Wage Ordinance. The Living Wage Ordinance requires that nothing less than a prescribed minimum level of compensation (a living wage) be paid to employees of service Contractors (contractors) of the City and employees of CFARs (Ord. 12050 § 1, 1998). The Ordinance also requires submission of the Declaration of Compliance attached and incorporated herein as Declaration of Compliance – Living Wage Form; and made part of this Agreement, and, unless specific exemptions apply or a waiver is granted, the contractor must provide the following to its employees who perform services under or related to this Agreement:

- a. Minimum compensation – Said employees shall be paid an initial **hourly wage rate of \$13.75 with health benefits or \$15.78 without health benefits**. These initial rates shall be upwardly adjusted each year no later than April 1 in proportion to the increase at the immediately preceding December 31 over the year earlier level of the Bay Region Consumer Price Index as published by the Bureau of Labor Statistics, U.S. Department of Labor. Effective July 1st of each year, Contract shall pay adjusted wage rates.
- b. Health benefits – Said full-time and part-time employees paid at the lower living wage rate shall be provided health benefits of at least **\$2.03 per hour**. Contractor shall provide proof that health benefits are in effect for those employees no later than 30 days after execution of the contract or receipt of City financial assistance.
- c. Compensated days off – Said employees shall be entitled to twelve compensated days off per year for sick leave, vacation or personal necessity at the employee's request, and ten uncompensated days off per year for sick leave. Employees shall accrue one compensated day off per month of full time employment. Part-time employees shall accrue compensated days off in increments proportional to that accrued by full-time employees. The employees shall be eligible to use accrued days off after the first six months of employment or consistent with company policy, whichever is sooner. Paid holidays, consistent with established employer policy, may be counted toward provision of the required 12 compensated days off. Ten uncompensated days off shall be made available, as needed, for personal or immediate family illness after the employee has exhausted his or her accrued compensated days off for that year.
- d. Federal Earned Income Credit (EIC) - To inform employees that he or she may be eligible for Earned Income Credit (EIC) and shall provide forms to apply for advance EIC payments to eligible employees. For more information, web sites include but are not limited to: (1) <http://www.irs.gov> and <https://www.irs.gov/credits-deductions/individuals/earned-income-tax-credit>.
- e. Contractor shall provide to all employees and to Contracts and Compliance, written notice of its obligation to eligible employees under the City's Living Wage requirements. Said notice shall be posted prominently in communal areas of the work site(s) and shall include the above-referenced information.
- f. Contractor shall provide all written notices and forms required above in English, Spanish or other languages spoken by a significant number of employees within 30 days of employment under this Agreement.

- g. Reporting – Contractor shall maintain a listing of the name, address, hire date, occupation classification, rate of pay and benefits for each of its employees. Contractor shall provide a copy of said list to the Office of the City Administrator, Contracts and Compliance Unit, on a quarterly basis, by March 31, June 30, September 30 and December 31 for the applicable compliance period. Failure to provide said list within five days of the due date will result in liquidated damages of five hundred dollars (\$500.00) for each day that the list remains outstanding. Contractor shall maintain employee payroll and related records for a period of four (4) years after expiration of the compliance period.
- h. Contractor shall require subcontractors that provide services under or related to this Agreement to comply with the above Living Wage provisions. Contractor shall include the above-referenced sections in its subcontracts. Copies of said subcontracts shall be submitted to Contracts and Compliance.

5. Minimum Wage Ordinance

Oakland employers are subject to Oakland's Minimum Wage Law, whereby Oakland employees must be paid the current Minimum Wage rate. Employers must notify employees of the annually adjusted rates by each December 15th and prominently display notices at the job site. The law requires paid sick leave for employees and payment of service charges collected for their services.

For further information, please go to the following website:

<https://www.oaklandca.gov/topics/minimum-wage-paid-leave-service-charges>

6. Equal Benefits Ordinance

This Agreement is subject to the Equal Benefits Ordinance of Chapter 2.32 of the Oakland Municipal Code and its implementing regulations. The purpose of this Ordinance is to protect and further the public, health, safety, convenience, comfort, property and general welfare by requiring that public funds be expended in a manner so as to prohibit discrimination in the provision of employee benefits by City Contractors (contractors) between employees with spouses and employees with domestic partners, and/or between domestic partners and spouses of such employees. (Ord. 12394 (part), 2001)

The following contractors are subject to the Equal Benefits Ordinance: Entities which enter into a "contract" with the City for an amount of twenty-five thousand dollars (\$25,000.00) or more for public works or improvements to be performed, or for goods or services to be purchased or grants to be provided at the expense of the City or to be paid out of moneys deposited in the treasury or out of trust moneys under the control of or collected by the city; and Entities which enter into a "property contract" pursuant to Section 2.32.020(D) with the City in an amount of twenty-five thousand dollars (\$25,000.00) or more for the exclusive use of or occupancy (1) of real property owned or controlled by the city or (2) of real property owned by others for the city's use or occupancy, for a term exceeding twenty-nine (29) days in any calendar year.

The Ordinance shall only apply to those portions of a Contractor's operations that occur (1) within the City; (2) on real property outside the City if the property is owned by the City or if the City has a right to occupy the property, and if the contract's presence at

that location is connected to a contract with the City; and (3) elsewhere in the United States where work related to a City contract is being performed. The requirements of this chapter shall not apply to subcontracts or subcontractors.

The Equal Benefits Ordinance requires among other things, submission of the attached and incorporated herein as **Schedule N-1**, Equal Benefits-Declaration of Nondiscrimination form. For more information, see http://library.municode.com/HTML/16308/level2/TIT2ADPE_CH2.32EQBEOR.html#TOPTITLE

7. Prompt Payment Ordinance OMC Section 2.06.070 Prompt Payment Terms Required in Notices Inviting Bids, Requests for Proposals/Qualifications and Purchase Contracts

This Agreement is subject to the Prompt Payment Ordinance of Oakland Municipal Code, Title 2, Chapter 2.06. The Ordinance requires that, unless specific exemptions apply. Contractor and its subcontractors shall pay undisputed invoices of their subcontractors for goods and/or services within twenty (20) business days of submission of invoices unless the Contractor or its subcontractors notify the Liaison in writing within five (5) business days that there is a bona fide dispute between the Contractor or its subcontractor and claimant, in which case the Contractor or its subcontractor may withhold the disputed amount but shall pay the undisputed amount.

Disputed payments are subject to investigation by the City of Oakland Liaison upon the filing of a complaint. Contractor or its subcontractors opposing payment shall provide security in the form of cash, certified check or bond to cover the disputed amount and penalty during the investigation. If Contractor or its subcontractor fails or refuses to deposit security, the City will withhold an amount sufficient to cover the claim from the next Contractor progress payment. The City, upon a determination that an undisputed invoice or payment is late, will release security deposits or withholds directly to claimants for valid claims.

Contractor and its subcontractors shall not be allowed to retain monies from subcontractor payments for goods as project retention, and are required to release subcontractor project retention in proportion to the subcontractor services rendered, for which payment is due and undisputed, within five (5) business days of payment. Contractor and its subcontractors shall be required to pass on to and pay subcontractors mobilization fees within five (5) business days of being paid such fees by the City. For the purpose of posting on the City's website, Contractor and its subcontractors, are required to file notice with the City of release of retention and payment of mobilization fees, within five (5) business days of such payment or release; and, Contractors are required to file an affidavit, under penalty of perjury, that he or she has paid all subcontractors, within five (5) business days following receipt of payment from the City, The affidavit shall provide the names and address of all subcontractors and the amount paid to each.

Contractor and its subcontractors shall include the same or similar provisions as those set forth above in this section in any contract with a contractor or subcontractor that delivers goods and/or services pursuant to or in connection with a City of Oakland purchase contract.

Prompt Payment invoice and claim forms are available at the following City of Oakland website: <https://www.oaklandca.gov/resources/prompt-payment-forms> or at Contracts and Compliance, 250 Frank H. Ogawa Plaza, Suite 3341, Oakland, CA 94612. Invoice

and claim inquiries should be directed to Vivian Inman, City of Oakland Prompt Payment Liaison, 510-238-6261 or email vinman@oaklandca.gov.

8. Non-Discrimination/Equal Employment Practices

Contractor shall not discriminate or permit discrimination against any person or group of persons in any manner prohibited by federal, state or local laws. During the performance of this Agreement, Contractor agrees as follows:

- a. Contractor and Contractor's subcontractors, if any, shall not discriminate against any employee or applicant for employment because of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability. This nondiscrimination policy shall include, but not be limited to, the following: employment, upgrading, failure to promote, demotion or transfer, recruitment advertising, layoffs, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.
- b. Contractor and Contractor's Subcontractors shall state in all solicitations or advertisements for employees placed by or on behalf of Contractor that all qualified applicants will receive consideration for employment without regard to age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.
- c. Contractor shall make its goods, services, and facilities accessible to people with disabilities and shall verify compliance with the Americans with Disabilities Act by executing Declaration of Compliance with the Americans with Disabilities Act, attached hereto and incorporated herein.
- d. If applicable, Contractor will send to each labor union or representative of workers with whom Contractor has a collective bargaining agreement or contract or understanding, a notice advising the labor union or workers' representative of Contractor's commitments under this nondiscrimination clause and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- e. Contractor shall submit information concerning the ownership and workforce composition of Contractor's firm as well as its subcontractors and suppliers, by completing the Ownership, Ethnicity and Gender Questionnaire.
- f. The Project Contractor Team attached and incorporated herein and made a part of this Agreement, Exit Report and Affidavit, attached and incorporated herein and made a part of this Agreement.
- g. All affirmative action efforts of Contractors are subject to tracking by the City. This information or data shall be used for statistical purposes only. All Contractors are required to provide data regarding the make-up of their subcontractors and agents who will perform City contracts, including the race and gender of each employee and/or Contractor and his or her job title or function and the

methodology used by Contractor to hire and/or contract with the individual or entity in question.

- h. The City will immediately report evidence or instances of apparent discrimination in City or Agency contracts to the appropriate State and Federal agencies, and will take action against Contractors who are found to be engaging in discriminatory acts or practices by an appropriate State or Federal agency or court of law, up to and including termination or debarment.
- i. In the recruitment of subcontractors, the City of Oakland requires all Contractors to undertake nondiscriminatory and equal outreach efforts, which include outreach to minorities and women-owned businesses as well as other segments of Oakland's business community. The City Administrator will track the City's MBE/WBE utilization to ensure the absence of unlawful discrimination on the basis of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.
- j. In the use of such recruitment, hiring and retention of employees or subcontractors, the City of Oakland requires all Contractors to undertake nondiscriminatory and equal outreach efforts which include outreach to minorities and women as well as other segments of Oakland's business community.

9. Arizona and Arizona-Based Businesses

Contractor agrees that in accordance with Resolution No. 82727 C.M.S., neither it nor any of its subsidiaries, affiliates or agents that will provide services under this agreement is currently headquartered in the State of Arizona, and shall not establish an Arizona business headquarters for the duration of this agreement with the City of Oakland or until Arizona rescinds SB 1070.

Contractor acknowledges its duty to notify Contracts and Compliance Division, Office of the City Administrator if it's Business Entity or any of its subsidiaries affiliates or agents subsequently relocates its headquarters to the State of Arizona. Such relocation shall be a basis for termination of this agreement.

10. Border Wall Ordinance

This contract is subject to the Border Wall Ordinance of Oakland Municipal Code (Ordinance 13459 C.M.S, passed November 28, 2017) and effective immediately upon adoption. The purpose of the ordinance is to mandate and direct the City Administrator- in instances where there is no significant additional cost, to be defined in regulations, or conflict with law- to refrain from entering into new or amended contracts to purchase professional, technical, scientific or financial services, goods, construction labor and materials or other services, or supplies from businesses that enter into contracts to provide such services, goods, materials or supplies to build the U.S.-Mexico border wall;

The City of Oakland shall be prohibited from entering into any contractual agreement for the purchase of services, goods, equipment, cyber network or cloud computing, internet, or cloud-based computer technology or services with any "BORDER WALL ENTITY" individual, firm, or financial institution who provides any services, goods,

equipment or information technology or cloud- based technology or services, to construction of the a wall along any part of the United States - Mexico border.

All vendors seeking to do business with the City of Oakland must are complete and sign "Schedule W" as a statement of compliance with Ordinance 13459 C.M.S.

11. Pending Dispute Disclosure Policy:

Contractors are required to disclose pending disputes with the City of Oakland when they are involved in submitting bids, proposals or applications for a City contract or transaction involving professional services. This includes contract amendments. Contractor agrees to disclose, and has disclosed, any and all pending disputes to the City prior to execution of this agreement. The City will provide a form for such disclosure upon Contractor's request. Failure to disclose pending disputes prior to execution of this amendment shall be a basis for termination of this agreement.

12. City of Oakland Campaign Contribution Limits

This Agreement is subject to the City of Oakland Campaign Reform Act of Chapter 3.12 of the Oakland Municipal Code and its implementing regulations if it requires Council approval. The City of Oakland Campaign Reform Act prohibits Contractors that are doing business or seeking to do business with the City of Oakland from making campaign contributions to Oakland candidates between commencement of negotiations and either 180 days after completion of, or termination of, contract negotiations. If this Agreement requires Council approval, Contractor must sign and date an Acknowledgment of Campaign Contribution Limits Form.

13. Nuclear Free Zone Disclosure

Contractor represents, pursuant to the combined form Nuclear Free Zone Disclosure Form that Contractor is in compliance with the City of Oakland's restrictions on doing business with service providers considered nuclear weapons makers. Prior to execution of this agreement, Contractor shall complete the combined form, attached hereto.

14. Sample Professional Service Agreement

This Agreement is subject to the Sample City of Oakland Professional Service Agreement, which can be accessed at <http://oaklandunite.org/>.

15. Insurance Requirements

The Contractor will be required to provide proof of all insurance required for the work prior to execution of the contract, including copies of the Contractor's insurance policies if and when requested. Failure to provide the insurance proof requested or failure to do so in a timely manner shall constitute grounds for rescission of the contract award.

The Contractor shall name the City of Oakland, its Council members, directors, officers, agents, employees and volunteers as additional insured in its Comprehensive Commercial General Liability and Automobile Liability policies. If Contractor submits the ACORD Insurance Certificate, the additional insured endorsement must be set forth on a CG20 10 11 85 form and/or CA 20 48 - Designated Insured Form (for business auto

insurance).

Please Note: A statement of additional insured endorsement on the ACORD insurance certificate is insufficient and will be rejected as proof of the additional insured requirement.

Unless a written waiver is obtained from the City's Risk Manager, Contractors must provide the insurance as found at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (Schedule Q). A copy of the requirements are attached and incorporated herein by reference. Liability insurance shall be provided in accordance with the requirements specified.

When providing the insurance, include the Project Name and Project Number on the ACORD form in the section marked Description of Operations/Locations.

When providing the insurance, the "Certificate Holder" should be listed as: City of Oakland, Contracts and Compliance, 250 Frank H. Ogawa Plaza, Suite 3341, Oakland, CA 94612.

16. City Contractor Performance Evaluation

At the end of the project, the Project Manager will evaluate the Contractor's Performance in accordance with the City Contractor Performance Evaluation program.

17. Violation Of Federal, State, City/Agency Laws, Programs Or Policies:

The City or Agency may, in their sole discretion, consider violations of any programs and policies described or referenced in this Request for Proposal, a material breach and may take enforcement action provided under the law, programs or policies, and/or terminate the contract, debar contractors from further contracts with City and Agency and/or take any other action or invoke any other remedy available under law or equity.

18. Contractor's Qualifications

Contractor represents that Contractor has the qualifications and skills necessary to perform the services under this Agreement in a competent and professional manner without the advice or direction of the City. Contractor's services will be performed in accordance with the generally accepted principles and practices applicable to Contractor's trade or profession. The Contractor warrants that the Contractor, and the Contractor's employees and subcontractors are properly licensed, registered, and/or certified as may be required under any applicable federal, state and local laws, statutes, ordinances, rules and regulations relating to Contractor's performance of the Services. All Services provided pursuant to this Agreement shall comply with all applicable laws and regulations. Contractor will promptly advise City of any change in the applicable laws, regulations, or other conditions that may affect City's program. This means Contractor is able to fulfill the requirements of this Agreement. Failure to perform all of the services required under this Agreement will constitute a material breach of the Agreement and may be cause for termination of the Agreement. Contractor has complete and sole discretion for the manner in which the work under this Agreement is performed. Prior to execution of this agreement, Contractor shall complete the Independent Contractor Questionnaire, Part A, attached hereto.

19. The following City staff are available to answer questions:

RFP and Project related issues: Josie Halpern-Finnerty,
oaklanduniterfp@oaklandca.gov

Contract Analyst: Paula Peav, (510) 238-3190

Compliance Officer: Vivian Inman, (510) 238-6261

20. All responses to the RFP become the property of the City.

21. The RFP does not commit the City to award a contract or to pay any cost incurred in the preparation of the proposal.

22. The City reserves the sole right to evaluate each proposal and to accept or reject any or all proposals received as a result of the RFQ process.

23. The City reserves the unqualified right to modify, suspend, or terminate at its sole discretion any and all aspects of the RFP and/or RFP process, to obtain further information from any and all Contractor teams and to waive any defects as to form or content of the RFP or any responses by any contractor teams

24. The City may require a service provider to participate in negotiations and submit technical information or other revisions to the service provider's qualifications as may result from negotiations.

25. Once a final award is made, all RFP responses, except financial and proprietary information, become a matter of public record and shall be regarded by the City as public records. The City shall not in any way be liable or responsible for the disclosure of any such records or portions thereof if the disclosure is made pursuant to a request under the Public Records Act or the City of Oakland Sunshine Ordinance.

26. The Fair Political Practices Act and/or California Government Code Section 1090, among other statutes and regulations may prohibit the City from contracting with a service provider if the service provider or an employee, officer or director of the service providers' firm, or any immediate family of the preceding, or any sub-contractor or contractor of the service provider, is serving as a public official, elected official, employee, board or commission member of the City who will award or influence the awarding of the contract or otherwise participate in the making of the contract. The making of a contract includes actions that are preliminary or preparatory to the selection of a Contractor such as, but not limited to, involvement in the reasoning, planning and/or drafting of solicitations for bids and RFQs, feasibility studies, master plans or preliminary discussions or negotiations.

ATTACHMENT

B

Attachment B: Oakland Unite 2019-2021 RFP Reviewers

The Human Services Department (HSD) recruited panelists for six different review panels corresponding to RFP sub-strategies. See **Attachment A** for the full RFP, including sub-strategy descriptions. Panels included Oakland residents, public partner representatives, violence prevention staff from other local governments, and others with skills or experience related to the proposed sub-strategy services.

Over 75% of reviewers had personal or professional experience related to the following areas: community-based violence prevention; youth and family supports; public health and behavioral health; education and workforce; and legal support for individuals impacted by violence.

Reviewer demographic characteristics, and a list of reviewers and affiliations, are included below.

Race/Ethnicity	Count	Percent
Asian/East Indian	8	21%
Black/African American	16	42%
Hispanic/Latino	5	13%
White	9	24%
Grand Total	38	100%

Oakland Resident	Count	Percent
No	14	37%
Yes	17	45%
Unknown	7	18%
Grand Total	38	100%

Reviewer Name	Agency or Affiliation
Alisha Somji	Prevention Institute
Amy Price	Zellerbach Family Foundation
Ben Halili	SF Department of Children, Youth & Families
Caitlin Grey	Social Policy Research Associates
Carla Dartis	Heat Institute
Cherri Allison	Family Justice Center
Corrine Lee	Alameda County Behavioral Health
Dafna Gozani	CA Youth Justice Initiative
Daniela Medina	Social Work Graduate Student
Dione Lien	East Bay AIDS Center
Dr. Sean Moffatt	Alameda County Office of Education
Enjema Hudson	City of Oakland Workforce Development
Erica Rice	Brady Campaign to End Gun Violence
Erik Sakamoto	REACH Ashland Youth Center
Helen Wu	East Bay Regional Parks
Ian Long	Alameda County Probation

Reviewer Name	Agency or Affiliation
Juan Taizan	Alameda County Behavioral Health
Julia Lindsey	Research and Evaluation
Khaalid Muttaqi	City of Sacramento Violence Prevention
Lamont Snaer	SF Department of Children, Youth & Families
Lara Delaney	Contra Costa County
Lt. Jill Encinias	Oakland Police Department
Megan Joseph	Rise Together Bay Area
Michelle Thompson	Alameda County Behavioral Health
Monica Flores	SF Department of Children, Youth & Families
Neola Crosby	Alameda County Probation
Prishni Murillo	SF Department of Children, Youth & Families
Priya Jagannathan	Oakland Public Education Fund
Rashad Eady	Alameda County Behavioral Health
Rodney Brooks	Public Defender's Office
Sandra Villarreal	Alameda County Probation
Sarah Carson	Bay Area Community Services
Sarah Chester	New Energy Nexus
Shane Thomas-Wilson	Alameda County Probation
Shomari Carter	Office of Keith Carson
Sophia Lai	Alameda County Behavioral Health
Tameeka Bennett	Bay Area Regional Health Initiative
Tasia Wiggins	Alameda County Victim Witness Office

ATTACHMENT

C

Attachment C: Oakland Unite 2019-2021 RFP Scoring Matrices

Reviewers were asked to read and score proposals out of 100 points based on criteria listed in the RFP and included as **Attachment A**. Final scoring matrices are included below.

STRATEGY AREA I: GUN VIOLENCE RESPONSE

Sub-Strategy: Shooting and Homicide Response Proposal Scores

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
Youth ALIVE!	91.3	8.5	\$1,069,333	\$1,060,000
Catholic Charities of the East Bay	86.7	7.5	\$330,000	\$340,000
Target Funding Amount: \$1,400,000				
Recommended Funding Amount: \$1,400,000				

Reviewers considered ability to serve the intended target populations: family members and close friends of Oakland homicide victims; people who have been shot or seriously injured through violence; people who are connected to violent incidents with high risk of retaliation; and to groups/gangs involved in violence. Applicants needed to demonstrate ability to provide intensive first response service, healing support, relocation services, and violence interruption.

Sub-Strategy: Adult Life Coaching Proposal Scores

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
California Youth Outreach	84.8	0	\$625,625	\$450,000
The Mentoring Center	84.7	7.5	\$459,802	\$450,000
Roots Community Health Center	83.5	6	\$328,755	\$250,000
Oakland Private Industry Council, Inc.	78.3	6	\$239,985	
Target Funding Amount: \$1,100,000				
Recommended Funding Amount: \$1,300,000				

Reviewers prioritized ability to serve adults involved in serious violence, demonstrated ability to work with referral partners (including Violence Interrupters and Ceasefire), ability to provide gender-responsive services, and balance across priority neighborhoods. Reviewers also looked at ability to provide mentoring, leadership development, and access to health and mental health supports such as cognitive behavioral groups.

Sub-Strategy: Adult Employment and Education Support Proposal Scores

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

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

STRATEGY AREA II: YOUTH DIVERSION AND REENTRY

Sub-Strategy: Youth Life Coaching and Diversion Proposal Scores

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
Youth ALIVE!	95.8	0	\$270,000	\$270,000*
Young Women's Freedom Center	81.0	0	\$187,443	\$200,000
EBAYC	80.2	7.5	\$432,901	\$430,000
Community Works West	78.3	0	\$200,000	\$200,000
East Bay Agency for Children	75.5	7.5	\$262,952	
MISSEY	75.0	6	\$283,856	
California Youth Outreach	73.5	0	\$354,488	
RJOY	73.4	0	\$417,427	
The Mentoring Center	71.7	7.5	\$258,340	
Love from Margot Foundation	59.5	0	\$125,000	
Target Funding Amount: \$1,200,000				
Recommended Funding Amount: \$1,200,000				

*Plus \$100,000 for OJJDP Second Chance Pilot Gang Intervention Program

Applicants considered ability to serve the intended target population of Oakland youth (both male and female) who are at high risk for violence or juvenile justice-system involvement, demonstrated ability to re-engage youth in school and reduce their contact with the justice system through youth life coaching or youth diversion, and balance across priority neighborhoods where possible.

Sub-Strategy: Youth Education and Career Exploration Proposal Scores

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
Young Women’s Freedom Center	84.0	0	\$280,460	
Youth Employment Partnership, Inc.	83.0	9.5	\$450,000	\$400,000
Bay Area Community Resources	79.2	0	\$248,497	
Safe Passages	78.2	7	\$199,728	\$200,000
Civicorps	77.7	7.5	\$266,987	
Youth Radio	77.7	6	\$133,751	
New Door Ventures	77.5	0	\$462,484	
Beyond Emancipation	75.2	7	\$150,000	
Oakland Public Education Fund	74.7	5.5	\$340,053	
SPAAT (Student Program for Academic & Athletic Transitioning)	74.1	4.5	\$172,305	
Center for Media Change, Inc., DBA Hack the Hood	66.0	6	\$202,109	
Love from Margot Foundation	64.8	0	\$125,000	
Love Never Fails	53.8	0	\$182,686	
Target Funding Amount: \$600,000				
Recommended Funding Amount: \$600,000				

Applicants considered ability to serve opportunity youth (both male and female) at highest risk for violence and/or returning to the community after being detained, including undocumented youth. Applicants prioritized: ability to receive referrals from the Youth Life Coaching sub-strategy; demonstrated ability to provide life skills training, career and work exploration activities, and supportive services such as career awareness counseling, academic assistance, and referral to community resources; and balance across priority neighborhoods where possible.

Sub-Strategy: Commercially Sexually Exploited Youth Intervention

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
Covenant House California	88.5	7.5	\$165,000	\$200,000
MISSEY	76.5	6	\$314,032	\$315,000
Bay Area Women Against Rape	73.8	7.5	\$237,586	\$235,000
Young Women’s Freedom Center	65.2	0	\$290,372	
Target Funding Amount: \$750,000				
Recommended Funding Amount: \$750,000				

Applicants prioritized ability to serve the target population(s) of young people who are at risk for or have been sexually exploited in Oakland, ability to engage CSE youth, promote their safety and stabilization and work to end their exploitation, and ability to reach priority neighborhoods where possible.

Sub-Strategy: Family Violence Intervention

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
Family Violence Law Center	80.6	9.5	\$673,542	\$600,000
Asian Pacific Islander Legal Outreach	68.2	4.5	\$267,248	\$200,000
Youth Uprising	63.2	0	\$238,551	
Love Never Fails	57.0	0	\$163,311	
Target Funding Amount: \$800,000				
Recommended Funding Amount: \$800,000				

Applicants prioritized ability to serve Oakland survivors of family violence and their loved ones, including children who witness or experience family violence, demonstrated ability to provide crisis response, stabilization, legal and emotional support services to victims of family/domestic violence and their loved ones, and ability to reach priority neighborhoods where possible.

Sub-Strategy: Community Healing Proposal Scores

Applicant	Average Reviewer Score	Preference Points	Amount Requested	Amount Recommended
Urban Peace Movement	88.0	0	\$364,482	\$350,000
Restorative Justice for Oakland Youth	84.8	0	\$432,368	\$325,000
Roots Community Health Center	82.3	6	\$324,097	\$325,000
Lincoln	78.8	7.5	\$180,000	
Communities United for Restorative Youth Justice	77.2	0	\$175,120	\$175,000
East Bay Asian Local Development Corporation	75.5	0	\$300,000	
Building Opportunities for Self-Sufficiency	69.0	7.5	\$1,000,000	\$250,000
Urban Strategies Council	67.6	7.5	\$250,950	
Downs Community Development Corporation	61.8	0	\$235,988	
Target Funding Amount: \$1,000,000				
Recommended Funding Amount: \$1,425,000				

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

ATTACHMENT

D



FILED
OFFICE OF THE CITY CLERK
OAKLAND

2019 MAY 16 PM 5: 53

AGENDA REPORT

TO: Sabrina B. Landreth
City Administrator

FROM: Sara Bedford
Director, Human Services

SUBJECT: Oakland Unite Violence Prevention
Services Funding Recommendations

DATE: April 16, 2019

City Administrator Approval

Date:

5/16/19

RECOMMENDATION

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

- (1) Execute Grant Agreements With Non-Profits And Public Agencies To Provide Violence Intervention Services In Accordance With The 2014 Oakland Public Safety And Services Violence Prevention Act For The Period July 1, 2019 To June 30, 2020 In A Total Amount Not To Exceed \$8,605,000, With A One-Year Option To Renew Through June 30, 2021 Pending Council Approval; And**
- (2) Enter Into An Agreement With Alameda County Probation Department To Accept And Appropriate Up To \$100,000 Annually From A Second Chance Act Grant To Pilot A Juvenile Gang Intervention Program From July 1, 2019 To October 31, 2022.**

EXECUTIVE SUMMARY

This report and resolution provide City Council with funding recommendations for violence intervention programs funded under the Oakland Public Safety and Services Violence Prevention Act of 2014 (Safety and Services Act). Twenty-six (26) grant agreements are recommended with non-profit and public agencies to serve 5,760 people at the center of violence in Oakland for an annual total amount of \$8,605,000 for all the contracts.

These recommendations are the result of a Request for Proposals (RFP) process administered by the Human Services Department (HSD). The RFP was based on the Oakland Unite Spending Plan approved by the Safety and Services Oversight Commission (SSOC) and City Council in winter 2018 (Resolution No. 87477 C.M.S.). The recommended grant agreements would run from July 1, 2019 through June 30, 2020, with an option to renew for one year pending Council approval.

Item: _____
Public Safety Committee
May 28, 2019

Lastly, approval of this resolution will authorize the City Administrator to enter into an agreement with Alameda County Probation Department (ACPD) to receive funding, derived from a Juvenile Justice and Delinquency Prevention (OJJDP) Second Chance Act grant, at an estimated amount of \$100,000 annually. Funds will support implementation of a youth gang intervention pilot program through October 31, 2022.

BACKGROUND/LEGISLATIVE HISTORY

Safety and Services Act Overview: In 2014, Oakland voters passed the Public Safety and Services Violence Prevention Act, which maintained a special parcel tax and a parking surcharge tax to fund violence intervention objectives. The Safety and Services Act provides how the City shall allocate the tax funds. The Safety and Services Act raised over \$27 million in FY 2018-19 through a special parcel tax along with a parking surcharge on commercial lots. Out of this, \$2 million is set aside to improve fire response services, \$14.8 million goes to the police department for violence reduction efforts, and \$9.8 million goes toward community-based violence intervention programs. The objectives of the Safety and Services Act are to:

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

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

Oakland Unite 2019-2021 Spending Plan: Every two-to-three years, Oakland Unite prepares a spending plan to outline the strategies and services recommended for the next funding cycle. Oakland Unite worked with community members and public partners to develop the framework and allocations in the 2019-2021 Spending Plan (***Attachment A***). The Spending Plan was informed by and aligned with the larger citywide planning process related to the Department of Violence Prevention (DVP). SSOC and City Council approved the Spending Plan in winter 2018 (Resolution No. 87477 C.M.S.). Highlights and shifts in the Spending Plan include the following:

- Dedicate the bulk of funds to people and families at the center of gun violence;
- Prioritize diversion and reentry for youth to help them avoid deeper system involvement;
- Increase funding for gender-based violence response services (e.g., domestic violence and commercial sexual exploitation);
- Launch a community healing strategy to support resident-led initiatives; and
- Support provider success by funding fewer grants, at larger amounts.

The strategies in the Oakland Unite 2019-2021 Spending Plan center on the belief that Oakland can move towards safety, healing, and growth by working in close partnership with people and communities at the center of violence.

Table 1 outlines the four strategic investment areas that form the foundation of the Spending Plan, along with associated goals and intended outcomes. These strategy areas are aligned with the City's racial equity approach to violence reduction; services and outcomes will be disaggregated by race. By working to fulfill these goals, Oakland Unite also seeks to contribute to broader citywide reductions in racial disparities related to gun violence, family violence, and commercial sexual exploitation of young people.

Table 1 – Oakland Unite 2019-21 Spending Plan Strategy Area

Strategy Areas	Goal	Estimated Service Amount	Intended Outcomes
Gun Violence Response ~48% of funds	Intervene in gun violence to save lives and support healing	1000 people at the center of gun violence and their loved ones	<ul style="list-style-type: none"> Stay alive & free Meet basic needs Strengthen socio-emotional skills Increase job skills Improve education & career outcomes
Youth Diversion and Reentry ~19% of funds	Divert youth from involvement in violence and the justice system	250 youth involved or at risk of justice-system involvement and their loved ones	<ul style="list-style-type: none"> Eliminate justice system contact Avoid violence Strengthen socio-emotional skills Improve education & career outcomes
Gender-Based Violence Response ~15% of funds	Help people experiencing family violence and commercial sexual exploitation find safety and access support	1000 survivors and their loved ones	<ul style="list-style-type: none"> Transition out of danger Avoid re-injury and exploitation Access supports for long-term safety and healing
Community Healing ~18% of funds	Lift up the wisdom of people closest to violence and deepen their skills to promote community healing	1800 of community members engaged and staff trained	<ul style="list-style-type: none"> More safe spaces Deeper community involvement Stronger norms against or around anti-violence Stronger violence reduction network

Funding Cycles: The Safety and Services Act sunsets in December 2024. Following the previously awarded three and half year funding cycle, the approved Spending Plan will cover a two-year period to be followed by at least one additional funding cycle.

Awarded: January 2016 – Fiscal Year 2017-18 (2.5 years; Resolution No. 85720 C.M.S.)
Fiscal Year 2018-19 (1-year extension; Resolution No. 87195 C.M.S.)

Current: Fiscal Year 2019-20 – Fiscal Year 2021-21 (2 years)

Future: Fiscal Year 2021-22 – December 2024 (3.5 years; subject to a future spending plan, with additional 6 months to be awarded dependent on availability of funds)

ANALYSIS AND POLICY ALTERNATIVES

Recommendation: Oakland Unite recommends entering grant agreements with the non-profit and public agencies named below and described in detail in **Attachment B**.

Funding recommendations are the results of competitive RFP processes and will support the implementation of strategies outlined in the Oakland Unite 2019-2021 Spending Plan (**Attachment A**). Spending Plan strategies were developed through a planning process that included extensive community input and review of local and national best practices.

Oakland Unite further recommends enhancing available services by accepting an estimated \$100,000 annually from Alameda County Probation Department (ACPD), derived from a Juvenile Justice and Delinquency Prevention (OJJDP) Second Chance Act grant for a juvenile gang intervention pilot program and awarding to a selected youth life coaching grantee. Lastly, Oakland Unite recommends expanding the reach of the Community Healing and Adult Life Coaching sub-strategies with \$1,000,000 in one-time funds available due to receipt of delinquent payments under the Public Safety Act of 2004 (Measure Y).

Summary of RFP Timeline and Proposals Submitted: Oakland Unite released the 2019-2021 RFP on January 18, 2019. The RFP was widely distributed including direct email to over 3,500 recipients. Oakland Unite held a pre-proposal meeting which representatives from over 40 agencies attended, as well as an in-person applicant networking session that had proposal technical assistance available (a new offering this cycle) which over 40 people attended, and answered applicant questions via email. Proposals were due on February 28, 2019.

Oakland Unite received 53 proposals requesting \$16.9 million in grant funds, with an anticipated \$8.6 million available. Table 2 shows the number of proposals submitted in each strategy, along with recommended number of awards and funding based on the RFP. A list of all agencies that submitted proposals in each sub-strategy is included in **Attachment C**.

Table 2. Summary of Proposals Submitted with Recommended Awards and Funding

Strategy Area/Sub-Strategy	# Proposals Received	Rec. # Awards	Rec. Funding
GUN VIOLENCE RESPONSE			
Adult Life Coaching	4	4	\$1.3 million
Adult Employment & Education Support Services	7	3	\$900,000
Shooting and Homicide Response	2	2	\$1.4 million
YOUTH DIVERSION & REENTRY			
Youth Career Exploration and Education Support	13	2	\$600,000
Youth Diversion & Life Coaching	10	6	\$1.4 million
GENDER-BASED VIOLENCE RESPONSE			
Commercially Sexually Exploited Youth Intervention	4	3	\$750,000
Family Violence Intervention	4	2	\$800,000
COMMUNITY HEALING			
Community Healing	9	5	\$1.4 million
Capacity-Building	NA	2	\$30,000
GRAND TOTAL	53	29	\$8.6 million

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Proposal Review Process: Oakland Unite recruited 42 panelists for 6 different review panels corresponding to RFP sub-strategies. Each review panel consisted of individuals with personal experience and/or professional experience relevant to the program strategies. Panels included community members, public partner representatives, violence prevention staff from other local governments, and others with skills or experience related to the proposed sub-strategy services. Review panels were diverse in terms of race, gender, and professional background.

All review panelists were trained via two webinars to orient them to the RFP and review process. Panelists were required to sign a conflict of interest form for each proposal reviewed, and used the scoring criteria provided in the RFP to assign each proposal a score up to 100 points. Oakland Unite staff did not score proposals. Contract Compliance reviewed agency's applications for preference points related to certification as a Local, Small or Very Small Local Business Enterprise, demonstration of Oakland resident work force, and length of time in Oakland. Preference points assigned by Contract Compliance were incorporated in the process.

During the review panel meetings, facilitated by Oakland Unite staff, panelists were provided with information on current Oakland Unite grantees who had applied including: performance data; timeliness of progress reports; site visit findings and resolution, if any. Panelists were asked to share feedback on proposals and come to consensus on recommendations.

Notification and Appeals: Following review panel meetings, staff compiled review panel funding recommendations, and analyzed geographic distribution of services, the distribution of services to priority populations outlined in the RFP, how collaborations might maximize the use of resources, and funding amounts recommended to agencies applying in more than one area.

Preliminary recommendations were sent to applicants the week of April 15. Applicants who were not recommended for funding were offered the opportunity to receive feedback on their proposal, and given a week to file an appeal if they felt their proposal was reviewed unfairly, was not reviewed in the strategy applied for (or a similar mistake of fact occurred), and/or a financial conflict of interest among a reviewer was missed during the process. The HSD Director reviewed the two appeals filed, and determined that neither met the specified appeal criteria.

Award Recommendations: Detail on recommended awards are provided below by sub-strategy. Additional detail on programs recommended for funding is available in **Attachment B**.

STRATEGY AREA 1: GUN VIOLENCE RESPONSE

Adult Life Coaching: This sub-strategy centers on transformative relationships between people involved in gun violence and trained peer professionals with similar life experiences. It aims to help young adults at the center of gun violence access opportunity and stay safe and free.

Table 3. Adult Life Coaching Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Community & Youth Outreach, Inc.	\$450,000	75	Citywide, based D7
The Mentoring Center	\$450,000	75	Citywide, based D2 & D3
Roots Community Health Center	\$250,000	40	East, based D7
Abode Services	\$150,000	30	Citywide, based D7
Total	\$1,300,000	220	

Life coaches at The Mentoring Center (TMC) and Community & Youth Outreach (CYO), as well as four HSD-based Life Coaches, will provide advocacy, systems navigation, family engagement, connection to resources such as housing and mental health, and socio-emotional skill development. Financial incentives reinforce positive lifestyle changes. The Mentoring Center will work in partnership with their sub-grantee Communities United for Restorative Youth Justice (CURYJ) focused on West, North, and Central Oakland, but with citywide capacity. Program elements include transformative mentoring, and leadership development opportunities in partnership with the Urban Strategy Council. CYO will provide life coaching based in Central and East Oakland, with citywide capacity. CYO will also provide CBT groups for participants.

Based on revised revenue and reserve projections, including one-time funds available due to receipt of delinquent payments under the Public Safety Act of 2004 (Measure Y), Oakland Unite recommends awarding two additional grants to meet urgent needs. In response to escalating serious violence in deep East Oakland, Roots will provide intensive life coaching and wraparound services to young adults at the center of violence at their East-Oakland-based site. As housing has been identified as a top need for Oakland Unite participants, Abode will provide housing-focused coaching and placement support to participants placed in transitional housing through the Oakland PATH Re-Housing Initiative (OPRI).

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

Table 4. Adult Employment and Education Support Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Center for Employment Opportunities	\$345,000	80	Citywide, based D3
Oakland Private Industry Council, Inc.	\$300,000	50	Citywide, based D3
Youth Employment Partnership, Inc.	\$255,000	30	Citywide, based D5
Total	\$900,000	160	

Programs will emphasize paid work experience/transitional employment, certifications or educational advancement, as well as job placement and retention. Center for Employment Opportunities (CEO) will offer a crew-based model that provides immediate attachment to income (daily pay) while participating in job coaching and job placement with a wide range of employers. Oakland Private Industry Council (OPIC) will offer soft skills and coaching support along with transitional employment to prepare participants for work along with additional mental health supports in a group and individual setting. Youth Employment Partnership (YEP) will provide linkage to training partners at Cypress Mandela and West Oakland Job Resource Center and serve a limited number of transition-age youth.

In addition, the City's Workforce Development Board (WDB) is working to secure state Prison to Employment Funds. In partnership with Oakland Unite, the WDB intends to award an estimated \$400,000 over two-years to two agencies who applied for Oakland Unite Adult Employment funding: Building Opportunities for Self-Sufficiency and Lao Family Community Development. These leveraged funds will expand the availability of services for Oakland Unite participants; the WDB is expected to bring recommended grant awards to City Council over the summer.

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

Table 5. Shooting and Homicide Response Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Youth ALIVE!	\$1,060,000	505	Citywide, based D3 & D7
Catholic Charities of the East Bay	\$340,000	180	Citywide, based D3 & D7
Total	\$1,400,000	685	

Youth ALIVE! (YAI), in partnership with sub-grantee CYO, will serve as the City's anchor institution for shooting and homicide response. Agency staff will provide immediate outreach to violently injured people referred through local hospitals. Violence interrupters will assess situations for risk of retaliatory violence and work to interrupt conflicts between groups and individuals. Interrupters will rely on their community credibility and knowledge of Oakland street violence to form relationships that allow them to intervene in volatile situations. Emergency, temporary relocation provided by CYO will be available for those in immediate danger. Catholic Charities of the East Bay (CCEB), in partnership with YAI's Khadafy Washington Project, will provide citywide homicide response services. Families and individuals will be connected to immediate resources and longer-term mental health and healing supports. YAI and CCEB will work closely with each other, and with Oakland Unite staff, convening at least once a week to coordinate efforts.

STRATEGY AREA 2: YOUTH DIVERSION AND REENTRY

Youth Diversion and Life Coaching: This sub-strategy involves partnerships with juvenile justice and education partners that helps youth re-engage in school and reduce contact with the justice system. It depends on transformative relationships between young people and trained peer professionals with similar life experiences.

Table 6. Youth Diversion and Life Coaching Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
East Bay Asian Youth Center	\$430,000	65	Citywide, based D5
Youth ALIVE!	\$370,000	68	Citywide, based D2 & D3
Young Women's Freedom Center	\$200,000	40	Citywide, based D2
Community Works West	\$200,000	50	Citywide, based D3
Alameda County Probation Department	\$100,000	NA- Coordination	Citywide
Oakland Unified School District	\$100,000	NA- Coordination	Citywide
Total	\$1,400,000	223	

Life coaching is centered on transformative relationships and provides advocacy, systems navigation, family engagement, incentives, and socio-emotional skill development. YAI, East Bay Asian Youth Center (EBAYC), Young Women's Freedom Center (YWFC) will provide life coaching and support services for youth transitioning from the Alameda County Juvenile Justice Center. Two staff at Alameda County Probation Department (ACPD) and Oakland Unified School District (OUSD) will support rapid school placement and referrals to life coaching.

EBAYC will provide life coaching services that include dedicated staff to work with commercially sexually exploited (CSE) youth, language capacity, access to career pathways employment program and expanded learning academic support in house. YA! will provide life coaching in partnership with sub-grantee CURYJ; services include paid internships, a culturally-centered approach tailored to the Latinx community, mental health counseling and family and peer support programs. The YWFC will provide life coaching services focused on commercially sexually exploited (CSE) youth and lesbian, gay, bisexual, trans, queer (LGBTQ) and gender-nonconforming youth.

Oakland Unite recommends enhancing youth life coaching services at YA! with funds (an estimated \$85,000 annually) from ACPD, derived from a Juvenile Justice and Delinquency Prevention (OJJDP) Second Chance Act grant for a juvenile gang intervention pilot program. The pilot program involves pre-release life coaching and multi-disciplinary team meetings to coordinate wraparound services and improve outcomes for gang-involved youth.

Diversion programming offered by Community Works West will use restorative justice practices to support youth referred by the Alameda County District Attorney's Office who have been arrested, but not sentenced, with the goal of having charges dropped.

Youth Career Exploration and Education Support: This sub-strategy aims to strengthen educational outcomes and career exploration and readiness for youth at high risk for violence through subsidized work experience and academic support.

Table 7. Youth Career Exploration and Education Support Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Youth Employment Partnership, Inc.	\$400,000	75	Citywide, based D5
Safe Passages	\$200,000	30	West, Central, based D2 & D3
Total	\$600,000	105	

Education and career exploration programs must support academic achievement and offer a range of opportunities to explore work and career options, both afterschool and in the summer. Youth Employment Partnership (YEP), in partnership with the Alameda County Office of Education and Fresh Lifelines for Youth, will provide employment training, internships and education support to high-risk youth between 14 and 18. Safe Passages will provide life skills coaching, financial literacy, career exploration and academic case management and support to high risk youth, including undocumented and multilingual Latinx youth, between 16 and 21.

STRATEGY AREA 3: GENDER-BASED VIOLENCE RESPONSE

Commercially Sexually Exploited Youth Intervention: Programs in this sub-strategy engage CSE youth, promote their safety and stabilization, and ultimately work to end their exploitation.

Table 8. CSE Youth Intervention Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
MISSEY	\$315,000	70	Citywide, based D3
Bay Area Women Against Rape	\$235,000	350	Citywide, based D3
Covenant House California	\$200,000	100	Citywide, based D3
Total	\$750,000	520	

Funded agencies will provide a continuum of support for CSE youth ages 12 to 25 years old. Bay Area Women Against Rape (BAWAR) will provide crisis response services and linkage to wraparound supports. MISSEY will provide a drop-in center with programming and peer support, crisis support, and healing spaces. Covenant House California will provide emergency transitional housing and wraparound support that help CSE youth move from crisis to stability. Working together, these agencies will support CSE youth in Oakland to work through crisis, create safe and supportive relationships, and find the stability needed to be successful in leaving a life of exploitation and begin the healing process.

Family Violence Intervention: This sub-strategy supports programs that provide crisis response, stabilization, legal, and emotional support services to survivors of family/domestic violence and their loved ones.

Table 9. Family Violence Intervention Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Family Violence Law Center	\$600,000	900	Citywide, based D3
Asian Pacific Islander Legal Outreach	\$200,000	300	Citywide, based D2
Total	\$800,000	1,200	

Family Violence Law Center (FVLC) will provide citywide crisis response, legal support, and comprehensive wraparound services to survivors of family violence, including a 24-hour hotline and mobile response team that works in partnership with OPD. Asian Pacific Islander Legal Outreach will provide legal aid, case management, counseling, and housing relocation with a focus on serving immigrant, LGBTQ, and South, Southeast Asian and Asian Pacific Islander communities. Both programs will work to facilitate survivor healing and resiliency and increase safety, mental and physical health, and financial and housing stability.

STRATEGY AREA 4: COMMUNITY HEALING

Community Healing: This sub-strategy aims to lift-up the wisdom of people closest to violence and deepen their skills to promote healing through community-led outreach and events.

Table 10. Community Healing Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Urban Peace Movement	\$350,000	648	West, based D3
Roots Community Health Center	\$325,000	600	East, based D7
Restorative Justice for Oakland Youth	\$325,000	600	Citywide, based D3
Communities United for Restorative Youth Justice	\$175,000	325	Central, based D2
Building Opportunities for Self-Sufficiency	\$250,000	450	Parts of West/East, based D3 & D7
Total	\$1,425,000	2,623	

Common themes in the Oakland Unite and the DVP participatory planning process listening campaign included the need for integration of healing-centered principles in systems and practices, and more funding for grassroots, resident-led ideas and innovations. Community Healing programs will employ restorative and trauma-informed approaches that are rooted in the identity and culture of the community to be served. Programs will incorporate grassroots

mini-grants to support innovative resident-led violence reduction projects. Roots will focus efforts in East Oakland and connect residents to health, mental health, along with healing events and other supports. Urban Peace Movement will focus on West Oakland and emphasize non-traditional healing events led by community members. Restorative Justice for Oakland Youth (RJOY) will play a citywide role in promoting healing, providing training to community members, staff and volunteers around healing practices and restorative techniques.

Oakland Unite also recommends awarding \$425,000 annually from one-time funds available due to receipt of delinquent payments under the Public Safety Act of 2004 (Measure Y) to expand the reach of the Community Healing strategy by funding two additional agencies able to meet specific needs that will benefit the pilot. Communities United for Restorative Youth Justice (CURYJ) will serve Central Oakland with a focus on a culturally-grounded approach to working with the Latinx community. BOSS, with sub-grantees SAVE and Adamika Village, will serve parts of West and East Oakland with a focus on involving grassroots and faith-based partners.

Capacity Building: This sub-strategy aims to strengthen the Oakland Unite network through tailored training opportunities and learning communities for frontline staff working to help people heal from violence. Training may include life coaching, conflict mediation, gender responsive approaches, cognitive behavioral techniques, and trauma-informed practices. Training will include certifications and take place in cross-agency cohorts.

Table 11. Capacity-Building Recommendations

Agency Name	Rec Amount	Strategy Supported
Bay Area Legal Aid	\$15,000	Life Coaching Providers
Root & Rebound	\$15,000	Life Coaching Providers
Contractor TBD – General TA	\$245,000	All Providers
Contractor TBD – Workforce TA	\$50,000	Employment Providers
Total	\$325,000	

Two initial grant awards are recommended to support life coaching practices in the community. Bay Area Legal Aid and Root & Rebound will strengthen community-based services by offering training and technical assistance to life coaches on how to navigate the legal system, and by providing limited direct support to participants. As authorized in the Spending Plan, the Oakland Unite team will also contract with two additional providers identified through a competitive request for qualifications (RFQ) process to assist the City in developing a comprehensive capacity-building program for the Oakland Unite network. The capacity-building program will train providers on the skills necessary to implement the Oakland Unite standards of practice outlined in the 2019-2021 RFP, and seek to develop a robust employer engagement strategy that builds connections between employment providers in the Oakland Unite network and local employers.

FISCAL IMPACT

Summary of all Funding Recommendations: A summary of all funding recommendations is included in the accompanying resolution and in **Attachment B**, which also includes more detailed service information for each agency recommended for funding.

Total Projected Expenses: Approval of this resolution will authorize the City Administrator to enter into grant agreements with community-based partners and system partners to provide services in the approved strategy areas for violence prevention. The total projected cost of all these direct service efforts in FY 2019-2020 is \$8,605,000 and estimated to be similar for FY 2020-21 (staff will bring a renewal request to Council for year two).

As approved in the Oakland Unite 2019-2021 Spending Plan, one-time funding in the amount of approximately \$1,000,000 will be kept in reserve to support future DVP implementation activities, where such activities constitute an eligible use of the tax revenue collected pursuant to the Safety and Services Act.

Funding Sources: As shown in Table 12 below, the recommended awards will be supported primarily by restricted funds collected for violence prevention programs as authorized by the Safety and Services Act, Fund (2252), Policy & Planning Organization (78311), HSD Projects (100447-1004458 and 1004313).

Approval of the resolution will expand the reach of the Community Healing and Adult Life Coaching sub-strategies using \$1,000,000 (\$500,000 annually) in one-time funds recently available in the issued Fiscal Year 2019-2021 baseline budget due to receipt of delinquent payments under the Public Safety Act of 2004; Measure Y Fund (2251), Policy and Planning Organization (78311), Measure Y Reserve Project (TBD).

Lastly, approval of this resolution will also authorize the City Administrator to accept and appropriate up to \$300,000 over three years from the ACPD, as part of a federally awarded Second Chance Act grant. The funds will be appropriated in the California Board of Corrections Fund (2152), Policy and Planning Organization (78311), OJJDP Project (TBD). Funds will support implementation of a juvenile gang intervention pilot program. A small portion (estimated at \$10,000 annually) will be used to support HSD grant administration; the remainder will be granted to Youth ALIVE! to enhance youth life coaching services with a youth gang intervention pilot program.

Table 12. Summary of Funding Sources

Fund Name	Funding Codes	Description	FY 2019-20 Amount
Safety and Services Act FY 2019-2020	Fund 2252, Org 78311, Project 100447-1004458	Award grants to qualified organizations to provide violence intervention services.	\$7,040,000
Safety and Services Act FY 2015-2019 Carryforward Funds	Fund 2252, Org 78311, Project 1004313	Award grants to qualified organizations to provide violence intervention services such as CSEC-services and housing support, per approved Spending Plan	\$980,000
Public Safety Act of 2004 (Measure Y)	Fund 2251, Org 78311, Project TBD	Expand the reach of the Community Healing and Adult Life Coaching Strategies	\$500,000
Second Chance Act Grant (through ACPD)	Fund 2152, Org 78311, Project TBD	Enhance the award to Youth ALIVE! for a juvenile gang intervention pilot.	Up to \$100,000

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Staff recommends, as in previous years, that any unexpended balances due to grantees not meeting their deliverables shall be placed into the reserve fund in Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252), HSD Policy and Planning Organization (78311), and Measure Z Reserve Project (1004313).

Leveraged Funds: Oakland Unite works with multiple partners to leverage funds and resources, including the Oakland Fund for Children and Youth, Head Start, Community Housing Services, Alameda County Probation, the Workforce Development Board, and Oakland Unified School District. Over \$3.5 million in funds from the California Board of State and Community Corrections, California Department of Corrections and Rehabilitation, the California Workforce Development Board Prison to Employment Initiative, and the Office of Juvenile Justice and Delinquency Prevention have been secured to supplement Safety and Services Act funds. As in the past, applicants will be required to demonstrate the ability to leverage an additional 20 percent of their award in matching funds.

PUBLIC OUTREACH/INTEREST

In addition to the public outreach around the RFP release described above, Oakland Unite staff conducted an intensive public input and planning process to develop the approved Oakland Unite 2019-2021 Spending Plan.

A central part of this process was a series of community listening sessions hosted in partnership with Be The Change Consulting, a local women-of-color led business. Listening sessions were held with over 100 people, including: young adults at highest risk for gun violence, families of homicide victims, young people impacted by commercial sexual exploitation, community advocacy groups and faith leaders, and Oakland Unite service providers. Additional listening sessions were held with established family violence survivor support groups. Be The Change developed a 2.5-hour interactive format for the listening sessions designed to gather qualitative data about current violence intervention strategies – what's working, what can be improved, and to answer specific inquiries such as how can community members play a greater role.

Oakland Unite staff also participated in the DVP participatory planning process led by the Urban Strategies Council (USC) as part of the Steering Committee. To increase alignment USC and Steering Committee members attended Oakland Unite listening sessions, with ongoing dialogue to share findings. Findings from both processes were shared at a November 10, 2018, community briefing convened by USC.

Staff presented this item to the SSOC on May 20, 2019, in Oakland City Hall, Hearing Room 1. Prior to approving the Spending Plan, SSOC members reviewed evaluations of existing services, took part in a planning retreat, and gave input at multiple meetings on how themes from the listening campaign informed strategy direction.

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COORDINATION

This report and legislation have been reviewed by the Budget Bureau.

Oakland Unite participates in collaborative efforts including the Alameda County Reentry Network, Oakland Ceasefire, the DVP Steering Committee, the Joint Powers Authority Safety Impact Table, the California Cities Violence Prevention Network, the CaVIP coalition, the Alameda County Human Trafficking Advisory Council, and National League of Cities' campaigns to reduce violence.

PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

Evaluation Efforts: The Safety and Services Act requires evaluation of funded efforts to be conducted by a third-party independent evaluator. SSOC and City Administrator's Office oversaw the process for selecting the evaluator, Mathematica Policy Research, who began activities in January 2017 and will continue through 2020 (Resolution No. 86487 C.M.S).

The evaluation of violence intervention services includes: annual descriptive reports on program activities; annual evaluations of the impact of selected strategies on participant outcomes; and a four-year comprehensive evaluation of the impact of participation in programs. Results from current and future evaluation will inform program implementation.

Evaluation Findings: Oakland Unite served over 8,400 people at highest risk for violence since the launch of new strategies in 2016. The people served by the network come from communities most impacted by violence, with the majority living in West, Central, and East Oakland. Participants reflect the race, gender, and age characteristics of people at the center of violence in Oakland -- most people are between 14-35 years-old, and the majority identify as African American (~60%) and Latinx (~20%). Programs focused on gun and gang violence serve mostly men and boys, while programs focused on sex trafficking and family violence primarily serve women and girls. Initial evaluation findings include:

- **People are better off:** Adults who received life coaching or employment and education support services had fewer short-term arrests for a violent offense, relative to a comparison group of similar individuals.
- **Participants are at high-risk of violence:** Participants have experienced high rates of violence, contact with local law enforcement, and are often disconnected from education.
- **Agencies have shared values and shared practices:** Participants and agencies value peer providers with similar lived experience; providers agree that training, support, and coordination around use of best practices is necessary for program success.

Moreover, recent gun violence reductions in Oakland have been linked in part to the Ceasefire strategy, which emphasizes a shared focus on young men at the center of gun violence. Oakland Unite's role in the strategy is to advocate for and serve these young men through coaching and resources that help them stay alive and free.

SUSTAINABLE OPPORTUNITIES

Economic: Programs for Oakland residents affected by violence will improve their economic stability through recidivism reduction, educational achievement, and employment for youth and young adults. Breaking the cycle of violence reduces medical, police, and incarceration costs.

Environmental: Expanding social services and improving opportunities for those most impacted by violence helps make marginalized communities safer, healthier, and stronger. Safer neighborhood conditions contribute to the growth and revitalization of our communities.

Social Equity: Oakland Unite programs focus on serving low-income communities of color most impacted by violence and seeks to achieve greater social equity by improving school performance, expanding employment opportunities and providing comprehensive support.

ACTION REQUESTED OF THE COUNCIL

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

- (1) Execute Grant Agreements With Non-Profits And Public Agencies To Provide Violence Intervention Services In Accordance With The 2014 Oakland Public Safety And Services Violence Prevention Act For The Period July 1, 2019 To June 30, 2020 In A Total Amount Not To Exceed \$8,605,000, With A One-Year Option To Renew Through June 30, 2021 Pending Council Approval; And
- (2) Enter Into An Agreement With Alameda County Probation Department To Accept And Appropriate Up To \$100,000 Annually From A Second Chance Act Grant To Pilot A Juvenile Gang Intervention Program From July 1, 2019 To October 31, 2022.

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

Respectfully submitted,



SARA BEDFORD
Director, Human Services Department

OAKLAND UNITE DIVISION

Reviewed by:
Peter Kim, Interim Director
Department of Violence Prevention

Prepared by:
Josie Halpern-Finnerty, Acting Manager

ATTACHMENTS:

- A – Oakland Unite Spending Plan 2019-2021
- B – Program Descriptions: Agencies Recommended for Funding
- C – List of All Applicants

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OAKLAND UNITE SPENDING PLAN 2019-2021



EXECUTIVE SUMMARY

Oakland Unite is proud to present its proposed 2019-2021 Spending Plan.

To develop the framework and recommendations in this plan, residents living at the center of violence shared insights about what they need, and where existing supports fall short. Local and national experts also shared knowledge about effective models. Oakland Unite engaged deeply with this information, building on years of local experience and evaluation, and recommends the following investments to address trauma, support healing, and reduce violence.

Oakland needs to focus on gun violence. We know that young adults in Oakland Unite programs are less likely to be arrested for violence. And through coordinated City and community effort, homicides are lower than in past years. This is good; but it is not enough. There is more work to be done. Oakland must continue to act with urgency to reduce violence, save lives and strengthen communities. Half of available funds will support interventions that serve people and families at the center of gun violence.

The City also needs strategies that help young people steer clear of violence.

Community members and system leaders value programs that divert youth from arrest or prosecution, and help them transition home after incarceration. These interventions must include family members, community-based coaching, and school and career supports. Funding diversion and reentry efforts will support youth to achieve their goals and avoid harm.

Ending the cycle of violence means addressing violence against women and girls.

We heard repeatedly the need for a more intersectional approach to violence. Oakland Unite recommends increasing current funding to serve survivors of domestic violence and commercial sexual exploitation, and more intentionally engaging with women, girls, and people who identify as LGBTQI.

Oakland must support community leadership to promote healing. Where violence occurs most frequently, residents don't necessarily feel the impact of citywide reductions. Community members want spaces to connect and resources to lead further violence reduction efforts. Oakland Unite will launch a community healing strategy that supports grassroots neighborhood efforts to reduce violence and heal trauma.

Oakland Unite aims to bring together a network of community providers and system partners who strive together to support people at the center of violence.

This network relies on skilled workers with a personal understanding of trauma, who meet people where they are and form strong relationships. But Oakland Unite and its network of service providers cannot achieve safety and healing alone. The recent creation of a Department of Violence Prevention presents an important opportunity to re-articulate and improve how Oakland works to eliminate violence. This spending plan offers a framework to build upon, fueled by a community-centered vision of healing and transformation. When people and families most affected by violence are supported through crisis and have access to opportunity, they can lead the way to ending the cycle of violence in our communities.

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INTRODUCTION

TOWARDS SAFETY AND HEALING IN OAKLAND

When it comes to promoting safety and healing in Oakland, residents have supported a shared approach: one that strengthens people and communities at the center of violence through a combination of intensive services and focused policing practices. In 2014, Oakland voters passed Measure Z, the Public Safety and Services Violence Prevention Act (Safety and Services Act). The Act built on the lessons learned from the previous Measure Y, the Violence Prevention and Public Safety Act of 2004, to bolster a shared safety approach for the City. The Safety and Services Act raises over \$27 million annually – out of this, \$2 million is set aside to improve fire response services, \$14.8 million goes to the police department for specific violence reduction efforts, and \$9.8 million goes toward community-based violence intervention programs. The Act establishes a Safety and Services Oversight Commission (SSOC) to ensure proper spending of the funds and evaluation. Collectively, these funds represent a major investment by Oakland residents in strategies to promote safety and healing in the City.

OAKLAND UNITE

Oakland Unite is the division in the City of Oakland Human Services Department charged with implementing violence intervention programs. Oakland Unite provides direct services and funding to community-based organizations to serve people and families at the center of violence. Oakland Unite focuses on the three forms of violence named in the Safety and Services Act: gun violence, family/domestic violence, and commercial sexual exploitation. In the four years since the Act was passed, Oakland Unite programs have provided intensive interventions to over 3,000 people each year and reached thousands more through community events.

Every two-to-three years, Oakland Unite prepares a spending plan to outline the strategies and services recommended for the next funding cycle. Recommendations are based on community input and local and national evidence about what works to reduce violence.

COMMUNITY APPROACHES TO VIOLENCE INTERVENTION

Community approaches to violence intervention start with people at the center of serious violence and extend outwards to their loved ones and the broader community. When experiencing trauma, people and communities often move through phases in which they first react, seek to recover, and then work to rebuild.¹ Oakland Unite aims to bring together a network of community providers and system partners to support people as they move through these stages. The network relies on skilled workers with a personal understanding of trauma, who meet people where they are and form strong relationships.

Oakland Unite's *Framework for Safety and Healing*, shown on the following page, offers a public health approach to violence reduction that begins by engaging people experiencing serious violence to help them find safety, and supports them as they heal and grow.



MISSION

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

VISION

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

OAKLAND UNITE FRAMEWORK FOR SAFETY AND HEALING

PEOPLE AT CENTER

ENGAGEMENT & SAFETY

HEALING & GROWTH

People at the center of gun violence and their loved ones

When someone is killed, their loved ones get grief support including funeral planning and help accessing victim assistance funds.

When a shooting or serious injury occurs, victims are met at hospital bedside and connected to resources including conflict mediation when needed.

Street-credible violence interrupters work with groups/gangs to mediate conflicts.

Life coaching helps people involved in gun violence address safety concerns and work towards their personal goals.

Victims of violence are offered longer-term healing and mental health services, and links to other needed resources.

Interrupters help people involved in groups/gangs identify alternatives to violence, and connect them to life coaches for support when ready.

Life coaching is based on transformative relationships and includes mentoring, systems advocacy, and connection to job supports, housing or other resources.

Young people involved or at risk of justice-system involvement and their loved ones

Youth get support to move away from violence and out of the justice-system, such as help reentering school and the community after incarceration.

Diversion programs use restorative techniques to help youth repair harm instead of facing charges.

Life coaching supports young people to navigate their situation and strengthen socio-emotional skills.

Education and career exploration programs help young people work towards their future.

Survivors of family violence or commercial sexual exploitation and their loved ones

Survivors have access to 24-hour support to find a way out of immediate danger.

Interventions involve crisis response hotlines, drop-in "safe space" centers, and reaching out to people identified by law enforcement. Emergency housing helps people stay safe in the short-term.

Longer-term support includes transitional housing, legal assistance, healing, coaching and mental health supports.

Providers bring specialized experience of working with family violence survivors and commercially sexually exploited young people.

Communities that experience most of the serious violence in Oakland

Activities and events such as vigils, healing circles, and support groups offer people a way to connect with one another after violence occurs.

Block parties, barbeques or parks events led by community members provide safe spaces to gather, celebrate, and transform norms around violence.

VALUES-BASED INVESTING

To fulfill its mission, Oakland Unite holds the following values in mind:

EQUITY

People who have experienced violence must be at the center.

To Oakland Unite, equity means that people and communities most impacted by violence receive the most resources and organizations based in those communities are prioritized. This also means valuing service providers who have similar life experiences as the people they serve.

COMMUNITY & COLLABORATION

We are stronger together.

Government and community-based service systems must work hand in hand with community members most affected by trauma and violence. Funding streams and service systems should be aligned with one another to have the greatest impact.



INDIVIDUAL & COMMUNITY RESILIENCE

All people have the power to heal.

Oakland is full of strong, resilient people. Support at the right time can help people at the center of violence move through pain and create solutions for themselves and their loved ones. Stronger, healthier individuals build stronger, healthier communities.

ACTION

Learn and do; repeat.

Oakland must continue to act with urgency to reduce violence, save lives, and support communities. Action should be guided by ongoing learning about what works, which requires looking carefully at outcomes and listening to participants' own reflections. The challenges are persistent and dynamic; the solutions must be even more so.

SYSTEM APPROACHES TO VIOLENCE PREVENTION

Oakland Unite and its network of service providers cannot achieve safety and healing alone. Disparities in wealth, health, education, and housing are all forms of structural violence – and they perpetuate the cycle of individual violence.² The City of Oakland has embraced an explicit equity narrative that highlights the need to change its own systems and institutions that contribute to inequitable outcomes.³

Oakland Unite's success relies on larger efforts to undo root causes of violence and must help drive those efforts forward. The people most affected by unequal systems have the most insight into how they function. By working in partnership with people and communities at the center of violence, Oakland Unite seeks to identify solutions that improve public systems, reduce disparities, and decrease violence in all its forms.⁴



DEVELOPING THE 2019-2021 SPENDING PLAN

The framework and strategy recommendations in this report were informed by a community listening campaign, review of local and national lessons from the field, and emerging themes from a citywide participatory planning process focused on violence prevention. Most importantly, recommendations are directly informed by the people and neighborhoods most impacted by violence.

COMMUNITY LISTENING CAMPAIGN

Oakland Unite worked with Be The Change Consulting, a local women-of-color led business, to hold five community listening sessions with: young adults at highest risk for gun violence, families of homicide victims, young people impacted by commercial sexual exploitation, community advocacy groups and faith leaders, and Oakland Unite service providers. Additional listening sessions were held with established family violence survivor support groups and the Safety and Services Oversight Commission. Altogether, over 100 people participated in conversations about Oakland's current violence intervention strategies to explore what's working, what can be improved, and to answer specific questions such as how community members can play a greater role.



LISTENING CAMPAIGN THEMES

Those that are closest to the problem are closest to the solution;

strategies should uplift the wisdom of the community, individuals with lived experience, and grassroots, community organizations.

Closer coordination with other local and regional service systems is critical to meet needs related to housing, substance abuse treatment, mental health, family support and jobs.

Urgent action is needed

to further reduce gun violence, sustain existing reductions, and for the community to actually feel safer.

Preventative diversion programs

should help young people avoid deeper involvement in violence and the justice system.

Services for women who experience violence should be expanded, and less disconnected from service offerings for men.

Service providers with personal understanding of violence

are trusted and help demonstrate opportunities for growth and transformation.

People need support and advocacy when interacting with law enforcement. There must be clear boundaries between Oakland Unite and law enforcement.

Reducing violence requires more than immediate response; community healing is necessary to address ongoing experiences of loss and trauma.



WHAT'S WORKING: LESSONS FROM THE FIELD

Oakland has had significant reductions in gun violence in recent years -- though much work remains to be done. Oakland Unite works with an independent evaluator, Mathematica Policy Research, to better understand what services and strategies are most effective for people affected by different forms of violence. In the two years since launching new strategies, Oakland Unite learned that:

People are better off. Adults who received life coaching or employment and education support services had fewer short-term arrests for a violent offense, relative to a comparison group of similar individuals. Participants across strategies benefited from direct use of grant funds for incentive stipends and wages, and from connection to resources like conflict mediation and job placement.⁵

The Oakland Unite network serves people at high-risk of violence. Program participants have experienced violence, contact with local law enforcement, and are often disconnected from education. Most people are between 14-35 years-old, live in West, Central, and Deep-East Oakland, and the majority identify as African American (61%) and Latino/a (20%). Programs focused on gun and gang violence serve mostly men and boys, while programs focused on sex trafficking and family violence primarily serve women and girls.⁶

Agencies have shared values and shared practices. Oakland Unite grantees value hiring peer providers with similar lived experience and agree that training and support -- including livable salaries -- for providers is necessary for program success. Oakland Unite coordination has increased use of best practices such as small caseload ratios, longer service duration, case planning, and incentives.

DEPARTMENT OF VIOLENCE PREVENTION LEARNING PROCESS

On June 20, 2017, Oakland City Council created a new Department of Violence Prevention (DVP). The mission of the DVP is to dramatically reduce violent crime and serve communities impacted by violence to end the cycle of trauma. To inform the development of the DVP, Urban Strategies Council (USC) is leading a participatory planning process informed by a Steering Committee of community and City stakeholders. Oakland Unite staff is engaged with their community-led process, and USC and Steering Committee members also attended Oakland Unite listening sessions.

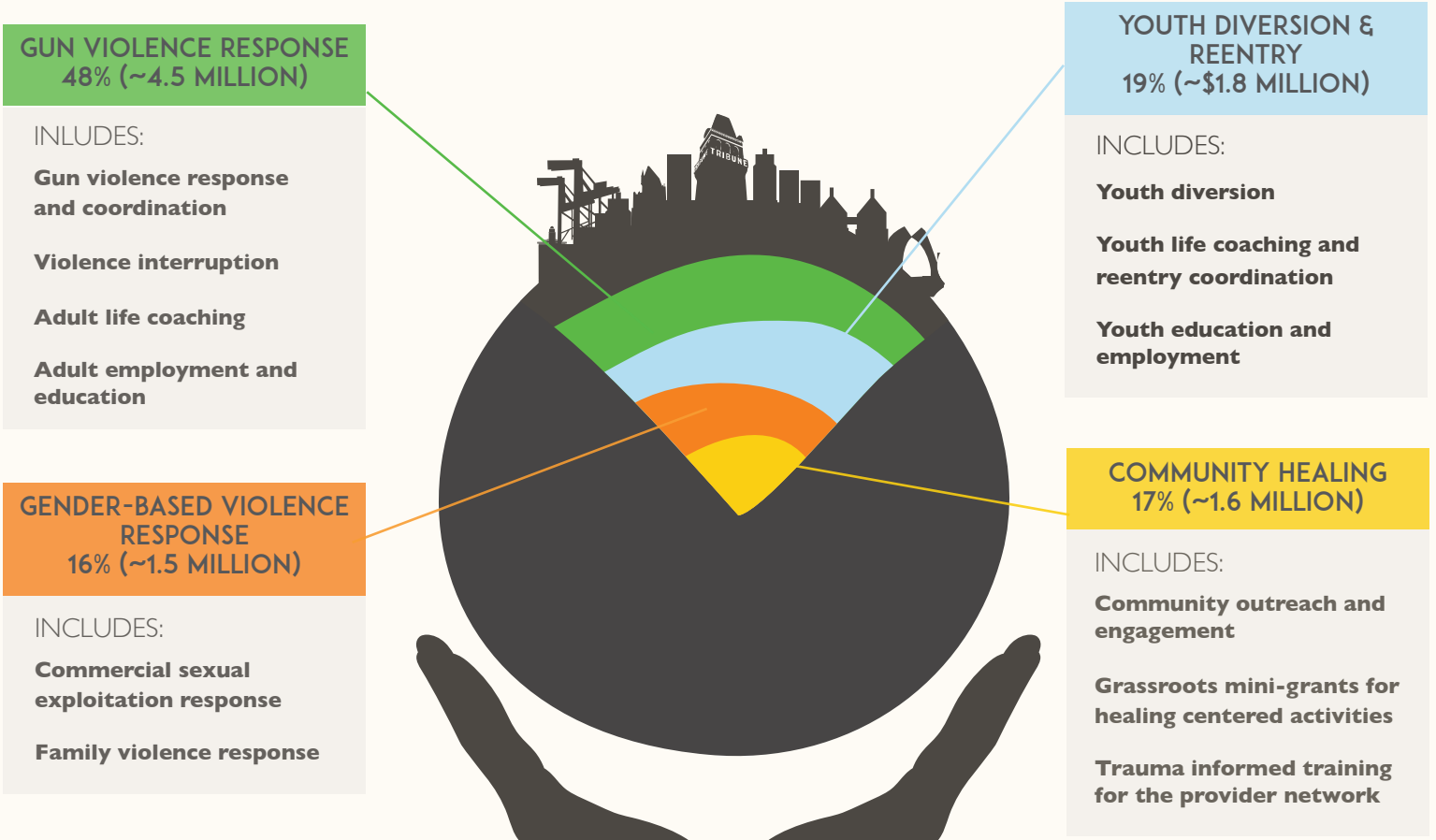
Through ongoing dialogue to share what was learned in each process, common themes were identified. Central among these was the desire for a balanced approach to intervention and prevention that prioritizes the people at the center of violence, both victims and perpetrators, while also meeting the needs of youth at-risk of becoming involved in violence. In addition, both processes lifted-up the need for integration of trauma-informed/healing-centered principles in systems and practices, and more funding for grassroots, resident-led ideas and innovations.





OVERVIEW OF 2019-2021 STRATEGIES

Oakland Unite's recommendations for strategic investments in the 2019-2021 funding cycle center on the belief that Oakland can move towards safety, healing, and growth by working in close partnership with people and communities at the center of violence.



HIGHLIGHTS AND SHIFTS

1

Focus on gun violence. Half of funds are dedicated to individuals and families at the center of gun violence. This will include an increase in homicide and shooting response funding, and additional emphasis on violence interruption. Women and girls who are connected to incidents of gun violence will be more intentionally integrated into life coaching and employment services.

2

Prioritize diversion and reentry for youth. Services will help youth avoid deeper system involvement through partnership with the juvenile justice system. For youth at high-risk for violence or returning to Oakland after incarceration, continue to provide community-based life coaching with educational and career exploration supports.

3

Increase funding for services that respond to gender-based violence. Emphasize crisis response and safety planning, in addition to transitional housing and wraparound supports, such as counseling, for people who experience family violence and youth/transition-age youth who experience commercial sexual exploitation.

4

Launch a community healing strategy. Fund community partners to host outreach events and healing activities that transform community norms around violence. Develop a mini-grant program to support small grassroots organizations and individuals working to reduce violence in their own neighborhoods.

5

Support provider success. Fund fewer grants for larger amounts, with increases in indirect cost allowances and emphasis on higher salaries for direct service staff. Continue to provide coordination and training to enhance peer professionals' ability to support growth and transformation in program participants.

STRATEGY AREA

GUN VIOLENCE RESPONSE

800 ESTIMATED SERVED
9-10 ESTIMATED GRANTS
48 % OF FUNDS

AIM & SUMMARY

This strategy aims to intervene in the cycle of gun violence to save lives and support healing. It will ensure that people who are shot, and family members of homicide victims get support. The strategy will build a system of support for people involved in gun violence, particularly people connected with groups and gangs. It will help them mediate their conflicts, and offer coaching and resources as they move towards positive goals. Central partners in this strategy include Highland Hospital, Oakland Police Department, Workforce Development Board, Probation, and state criminal justice agencies.

SUPPORTED PROGRAMMING

Shooting and homicide response starts with community-based responders who meet people where they are – be it at the hospital or in their homes – and walk with them as they navigate crisis. Families and individuals will be connected to immediate resources and longer-term mental healthcare and healing supports. Programs may advocate with law enforcement on participants' behalf.

Violence interruption that is designed to interrupt conflicts between groups and individuals, with a focus on reducing retaliatory violence whenever possible. Interrupters rely on their community credibility and knowledge of Oakland street violence to form relationships that allow them to intervene in volatile situations. Emergency, temporary relocation is available for those in immediate danger.

Life coaching is centered on transformative relationships between people involved in gun violence and trained peer professionals with similar life experiences. Life coaches provide advocacy, systems navigation, family engagement, connection to resources such as housing and mental health, and socio-emotional skill development. Financial incentives reinforce positive lifestyle changes.

Employment programming that meets participants' immediate needs and enhances their long-term job prospects through the development of skills and education. Programs should emphasize paid work experience, certifications or educational advancement, as well as job placement and retention.

Coordination by City of Oakland staff will ensure strong communication between community-based providers to better serve participants in need of cross strategy support. City staff will also maintain one-way communication to providers about violent incidents, while protecting participants' privacy and service providers' credibility.

PRIORITY POPULATIONS

This strategy serves youth, adults, and families at the center of gun violence. As such, it primarily (though not exclusively) focuses on young men of color between the ages of 18-35 and their loved ones.



Referrals will come through local hospitals, community partners, and law enforcement.

People involved in gun violence will be identified by data-driven risk factors such as prior violent injury, prior arrest, and gang/group involvement.

Services should address the cultural or linguistic needs of specific subgroups.

RATIONALE

Oakland has a long-term, serious epidemic of gun violence. Despite recent reductions in shootings and homicides, far too many people lose their lives and are injured by gun violence each year. Dedicated focus is needed to seriously halt the spread of gun violence. Most homicides in Oakland (57-72%) involve group members as suspects, victims, or both. The majority of people involved in gun violence are African American and Latino men between ages 18-34 who have been involved in the criminal justice system. Many have been injured before and previous violent injury is a strong risk factor for future injury.⁷

When people involved in gun violence are communicated with directly, have the chance to form meaningful positive relationships and connect to longer-term supports, gun violence goes down: cities such as Richmond, Stockton, New Orleans, and Boston have seen homicide reductions of between 30%-80%.^{8,9} Recent gun violence reductions in Oakland have been linked in part to the Ceasefire strategy, which, like other models, emphasizes a shared focus on young men at the center of gun violence.¹⁰ Oakland Unite's role in the strategy is to advocate for and serve these young men through coaching and resources that help them stay alive and free.

When the worst has happened and a family has lost someone to gun violence, offering coordinated support is both the right thing to do and necessary to reduce violence. Shootings and homicide can lead rapidly to retaliation, with brief windows of opportunity where trained, credible interrupters can intervene.¹¹ A strong response following crisis incidents supports the development of relationships, prevents retaliation, and helps people move through grief and towards healing.^{12,13}

Intervention and interruption by themselves are not enough – people at the center of gun violence need longer-term support to repair and rebuild their lives. Life coaches who share similar experiences can build trust with people involved in gun violence, and use techniques such as coaching and motivational interviewing paired with financial incentives to help move people toward their goals.¹⁴ Support finding a job is often at the top of the list of goals, and includes job coaching, readiness classes, retention incentives, and subsidized employment. Participating in Oakland Unite adult life coaching and employment programs decreased arrests for a violent crime in the six months after enrollment.¹⁵

In response to community input, this strategy will intentionally leverage mental health and substance abuse resources, family support services, and housing options through local and regional partnerships. Services will also be extended to women and girls at the center of violence along with a more intentional focus on strengthening family structures.

EXPECTED OUTCOMES

Participants and families feel supported during crisis and their basic needs are met

Participants and families transition out of immediate danger

Participants and families avoid violent injury/re-injury

Participants reduce risk behaviors related to violence (e.g. carrying a weapon)

Participants and families begin to heal from trauma

Participants reduce or cease contact with the justice system

Participants and families have healthy relationships with each other

Participants strengthen their socio-emotional skills (e.g. resilience)

Participants are employed and prepared to pursue longer-term goals

STRATEGY AREA YOUTH DIVERSION & REENTRY

280 ESTIMATED SERVED
5-6 ESTIMATED GRANTS
19 % OF FUNDS

AIM & SUMMARY

This strategy aims to help youth move away from deeper involvement in violence and the juvenile justice system through coordinated interventions. Programs will divert youth from arrest or prosecution, and help them transition back to school and community after incarceration through life coaching and education and career exploration. Central partners in this strategy include Oakland Unified School District, Alameda County Office of Education, Alameda County District Attorney's Office, Oakland Police Department, Alameda County Probation Department, and Alameda County Health Care Services Agency.

SUPPORTED PROGRAMMING

Diversion programming that uses restorative justice practices with youth who have been arrested, but not sentenced, with the goal of having charges dropped, or that provides OPD with an alternative option for youth facing arrest.

Life coaching and reentry services for youth transitioning from the Alameda County Juvenile Justice Center. Services include rapid school placement support, health care services, and referrals to community-based life coaching. Life coaching is centered on transformative relationships and provides advocacy, systems navigation, family engagement, incentives, and socio-emotional skill development.

Education and career exploration services that improve young people's education outcomes and career readiness. Programs must support academic achievement and offer a range of work opportunities afterschool and in the summer.

PRIORITY POPULATIONS

This strategy serves Oakland youth ages 14 to 18 who are identified as at high-risk for violence or system-involvement.



Referrals will come through schools, community partners, or the juvenile justice system.

Data-driven risk factors include chronic absenteeism, violent injury, arrest, gang/group involvement or exploitation.

Services will be available to multi-lingual youth and for young women and girls as well as young men and boys of color.

RATIONALE

An African American youth was 112 times more likely to be arrested on felony charges than a White juvenile in Oakland in 2017, a disparity called out as “the most extreme” among the indicators compiled in Oakland’s recent Equity Indicator’s Report.¹⁶ As of October 2018, 275 Oakland youth were on probation, with African American and Latino youth representing the greatest percentage.¹⁷ Community members and City and County leaders share the goal of reducing contact between young people and the juvenile justice system. Probation has reduced the number of young people held in detention, and the District Attorney’s office has engaged in a successful diversion program for youth supported by Oakland Unite.¹⁸

Early intervention and diversion help young people avoid deeper system involvement -- restorative techniques are used to help youth repair harm and successful completion results in charges being dropped.¹⁹ Participants in Oakland Unite’s community listening sessions also expressed a need to offer life coaching and other services to youth who have not been arrested, but who are clearly in need of support.

For youth already involved in the juvenile justice system, local evaluation of Oakland Unite programs has shown that youth have better outcomes when they get wrap-around life coaching and support reconnecting to school.²⁰ Coordination by Oakland Unite ensures a more seamless transition for youth from detention back to the community, and creates a space for providers to problem-solve and share resources.²¹ Participating in career exploration and employment programs has been shown to significantly reduce violent arrests for youth by 33%-42%, and to increase education completion and college or training program enrollment.^{22,23}

EXPECTED OUTCOMES:

Diverted youth have charges dropped and no further justice system contact

Youth successfully complete probation without re-arrest

Youth have increased awareness of educational and job/career options

Youth avoid violent injury

Youth transitioning from incarceration are connected to school within 48 hours

Youth increase socio-emotional skills (e.g. resilience)

Youth have improved educational outcomes

Youth have caring relationships with positive adults and peers

STRATEGY AREA

GENDER-BASED VIOLENCE RESPONSE SERVICES

1200 ESTIMATED
SERVED
3-4 ESTIMATED
GRANTS
15 % OF
FUNDS

AIM & SUMMARY

This strategy directs funding towards interventions that support people experiencing family/domestic violence and commercial sexual exploitation (CSE). It aims to help survivors meet their immediate safety needs and provides resources that aid them in their journey towards healing and stability. Central partners in this strategy include the District Attorney's Office and Family Justice Center, the Oakland Police Department, Probation, and Alameda County Healthcare Services Agency.

SUPPORTED PROGRAMMING

Outreach and crisis response that connects people experiencing gender-based violence to support as they transition out of immediate danger. This may include crisis response hotlines, drop-in centers, outreach following incidents of violence, and emergency housing that provides a temporary safe place for survivors to stabilize and access resources.

Wraparound supports such as legal advocacy, systems navigation, coaching, family support, mental health services, and other resources that support healing, stability, and socio-emotional strength.

Training by community-based experts in family and sexual violence to the Oakland Unite network or to law enforcement agencies will strengthen capacity to identify and respond to gender-based violence.

PRIORITY POPULATIONS

This strategy serves youth, adults, and families affected by family violence, dating violence, and/or commercial sexual exploitation. As such, it primarily (though not exclusively) focuses on women, girls, and people who identify as LGBTQI.



Referrals will come through hotlines, drop-in centers, community partners, or from law enforcement.

Youth up to age 25 experiencing CSE will be prioritized. Family violence support addresses the needs of the whole family.

Services should address the cultural or linguistic needs of specific subgroups.

RATIONALE

One in three California women report experiencing domestic violence at some point in their lifetimes, and among African American women the self-reported rate increases to 42%.²⁴ From January 2016-June 2017, there were 17 homicides related to domestic violence in Oakland.²⁵ In 2017, 3,070 calls were made to OPD for family violence – and only a quarter of all physical assaults by an intimate partner are reported to the police.^{26,27} Oakland accounts for over 50% of emergency department domestic assault visits in Alameda County.²⁸ Oakland is also known as a hub for commercial sexual exploitation of children. Between 2011 and 2016, OPD intervened in youth CSE 273 times, an average of 45 per year.²⁹

Gender-based violence has serious immediate and long-term consequences for individuals, families, and communities in Oakland. Women and children who experience family violence are at higher risk for long-term health challenges.^{30,31} Gender-based violence also intersects with violence in the streets – children who experience family violence are more likely to participate in multiple forms of violence as adults.³²

Strategies to help survivors of family violence typically include opportunities for people to access confidential support through services such as 24-hour hotlines. Family violence intervention specialists help people move out of immediate danger through safety plans, legal support, and emergency housing. Longer-term supports such as mental health services, access to social and family supports, and links to employment resources and housing are also critical components of serving survivors of family violence.³³

Interventions that serve young people impacted by CSE similarly require safety planning and relationship-building to foster trust. Best practices include having CSE survivors involved in program development and implementation.³⁴ CSE survivors often relapse to exploitation before they permanently leave their exploiters, and interventions must take this cycle into account. Long-term services and supports are essential in addressing the needs of CSE young people and their families or caregivers.³⁵

In Oakland Unite's community listening sessions, people expressed that the needs of women and girls were not fully addressed by existing services. In response, Oakland Unite seeks to increase funding for this strategy, while also emphasizing the needs of women and girls in each strategy.

EXPECTED OUTCOMES

Survivors transition out of immediate danger

Survivors access resources to increase longer-term safety (e.g. protection orders)

Survivors are not re-injured and/or exploited

Survivors feel safe and have a positive outlook on their lives

Survivors develop healthy relationships with positive adults and peers

Survivors access tools and knowledge that help them begin to heal from trauma

STRATEGY AREA COMMUNITY HEALING

1800 ESTIMATED
SERVED
2-3 ESTIMATED
GRANTS
18 % OF
FUNDS

AIM & SUMMARY

This strategy aims to lift up the wisdom of people closest to violence and deepen their skills to promote healing through community-led outreach activities and events. A grassroots mini-grant program will be launched to support innovative community-based violence reduction projects. The strategy also supports the development of a trauma-informed network of peer professionals through ongoing training and learning opportunities.

SUPPORTED PROGRAMMING

Community outreach led by people from neighborhoods most affected by violence. Outreach may take the form of resident engagement, healing circles, vigils, summer parks programs, or other events intended to promote peace. Outreach providers will serve as ambassadors for the violence prevention network.

Grassroots mini-grants that support the violence reduction efforts of smaller organizations and individuals who have experienced violence. Grants will range in size and in focus area, but may include community-building and education, peer support for survivors of violence, leadership development, or other activities to change norms around violence.

Strengthening the Oakland Unite network through tailored training opportunities and learning communities for frontline staff working to help people heal from violence. Training may include life coaching, conflict mediation, gender responsive approaches, cognitive behavioral techniques, and trauma-informed practices. Training will include certifications and take place in cross-agency cohorts.

PRIORITY POPULATIONS

Community outreach and grassroots mini-grants will be focused on neighborhoods in West, Central, and Deep East Oakland that are most affected by multiple forms of violence.

Training efforts will focus on direct service staff, including grassroots mini-grant recipients, working for funded violence intervention programs. By design, these individuals often have lived experiences of violence and share characteristics with their participants.



RATIONALE

Participants in the Oakland Unite listening campaign stated that community healing and restoration is necessary for violence reduction. In neighborhoods where violence occurs most frequently, residents don't necessarily feel the impact of citywide reductions. Community members want spaces to connect, heal, and lead further violence reduction efforts in sustainable ways.

When community members strengthen connections with one another, they strengthen their collective resilience and change norms around violence. This process is supported by the creation of safe parks, thriving arts and culture spaces, and healing circles, marches and vigils.³⁶ To reclaim shared spaces and foster community among residents in neighborhoods at the center of violence, Oakland Unite has hosted free, family-friendly summer events in parks in Oakland on Friday nights since 2011. A 2015 study found that crime in the areas in and around the event was reduced during the weeks the events take place.³⁷ This strategy seeks community partners to run similar community events and activities to promote community building and collective healing.

Outreach and engagement by community leaders to their own networks are another way to strengthen community connections and change norms around violence. Community members who participated in the Oakland Unite listening campaign had many ideas – some of which they were already putting into practice – about ways to reduce violence and support healing in their neighborhood. Community outreach that engages with, supports, and builds links between these innovative, grassroots approaches creates a stronger citywide violence prevention network.

In addition to community-based efforts, training in healing strategies and trauma-informed practices is needed for the Oakland Unite network of peer providers, who are rooted in Oakland and have often experienced violence themselves, to be ready to support and serve others. Direct service staff participation in skill development and healing circles to process vicarious trauma they may experience through their jobs enables staff to provide better services for their participants.³⁸

EXPECTED OUTCOMES

Communities have safe spaces to gather, heal and stand against violence

Community members are more involved in reducing violence

People working to reduce violence are connected in positive ways

Communities establish stronger shared norms against all forms of violence

Community leaders are supported in their efforts to heal their own communities

Providers have strong skills that enhance their work and support their growth



APPENDIX A: PARTNERS CONSULTED

Community and Public Partners

Akonadi Foundation
Alameda County Behavioral Health Care Services
Alameda County District Attorney's Office
Alameda County Health Services- Highland Hospital
Alameda County Office of Education
Alameda County Probation Department
Alameda County Public Defender's Office
Alameda County Public Health Department
Alameda County Superior Court
Alameda County Violence Prevention Initiative
AC United Against Trafficking
Asian Prisoner Support Committee
Be The Change Consulting
Brady Campaign to Prevent Gun Violence
Bright Research Group
Brotherhood of Elders Network
CA Department of Corrections and Rehabilitation
CA Board of State and Community Corrections
California Partnership for Safe Communities
Californians for Safety and Justice- Alliance for Safety and Justice
Communities United for Restorative Youth Justice
Department of Violence Prevention Coalition
East Bay Community Foundation
Ella Baker Center for Human Rights
Gifford Law Center
Joint Powers Authority, Safety Impact Table
Mathematica Policy Research
Oakland Community Organizations

Oakland Unified School District
PICO California
Prevention Institute
Urban Strategies Council

City of Oakland

Department of Race and Equity
Oakland Fund for Children and Youth
Oakland Parks, Recreation and Youth Development
Oakland Police Department
Oakland ReCAST (Resilience in Communities After Stress and Trauma)
Safety and Services Oversight Commission (SSOC)
Workforce Development Board

Expertise from Outside of Oakland

Advance Peace, Richmond, CA
Chicago CRED, Chicago, IL
City of Los Angeles, Office of Gang Reduction and Youth Development
City of Milwaukee, Health Department Office of Violence Prevention
City of Richmond, Office of Neighborhood Safety
City of Sacramento, Gang Prevention and Intervention Task Force
City of San Francisco, Department of Children Youth and Families
Urban Institute, Washington, D.C.
Urban Peace Institute, Los Angeles, CA

CITATIONS

¹ National Child Traumatic Stress Network-Child Trauma. The 3R's of School Crises and Disasters: Readiness, Response, and Recovery. (<http://nctsn.org>) Available: https://www.tfec.org/wp-content/uploads/Murk_3Rs-ofSchoolCrises.pdf; Presentation to Oakland ReCAST on RWG Learning and Exploratory Session: Crisis Readiness, Response and Recovery by Wolf-Prusan, L. and Woodland, E. (June 4, 2018), which included a fourth R for restoring the community through efforts to repair the harm caused by trauma.

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¹⁴ See note 9.

¹⁵ See note 5.

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ABOUT OAKLAND UNITE

Oakland Unite is the division in the City of Oakland Human Services Department charged with implementing violence intervention programs. With proceeds from the 2014 Public Safety and Services Violence Prevention Act as well as leveraged funds, Oakland Unite provides direct services and funding to community-based organizations to serve people and families at the center of violence. In the four years since the Act was passed, Oakland Unite programs have provided intensive interventions to over 3,000 people each year and reached thousands more through community events.

ABOUT THE SAFETY AND SERVICES OVERSIGHT COMMISSION

The Safety and Services Oversight Commission is a body established by the 2014 Public Safety and Services Violence Prevention Act to ensure the proper revenue collection, spending and implementation of the programs mandated by the Act. Members must live in Oakland and are appointed by the Mayor and confirmed by City Council. The Commission's duties include reviewing spending plans for funds received through the Act, overseeing the evaluation of efforts funded by the Act, and making recommendations to the Mayor and City Council on the spending plans prior to Council approval. As part of the 2019-2021 Oakland Unite spending plan development process, Commission members reviewed evaluations of existing services, took part in a planning retreat, and gave input on how themes articulated by community members informed strategy direction.

Design by: Eva Silverman at Pushcart Design (pushcartdesign.com)



ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Sub-Strategy / Agency Name	Rec. Annual Award	Rec. # Served
Community Healing	1,455,000	2,623
Community Healing	1,425,000	2,623
Building Opportunities for Self-Sufficiency	250,000	450
Roots Community Health Center	325,000	600
Communities United for Restorative Youth Justice	175,000	325
Restorative Justice for Oakland Youth	325,000	600
Urban Peace Movement	350,000	648
Training & Capacity Building	30,000	NA
Bay Area Legal Aid	15,000	NA
Root & Rebound	15,000	NA
Gender-Based Violence Response	1,550,000	1,720
Commercially Sexually Exploited Youth Intervention	750,000	520
Bay Area Women Against Rape	235,000	350
Covenant House California	200,000	100
Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth, Inc.	315,000	70
Family Violence Intervention	800,000	1,200
The Family Violence Law Center	600,000	900
Asian Pacific Islander Legal Outreach	200,000	300
Gun Violence Response	3,600,000	1,065
Adult Employment and Education Support Services	900,000	160
Oakland Private Industry Council, Inc.	300,000	50
Center for Employment Opportunities, Inc.	345,000	80
The Youth Employment Partnership, Inc.	255,000	30
Adult Life Coaching	1,300,000	220
Roots Community Health Center	250,000	40
The Mentoring Center	450,000	75
Abode Services	150,000	30
Community & Youth Outreach, Inc.	450,000	75
Shooting and Homicide Response	1,400,000	685
Youth ALIVE!	1,060,000	505
Catholic Charities of the Diocese of Oakland	340,000	180
Youth Diversion & Reentry	2,000,000	328
Youth Career Exploration and Education Support	600,000	105
Safe Passages	200,000	30
The Youth Employment Partnership, Inc.	400,000	75
Youth Diversion & Life Coaching	1,400,000	223
Oakland Unified School District	100,000	NA
Youth ALIVE!	370,000	68
Alameda County Probation Department	100,000	NA
Community Works West, Inc.	200,000	50
East Bay Asian Youth Center	430,000	65
Young Women's Freedom Center	200,000	40
Grand Total	8,605,000	5,736

Gun Violence Response

Adult Life Coaching

This sub-strategy centers on transformative relationships between people involved in gun violence and trained peer professionals with similar life experiences. It aims to help young adults at the center of gun violence access opportunity and stay safe and free. Coaches will develop detailed Life Plans with participants and families that identify needs and strengths and guide connections to services and supports, and use incentives to support positive action.

Adult Life Coaching Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Community & Youth Outreach, Inc.	\$450,000	75	Citywide, based D7
The Mentoring Center	\$450,000	75	Citywide, based D2 & D3
Roots Community Health Center	\$250,000	40	East, based D7
Abode Services	\$150,000	30	Citywide, based D7
Total	\$1,300,000	220	

The Mentoring Center - The Mentoring Center (TMC) will work in partnership with sub-grantee Communities United for Restorative Youth Justice (CURYJ) to serve highest risk young adult men and women. Life Coaching will be complimented with transformative peer mentor groups, leadership development, learning trips and critical support. Activities will take place at TMC in West Oakland and CURYJ in Central Oakland, services will be provided to individuals citywide. Our outcomes to be achieved are reduced recidivism, reduced exposure to or participation in violence, increased employment and other components that lead to increased stability, increased resiliency and leadership skills.

Community & Youth Outreach - Oakland Inc. – Community & Youth Outreach, Inc. (CYO) will serve highest risk young adult men and women. Life Coaching will be complimented with motivational interviewing and Cognitive Behavioral Treatment (CBT) peer support groups to shift negative thinking, improve decision-making, and increase motivation. Through this work, CYO will support high risk young people in accessing opportunities to increase educational and employment achievement, while reducing their risk for violence and justice system involvement. Activities will be delivered in East Oakland; services will be provided to individuals citywide.

Roots Community Health Center – Roots will provide intensive life coaching services to young adults engaged in or impacted by serious violence in East Oakland through face-to-face coaching and daily phone/text contact. A variety of wraparound services will be available to participants through Roots, including physical and behavioral health care, employment resources, and barrier removal services.

Abode Services – Abode will provide case management and housing placement support for life coach participants who are eligible for subsidized housing placement through the Oakland PATH Rehousing Initiative (OPRI). OPRI is a partnership developed by the City of Oakland's Community Housing Services division in HSD and the Oakland Housing Authority. Through the partnership, the Oakland Housing Authority provides ongoing rental assistance for participants who are case managed by a mix of community-based providers funded by the City. The Abode case manager will work in partnership with Adult Life Coaches to provide housing support, which includes helping participants to identify and maintain stable housing, secure income through employment and/or public assistance and access flexible funds for housing needs.

Gun Violence Response

Adult Employment and Education Support Services

This sub-strategy aims to improve the ability of participants referred from the Oakland Unite Network and their loved ones to attain and retain employment. Employment programming will aim to meet participants' immediate needs and enhance their long-term job prospects through the development of skills and education.

Adult Employment and Education Support Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Center for Employment Opportunities	\$345,000	80	Citywide, based D3
Oakland Private Industry Council, Inc.	\$300,000	50	Citywide, based D3
Youth Employment Partnership, Inc.	\$255,000	30	Citywide, based D5
Total	\$900,000	160	

Center for Employment Opportunities (CEO) - CEO's program is designed to intervene during the critical moments in participants' lives, providing support, when people need it most, to meet basic needs by offering paid transitional jobs and supporting participants in their efforts to chart a path toward permanent employment and desistance from crime. Since 2011, CEO Oakland has served more than 3,000 individuals involved or at risk for violence and/or returning to the community from jail or prison. CEO's evidence-based employment model consists of four phases specifically designed to engage participants involved in violence, at risk of violence, and recently released from incarceration to become self-sufficient: an introductory workforce readiness course, paid transitional work operating alongside job coaching and job development services, permanent job placement, and 12 months of individualized retention services. While this core model has been proven to have statistically significant impacts on recidivism, CEO has been focused on continuous improvement; particularly in terms of participants' access to career pathways and middle skill jobs, young adult engagement, and integration of participant feedback into overall programming. Participants will have access to ongoing training in stackable, industry recognized credentials that have shown a positive correlation with better employment outcomes and financial empowerment services to help manage their finances (workshops, coaching, and access to responsible products). Young adults in this program have the support of CEO's Young Adult Navigator who gives an extra layer of resources to participants, offering training, stipends, mentorship, and loyalty incentives, providing participants an additional means of structure.

Oakland Private Industry Council, Inc. - Hustle and Grow is a case management-centered employment training and job placement program for justice-involved young adults ages 18 to 35. The program aims to help participants develop foundational employment skills, identify and pursue a self-sustaining career, secure and maintain employment, and in turn, reintegrate into the community and prevent recidivism. The program will enroll at least 50 unduplicated participants annually, with at least 45 completing comprehensive job readiness training, 40 completing work experience and/or vocational or post-secondary education, and 35 securing and retaining gainful employment for at least six months. Services will also include wraparound support, peer support groups, informational workshops and individual counseling as needed. PIC's services will be centered at 268 Grand Avenue, Oakland with participants placed with partners throughout Oakland. We do not target any geography, gender, or race/ethnicity.

Youth Employment Partnership, Inc. (YEP) - Youth Employment Partnership, Cypress Mandela Training Center, and West Oakland Job Resource Center are partnering to deliver Career Advancement, an Oakland Unite program designed to improve career prospects and life outcomes for Oakland adults who are at the highest risk of engaging in, or becoming victims of, violence. Career Advancement will serve reentry/systems-involved and Oakland Unite-referred

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

young adults, aged 18-35, from West, Central/Fruitvale, and East Oakland. Career Advancement will provide comprehensive pre-employment training, vocational skill building, and internships (240+ hours), along with individualized education support (100+ hours) and ongoing case management support. Through this expert partnership, Career Advancement will help Oakland young adults build a path to promising employment in high-growth, high-demand local sectors, including construction, culinary, customer service, document processing, and warehouse/distribution/logistics. Career Advancement will be delivered at YEP's centrally located training facility at 2300 International Blvd. in the lower San Antonio neighborhood for participants aged 18-25, at Cypress Mandela's East Oakland training facility at 977 66th Ave. for participants aged 25-35, or at West Oakland Job Resource Center at 1801 Adeline St. in West Oakland for participants aged 25-35.

Gun Violence Response

Shooting and Homicide Response

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

Shooting and Homicide Response Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Youth ALIVE!	\$1,060,000	505	Citywide, based D3 & D7
Catholic Charities of the East Bay	\$340,000	180	Citywide, based D3 & D7
Total	\$1,400,000	685	

Catholic Charities of the East Bay – Catholic Charities of the East Bay (CCEB) will partner with sub-grantee Youth ALIVE! (YA!) Khadafy Washington Project to provide support services to families and friends of every homicide victim in Oakland. Homicide support includes assistance with funeral expenses and planning, case management, mental health and grief support for individuals and families. Psychoeducation groups and restorative retelling groups will be offered to teach coping skills and help individuals process grief and heal in a group setting. CCEB will convene weekly case conference meetings with YA! to coordinate homicide support services and will participate in weekly shooting and homicide meetings with the Oakland Unite Gun Violence Response Network.

Youth ALIVE! - Youth ALIVE! (YA!) will work with local hospitals, the Oakland Police Department and the Victim-Witness Assistance Division of the District Attorney's Office to provide immediate outreach, stabilization, and healing support to victims and families of shootings and serious physical assault. Crisis response services will be provided by Violence Interrupter and hospital-based Intervention 24 hours a day, 7 days a week. Services include intensive outreach bedside visits immediately after a shooting, case management, mentoring, mental health counselling, support accessing victim of crime resources and safety assessments that may lead to conflict mediations or emergency relocation for individuals in imminent danger. Interrupters will leverage their relationships to mediate incident-specific conflict, address immediate safety concerns, and work on long range truce-negotiation. YA! will lead weekly relocation committee meetings with sub-grantee CYO to provide emergency temporary relocation for families in imminent danger and will participate in weekly shooting and homicide response meetings with the Oakland Unite Gun Violence Response Network.

**Youth Diversion and Reentry
Youth Diversion and Life Coaching**

This sub-strategy involves partnerships with juvenile justice and education partners that helps youth re-engage in school and reduce contact with the justice system. It depends on transformative relationships between young people and trained peer professionals with similar life experiences. Life Coaches will develop detailed Life Plans with participants and families that identify needs and strengths and guide connections to services and supports, and use incentives to support positive action.

Youth Diversion and Life Coaching Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
East Bay Asian Youth Center	\$430,000	65	Citywide, based D5
Youth ALIVE!	\$370,000	68	Citywide, based D2 & D3
Young Women's Freedom Center	\$200,000	40	Citywide, based D2
Community Works West	\$200,000	50	Citywide, based D3
Alameda County Probation Department	\$100,000	NA- Coordination	Citywide
Oakland Unified School District	\$100,000	NA- Coordination	Citywide
Total	\$1,400,000	223	

Community Works West – Community Works West (CWW) will partner with the Alameda County District Attorney's Office (DA) to deliver Restorative Community Conferencing (RCC), a pre-charge diversion program to prevent youth and young adults from deeper involvement in the justice system. RCC staff will use restorative justice practices to support youth in developing a restorative plan to make amends with the victim and others impacted by the offense. The plan is informed by the young person's strengths, challenges and needs and is agreed upon by all parties, wherein the youth takes steps toward healing the harm they caused. Charges are dropped by the DA once the restorative plan is complete.

East Bay Asian Youth Center – East Bay Asian Youth Center (EBAYC) will work in partnership with Alameda County Probation and education partners to prioritize service for highest risk youth leaving the Juvenile Justice Transition Center. EBAYC will provide life coaching services with an emphasis on enrollment, terms of probation completion and connection to a supportive adult, connection to career pathways employment program and expanded academic learning support. One staff person will be dedicated to work with community sexually exploited (CSE) youth. Activities will take place at EBAYC in Central Oakland.

Young Women's Freedom Center – The Young Women's Freedom Center (YWFC) will work in partnership with Alameda County Probation and education partners to prioritize commercially sexually exploited young women, LGBTQ and gender non-conforming youth leaving the Juvenile Justice Transition Center. Life coaching support services will include comprehensive socio-emotional, employment and educational support to achieve economic independence and emotional stability. Activities will take place at the YWFC office in West Oakland and at neighborhood program sites.

Youth ALIVE! - Youth ALIVE! (YA!) will partner with sub-grantee Communities United for Restorative Youth Justice (CURYJ) to work in partnership with Alameda County Probation and education partners to prioritize service for highest risk youth leaving the Juvenile Justice Transition Center. Services include culturally-sensitive, trauma-informed life coaching, mental

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

health counseling, and family and peer support groups. Activities will take place at the YA! office in West Oakland and CURYJ in Central.

Oakland Unified School District – Oakland Unified School District (OUSD) will dedicate an Enrollment Coordinator to place youth leaving the Juvenile Justice Center (JJC) in an OUSD school or other educational institution, refer eligible youth to the life coaching network, and assist with facilitation and coordination of multi-disciplinary team meetings to reintroduced youth back into school.

Alameda County Probation – Alameda County Probation (ACP) will dedicate a Transition Center Supervisor at the Juvenile Justice Center to facilitate cross-system collaboration with stakeholders including Alameda County Office of Education, Oakland Unified School District, Alameda County Health Care Services, the City of Oakland Human Services Department and youth life coaching network. The Transition Center Supervisor will coordinate multi-disciplinary team meetings for youth processed at the JJC to receive a comprehensive intake assessment, treatment and reentry support for youth returning to Oakland in partnership with stakeholders.

**Youth Diversion and Reentry
Youth Career Exploration and Education Support**

This sub-strategy aims to strengthen educational outcomes and career exploration and readiness for youth at high risk for violence through subsidized work experience and academic support.

Youth Career Exploration and Education Support Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Youth Employment Partnership, Inc.	\$400,000	75	Citywide, based D5
Safe Passages	\$200,000	30	West, Central, based D2 & D3
Total	\$600,000	105	

Youth Employment Partnership, Inc. (YEP) - Youth Employment Partnership, Alameda County Office of Education Student Services & Programs, and Fresh Lifelines for Youth are partnering to deliver Career Exploration And Successful Education (CEASE) to reduce violence amongst, and remove life barriers for, Oakland youth. CEASE will serve justice system-involved and Oakland Unite-referred youth, aged 14-18, from West, Central/Fruitvale, and East Oakland. CEASE will provide comprehensive employment training and internships (100+ hours), individualized education support (50+ hours), and critical life skills development (24+ hours) for Oakland's highest-risk young people. Through this expert partnership, CEASE will help struggling Oakland youth re-engage in school, develop employable soft skills and work experience, and better their communication, problem-solving, and anger-management skills to succeed in life. CEASE will be delivered at YEP's centrally located training facility at 2300 International Blvd. in the lower San Antonio neighborhood.

Safe Passages - The Life and Career Roadmap Program will serve 30 high-risk youth, including Opportunity Youth, systems involved and gang involved participants from West Oakland, Fruitvale and Havenscourt communities, ages 16-21. Program activities and services include year-round Life Skills Coaching, systems navigation, financial literacy, career exploration and academic case management and support. The program adheres to Oakland Unite Standards of Practice, National Youth Development Principles and proven best practices. Services will be administered at Safe Passages' location in downtown Oakland, OUSD and ACOE high schools located in target communities and at various internship and employment worksites throughout Oakland. This program is designed to address serious violence and the adverse effects of poverty on youth in low-income, high crime communities in Oakland by improving education and resiliency outcomes and employment opportunities for participants.

**Gender-Based Violence Response
Commercial Sexually Exploited Youth Intervention**

Programs in this sub-strategy engage CSE youth, promote their safety and stabilization, and ultimately work to end their exploitation.

CSE Youth Intervention Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
MISSEY	\$315,000	70	Citywide, based D3
Bay Area Women Against Rape	\$235,000	350	Citywide, based D3
Covenant House California	\$200,000	100	Citywide, based D3
Total	\$750,000	520	

Bay Area Women Against Rape – BAWAR’s Sexually Exploited Minors Program staff will provide crisis stabilization and intervention services for minors 18 and under who identify as victims of or individuals at-risk for sexual exploitation. The SEM Program team administers an assessment to determine if a youth identifies as a victim of or is at risk for sexual exploitation. Staff will provide needed crisis intervention, crisis counseling, advocacy, accompaniment, and referrals for extended wraparound services as needed. Staff will refer participants with needs of intensive case management and life coaching to community partners such as M.I.S.S.E.Y, West Coast Children’s Clinic, SHADE, or Progressive Transitions. SEM Program staff refers clients in need of mental health counseling to West Coast Children’s Clinic, Lincoln Child Center, or BAWAR’s clinical program. SEM Program staff will coordinate community education and outreach efforts to 300 people per year by partnering with local schools, sports programs, faith-based organizations, chambers of commerce, sororities and fraternities, and other community-based organizations serving youth. BAWAR provides community education on the intersection of sexual violence, domestic violence, and sexual exploitation. Staff will provide general outreach to educate youth and the public on sexual exploitation and community resources for prevention and intervention.

Covenant House California – Covenant House California’s (CHC) DreamCatcher and Nika’s Place sites are located in downtown Oakland and is opened 24 hours a day, 7 days a week. On the first floor there are 12 DreamCatcher shelter beds, an adolescent medical clinic and a Youth Wellness Center (drop-in) which is opened seven days a week from 12-7pm. The upstairs shelter area, Nika’s Place, is a two-bedroom, 8 beds ‘apartment’, for female identified youth that are being directly impacted by commercial sex exploitation. Together the two programs offer a comprehensive system of crisis response and stabilization supports for CSE youth. These programs in tandem meet the immediate needs of CSEC ages 13-17 by providing emergency shelter, food, clothing, counseling, case management, legal services and referrals for health care and other appropriate services. The overall goal of these programs is to provide youth who have experienced maltreatment, exposure to violence and/or trauma with a safe and stable environment in which they can work with their families to begin to reduce conflict, strengthen relationships or participate in a plan that will provide them with a safe stable long-term placement. Both programs facilitate healing and recovery and promotes the social and emotional well-being - insuring effective interventions are in place to build skills and capacities that contribute to the healthy, positive and productive functioning of youth into adulthood. Youth are served from all of Oakland with a major focus (80%) in East Oakland.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

MISSEY – MISSEY's Sisters Transforming and Rising (STAR) Center is a daily drop-in center that serves as a safe space for female, femme, and non-binary youth ages 12 to 25 impacted by commercial sexual exploitation in Oakland. The STAR Center is located in West/downtown Oakland and will provide youth with access to resources and supports that are trauma-informed, gender responsive, and culturally relevant. The center is a core part of wraparound services that link youth to support with food, clothing, transportation, emergency housing, healthcare, and mental health services and additionally offers crisis interventions, support groups, prevention sessions, work readiness training and connections, enrichment activities, and leadership development opportunities. Each youth is estimated to receive an average dosage of 20 group hours and can participate in program activities for as long as they meet eligibility criteria and feel the program benefits them. Drop-in staff will collaborate with participating youth and community support systems to create positive outcomes in the lives of youth, including reduced safety risks, increased long-term safety, increased access to tools and knowledge that facilitate healing from trauma, increased ability and access to building healthy relationships with positive adults and peers, and decreased involvement with exploitation.

Gender-Based Violence Response

Family Violence Intervention

This sub-strategy supports programs that provide crisis response, stabilization, legal, and emotional support services to survivors of family/domestic violence and their loved ones.

Family Violence Intervention Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Family Violence Law Center	\$600,000	900	Citywide, based D3
Asian Pacific Islander Legal Outreach	\$200,000	300	Citywide, based D2
Total	\$800,000	1,200	

Family Violence Law Center - Family Violence Law Center (FVLC) helps diverse communities in Alameda County heal from domestic violence and sexual assault, advocating for justice and healthy relationships. FVLC provides survivor-centered legal and crisis intervention services, offer prevention education for youth and other community members, and engage in policy work to create systemic change. FVLC will provide a wide range of supportive services for domestic violence survivors throughout Oakland: 1) 24-hour, mobile crisis intervention services, include safety planning, crisis counseling, shelter placement and relocation assistance, and legal advocacy; 2) intensive case management; 3) mental health support for young children; and 4) Training for OPD officers on FVLC's services and domestic violence. FVLC serves a diverse range of Oakland survivors: 48% African American, 30% Latinx, 7% Asian American, 4% mixed race, and 1% Native American. Most clients are low income. 83% of FVLC direct services staff are people of color. FVLC's direct services help reduce re-victimization and reduce the effects of exposure to violence through safety planning, obtaining restraining orders, assisting with relocation, preventing survivors from being displaced, and preventing family disintegration. Additionally, FVLC disrupts the intergenerational cycle of abuse by providing therapy for children aged 0-5 who have been exposed to domestic violence. FVLC's holistic service delivery model empowers survivors, increases their mental and physical safety, improves their mental health, and promotes their financial and housing stability.

Asian Pacific Islander Legal Outreach - The API Women & Queer Legal Wraparound Services project will provide legal aid, case management, counseling, and housing relocation to survivors of family violence, including immigrants, women and LGBTQ identifying individuals, South and Southeast Asians, and Pacific Islanders. The project will also include trainings for 90 law enforcement officers. Services will be provided at APILO's Oakland Office in the Asian Resource Center. The purpose of this program is to meet the multiple legal and social needs of survivors with cultural and linguistic competence, and to empower survivors to avoid re-injury and end cyclical violence. The intended outcomes among clients of the program include: increased empowerment to decide whether or not to pursue protective orders, increased access to knowledge that protects survivors from harm, and increased preparedness among police officers to interact with survivors.

Community Healing

Community Healing

This sub-strategy aims to lift-up the wisdom of people closest to violence and deepen their skills to promote healing through community-led outreach and events.

Community Healing Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Urban Peace Movement	\$350,000	648	West, based D3
Roots Community Health Center	\$325,000	600	East, based D7
Restorative Justice for Oakland Youth	\$325,000	600	Citywide, based D3
Communities United for Restorative Youth Justice	\$175,000	325	Central, based D2
Building Opportunities for Self-Sufficiency	\$250,000	450	Parts of West/East, based D3 & D7
Total	\$1,425,000	2,623	

Roots Community Health Center (Roots) - Roots will mobilize residents to participate in community healing events that are responsive to violence occurring in East Oakland, and leverage the resilience and assets within our community. Participants will be multigenerational and ~80% African American. Through ongoing outreach and venues/events hosted by Roots and partners, residents will be encouraged to join quarterly engagements that focus on healing, building resiliency, and violence prevention strategies. Volunteers and paid residents will engage in leadership development, and work alongside staff on program design and implementation. Roots will develop and disburse mini-grant opportunities to support innovative and effective grassroots healing work. An annual event bringing together the work of Roots and partners will be held at an East Oakland park and will promote healing, resilience and strengthening of community.

Urban Peace Movement (UPM, Sponsored by Movement Strategy Center) - Urban Peace Movement is a youth and young adult leadership organization with a long track record of community engagement in Oakland around the issues of community safety and healing. UPM is proposing a community healing project with a goal of engaging community members from West Oakland who are most impacted by violence, with an emphasis on gun violence, in order to increase involvement in violence reduction efforts, increase community capacity for healing, increase the number of spaces for community members to heal and stand up for peace together, and shift community norms toward a culture of peace. We are proposing a range of healing events including healing and wellness festivals, crisis response vigils, and community healing circles. Some of these activities are more proactive and about healing, wellness, and self-care, and others are more responsive and about being able to be nimble enough to support the community when a crisis occurs. In addition, we are proposing a range of ways to draw in people who may be in different places on the spectrum when it comes to the idea of healing. Healing circles may attract those who acknowledge the need for healing, community vigils are opportunities to build community support and honor those lost to violence, and our "scratch and fade" healing and wellness pop-ups are designed to draw in community members who may or may not yet be comfortable with or ascribe stigma to the idea of healing, vulnerability and wellness. The mini-grants program will support the leadership and creativity of the community to build increased indigenous capacity for community healing.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Restorative Justice for Oakland Youth (RJOY, Sponsored by Community Initiatives) -

Through RJOY's Restorative Justice and Community Healing Project, RJOY will work with the Oakland community to: 1) increase community members' involvement in violence reduction efforts by providing Community Engagement in Restorative Justice (RJ) Healing Circles, Conflict Circles, and training in RJ practices for providers in the Oakland community 2) engage community members in their own RJ indigenous healing practices and make linkages to broader macro community healing 3) create more safe spaces to gather, heal and stand against violence, both locally in Oakland and through the Ubuntu Healing Center, an RJ Community Healing Center based in Oakland with a future retreat site 4) have increased support for participants' efforts to heal their own communities through Community Healing Events, and through Mini Grants to organizations and individuals doing RJ and Community Healing 5) increase and strengthen our community's shared norms and values against all forms of violence. Through the organizing of RJ Community Healing events and Dialogues, RJOY will shift community norms around violence in the community, allowing community members to come together and connect in safe, positive spaces to promote peace.

Building Opportunities for Self-Sufficiency (BOSS) - BOSS seeks to serve community members who are most affected by multiple forms of violence – all ages, gender identities, and predominantly persons of color. Services will be provided in collaboration with SAVE and Adamika Village by staff with lived experiences of violence. Services will include advocacy for families in crisis, service navigation, healing circles, candlelight vigils/drumming ceremonies/stand-ins, help raising funds for funerals, advocacy to policy makers, distribution of resources/information, and organizing victim-led events. Services will take place in parts of West and East Oakland.

Communities United for Restorative Youth Justice (CURYJ) – CURYJ's Community Healing Program will focus on Central East Oakland including the San Antonio and Fruitvale Districts (2nd Avenue to High Street). CURYJ's mission is to interrupt the cycles of violence and poverty by motivating and empowering young people that have been impacted by violence and the criminal justice system. Working locally and with advocates across the state, CURYJ is at the forefront of culturally-rooted innovations in violence prevention and Restorative Justice models, particularly for the Latinx community. Through its program strategies, partnerships, and the promotion of a comprehensive, culturally-based, violence prevention framework or Spectrum of Prevention, CURYJ seeks to advance a more complete infrastructure that aligns institutional and community resources to provide a pathway for youth and young adults to heal, recapture their cultural center, develop knowledge, skills, and achieve a sustainable capacity for healthy lives in relation to family, community, and full participation in society.

ATTACHMENT C -- SUMMARY OF ALL PROPOSALS SUBMITTED

Strategy / Agency	# Proposals
Community Healing	9
Community Healing	9
Building Opportunities for Self-Sufficiency	1
CURYJ	1
Downs Community Development Corporation	1
East Bay Asian Local Development Corporation	1
Lincoln	1
Movement Strategy Center	1
Roots Community Health Center	1
Urban Strategies Council	1
Restorative Justice for Oakland Youth	1
Gender-Based Violence	8
Commercially Sexually Exploited Youth Intervention	4
Bay Area Women Against Rape	1
Covenant House California	1
MISSEY	1
Young Womens Freedom Center	1
Family Violence Intervention	4
Asian Pacific Islander Legal Outreach	1
Family Violence Law Center	1
Love Never Fails	1
Youth Uprising	1
Gun Violence Response	13
Adult Employment and Education Support Services	7
Building Opportunities for Self-Sufficiency	1
Center for Employment Opportunities	1
Center for Media Change, Inc., DBA Hack the Hood	1
Lao Family Community Development, Inc.	1
Oakland Private Industry Council, Inc.	1
Samasource d/b/a Samaschool	1
Youth Employment Partnership, Inc.	1
Adult Life Coaching	4
California Youth Outreach - Oakland Inc.	1
Oakland Private Industry Council, Inc.	1
Roots Community Health Center	1
The Mentoring Center	1
Shooting and Homicide Response	2
Catholic Charities of the East Bay	1
Youth ALIVE!	1

ATTACHMENT C -- SUMMARY OF ALL PROPOSALS SUBMITTED

Strategy / Agency	# Proposals
Youth Diversion & Re-Entry	23
Youth Career Exploration and Education Support	13
Bay Area Community Resources	1
Beyond Emancipation	1
Center for Media Change, Inc., DBA Hack the Hood	1
Civicorps	1
Love from Margot Foundation	1
Love Never Fails	1
New Door Ventures	1
Oakland Public Education Fund	1
Safe Passages	1
SPAAT (Student Program for Academic & Athletic Transitioning)	1
Young Womens Freedom Center	1
Youth Employment Partnership, Inc.	1
Youth Radio	1
Youth Diversion & Life Coaching	10
California Youth Outreach - Oakland Inc.	1
Community Works West	1
East Bay Agency for Children (EBAC)	1
EBAYC	1
Love from Margot Foundation	1
MISSEY	1
The Mentoring Center	1
Young Womens Freedom Center	1
Youth ALIVE!	1
Restorative Justice for Oakland Youth	1
Grand Total	53

2019 MAY 16 PM 5:52


City Attorney's Office

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO:

- (1) EXECUTE GRANT AGREEMENTS WITH NON-PROFITS AND PUBLIC AGENCIES TO PROVIDE VIOLENCE INTERVENTION SERVICES IN ACCORDANCE WITH THE 2014 OAKLAND PUBLIC SAFETY AND SERVICES VIOLENCE PREVENTION ACT FOR THE PERIOD JULY 1, 2019 TO JUNE 30, 2020 IN A TOTAL AMOUNT NOT TO EXCEED \$8,605,000, WITH A ONE-YEAR OPTION TO RENEW THROUGH JUNE 30, 2021 PENDING COUNCIL APPROVAL; AND
- (2) ENTER INTO AN AGREEMENT WITH ALAMEDA COUNTY PROBATION DEPARTMENT TO ACCEPT AND APPROPRIATE UP TO \$100,000 ANNUALLY FROM A SECOND CHANCE ACT GRANT TO PILOT A JUVENILE GANG INTERVENTION PROGRAM FROM JULY 1, 2019 TO OCTOBER 31, 2022

WHEREAS, the City of Oakland voters passed Measure Z, the Oakland Public Safety and Services Violence Prevention Act ("Safety and Services Act"), in November 2014, approving a series of taxes to support violence intervention objectives, including programs and services that provide support for high-risk youth and young adults to interrupt the cycle of violence and recidivism; and

WHEREAS, the Human Services Department (HSD) administers Safety and Services Act funds for violence intervention programs and services through its Oakland Unite division, which every two-to-three years prepares a spending plan to outline the strategies and services recommended for the next funding cycle; and

WHEREAS, HSD's Oakland Unite division developed spending plan recommendations concerning strategies to prioritize and the process for allocating funds in collaboration with community and public partners that included community listening sessions, review of local and national best practices, and interviews with public and community partners; and

WHEREAS, the spending plan recommendations were informed by the ongoing citywide participatory planning process led by the Urban Strategies Council to inform the development of the City's new Department of Violence Prevention ("DVP"); and

WHEREAS, the proposed spending plan dedicates the bulk of funds to gun violence interventions, with additional funds allocated to youth diversion and reentry supports, gender-based violence response services, and efforts to support community healing; and

WHEREAS, the Safety and Services Act establishes a Public Safety and Services Violence Prevention Oversight Commission (SSOC), whose members approved the priority spending plan for Safety and Services Act violence prevention and intervention funds on November 26, 2018; and

WHEREAS, the violence prevention program strategies and the process for allocating funds for a two year grant cycle were approved by City Council in December 2018 (Resolution No. 87477 C.M.S.); and

WHEREAS, Oakland Unite staff released a Request for Proposals in January 2019 and led a process in which trained reviewers evaluated 53 eligible proposals requesting funding for violence prevention services and programs; and

WHEREAS, Oakland Unite recommends, based on the RFP process, that the City enter into grant agreements with the agencies named below to implement the violence intervention programs and services outlined in the Oakland Unite 2019-2021 Spending Plan; and

WHEREAS, as authorized in the Spending Plan, Oakland Unite will also enter into an estimated two professional service agreements identified through a competitive request for qualifications process to assist the City in developing a comprehensive capacity-building program for the Oakland Unite network; and

WHEREAS, the recommended awards will be supported primarily by \$7,040,000 included in the Mayor's proposed FY2019-2021 budget pending City Council adoption using restricted funds collected for violence prevention programs as authorized by the Safety and Services Act, and with \$980,000 annually available in Safety and Services Act FY 2015-2019 Carryforward Funds; in the Measure Z Fund (2252), Policy & Planning Organization (78311), HSD Projects (100447-1004458 and 1004313); and

WHEREAS, Oakland Unite recommends expanding the reach of the Community Healing sub-strategy using \$1,000,000 (\$500,000 annually) in one-time funds available due to receipt of delinquent payments under the Public Safety Act of 2004 included in the Mayor's proposed FY2019-2021 budget pending City Council adoption; in the Measure Y Fund (2251), Policy and Planning Organization (78311), Measure Y Reserve Project (TBD); and

WHEREAS, Oakland Unite worked with Alameda County Probation Department (ACPD) to secure funding from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) and will receive \$100,000 annually for a total of \$300,000 from ACPD for the period of July 1, 2019 to October 31, 2022 to implement a pilot youth gang intervention program at Youth ALIVE as part of their Youth Life Coaching grant; now, therefore, be it:

RESOLVED: That the City Administrator is hereby authorized to execute grant agreements with the service providers listed below in the amounts specified for a total not to exceed an amount of \$8,605,000 for the period of July 1, 2019 through June 30, 2020, with a one-year option to renew pending City Council approval, for the purpose of funding services as described in the accompanying report; and be it

FY 2019-2020 GRANT AMOUNTS

Center for Employment Opportunities, Inc.	\$ 345,000	1004451
Oakland Private Industry Council, Inc.	\$ 300,000	1004451
The Youth Employment Partnership, Inc.	\$ 255,000	1004313
Abode Services		
Abode Services	\$ 150,000	1004313/TBD
Community & Youth Outreach, Inc.	\$ 450,000	1004450
The Mentoring Center	\$ 450,000	1004450
Roots Community Health Center	\$ 250,000	1004313
Bay Area Women Against Rape		
Bay Area Women Against Rape	\$ 235,000	1004454
Covenant House California	\$ 200,000	1004313
Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth, Inc.	\$ 315,000	1004454
Building Opportunities for Self-Sufficiency		
Building Opportunities for Self-Sufficiency	\$ 250,000	TBD
Communities United for Restorative Youth Justice	\$ 175,000	TBD
Community Initiatives (Fiscal sponsor for Restorative Justice for Oakland Youth)	\$ 325,000	1004457
Roots Community Health Center	\$ 325,000	1004457
Movement Strategy Center (Fiscal sponsor for Urban Peace Movement Oakland)	\$ 350,000	1004457
Nihonmachi Legal Outreach (Asian Pacific Islander Legal Outreach)		
Nihonmachi Legal Outreach (Asian Pacific Islander Legal Outreach)	\$ 200,000	1004455
The Family Violence Law Center	\$ 600,000	1004455
Catholic Charities of the Diocese of Oakland		
Catholic Charities of the Diocese of Oakland	\$ 340,000	1004452
Youth ALIVE!	\$ 1,060,000	1004452
Bay Area Legal Aid		
Bay Area Legal Aid	\$ 15,000	1004458
Root & Rebound	\$ 15,000	1004458
Safe Passages		
Safe Passages	\$ 200,000	1004449
The Youth Employment Partnership, Inc.	\$ 400,000	1004449
Alameda County Probation Department		
Alameda County Probation Department	\$ 100,000	1004313
Community Works West, Inc.	\$ 200,000	1004448
East Bay Asian Youth Center	\$ 430,000	1004448
Oakland Unified School District	\$ 100,000	1004313
Young Women's Freedom Center (Center for Young Women's Development)	\$ 200,000	1004448
Youth ALIVE!	\$ 285,000	1004448
	\$ 85,000	OJJDP TBD
TOTAL	\$ 8,605,000	

FURTHER RESOLVED: That the funds for the majority of the recommended awards are included in the Mayor's proposed FY2019-2021 budget pending City Council adoption and will be supported by restricted funds collected for violence prevention programs as authorized by the Safety and Services Act, Fund (2252), Policy & Planning Organization (78311), HSD Projects (100447-1004458 and 1004313); and be it

FURTHER RESOLVED: That grants in the Community Healing and Adult Life Coaching sub-strategies will be supplemented using \$1,000,000 (\$500,000 annually) in one-time funds available due to receipt of delinquent payments under the Public Safety Act of 2004 as included in the Mayor's proposed FY2019-2021 budget pending City Council adoption; in the Measure Y Fund (2251), Policy and Planning Organization (78311), Measure Y Reserve Project (TBD); and be it

FURTHER RESOLVED: That the ACPD funds in an amount not to exceed \$100,000 annually for a three year term from July 1, 2019 to October 31, 2022 will be appropriated in in the California Board of Corrections Fund (2152), Policy and Planning Organization (78311), OJJDP Project (TBD) and used to enhance a youth life coaching grant award as shown above; and be it

FURTHER RESOLVED: That if revised Safety and Services Act revenue projections for Fiscal Year 2019-2020 change, either positively or negatively, HSD may amend the grant agreements to adjust the grant amounts by the same percentage during the contracting process; and be it

FURTHER RESOLVED: That any unexpended balances due to grantees not meeting their deliverables shall be placed into the Measure Z Reserve Fund (2252), HSD Administration Organization (78311), and HSD Measure Z Reserve Fund Project (1004313); and be it

FURTHER RESOLVED: That the City Administrator is hereby authorized, without returning to Council, to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests and related actions which may be necessary for the above-referenced grant agreements, without increasing the amount of the agreements except as specified above; and be it

FURTHER RESOLVED: That said agreements shall be approved as to form and legality by the Office of the City Attorney and placed on file in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA,

PASSED BY THE FOLLOWING VOTE:

AYES - FORTUNATO BAS, GALLO, GIBSON MCELHANEY, KALB, REID, TAYLOR, THAO AND
PRESIDENT KAPLAN

NOES -

ABSENT -

ABSTENTION -

ATTEST: _____
LATONDA SIMMONS
City Clerk and Clerk of the Council of the
City of Oakland, California



June 4, 2019

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

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

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

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

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

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

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

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

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

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

Sincerely,

/s/

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

ATTACHMENT A



150 FRANK OGAWA PLAZA • 4TH FLOOR • OAKLAND, CA 94612

MEMORANDUM

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

PURPOSE

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

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

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

OAKLAND UNITE 2019-2021 SPENDING PLAN EVALUATION PROCESS

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

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

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

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

Table 1. Adult Employment and Education Support Proposal Scores

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

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

Table 2. Community Healing Proposal Scores

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

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

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

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

OPTION FOR ADDITIONAL FUNDING TO BOSS

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

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

NEXT STEPS

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

ATTACHMENTS: 1 – RFP Scoring Criteria

Attachment 1: Oakland Unite 2019-2021 RFP Scoring Criteria

Agency History and Capacity.....20 points

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

Program Design.....50 points

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

Outcomes and Impact.....15 points

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

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

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

OAKLAND UNITE

Violence Prevention Services Funding Recommendations 2019-2021

Oakland Unite aims to...

MISSION

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

VISION

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

Developing the 2019-2021 Request for Proposals

March-Nov 2018:
Listening
Campaign to
develop Spending
Plan

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

Jan 2019:
RFP released
based on Spending
Plan

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

Highlights & Shifts

1

Focus on gun violence

2

Prioritize diversion and reentry for youth

3

Expand gender-based violence services

4

Launch a community healing strategy

5

Support provider success

Overview of Strategies

GUN VIOLENCE RESPONSE 48% (~4.5 MILLION)

INCLUDES:

Gun violence response and coordination

Violence interruption

Adult life coaching

Adult employment and education

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

INCLUDES:

Commercial sexual exploitation response

Family violence response

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

INCLUDES:

Youth diversion

Youth life coaching and reentry coordination

Youth education and employment

COMMUNITY HEALING 18% (~1.6 MILLION)

INCLUDES:

Community outreach and engagement

Grassroots mini-grants for healing centered activities

Trauma informed training for the provider network



Overview of RFP Review Process

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

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

Reviewer experience included:

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

STRATEGY AREA

GUN VIOLENCE RESPONSE

1,065 ESTIMATED SERVED
 9 GRANTS
 \$3.6 MILLION

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

STRATEGY AREA YOUTH DIVERSION & REENTRY

328 ESTIMATED SERVED
8 GRANTS
\$2 MILLION

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

STRATEGY AREA

GENDER-BASED VIOLENCE RESPONSE SERVICES

1720 ESTIMATED
SERVED

5 GRANTS

\$1.5 MILLION

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

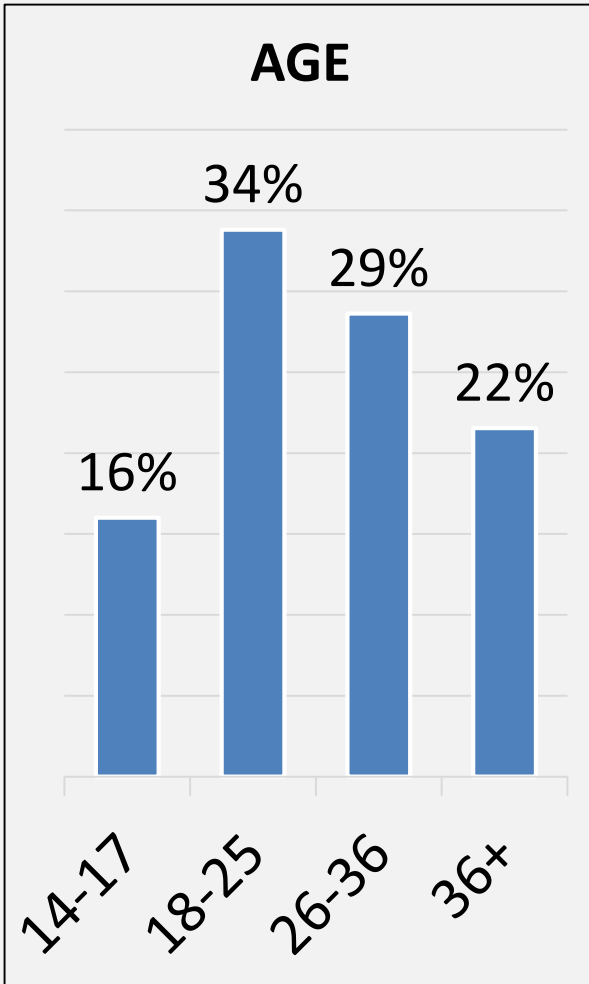
STRATEGY AREA COMMUNITY HEALING

2623 ESTIMATED
SERVED
7 GRANTS
\$1.4 MILLION

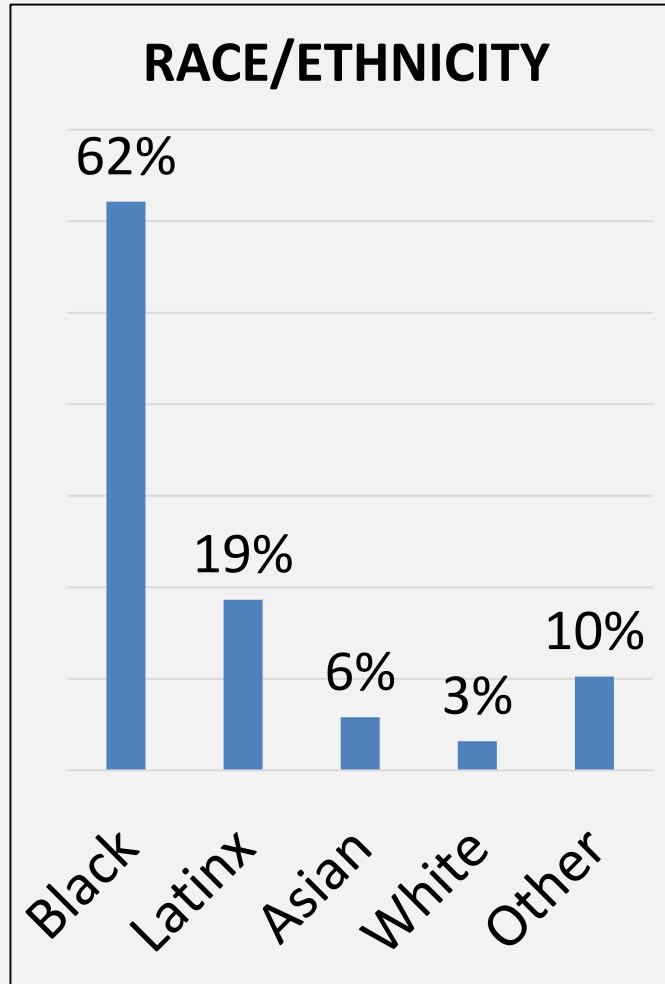
Sub-Strategies	Community Healing	Capacity Building
Agencies	<ul style="list-style-type: none"> • Urban Peace Movement • Roots Community Health Center • Restorative Justice for Oakland Youth • Communities United for Restorative Youth Justice • Building Opportunities for Self-Sufficiency 	<ul style="list-style-type: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

Participant Demographics

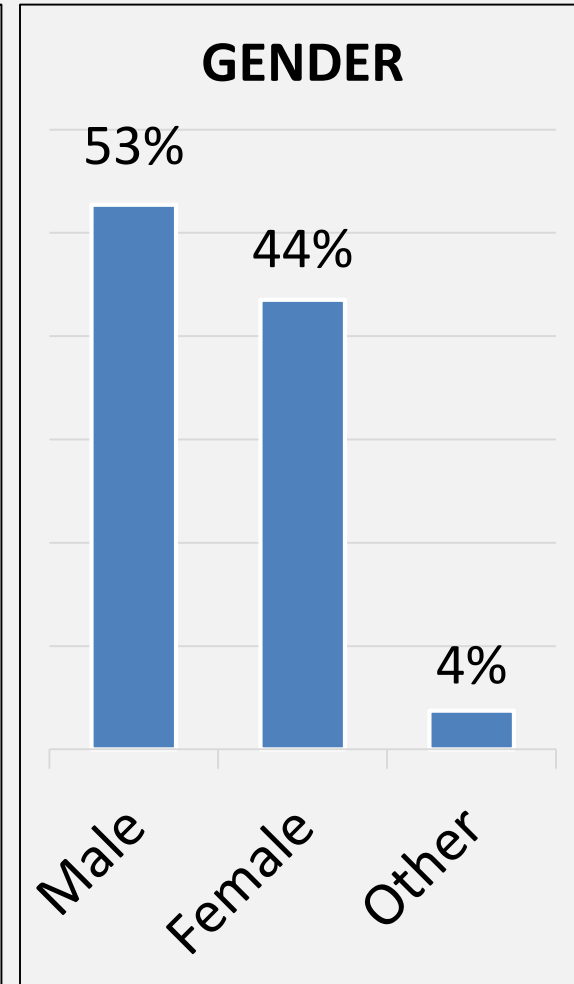
AGE



RACE/ETHNICITY



GENDER



Total Participants = 5,760

Staff Recommendation

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

SSOC Recommendation

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

Timeline & Next Steps

May/
June

- SSOC discussion and approval

June

- Bring to Public Safety Committee and City Council

June

- Negotiate and execute contracts

July

- New service contracts begin