

**Introduction to Attachment A:** This attachment is intended to provide additional information about HSD/DVP recommendations for violence intervention service funding in FY 2020-2021.

It contains the following information:

- Summary of Agencies and Positions Recommended for Funding (Table A1)

Description of Strategy Area and Agency Progress and Challenges

**Table A-1 - Summary of Agencies Recommended for Renewed Funding**

<b>Oakland Unite FY 2020-2021 Funding Amounts</b>		
<b>Sub-Strategy</b>	<b>Agency</b>	<b>FY 20-21 Amount</b>
Adult Life Coaching	ABODE Services	\$150,000
	Community & Youth Outreach, Inc.	\$427,500
	Roots Community Health Center	\$237,500
	The Mentoring Center	\$427,500
<i>Subtotal</i>		<b>\$1,242,500</b>
Adult Employment and Education Support	Center for Employment Opportunities, Inc.	\$327,750
	Youth Employment Partnership	\$242,250
	Oakland Private Industry Council, Inc.	\$285,000
<i>Subtotal</i>		<b>\$855,000</b>
Shooting and Homicide Response	Catholic Charities of the East Bay	\$323,000
	Youth ALIVE!	\$1,007,000
<i>Subtotal</i>		<b>\$1,330,000</b>
Youth Diversion and Life Coaching	Alameda County Probation - JJC Coordination	\$85,000
	East Bay Asian Youth Center	\$423,500
	Young Women's Freedom Center	\$200,000
	Oakland Unified School District - School Enrollment Coordination	\$85,000
	Community Works West	\$200,000
	Youth ALIVE!	\$256,500
<i>Subtotal</i>		<b>\$1,250,000</b>
Youth Career Exploration and Education Support	The Youth Employment Partnership, Inc.	\$380,000
	Safe Passages	\$200,000
<i>Subtotal</i>		<b>\$580,000</b>
Commercially Sexually Exploited Youth Intervention	Motivating Inspiring Supporting and Serving Sexually Exploited Youth, Inc.	\$299,250
	Bay Area Women Against Rape	\$223,250
	Covenant House California (Dreamcatcher Youth Services)	\$200,000
<i>Subtotal</i>		<b>\$722,500</b>
Family Violence Intervention	Family Violence Law Center	\$570,000

<b>Oakland Unite FY 2020-2021 Funding Amounts</b>		
<b>Sub-Strategy</b>	<b>Agency</b>	<b>FY 20-21 Amount</b>
<i>Subtotal</i>		<i>\$570,000</i>
Community Healing	Urban Peace Movement (Movement Strategy Center)	\$332,500
	Roots Community Health Center	\$308,750
	Restorative Justice for Oakland Youth	\$308,750
	Communities United for Restorative Youth Justice	\$175,000
	Building Opportunities for Self Sufficiency	\$522,500
<i>Subtotal</i>		<i>\$1,647,500</i>
		<b>\$8,197,500</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**

<b>Agency Name</b>	<b>Rec Amount</b>	<b>Rec # Served</b>	<b>City Focus</b>
Community & Youth Outreach, Inc.	\$427,500	75	Citywide, based D7
The Mentoring Center	\$427,500	75	Citywide, based D2 & D3
Roots Community Health Center	\$237,500	30	East, based D7
Abode Services	\$150,000	30	Citywide, based D7
<b>Total</b>	<b>\$1,242,500</b>	<b>210</b>	

Life coaches at The Mentoring Center (TMC) and Community & Youth Outreach (CYO), as well as HSD-based 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.

The Mentoring Center works 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 cognitive-based therapy groups for participants.

Roots provides intensive life coaching and wrap-around 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).

**Strategy Area Highlights:** Life coaching services were provided to 192 young adults at highest-risk of violence from June 2019-December 2019. Highlights for the strategy area

include:

- Grantees are using the standardized case management tools developed in partnership with HSD, and find them to be useful. Other evidence-based practices include smaller caseload ratios, longer service duration, and use of participant incentive stipends as milestones are met.
- Three provider staff are completing a Community Coaching Certification Fellowship as part of HSD's technical assistance (TA) program led by consultant Bright Research Group (BRG), with the goal of equipping them with improved skill sets aimed at supporting transformational change. Life Coaches are helping to establish a course recognized by the International Coaching Federation.

All agencies are on track to meet deliverables and had no significant barriers to program implementation in FY 2019-2020. Challenges included:

**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	\$327,750	80	Citywide, based D3
Oakland Private Industry Council, Inc.	\$285,000	30	Citywide, based D3
Youth Employment Partnership, Inc.	\$242,250	30	Citywide, based D5
<b>Total</b>	<b>\$855,000</b>	<b>160</b>	

Programs emphasize paid work experience/transitional employment, certifications or educational advancement, as well as job placement and retention. Center for Employment Opportunities (CEO) offers 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) offers individualized 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.

**Strategy Area Highlights:** Employment and Education Support Services were provided to 143 young adults at highest-risk of violence from June 2019-December 2019. Highlights for the strategy area include:

- Agencies provide significant skill enhancement opportunities through training and certifications including pre-apprenticeship in construction trades, OSHA 10 and SafeServ.
- Agencies in this strategy area dedicate close to 25% of their overall program budget to participant wages and direct financial support. Participants earn structured stipends to

support work readiness and skill building, and direct wages for on-the-job training and subsidized employment opportunities.

All three agencies are on track to meet deliverables and have addressed any significant barriers to program implementation in FY 2019-2020.

**Shooting & Homicide Response:** This sub-strategy supports 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!	\$1,007,000	490	Citywide, based D3 & D7
Catholic Charities of the East Bay	\$323,000	180	Citywide, based D3 & D7
<b>Total</b>	<b>\$1,330,000</b>	<b>670</b>	

Youth ALIVE! (YA!), in partnership with sub-grantee CYO, serve as the City's anchor institution for shooting and homicide response. Agency staff provide immediate outreach to violently injured people referred through local hospitals. Violence interrupters assess situations for risk of retaliatory violence and work to interrupt conflicts between groups and individuals. 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 provided by CYO will be available for those in immediate danger. Catholic Charities of the East Bay (CCEB), in partnership with YA!'s Khadafy Washington Project, will provide citywide homicide response services; connecting families and loved ones to immediate resources and longer-term mental health and healing supports. YA! and CCEB work closely with Oakland Unite staff; convening at least once a week to coordinate efforts.

**Strategy Area Highlights:** This strategy area includes shooting/homicide response and supports, violence interruption and relocation. Highlights include:

- Efforts have resulted in 93 hospital-based assessments, 98 serious conflicts mediated, and the successful emergency temporary relocation of 19 individuals/families outside of Oakland and away from immediate, life-threatening danger. Over 95 percent of all families affected by homicide received some support from service providers in the network.

All agencies are on track to meet deliverables and had no significant barriers to program implementation in FY 2019-2020.

## STRATEGY AREA 2: YOUTH DIVERSION AND REENTRY

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

**Table 6. Youth Diversion and Life Coaching Recommendations**

<b>Agency Name</b>	<b>Rec Amount</b>	<b>Rec # Served</b>	<b>City Focus</b>
East Bay Asian Youth Center	\$423,500	65	Citywide, based D5
Youth ALIVE!	\$256,500	53	Citywide, based D2 & D3
Young Women's Freedom Center	\$200,000	40	Citywide, based D2
Community Works West	\$200,000	35	Citywide, based D3
Alameda County Probation Department	\$85,000	NA- Coordination	Citywide
Oakland Unified School District	\$85,000	NA- Coordination	Citywide
<b>Total</b>	<b>\$1,250,000</b>	<b>193</b>	

Life coaching is centered on transformative relationships and provides advocacy, systems navigation, family engagement, incentives, and socio-emotional skill development. YA!, East Bay Asian Youth Center (EBAYC), and 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 provides 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! provides 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.

Diversion programming offered by Community Works West uses 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.

**Strategy Area Highlights:** Life coaching services were provided to 148 youth on probation who are transitioning out of the Juvenile Justice Center from June 2019-December 2019. Highlights for the strategy area include:

- Community Works West provided diversion to 22 youth and transition-aged youth allowing them to avoid entry into the justice system and has established a new referral pathway directly from OPD.
- A leveraged Office of Juvenile Justice and Delinquency Prevention (OJJDP) Second Chance Act grant funds a pilot program for pre-release life coaching provided by EBAYC and multi-disciplinary team meetings to coordinate wraparound services and improve outcomes for gang-involved youth.

Most agencies are on track to meet deliverables and had no significant barriers to program implementation in FY 2019-2020. One agency had performance challenges and is recommended with contingencies in FY 2020-2021. Challenges for Young Women's Freedom Center (YWFC) have included:

- YWFC is new to the Oakland Unite network and the City of Oakland. Staff turnover, a longer than anticipated start-up period, and challenges with fidelity to the Oakland Unite

life coaching model hindered YWFC from meeting program deliverables in FY 19-20. YWFC has worked hard to address these challenges and is recommended for renewal with the following contingencies: weekly data entry into the Oakland Unite database, monthly program delivery reports to be submitted to Program Officer, and quarterly file reviews conducted by Oakland Unite staff.

**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 internships and scholarships along with academic support.

**Table 7. Youth Career Exploration and Education Support Recommendations**

Agency Name	Rec Amount	Rec # Served	City Focus
Youth Employment Partnership, Inc.	\$380,000	75	Citywide, based D5
Safe Passages	\$200,000	30	West, Central, based D2 & D3
<b>Total</b>	<b>\$580,000</b>	<b>105</b>	

Education and career exploration programs 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, provides employment training, internships and education support to high-risk youth between 14 and 18. Safe Passages provides 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 Highlights:** Career Exploration and Education Support Services were provided to close to 50 or 48 youth and transition age youth at highest-risk of violence from June 2019-December 2019. Highlights for the strategy area include:

- Both Agencies have reported success with increased education attendance and attainment for their clients and have been able to connect students to internship opportunities that explore their particular career interests.

Both agencies are on track to meet deliverables and had no significant barriers to program implementation in FY 2019-2020.

### 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	\$299,250	200	Citywide, based D3
Bay Area Women Against Rape	\$223,250	100	Citywide, based D3
Covenant House California	\$200,000	65	Citywide, based D3
<b>Total</b>	<b>\$722,500</b>	<b>365</b>	

Funded agencies provide a continuum of support for CSE youth ages 12 to 25 years old. Bay Area Women Against Rape (BAWAR) provides crisis response services and linkage to wraparound supports. MISSEY provides a drop-in center with programming and peer support, crisis support, and healing spaces. Covenant House California provides emergency transitional housing and wrap-around support that help CSE youth move from crisis to stability. Working together, these agencies 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.

**Strategy Area Highlights:** CSE programs serves to 365 youth and young adults at highest-risk or engaged in CSE activities from June 2019-December 2019. Highlights for the strategy area include:

- This year additional resources were allocated to advocacy, case management, drop-in group services, and transitional housing dedicated to CSE youth.
- Funded agencies built stronger relationships with essential partners including the Oakland Unified School District, the District Attorney's Office, and mental health providers such as West Coast Children's Clinic to increase referral pathways and support program participants throughout their healing process.

All agencies are on track to meet deliverables and had no significant barriers to program implementation in FY 2019-2020.

**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	\$570,000	900	Citywide, based D3
Asian Pacific Islander Legal Outreach	Not recommended for renewed funding	-	N/A
<b>Total</b>	<b>\$570,000</b>	<b>900</b>	

Family Violence Law Center (FVLC) provides 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. The program seeks to facilitate survivor healing and resiliency and increase safety, mental and physical health, and financial and housing stability.

**Strategy Area Highlights:** The Family Violence program serves 900 victims, survivors, and families impacted by family violence from June 2019-December 2019. Highlights for the strategy area include:

- Services for family violence victims include: advocacy, drop-in group services, and 24-hour crisis hotline, case management, and legal and mental health support.

- In addition to the services funded by Oakland Unite these agencies support victims with housing, child custody, and immigration to support safety and stabilization.

FVLC is on track to meet deliverables and had no significant barriers to program implementation in FY 2019-2020. Asian Pacific Islander Legal Outreach (APILO) had significant performance challenges including delays in hiring staff needed to deliver on their wraparound model to provide legal aid, case management, counseling, and housing relocation. Due to their current inability to deliver contracted services, APILO is not recommended for funding in FY 2020-2021.

#### 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	\$325,500	625	West, based D3
Roots Community Health Center	\$308,750	575	East, based D7
Restorative Justice for Oakland Youth	\$308,750	575	Citywide, based D3
Communities United for Restorative Youth Justice	\$175,000	325	Central, based D2
Building Opportunities for Self-Sufficiency	\$522,500	1000	Parts of West/East, based D3 & D7
<b>Total</b>	<b>\$1,647,500</b>	<b>3,100</b>	

As a new pilot strategy, Community Healing programs have worked to integrate healing-centered principles in systems and practices by employing restorative and trauma-informed approaches that are rooted in the identity and culture of the community to be served. Programs incorporated grassroots mini-grants to support innovative resident-led violence reduction projects.

In East Oakland, Roots connects residents to health, mental health, along with healing events and other supports. Though focused in West Oakland, Urban Peace Movement has provided non-traditional healing events led by community member and events for families who have experienced recent loss of a loved one to homicide though out Oakland. Restorative Justice for Oakland Youth (RJOY) plays a citywide role in promoting healing, providing training to community members, staff and volunteers around healing practices and restorative techniques. Communities United for Restorative Youth Justice (CURYJ) serves Central Oakland with a focus on a culturally-grounded approach to working with the Latinx community. BOSS, with sub-grantees SAVE and Adamika Village, serves parts of West and East Oakland with a focus on involving grassroots and faith-based partners.

**Strategy Area Highlights:** A particularly exciting highlight of the Community Healing strategy was implementation of the new Community Healing Mini-Grants.

- With the support of the five agencies, over 60 Oakland Unite Community Healing Mini-Grants were awarded for healing-centered, community-based activities. Close to 150 applications were received in the first cycle and almost 80 in the second cycle.
  - Agency staff selected and guided the decision-making committees comprised of community member volunteers who read and scored the proposals, and selected



which projects would be awarded by their organization.

- Highlights of a few selected projects include Rapid Response Healing Circles in North Oakland, Community Clean-up and Block Parties throughout West Oakland, Men Helping Men End Human Trafficking from Jingle Town to Sobrante Park, a Circulo de Mujeres in Fruitvale, culturally relevant mental health circles in Castlemont, and a Healing for Non-Profits project citywide.
- In addition, Agencies held over 70 community healing spaces and provided referral and navigation support to 90 individuals seeking support to heal.

All agencies are on track to meet deliverables and had no significant barriers to program implementation in FY 2019-2020.