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Agency Name: ABODE Services**Strategy Area:** Gun Violence Response**Sub-Strategy:** Adult Life Coaching

Program Description: ABODE Services provides life coaching services for 20-30 Oakland Path Rehousing Initiative (OPRI) housing participants centered on relationship building through coaching/mentoring, careful coordination of wrap-around community services, systems navigation and advocacy, and use of flexible funds for housing support.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$150,000	\$75,000	\$70,295.04	\$4,704.96	94%	\$30,000	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
ABODE is serving the range of participants (20-30) as stated in the contract scope of work. Deliverables are reported monthly to the OPRI collaborative facilitated by the Human Services Department's Community Housing Services.	20-30	25	N/A

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency had over 10 participants step down into other subsidized housing vouchers making room for additional participants to benefit from housing assistance.
- 24 out of 25 participants ABODE currently serves are employed or otherwise have income to contribute towards rent.

Challenges:

- Due to a miscommunication of the data collection plan, most participant files did not have the required case notes logged in the Oakland Unite database as stated in scope of work.

Corrective Actions: Agency must ensure all active participants have monthly case notes logged in the Oakland Unite database or Agency's database going back to July 1, 2019.

Case Study: Participant went from wanting to be on the step-down list, to receiving ongoing rental subsidy, to setting a goal to step-down in place and taking on his rental payments on his own merits and

ability. After a heart to heart talk with his case worker about his ability to succeed, Participant acknowledged he wanted more in life than to depend on a program to keep him above water. After the case worker shared with the Participant his goals at program entry and his growth in the last 12 months it gave him time to self-reflect and readjust his needs, desires and wants. Participant asked that the agency set budgetary goals, work on finding employment within his construction trade and support in becoming self-sufficient. Participant gets nothing but positive remarks from his landlord, does not rely on incentives to keep him out the red, and always wants to work together versus having someone do the work for him.

Agency Name: Community Youth Outreach (CYO)**Strategy Area:** Gun Violence Response**Sub-Strategy:** Adult Life Coaching

Program Description: CYO will provide intensive life coaching service to 75 young adult participants centered on an intensive relationship building process through coaching, mentoring and careful coordination of wrap-around community services, systems navigation and advocacy, increased family engagement, pre-release planning when possible, and use of incentives for milestone achievement.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$450,000	\$270,000	\$270,000	\$0	100%	\$142,772	32%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of participants with a life map/case plan created	30	34	113%
# of life coach participants	30	72	240%
# of life coaching hours	1500	1547	103%
# of community presentations	1	1	100%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency conducts regular safety checks on participants.
- Many life coaching participants attend a weekly Health Wealthy Wise peer group.
- Participant files show life coaches are updating life maps as milestones are achieved.

Challenges:

- Agency has some incomplete assessments and incentive forms. Agency needs to ensure thorough completion of assessment and incentive documents.
- Agency life coaches sometimes incorrectly enter data in the online database. Agency must ensure life coaches select the correct data fields in the database when entering participant information.

Corrective Actions:

- Life Coach Supervisor will ensure life coaches are completing all sections of life maps correctly including identifying milestone steps for each life map goal and that life coaches are signing off on life maps.
- Life Coach Supervisor will provide quality assurance of participant files to ensure the right referral source is selected, reported time matches the services rendered, and ensure life coaches are not counting Healthy Wealthy Wise time as life coaching hours.
- Life Coach Supervisor will ensure all life coaches are completing all incentive documentation.

Case Study: Participant came to CYO initially through a Custom Notification in February 2019.

Participant was not receptive originally and was not open to receiving services. However, Participant and his Life Coach (LC) began building a rapport through weekly face to face visits, daily phone calls and text, and attending Healthy Wealthy, and Wise (HWW). Over time, Participant began to trust his LC, and started to open up and share with his LC the trials he was facing. Participant disclosed that he was experiencing challenges surrounding housing. Participant stated that he was struggling to find affordable housing. As a result of sharing with his LC the two began to search for resources. Participant with the assistance of his LC completed and submitted an application for Abode. Shortly after Participant was selected through Abode's lottery process and was awarded housing assistance. In September of 2019, Participant moved into his apartment where he is currently residing. Participant came to CYO gainfully employed although, he was facing some obstacles in the workplace. While working with his LC not only was Participant able to overcome his obstacles at his place of employment but he also received a promotion and is now responsible for the hiring at his company. Participant has proudly become an employment resource for CYO. Participant informed CYO staff that he can now aid with job assistance and wants to hire clients from CYO. Currently CYO has one client that has submitted their resume and is undergoing the hiring process. Participant completed and successfully graduated HWW in May of 2019. Participant also completed and graduated from an additional HWW cohort and continues to occasionally attend HWW when his work schedule permits. Participant states that he is now the assistant coach for his son's basketball team. Participant has now become a positive influence for his younger brother who unfortunately followed his bothers lead. Participant states that he is happy with the results he is experiencing, which is all due to making better decisions. Participant continues to meet with his LC and focus on achieving his goals that are set in his Life Map.

Agency Name: Oakland Unite/HSD – Life Coaches**Strategy Area:** Gun Violence Response**Sub-Strategy:** Adult Life Coaching

Program Description: Three Oakland Unite Life Coaches support participants between the age of 18 and 35 who meet risk factor criteria and/or are referred through Violence Interrupters, Ceasefire, local correctional facilities and law enforcement agencies. Life Coaching is centered on an intensive relationship building process through coaching/mentoring, careful coordination of wraparound community services, systems navigation and advocacy, increased family engagement, and use of stipends for milestone achievement. Life Coaches work closely with the Violence Interrupters, Education and Employment Self-Sufficiency and Violent Incident and Crisis Response strategies to coordinate services.

Safety and Services Act Funding Amount: \$225,868**Table 1. Number Served July– December 31, 2019 (2 Quarters)**

Service	# Served
# of participants served	41
# of life coach hours	709
# of life maps/case plans created	12
# of learning trips	1

Staff Recommendation: Staff recommends continued funding for HSD Life Coaching/Intensive Case Management.

Successes:

- Life Coaches planned and executed several local leadership excursions and a distant learning excursion to South Lake Tahoe to expose participants to new opportunities outside of Oakland and build community among high risk individuals from rival neighbors to discuss the impacts of violence and what can be done to stop the violence.
- Life Coaches held a graduation ceremony at Everett & Jones for recent and former participants to present participants with a certificate of achievement.
- Oakland Unite continues to build and strengthen systems for closer coordination between Oakland Unite Life Coaching providers, Education and Employment Self-Sufficiency providers, Community Healing, Violence Interruption teams and the Crisis Response Support Network, focusing particularly on more effectively engaging very high-risk populations.
- A licensed therapist provides individual and group clinical therapy for the team to help process secondary trauma as a result of working with this very high-risk population.

Challenges:

- Life Coaches who are from the community and have similar lived experiences to participants add great value to the work, often giving them credibility and access to connect with this hard to reach population. However, it also heightens the need to have systems and resources in place to support staff as traumatic events or situations come up in this line of work.

Case Study: Upon his release from prison Participant was referred to Oakland Unite by one of his friends that was also receiving services in the program. Immediately upon signing up, Participant expressed a sincere desire to get his life back on the right track. Within a year's time with the help of his Life Coach, he completely transformed his life with several significant milestones that include maintaining compliance with the terms and conditions of parole, obtaining his driver's license, purchasing a car off the lot as well as obtaining safe affordable housing with his girlfriend. In addition to the milestones mentioned above, Participant was also able to secure permanent employment with Tesla and is currently expecting his second child with his girlfriend. Participant continues to do well by making positive decisions that have allowed him to remain free of incarceration. When asked how he did it, Participant expressed great gratitude for the support that he received from his Life Coach and the staff at Oakland Unite.

Agency Name: Roots Community Health Center**Strategy Area:** Gun Violence Response**Sub-Strategy:** Adult Life Coaching

Program Description: Roots provides intensive life coaching services to 30 young adults centered on an intensive relationship building process through coaching/mentoring, careful coordination of wrap-around community services, systems navigation and advocacy, increased family engagement, pre-release planning when possible, and use of incentives for milestone achievement. Roots also provides mental health services to 10 life coaching participants.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$250,000	\$125,000	\$125,000	\$0	100%	\$51,106	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of participants with a life map/case plan created	15	18	120%
# of life coached participants	15	31	200%
# of life coaching hours	600	649	110%
# of mental health service participants	6	17	280%
# of mental health service hours	20	36	140%
# of community presentations	1	1	100%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency operates from two locations in East Oakland; their original location near 98th and International and their second location in the East Oakland Eastmont Neighborhood located at 7272 MacArthur Blvd. as of the Fall of 2019.
- Agency hired an additional Mental Health Clinician which enabled them to support additional life coaching participants with mental health services.
- Through the life coaching and community healing strategies Roots has been able to broaden their impact in East Oakland.
- Working in collaboration with ABODE Housing Services Roots has been able to secure transitional housing for many of their life coaching participants.

Challenges:

- Agency needs to create and implement a standardized protocol for entering data into the Oakland Unite database for life coaches, currently there are inconsistencies with standards of data entry including life coaching hours matching services rendered.
- The Life Coach Supervisor should provide quality assurance of entered case notes in order to correct duplicated entries and other errors that may exist.
- Agency must confirm participants' three required risk factors are documented in the Oakland Unite database to determine they are eligible for Oakland Unite life coaching services.

Corrective Actions:

- Agency will provide Oakland Unite staff with signed board member conflict of interest statements.
- Supervisor must ensure life coaches are completing all assessment information and all files are consistent and contain required documentation.
- Life Coach Supervisor will ensure all enrolled participants meet at least three of the required risk factors to ensure eligibility of life coaching participants.

Case Study: Since being referred to Oakland Unite Participant has struggled with permanent housing, child custody, employment, and domestic violence challenges. Through these struggles the Life Coach (LC) has consistently and directly assisted Participant. The LC assisted Participant with finding an apartment as Participant's stay in a temporary shelter was coming to an end. The LC found Participant a housing unit, then obtained housings assistance which included Prop 47 support funding with first, last, deposit, and essential furnishings for move in. Participant is now permanently and comfortably housed. The LC supported Participant in getting a job placement was through Private Industry Council and Participant is currently working on-site at Roots providing essential services. Participant is receiving weekly Mental Health Counseling. The LC continues to assist Participant with Participant's family reunification challenges. Through consistent engagement with Participant, Participant has made a lot of progress from when they were first referred to the Oakland Unite Program.

Agency Name: The Mentoring Center (TMC)**Strategy Area:** Gun Violence Response**Sub-Strategy:** Adult Life Coaching

Program Description: The Mentoring Center provides intensive life coaching services to 75 young adult participants centered on intensive relationship building through coaching/mentoring, careful coordination of wrap-around community services, systems navigation and advocacy, increased family engagement, pre-release planning when possible, and use of incentives for milestone achievement.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$450,000	\$270,000	\$265,500	\$4,500	98%	\$106,953	24%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of participants with a life map/case plan created	30	36	120%
# of life coached participants	30	49	163%
# of life coaching hours	1185	1204	102%
# of community presentations	1	1	100%
# of Learning Trips	1	1	100%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- The agency added two new life coaches to the adult life coaching strategy, one of their new additions is a female, Spanish-speaking life coach with the sub-grantee Communities United for Restorative Youth Justice (CURYJ). This will allow the agency the ability to serve women as well as Spanish speaking participants.
- Several of the agency's participants have reunited with their children and are working with the Father to Father programming through Alameda County.

Challenges:

- Due to noncompliance with participants' files Oakland Unite staff provided a technical assistance training with the usage of Oakland Unite life coaching tools to TMC life coaches and supervisor.

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- Agency has struggled with data inconsistencies. It is recommended that supervisor generates deliverable reports in the Oakland Unite database prior to submitting quarterly reports to catch any missing or incorrectly categorized demographic information.
- Some agency files are incomplete. Agency supervisor should provide a regular review of participant files to check for intake documentation completion and provide quality assurance of case notes for thoroughness and accuracy.

Corrective Actions:

- Agency must ensure life coaches are completing all assessment information and that all files are consistent with required documentation.
- Life coaches must begin using Oakland Unite incentive tracking tools, as well as provide back-up documentation for incentives issued in participants' files.
- The Program Supervisor will ensure that all active participants are receiving the required life coaching contacts and will review life coach case notes for quality and time management.
- The agency must conduct a site visit with the sub-grantee Communities United for Restorative Youth Justice (CURYJ). Agency will review the grantee manual around specifications for monitoring sub-grantees.
- Oakland Unite staff will engage in on-going monitoring of participant files to ensure contract compliance.

Case Study: Participant phoned TMC to get his brother involved with TMC's Life Coaching program. After speaking briefly with a TMC staff person Participant remembered that he had been involved with TMC as a teen. He then asked if he could make an appointment to come in and see if he qualified for TMC Life Coaching. Participant did qualify and was assigned a Life Coach. From that first meeting, Participant never missed a meeting. Two of the most urgent items on his life map were: 1) reuniting with his children and 2) getting his driver's license. The challenges he faced were that his child lives in Antioch and he owed \$1,200 on his license. Working closely with his Life Coach, Participant was able to negotiate an extended visit with his child for the first time. The Life Coach accompanied Participant to court where the judge dropped the \$1,200 fine to \$25, which allowed him to gain employment.

Agency Name: Center for Employment Opportunities (CEO)**Strategy Area:** Gun Violence Response**Sub-Strategy:** Adult Employment and Education Support Services**Program Description:** CEO provides job training, transitional employment, employment placement and retention services for 80 young adults, 18-35 years old.**Table 1. Match and Payment History**

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$345,000	\$172,500	\$172,500	\$0	100%	\$69,000	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of clients	40	70	175%
# of community presentations	1	4	400%
# of client hours of work experience	5208	6706	129%
# of clients with work placement	50	44	88%
# of clients with 90 days work placement	10	26	260%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly. Though agency is currently low in # of clients in work placement agency is on track to meet this benchmark by the end of the fiscal year.**Successes:**

- Agency staff is trained in counseling approaches and now utilizes motivational interviewing to engage with participants.
- Agency has created partnerships locally with Oakland Housing Authority and the City of Oakland's Public Works Department to provide specific crew opportunities for participants.

Challenges:

- Agency experienced over enrollment in the program and consequently spent down funds allocated towards participant wages. Agency intends to supplement wages with leveraged funding.

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

Case Study: Participant came to CEO by chance. While on BART he saw a friend, who was heading to CEO for a job coaching meeting. They talked about the program and he later visited the CEO office to get more information. He met the criteria, enrolled in the program, and completed the four-day Pathways to Employment class. Participant met with a job coach who helped him update his resume and conduct mock interviews. Participant said the mock interviews helped him to build his confidence. He attended the weekly job coaching meetings and worked the transitional job for Oakland Housing Authority and Oakland Public Works. Participant credits the daily pay for helping him to survive while going through the program. After working with a CEO job developer, Participant got a position with a local district improvement agency. He worked with the agency for 7 months and even received a raise. While working there, he also worked for a gig app company. He continued to work the gig job until he found himself a job with an American beauty products company in January 2020 as a Warehouse Support Specialist at \$17/hour. Participant is still working there and ended his 1-year of retention services with a live job in March 2020.

Agency Name: Oakland Private Industry Council (OPIC)**Strategy Area:** Gun Violence Response**Sub-Strategy:** Adult Employment and Education Support Services**Program Description:** OPIC provides job training, transitional employment, permanent employment placement and retention services for 50 young adults, 18-35 years old.**Table 1. Match and Payment History**

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$300,000	\$180,000	\$149,117.92	\$30,882.08	83%	\$107,289.80	36%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of clients	25	23	92%
# of community presentations	1	1	100%
# of client hours of life skills and pre-employment skills	1080	332	31%
# of work experience hours	2880	1590	55%
# of clients with work placement	14	11	79%
# of clients with 90 days work placement	10	11	110%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** The agency observed low engagement among participants. Agency informed Program Officer of intentions to change curriculum and training opportunities to align and respond to the needs of participants.**Reporting Compliance:** All reports are completed and submitted after the due date, but with prior notice and approval by Program Officer.**Successes:**

- Agency has strong partnership and collaboration with Life Coaching agencies, primarily serves Oakland Unite target population, and has established a positive reputation among network partners.
- Participants have been connected to training opportunities that include 5 Keys (education and GED support) and barbering training.

Challenges:

- Agency had established relationships with employment partners who have worked with Oakland Unite's target population in the past. The established relationships allow the agency to reduce barriers to entry for work experience opportunities among participants. Agency is currently

working on rebuilding these relationships in order to provide participants with a variety of work experience opportunities.

- In an effort to increase participant engagement and alignment of programming with participant goals, the agency intends to update the curriculum and training format to better serve participants.

Corrective Actions: Agency must develop a quality assurance plan to confirm that all work experience and training opportunities are accurately accounted for in the Oakland Unite database.

Case Study: Participant was referred to Oakland Private Industry Council (OPIC) through the Oakland Human Services Department. Participant had been a victim of violence and was justice system invoiced. Participant was incarcerated for several years for an act of violence. Participant came to OPIC with an immediate need for stable employment with a living wage and benefits, and transportation support.

Participant worked with a case manager to set initial employment goals and strategize around a career/long term employment path. Based on the Participant's transferable skill set, which was acquired during incarceration, Participant was directed to work experience with a local retail employer as a material handler and shipping associate. Participant responded well to his assignment and quickly adapted to the company culture and general work environment. Per the Participant's supervisor, Participant had a very positive impact as a team member and provided leadership for younger co-workers and other staff. During this time Participant worked with case manager to maintain an active job search eventually being hired by a package delivery service and a major transportation hub. Participant maintained both his work experience and his traditional employment with the package delivery service. Unfortunately, the client was release from the traditional employment opportunity because of administrative processing issues and his previous conviction history.

Rather than responding negatively to this setback, Participant immediately began a new job search. Within five days an operations and logistics company hired Participant at a higher wage with union membership and healthcare benefits. The Participant's self-esteem is building each day. Participant is maintaining the conditions of his supervision/release and is establishing positive relationships and supports within his community and building social equity.

Agency Name: Youth Employment Partnership (YEP)**Strategy Area:** Gun Violence Response**Sub-Strategy:** Adult Employment and Education Support Services

Program Description: YEP provides life skills and vocational training, transitional employment/internships, employment placement and retention services for 30 young adults, 18-35 years old.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$255,000	\$127,500	\$84,144.17	\$43,355.83	66%	\$207,315	81%

Number Served July 1, 2019– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of clients who obtain their GED, vocational certificate, or other educational benchmark	3	9	300%
# of community presentations	1	2	200%
# of work experience hours	600	1025	171%
# of clients with work placement	7	5	71%
# of clients with 90 days work placement	3	4	133%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: Grantee is on track to meet all deliverables and is working hard to make sure all participants have work placement.

Reporting Compliance: All reports are completed thoroughly and routinely submitted after the due date but with prior notice and approval by the Program Officer.

Successes:

- Agency offers participants a variety of on-site career exploration and academic success options. Agency has on-site high school diploma and GED completion programs.
- Agency established partnership with Root and Rebound to provide legal services to participants.

Challenges:

- Current sub-grantees are either undergoing organizational changes or have limited experience with government contracts. Agency should continue to communicate contract (reporting and programming) expectations with sub-grantee. Agency should continue to provide sub-grantees with support to achieve contract deliverables.

Corrective Actions: Agency must develop a quality assurance plan for staff and sub-grantee to ensure that work experiences are accounted for within the Oakland Unite database. Agency will update case files with information about the unique goals and experiences of participants.

Case Study: Participant, a 30-year male on probation, enrolled in the program through training partner Cypress Mandela. Participant began the pre-apprenticeship program in October 2019. During the 16 weeks of the program, Participant attended daily vocational training and weekly employability training provided by YEP staff on site, while also gaining real work experience building YEP's tiny house on site. On February 20, Participant graduated the program earning his Multi-Craft Core Curriculum (MC-3) certificate and received a job placement from PG&E, which he started in late March.

Agency Name: Catholic Charities of East Bay (CCEB)**Strategy Area:** Gun Violence Response**Sub-Strategy:** Shooting & Homicide Response

Program Description: Catholic Charities of the East Bay (CCEB), in partnership with Youth ALIVE! (YA), with the sub-grantee Khadafy Washington Project (KWP), provides intensive outreach, case management, and mental health services to 180 of the families, friends, classmates, and other individuals affected by homicides in Oakland.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$340,000	\$136,000	\$136,000	\$0	100%	\$166,542	49%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of intensive outreach clients	90	118	131%
# of intensive outreach hours	630	816	129%
# of mental health clients	32	54	168%
# of mental health service hours	384	403	104%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency uses weekly coordination meetings with its sub-grantee, Youth ALIVE!, to develop resources for serving out of county participants who desire services, but are unable to receive them through the partnership due to distance.
- Agency has launched additional support groups focused on managing trauma and working through the stages of grief. These groups and services are available to Oakland Unite participants and the community at-large. The expansion of services provides necessary support for families that are directly impacted by shooting and homicides in Oakland.
- Agency is directly engaged with the population at the center of violence serving parents, spouses, siblings, and children of homicide victims. Agency provides a much-needed continuum of services using wraparound approach specific to violent incidents and crisis response.

Challenges:

- Agency is updating their current filing system for active and inactive participant folders to create accessible paths for distinguishing current from closed participant files. Agency is addressing documentation and creating an on-going system of ensuring consistent and effective file documentation.
- Agency is in the process of filling the vacant program manager position; an interim staff has been assigned. Agency has begun the process of addressing leadership and administration issues with managing sub-grantee, (KWP,) for reviewing of fiscal and management controls.

Corrective Actions: Agency must submit a quality assurance protocol as well as conduct an internal file review to ensure that all documentation is complete and in client folders. Agency must ensure that all group attendance is properly captured and entered in the Oakland Untie database. In addition, agency must conduct site visit of sub-grantee (KWP) and inform Oakland Unite Program Officer.

Case Study: KWP: Crisis Intervention/First Response Participant Success Story: Sub-grantee KPW received next-of-kin information for a homicide that took place in Oakland in Fall 2019. The original phone number that was provided by law enforcement did not work but thanks to colleagues from the Violence Interrupter (VI) team, they connected KPW to the mother of the homicide victim. After connecting with the homicide victim's mother, she stated that her daughter's husband was also shot in the same incident but survived and was hospitalized at that time. The mother was too distraught for agency to set up a Victim of Crime (VOC) appointment. Thanks to the agency's partnership with the VOC office they were informed that the husband of the victim had an appointment to come in and fill out a VOC application. This proved to be a very vital piece of information because KWP did not previously have the husband's contact information. KWP's Coordinator immediately joined the husband at the VOC office to introduce services. Understandably, the husband was very emotional during the entire VOC application process. After the meeting, he informed KWP that the incident was a drive-by that happened outside of his house and ultimately killed his wife as well as his unborn child. The husband was shot five times as he ran to protect his wife. The husband was very adamant about not knowing where to start regarding planning a funeral. After introducing the husband to KWP and CCEB services, he requested counseling for himself and his two sons. KWP was able to get him a referral to CCEB which, in turn, initiated counseling sessions. KWP also supported the family at the viewing and funeral. KWP supported the husband with financial support (through CCEB) and helped him with logistical relocation needs by helping him search for a new place of residence. The relocation was supported through the resources approved by his VOC submission. For many families, the holiday season is a hard time. Considering the proximity of time between this incident and Christmas, KWP kept special tabs on this family. Knowing the financial constraints the family was facing, KWP staff secured and dropped off presents for the husbands' sons. The husband was very thankful and to this day is still working with KWP and CCEB while he continues grieving for his deceased wife. The husband has made great strides since working with a counselor at CCEB. He has been able to talk through some of the issues that still impact him about losing his wife. This case study illustrates the significance of how our community partners make a deep impact on families. In this case, several of the Crisis Response and Support Network (CRSN) partners (VI team, CCEB, VOC) produced a collaborative effort that has supported this homicide victim's family in this crisis situation and looks to leave a lasting impression on them.

CCEB: Intensive Mental Health Services: Participant was a Spanish-speaking father of five children, who was referred to CCEB by KWP after his wife was shot and killed in Oakland. The Participant had relied a lot in his wife for many aspects of managing the household and kids while he took care of all the bills and worked. His wife was the matriarch of the family and was the one who would attend their children's

needs. When his wife died, Participant did not know how to take care of the most basic needs, including cooking, cleaning, communicating, and emotional support. Participant's youngest child is 3 years old. CCEB's Spanish-speaking Clinician supported Participant by providing psychoeducation around grief and child behavior. The clinician also helped support Participant by teaching him how to respond to his children's behavior by developing his communication skills and increasing his emotional awareness. Participant also reported having depressive symptoms, sleep disturbance, and somatic symptoms. The Clinician worked with him on somatic healing with work in the body as well as mindfulness skills around how to stay present as he worked 7 days a week and tended to oversleep. Participant showed a lot of progress by the 14th session of working together. Within that time, Participant had demonstrated improvement towards his communication skills and an increased softness by being more open, understanding, patient, empathetic, and transparent with his children; something that was culturally difficult for him to do before. Now he is not afraid to be vulnerable with them and knows that takes inner strength. He also reported a decrease in his depressive symptoms and oversleeping, as now he wants to engage with his children. Since then, he is become more confident in managing his household and caring for his children.

Agency Name: Youth ALIVE!**Strategy Area:** Gun Violence Response**Sub-Strategy:** Shooting & Homicide Response

Program Description: Youth ALIVE! (YA!), in partnership with sub-grantee Community & Youth Organizing (CYO), serve as the City's anchor institution for shooting and homicide response. Caught in the Crossfire 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 is provided with subgrantee CYO for those in immediate danger.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$1,060,000	\$530,000	\$390,988.66	\$139,011.34	74%	\$214,601	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
Shooting/Homicide Response			
Outreach to violently injured clients	53	93	175%
# of case management clients	38	54	375%
# of case management hours	638	267	98%
# mental health clients	15	30	200%
# of mental health client hours	60	521	870%
VI safety assessments	43	31	72%
Relocation clients	14	19	135%
Relocation client hours	60	60	100%
# of violence prevention/anger management/conflict resolution event sessions	100	98	98%
# of peer support/counseling group sessions	6	20	333%
Relocation clients provided with financial support	n/a	5	100%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: The agency struggled to achieve case management client hours and Violence Interrupters safety assessments due to staff vacancies in the first quarter. The agency has been experiencing on-going challenges in the partnership with Highland Hospital which has reduced the number of referrals. However, the agency managed to exceed benchmarks in all other categories of

their deliverables. Strong leadership ensures that on-going efforts are in place to address and resolve these challenges. The agency has done an excellent job in preventing gaps in services for this high need population. The agency has filled key vacancies, completed staff hiring, and Youth ALIVE! is now operating at full capacity.

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

Successes:

- Agency coordinates weekly shooting and homicide meetings, connecting collaborative partners (Khadafy Washington Project, California Youth & Outreach, and Catholic Charities of the East Bay (CCEB)) in regular strategic conversations to support participants and their families that are impacted by, or those at the highest risk of, gun violence. Although referrals from Highland Hospital are down, through strong long-standing relationships and collaborations with Oakland Unite, Violence Interrupters (VI) and Caught in the Crossfire (CIC) staff have increased the number of bedside visits and safety assessments.
- Agency has developed strong partnerships with local and state partners to leverage support, trainings, and certifications for staff. The agency maintains and develops valued partnerships among agencies across strategies in the Oakland Unite Network. The agency is providing a high level of support to sub-grantee CCEB as they are in the process of filling a program manager vacancy.
- Agency is intentional about raising consciousness around what it means to truly be safe, teaching various options of how to address and respond to violence among peer and community interactions. Agency engages clients through individual contacts and groups, including serving women through a weekly support group focused on supporting the healing and growth of those impacted by trauma and loss by shootings and homicides. This provides an extension of services and support to an extremely vulnerable population.

Challenges:

- The relationship between Highland Hospital continues to be a work in progress and presents some challenges in accessing the database and the dissemination of referrals. These challenges are currently being addressed.

Corrective Actions:

- The agency reports allowing an extension of time to complete life maps for all newly enrolled Caught in the Crossfire participants. Upon completion of life maps agency will insert them in all participants' folders and provide update to Program Officer by end of May 2020.
- The agency must ensure that participant grievance forms are in all files.

Case Study: During the latter part of 2019, a 34-year-old Participant was shot in Oakland and admitted to Highland hospital. Youth ALIVE! Lead Violence Interrupter (VI) met Participant at the hospital to assess his safety moving forward. After meeting with Participant, the Lead VI determined that Participant was at continued risk, as was his family, and referred his family for relocation services. When Participant was released from Highland hospital, YA located safe hotel accommodations out of the area for a week for him and his wife. During the time Participant was staying at the hotel, the Lead VI worked closely with Participant to find short-term housing with a family member out of the county. Ultimately, the Participant's wife agreed to leave her job in Oakland so that the family could move to a different county. However, Participant's parole status precluded leaving Oakland. YA! Intervention Director and

Oakland Unite Violence Prevention Coordinator worked closely with the Oakland Police Department and the Participant's Parole Officer to transfer his parole out of county. An OPD Captain wrote a letter to the Participant's Parole Officer requesting that Participant be allowed to transfer his parole to the new county where, by this time, Participant's wife had started actively seeking a new apartment. In the letter, the OPD Captain wrote, "The Oakland Police Department supports the relocation of [Participant] out of the area to prevent him from being shot or even murdered in the future. It would not be prudent to force [Participant] to remain in the area where at least one attempt has been made to cause significant harm to his life or even worse, to end his life..."

The Participant's parole was not transferred for nearly nine weeks and during this time, the Lead VI, YA! Intervention Director, and Oakland Unite's Violence Prevention Coordinator all remained in contact with Participant to make sure he was safe and healing from his injuries. Participant and his wife were clear that both did not need assistance locating an apartment but would need financial support with move-in costs. Given the length of time it took to have Participant's parole transferred, the family missed opportunities for obtaining a new apartment because Participant wanted to make sure his parole was transferred correctly before moving from his approved family member's home. In late February, Participant's parole transfer was approved for him to permanently relocate out of county and in March 2020 YA! assisted Participant and his wife with the deposit for their new apartment; the family will move-in by mid-April 2020.

Agency Name: Oakland Unite/HSD - Violence Prevention Network Coordination**Strategy Area:** Gun Violence Response**Sub-Strategy:** Shooting & Homicide Response

Description: The Oakland Unite (OU) Violence Prevention Network (VPN) Coordinator and Liaison work together to provide strategic planning, program development, and overall coordination support to our Violent Incident and Crisis Response (VICR) network of providers. Specifically, the VPN Coordinator provides training, oversight and technical assistance to VICR providers, as well as facilitates support service referrals for individuals in crisis who are at highest risk for engaging in violence; while the VPN Liaison tracks VICR activities and provides technical assistance, facilitates cooperation among VICR providers and other OU strategy providers, and coordinates capacity building and training activities. In addition, both the VPN Coordinator and VPN Liaison are responsible for networking with the Oakland Police Department, Alameda County Probation, Highland Hospital and other system partners working to reduce violence. The table below summarizes the activities conducted throughout the first two quarters of the year.

Safety and Services Act Funding Amount: \$151,829**Table 1. Number Served July 1 – December 31, 2019 (2 Quarters)**

Service	# Served
Violent Incident & Crisis Response Network Half-Day Training Workshops	2
Strategic Planning Sessions w/ Executive Directors and/or Program Managers	2
Weekly VICR Homicide/Shooting Response Coordination Meetings	24
Emergency Temporary Relocation Program Weekly Phone Conference	24
Ceasefire Participant Call-In Events	3
Ceasefire Partnership Meetings	5
Ceasefire Shooting Review Conference Calls	22

Staff Recommendation: Staff recommends continued funding for the VPN Coordination efforts in response to Violent Incidents and Crisis in Oakland.

Successes:

- As the VPN Coordinator, Kevin Grant, has continued to support VICR frontline staff in mediating conflicts that have the immediate possibility of escalating into gun violence and has been instrumental in maintaining fidelity to a communication protocol that ensures critical violent incident information flows from OPD to the VICR network in real-time without compromising the integrity or credibility of frontline workers.
- The VPN Coordinator continues to maintain strong relationships with system partners including California Department of Corrections and Rehabilitation (Parole), Alameda County Probation, Juvenile Justice Center, and Highland Hospital, and helps facilitate communication and relationships between them and Oakland Unite grantees. These relationships have improved access to sites including Santa Rita, Juvenile Hall/Camp Sweeney and Highland's Trauma Unit, thus expanding the network's ability to engage participants at high-risk of violence.
- As the VPN Liaison, Gregory Kentrell Killens, has expanded OU's ability to coordinate and oversee crisis response efforts by working closely with grantees on problem solving and

program development. He attends weekly VICR Shooting and Homicide Response Coordination Meetings with the network providers, tracks their efforts and activities, and plays an integral role in ensuring a coordinated response. He also has facilitated increased coordination and cooperation across OU strategies, particularly between Shooting and Homicide Response, Adult Life Coaching and Community Healing strategies.

- The VPN Liaison has also co-planned and facilitated VICR training events and contributed significantly to OU Network-wide trainings as a co-trainer, especially in regards to relationship-building and intensive life coaching strategies.
- Together, the VPN Coordinator and VPN Liaison have been instrumental in the strategic planning process with VICR service providers (including Executive Directors, Program Managers, and lead program staff), working towards the continued development and refinement of program implementation, structures of collaboration, and communication protocols.

Challenges:

- The volume of violent incidents in 2019 increased compared to 2018, and available resources and capacity continues to be a challenge. In an effort to meet the need, additional staff were hired for the Violence Interruption Team. However, new staff needed to be onboarded and trained before the team was at full capacity.
- VICR teams are often under-resourced in their ability to support program participants at immediate risk of lethal violence with basic needs, particularly with emergency and permanent safe housing alternatives; transportation of high risk individuals (i.e. vehicles for safe passage); and funeral cost support beyond state VOCA funding, which is also not always available.
- As the network of providers grows, and as the work continues to evolve, capacity building and skills training for Intervention Workers, Relocation Specialists, and Homicide First Responders is priority need but with limited time and resources is often one that is not easy to maintain.

Agency Name: Safe Passages**Strategy Area:** Youth Diversion and Life Coaching**Sub-Strategy:** Youth Career Exploration and Education Support

Program Description: Safe Passages provides learning and education support programming, which includes employment readiness training, career exploration, paid internship/stipend experiences for 30 youth.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$200,000	\$120,000	\$80,300	\$39,700	67%	\$60,360	30%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of clients	12	9	75%
# of academic case management hours	48	78	163%
# of community presentations	1	2	200%
# of client hours of life skills and pre-employment skills	120	119.5	100%
# of work experience hours	144	284	197%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: Agency is on track to meet deliverables. Agency has a plan to engage additional clients to ensure the # of clients benchmark is met by the end of the fiscal year.

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

Successes:

- Agency engaged multiple schools in program referral process and recently partnered with another school in an effort to serve more eligible participants.
- Agency identified and built partnerships with multiple agencies in an effort to provide participants with meaningful work experience and internship opportunities.

Challenges:

- Agency encountered challenges accessing internship opportunities for clients as many internship opportunities start before the school year begins, which is when Safe Passages often initiates engagement with participants. Agency will connect participants to internship opportunities later in the year.
- Agency encountered challenges obtaining work permits for participants under 18 years of age. Agency will work with Program Officer to connect with the Oakland Unified School District's

(OUSD) Linked Learning office to obtain work permits for participants in the future and communicate with school administrators about the impact work permit waivers have on participants ability to seek out and engage in fulfilling work experience opportunities.

Corrective Actions: Agency will work with Program Officer to addresses challenges associated with how work experience is compensated and to connect with OUSD for required work permits.

Case Study: Safe Passages staff worked closely with a Participant to get him back into school at an OUSD alternative education center after missing school as a result of being incarcerated. Participant expressed interest in the martial arts and a career that involved helping youth. Safe Passages staff worked with Participant to locate an internship at a local gym.

Participant contacted the gym, scheduled an interview, prepared for the interview, and the Participant was accepted for a full scholarship to train at the gym. In addition, Participant was accepted to a coaching assistant internship position for another children's marital arts class.

A community outreach coordinator remarked, "The young man was responsive, engaged and helpful. He was kind with the kids and was able to guide and keep them focused. I also really loved his desire to learn more about martial arts and fill in his technical gaps." The gym intends to continue working with Participant and stated that after he finishes his Oakland Unite internship with them, and if he maintains the quality of work he has been doing, they will offer him a part time position with customer service and assistant coaching at their gym.

Agency Name: Youth Employment Partnership (YEP)**Strategy Area:** Youth Diversion and Reentry**Sub-Strategy:** Youth Career Exploration and Education Support

Program Description: Agency provides a training and education support program that includes employment readiness training, career exploration, paid internship experiences, and education supports to 75 youth, 14- 21 years old.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$400,000	\$200,000	\$184,795.38	\$15,204.62	92%	\$ 314,445	79%

Number Served July 1, 2019– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# clients	40	40	100%
# of academic case management hours	900	2574	286%
# of community presentations	1	0	0%
# of client hours of life skills and pre-employment skills	500	900	180%
# of work experience hours	2600	2669	103%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.

Reporting Compliance: All reports are completed thoroughly and routinely submitted after the due date but with prior notice and approval by the Program Officer.

Successes:

- Agency offers participants a variety of on-site career exploration and academic success options. Agency has on-site high school diploma and GED completion programs.
- Agency established partnership with Root and Rebound to provide legal services to participants.
- Agency maintains partnerships with Alameda County Office of Education and other system partners and foundations.

Challenges:

- Current sub-grantees are either undergoing organizational changes or have limited experience with government contracts. Agency should continue to communicate contract (reporting and programming) expectations with sub-grantee. Agency should continue to provide sub-grantees with support to achieve contract deliverables.

Corrective Actions: Agency must develop a quality assurance plan for staff and sub-grantee to ensure that work experiences are accounted for within the Oakland Unite database. Agency will update case files with information about the unique goals and experiences of participants.

Case Study: Participant enrolled in Oakland Unite services at YEP in August of 2019. He was referred from his Probation Officer and was a high school drop-out at the time of enrollment. At enrollment YEP staff assisted him in applying for the Alameda County Office of Education's (ACOE) Opportunity Academy. Through the relationship with ACOE, Participant's enrollment was fast-tracked and upon completion of Job Readiness Training, he was working in YEP's construction program while attending Opportunity Academy. With the support of the program and school staff, Participant obtained his High School Diploma in December and subsequently began working on a federally recognized construction certificate, the National Center for Construction Education and Research (NCCER) which he also completed. Participant is now being supported by YEP staff to be connected to unsubsidized employment.

Agency Name: Community Works West**Strategy Area:** Youth Diversion and Reentry**Sub-Strategy:** Youth Diversion

Program Description: Community Works West (CWW) diverts 50 Oakland youth from criminal prosecution using restorative justice processes. Youth referred to Community Works Restorative Community Conferencing Program receive one-on-one case management from the Conference Coordinator to prepare for the Restorative Community Conference (RCC), develop a restorative plan, and successfully complete the plan as an alternative to prosecution, probation, and incarceration.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
200,000	120,000	106,707.02	\$13,292.98	89%	\$50,058	25%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of case managed participants	17	22	129%
# of case management hours	210	214	102%
# of community presentations	1	1	100%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency has a signed Memorandum of Understanding with the Oakland Police Department (OPD) to receive direct referrals for first time violent offenders.
- Agency hosted a kickoff open house with providers from the Youth Life Coaching strategy in attempts to generate referrals for circles of support.
- Agency collects feedback from the participant and surrogate on the restorative case conference experience after every circle.
- Agency is working with Impact Justice to evaluate the restorative case conference program.

Challenges:

- Agency needs to ensure that referrals are picked up from the OPD and the District Attorney in a timely manner. This will eliminate delays in the response time when connecting with youth.
- Agency does not have an assessment tool being administered during intake. It is recommended that agency implement an assessment at intake to understand the participants needs.

- Agency is experiencing challenges incorporating the youth life coaching network in restorative case conferences. To address this challenge CWW has recently hosted an open house for life coaching agencies in order to introduce themselves and their services. CWW is also able to go out to organizations or school to conduct circles of support.

Corrective Actions: Agency must make sure all enrolled participants have complete restorative plans in participant files.

Case Study: This quarter CWW shared a case study on a 15-year-old Responsible Youth (RY). On April 12, 2019, a case was diverted to CWW with an embezzlement charge. Over the span of a few weeks, the RY stole \$859 from a large retailer for whom she worked. She stole from the register along with loading money onto gift cards. When she was finally caught, she was booked and released to her guardian. While working with this RY, CWW provided the planning, preparation, and execution of the Restorative Community Conferencing. CWW acted as a facilitator between the family members, the Responsible Youth, the victim, and community stakeholders. Community Works West provided consistent contact, one-on-one case management, and support for the RY. CWW also provided guidance for the victim, who chose to participate by writing a letter, throughout this process in determining their role and what their needs were. The Coordinator also supported the surrogate victim and community members in understanding their roles. The conference included the RY, their mom, the surrogate victim, and two community members. Due to scheduling confusion, the mom only had about an hour available for the meeting, but it ultimately ended up being enough time. There was a lot of discussion around choices being aligned with the RY's future goals as she had many ambitions. Everyone could see the potential the youth had. The plan included the youth filling out job applications, keeping a money plant alive in order to see something grow through nurturing, being a coach to younger kids, and maintaining home responsibilities. Throughout working with the RY there were a few challenges and celebrations. It was challenging to maintain constant communication with this RY and her family from the beginning of the program. Her mom was often very defensive about each part of the process out of care for and protection of her daughter, but it did make some things challenging. RY had an additional support system of grandma who really believed in the process and supported the youth. RY was mature and had a good understanding from the start of what needed to be done and she always followed through.

Agency Name: East Bay Asian Youth Center (EBAYC)**Strategy Area:** Youth Diversion and Reentry**Sub-Strategy:** Youth Life Coaching

Program Description: East Bay Asian Youth Center provides multi-lingual wraparound life coaching services to 65 youth leaving the Juvenile Justice Center, with a focus on school placement, probation discharge, and brokering of local support services. Life coaching services include assessments, individual life maps, academic tutoring and support, group work, and coaching and mentoring.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$430,000	\$258,000	\$258,000	\$0	100%	\$86,300	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of participants with a life map/case plan created	34	49	144%
# of participants with one supportive adult identified	34	55	162%
# of life coach participants	34	55	162%
# of life coaching hours	1300	1603	123%
# of community presentations	1	1	100%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency is partnering with Oakland Unite and Alameda County Probation to pilot a program to improve outcomes for gang involved youth titled “We Rise” funded by OJJDP 2nd Chance. This pilot program will link a dedicated EBAYC life coach and Deputy Probation Officer to provide life coaching to youth who are gang or group involved in order to reduce their likelihood of future participation in criminal or violent behavior.
- Agency will be partnering with West Oakland Job Resource Center (WOJRC) for office space enabling WOJRC to have an East Oakland presence. This will give EBAYC participants first selection of training and employment opportunities offered by WOJRC.

Challenges:

- Agency has noted on going issues with the Oakland Unite database with regards to accuracy with various data inputted into database. EBAYC has been diligently working with the Oakland Unite database help desk to resolve issues.

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

Case Study: Participant attends an Oakland continuation High School. He was referred on May 16, 2018 and again on March 15, 2019. Participant struggled with following directives from his mother and was AWOL from home. Participant often did not arrive to school on time or try to improve his grades. Participant had issues with school officials where rapport was turbulent. Participant had violated his probation conditions due to poor decision making and negative peer involvement in the community. Participant had a history of THC usage that hindered his ability to comply with probation terms. Participant's challenges included building consistency to sustain progress in the community when surround with peers and following through with household chores. However, over a period of 12 months, his EBAYC Life Coach stayed consistent with his support and helped Participant be dismissed from probation in February 2020. Below is a brief description of Participant's service plan and achieved outcomes. Participant's Life Map Goals included: 1. Probation progress: Comply with probation terms and conditions. 2. Education: Improve attendance and academic performance. 3. Family relationship: Improve communication at home. Participant's Life Map Action Steps included: 1. Test clean for THC usage and obey curfew. 2. Attend classes at least 4 times daily. 3. Achieve satisfactory grades. 4. Perform two household chores every day. 5. Reduce conflicts with his mother. Participant's Progress 1. Client has modeled improvement with his attendance and has achieved improved grades (GPA 3.33). 2. Caregiver reported that client has been complying with his household chores and has communicated his whereabouts in the community. Participant's Successes: 1. Life Map goals with Education and Probation Progress have been fulfilled. 2. He was dismissed from probation in February 2020. EBAYC was successful with this participant because they invested time and effort with him twice. The first time that he was referred, all EBAYC could do was to stabilize his immediate problems which were school suspension, violent family conflicts, and THC use. EBAYC closed his case after six months because he AWOL for a long period. EBAYC waited and accepted him again when he was brought back to the Transition Center. The second intake was a year long journey that proved to be successful. EBAYC's experience suggested that we need to provide services over an extended period of time to be able to create positive changes with participants that had severe life challenges.

Agency Name: Oakland Unified School District**Strategy Area:** Youth Diversion and Reentry**Sub-Strategy:** Youth Life Coaching

Program Description: The Oakland Unified School District (OUSD) Enrollment Coordinator places 375 students exiting the Juvenile Justice Transition Center (JJTC) in an OUSD educational site or other educational institution and refers 150 eligible youth to life coaching services based upon outreach to families and needs assessments of minors prior to or at the time of their release from juvenile hall.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$100,00	\$50,000	\$40,000	\$10,000	80%	\$109,096	109%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of students connected to education	155	156	101%
# of students referred to life coaching	50	95	190%
# of community presentations	1	2	200%
# of Multi-Disciplinary Team (MDT) meetings at school sites planned	6	32	533%
# of case conferences meetings at Transition Center	20	26	130%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- OUSD Enrollment Coordinator helped orient staff of two new Oakland Unite life coaching agencies to the electronic referral process. The orientation processes not only trains agencies, it also encourages better communication and collaboration with agency partners.
- OUSD Enrollment Coordinator has provided referrals for Restorative Justice Circles. This collaboration with Community Works West provides youth support with coping in areas where they may be struggling.

Challenges:

- Staff turnover was a challenge. OUSD experienced a staffing turnover with the administration position.
- OUSD experienced technical issues with the Oakland Unite database. OUSD is in communication with the Program Officer and the Oakland Unite database help desk to resolve issues.

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

Case Study: Participant is a 13-year-old 8th grader who has been part of the program for two years. The Enrollment Coordinator provided support with food bank referrals and deliveries, court appearances, GPS challenges, Individualized Education Plan (IEP) school placement, Multidisciplinary Teams, Welcome Circles and Circles of Support. The Enrollment Coordinator initiated an IEP school placement review that resulted in a transition from NPS to Comprehensive Middle School placement. As the result of continued life coaching and wraparound support this student and younger sibling were able to access online distance learning on their iPads and begin homeschooling under their mother's guidance before Chromebooks were delivered.

Agency Name: Youth ALIVE!**Strategy Area:** Youth Diversion & Reentry**Sub-Strategy:** Youth Life Coaching

Program Description: Youth ALIVE! along with their sub-grantee Communities United for Restorative Youth Justice (CURYJ), provides life coaching services to 53 juvenile offenders referred by the Juvenile Justice Transition Center (JJTC) as well as participants referred from other approved referral sources that meet the required risk factors, with a focus on school placement, probation discharge, and brokering of local support services. Youth ALIVE! will also provide mental health service support services to 15 youth participants.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$270,000	\$135,000	\$135,000	\$0	100%	\$55,137	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of life coaching participants	26	65	250%
# of life coaching hours	1040	1580	150%
# of community presentations	1	11	111%
# of life maps created	26	36	138%
# of participants referred to mental health services	7	6	86%
# of mental health service hours	35	43	120%
# of participants with one supportive adult identified	26	36	138%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all but one deliverable and has exceeded all other deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency's partnership with sub-grantee, CURYJ, allows them to serve Spanish speaking life coaching participants.
- Agency participants are supported in navigating systems, such as the justice system (both court and probation) resulting in reduced recidivism and increased dismissals.
- Life coach participants' access to Oakland Unite employment agencies helps youth become employment ready, prioritizes them in the City of Oakland employment training programs, and helps them obtain and maintain employment, which increases their earnings.

Challenges:

- Both agency and sub-grantee staff continue to experience barriers working with participants and their families regarding accessing housing, including access to temporary shelter programs in Oakland.
- Agency had issue with the online database. Social Emotional Surveys entered in the Oakland Unite database in previous quarters were not reflecting in the quarterly report. Agency is working the Oakland Unite database help desk and Program Officer to resolve the issue.

Corrective Actions:

- Agency must create and maintain standardized practices of incentivizing participants to ensure equity and balance of the incentive amounts given to participants.
- Agency must provide internal file review for all youth life coaching folders to ensure consistent use of the Oakland Unite life coaching tools. In addition, agency must update incomplete life maps and missing case notes and create a policy for onboarding new staff to use the Oakland Unite life coaching tools appropriately.

Case Study: The Life Coach began working with the youth Participant while incarcerated at the Camp Sweeney. In December when the Life Coach was meeting with Participant, he expressed an interest in attending college. The Life Coach encouraged him to do so. The Life Coach continued to encourage and support Participant while he was in Camp Sweeney and he was able to graduate high school. Participant was released from Camp Sweeney in early March of 2020 after he completed a series of successful home visits with his family. The Life Coach continued to support Participant after he was released and encouraged Participant to move forward with his educational plans regarding college. The Life Coach began contacting colleagues at the Project Rebound Program of San Francisco State University (SFSU) that supports formerly incarcerated students. Project Rebound agreed to allow Participant to take one class and after the successful completion of that one class, Participant is eligible to apply as a full-time SFSU student for the Spring of 2020. The Life Coach will continue to mentor Participant in efforts to keep him on track for SFSU.

Agency Name: Young Women's Freedom Center (YWFC)**Strategy Area:** Youth Diversion & Reentry**Sub-Strategy:** Youth Diversion and Life Coaching

Program Description: The Young Women's Freedom Center (YWFC) works 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 for 40 youth participants will include comprehensive socio-emotional, employment and educational support to achieve economic independence and emotional stability.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$200,000	\$120,000	\$87,126.35	\$32,873.65	73%	\$151,134	76%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of participants with a life map/case plan created	19	1	5%
# of life coach participants	19	6	32%
# of life coach hours	760	33	4%
# of community presentations	1	0	0%
# of peer support/counseling groups	10	0	0%

Staff Recommendation: Staff recommends renewal with the following contingencies: weekly data entry into the Oakland Unite database, monthly program deliverables report to be submitted to the Program Officer, and quarterly file reviews conducted by Oakland Unite staff.

Benchmark Comments: Agency 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 Fiscal Year 19-20. YWFC has worked hard to address these challenges. The agency has recently started "Freedom Groups" and has committed life coaches supporting participants.

Reporting Compliance: Agency often submits late but usually notifies the Program Officer.

Successes:

- Agency has developed a strong referral stream as part of SafetyNet and with the support of the Oakland Unified School District-Juvenile Justice Center Enrollment Coordinator.
- Agency staff reflect the population they serve and YWFC is youth-centered, supports youth leadership and encourages youth autonomy over their lives.

Challenges:

- As a new agency in the Oakland Unite network and in Oakland, YWFC had a longer than anticipated program start-up and therefore has not expended a significant portion of funds. YWFC's Oakland Unite funded program has just started groups and is now fully operational.
- Staff turnover at YWFC has impacted program deliverables and fidelity to the Oakland Unite life coaching model. YWFC management has worked hard to hire and support its life coaches as they learn the Oakland Unite life coaching model.

Corrective Actions:

- Agency must create participant files with the appropriate Oakland Unite life coaching documents including assessment, intake, and life map forms as well as the Consent to Share Data form. In addition, files must contain case notes that include appropriate times for each participant contact. Oakland Unite has resent the documents to the agency and the agency received a training for Oakland Unite's Lead Life Coach. The training included expectations around case notes.
- Agency must administer the Social Emotional Learning tool required of life coaching agencies. The agency received additional training on this tool and intends to begin to administer it as soon as possible.
- Agency must complete incentive forms and track incentive amounts in the Oakland Unite database. The agency was trained around appropriate incentive tracking and intends to implement this practice as soon as possible.

Case Study: Participant was expelled for fighting at school after posting inappropriate photos of classmates online. She was fighting with anyone all the time. She would run away from home weekly. A YWFC Life Coach met with her after she was caught shoplifting at Target. She is now at another school where her attendance is consistent. She has been at home since the end of December. She has deleted her fake social media accounts and has not been in any fights. She has worked very hard to make changes in her life.

Agency Name: Bay Area Women Against Rape (BAWAR)**Strategy Area:** Gender-Based Violence Response**Sub-Strategy:** Commercially Sexually Exploited Youth Intervention

Program Description: BAWAR's Sexually Exploited Minors (SEM) Program staff provides crisis stabilization and intervention services for 100 youth who identify as victims of or individuals at-risk for sexual exploitation. Staff provide needed crisis intervention, crisis counseling, advocacy, accompaniment, and referrals for extended wraparound services as needed. Staff provide general outreach to educate 300 youth and the public on sexual exploitation and community resources for prevention and intervention.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$235,000	\$117,500	\$105,650.42	\$11,849.58	90%	\$75,392	32%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of intensive outreach participants	50	60	120%
# of hours per intensive outreach client (average of 1 hour per client per week X 10 weeks per quarter)	500	375	75%
# of general outreach participants	150	394	263%
# of community presentations	1	1	100%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: The agency is on track to meet most of the deliverables. The agency has struggled to meet deliverables due to staff transitions and turnover. Funds have been withheld for agency not meeting benchmarks, and staff will continue to work with the agency to meet program goals.

Reporting Compliance: Agency submits reports late but usually notifies the Program Officer.**Successes:**

- Agency has worked hard building relationships with network partners including MISSEY, Young Women's Freedom Center, East Bay Asian Youth Center and the Oakland Unified School District-Juvenile Justice Center Referral Coordinator to increase their referral network and resources for participants.
- Agency is diversifying their referral sources from systems partners and receiving more referrals from Probation. The agency is also continuing to build stronger relationships with the District Attorney's Office to facilitate more timely referrals.

Challenges:

- Policies regarding the decriminalization of Commercially Sexually Exploited (CSE) youth have required the BAWAR SEM Program to adapt their previous model and build collaborations with other systems partners including Oakland Unified School District as well as other community partners to connect with CSE youth that are no longer taken to the Juvenile Justice Center.
- The agency had some findings on the most recent financial audit including no monthly reconciliations of bank statements and lack of separation of duties. The agency responded to these findings by creating an agency accounting manual that implements an internal control structure recommended by the Council of Sponsoring Organizations.

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

Case Study: Participant was referred to BAWAR last spring due a carjacking and for violating probation by hanging out with some boys. When BAWAR received the referral, they were told about the difficulties in engaging the participant by other service providers. Many other service providers had a hard time connecting with the Participant. The Participant made it clear to everyone, including the courts no one “understood” her, and she needed someone who was not going to leave her when things got hard. With that knowledge, BAWAR made sure when they connected with Participant, they were intentional and smart. When Participant was added to BAWAR’s SEM Advocate’s caseload they immediately built a strong rapport. The SEM Advocate took the time to understand the Participant and to connect her to services the Participant knew she needed and could complete to be successful. Participant had some bumps in the road where she was not going to school, not coming home, or following the rules of probation but she did not give up. With the help from the SEM Advocate and her other team members (Fly & MISSEY) she was able to vocalize the hardship. Since then Participant has completed 30 hours of counseling, 20 hours of community service, and has been able to be on home supervision with no violations. Participant will soon be off probation and closed out with BAWAR. The Participant’s growth has been visible to everyone around her.

Agency Name: Covenant House California (Dreamcatcher)**Strategy Area:** Gender-Based Violence Response**Sub-Strategy:** Commercially Sexually Exploited Youth Intervention

Program Description: Covenant House California's (CHC) Dreamcatcher and Nika's Place sites are open 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). 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 100 Commercially Sexually Exploited youth. These programs meet the immediate needs of Commercially Sexually Exploited Children ages 13-17 by providing emergency shelter, food, clothing, counseling, case management, legal services and referrals for health care and other appropriate services.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$200,000	\$120,000	\$120,000	0	100%	\$40,000	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of clients placed into shelter/emergency housing	35	54	154%
# of case managed clients	35	52	149%
# of case management hours	288	577	200%
# of community presentations	1	3	300%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** The agency often submits the Expenditure portion of the reports late but always notifies the Program Officer in advance.**Successes:**

- Agency can increase the stability of program participants by providing emergency shelter that is gender responsive and sensitive to the diversity of CSE and homeless youth.
- Nika's Place, a shelter designated for commercially sexually exploited youth and part of Covenant House-Dreamcatcher, is fully operational with trained staff and participants in beds.
- Agency received state Community Care Licensing (CCL) for running a Runaway Homeless Youth (RHY) Shelter.

Challenges:

- There have been minor challenges with data quality. Agency needs to ensure that the eligibility criteria for participants is clearly indicated in the files and that there is sufficient quality assurance of data entry.

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

Case Study: At the age of 14 Participant was living with her aunt in an extremely abusive situation. With nowhere else to go she felt her only option was to turn to the streets. When she arrived at Dreamcatcher, staff learned that she had been involved with an older man who was making lofty promises for a better life that had a dangerous price tag. Once she arrived, as she attached to the program and learned to trust Dreamcatcher staff, she decided to let go of that relationship and it probably saved her life. Dreamcatcher's on-site lawyers sorted through a complicated and lengthy court system to establish legal residency for Participant and then worked with her (abusive and exploitive) aunt to successfully and legally release custody of her. While this was a long process it gave Participant the opportunity to receive three nutritious meals a day, a safe place to sleep, individual and group counseling, access to physical and mental health services, educational assistance, and Positive Youth Development activities. Most importantly, it gave Dreamcatcher a chance to envelope Participant in a familial environment where staff live out Dreamcatcher values of unconditional love and respect so that she could feel care and support. Dreamcatcher was able to get Participant stably placed and back in school where she is excited and committed to her future. Participant's story is a good example of a successful achievement within the Dreamcatcher program. Her story speaks to Dreamcatcher's unique ability to remove teens from a life on the streets, provide them with comprehensive individualized support services that meet their specific needs and, the ability to secure a safe and stable destination for them. The youth the agency serves are in the midst of puberty, an incredibly important physical, emotional and mental developmental milestone while navigating significant trauma that occurred before and during their homelessness, often at the hands of those in whom they were supposed to be able to trust. It is at this juncture of poverty, violence, mistrust, hope, and hormones that Dreamcatcher staff interfaces with youth like the Participant as they move from the street to shelter to sustainability. This intersection where staff and youth do their work is unendingly delicate and, for better or for worse...human. For each youth Dreamcatcher serves, success means something different and the re-establishment of trust in adults runs according to its own timeline.

Agency Name: Motivating, Inspiring, Supporting, and Serving Sexually Exploited Youth (MISSEY)**Strategy Area:** Gender-Based Violence Response**Sub-Strategy:** Commercially Sexually Exploited Youth Intervention

Program Description: MISSEY's Sisters Transforming and Rising (STAR) Center is a daily drop-in center that serves as a safe space for 200 female, femme, and non-binary youth ages 12 to 25 impacted by commercial sexual exploitation in Oakland. 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.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$315,000	\$189,000	\$171,306.81	\$17,693.19	91%	\$130,841	42%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of drop-in center participants	100	105	105%
# of group participants	60	66	110%
# of intensive outreach participants	35	35	100%
# of community presentations	1	1	100%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** Agency sometimes submits reports late but usually notifies Program Officer.**Successes:**

- Agency is working to shift the culture in the organization and how it interacts with participants. Instead of being transactional MISSEY is working to incorporate life coaching and to create intentional safe spaces for participants.
- Agency has a new pilot program to create a pipeline for participants to become paid interns. This allows participants who may be aging out of services to continue to be engaged with MISSEY and offer peer support while getting paid.

Challenges:

- Agency consistently recognizes the space challenges they have at their current location. MISSEY is actively looking for a new larger space to be able to accommodate all their programs and participants safely.

- Agency continues to deal with staff turnover and has some vacant positions. MISSEY is dedicated to hiring culturally responsive staff that are skilled in youth development to support participants in the STAR Center.

Corrective Actions: Agency must ensure that Oakland Unite's Consent to Share Data Agreement form is in participant files. Agency will complete this corrective action by the end of May 2020.

Case Study: This quarter the agency facilitated a brainstorming group of MISSEY veterans and older clients. The agency asked clients to participate in a survey of interest. MISSEY wanted to gather information from clients who had completed MISSEY programs and/or aged out of services. A current participant who has been actively engaged in case management and working towards employment asked if she could participate in the conversation. Though the Participant is 20, she stated she had been receiving services since she was 16 and felt she had enough history with the organization to provide feedback on programming. MISSEY asked for her feedback and much of it was centered around the loss of staff and lack of consistent monetary incentives. MISSEY validated her loss of close connection to former staff. MISSEY also shared ideas for incentives and gave context for the shift from monetary incentives to group outings and excursions. MISSEY asked the Participant if she would be interested in gathering feedback from other former participants in her network and co-organizing an alumni meeting. The Participant was excited to be in a position of leadership and took the job right away. The Participant has since been working with the Drop-In Center Coordinator and Facilitator to create alumni surveys and co-host the event. The Participant's story is a success because of her tenacity to speak up and create advocacy around youth/client needs. The Participant is now an active member of MISSEY's STAND program and will be trained in CSEC 101 and MISSEY's Word on the Street curriculum to co-facilitate prevention workshops in middle/high schools. MISSEY is proud to support the Participant in cultivating her voice and skills.

Agency Name: Asian Pacific Islander Legal Outreach (APILO)**Strategy Area:** Gender-Based Violence Response**Sub-Strategy:** Family Violence Intervention

Program Description: The Asian Pacific Islander Women & Queer Legal Wraparound Services project will provide legal aid, case management, counseling, and housing relocation to over 200 survivors of family violence, including immigrants, women and LGBTQ identifying individuals, South and Southeast Asians, and Pacific Islanders.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$200,000	\$100,000	\$66,770	\$33,230	67%	\$148,297	74%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of clients provided with legal services	150	15	10%
# of case managed clients	113	0	0%
# of mental health service hours	225	228.93	102%
# of community presentations	1	1	100%

Staff Recommendation: Staff does not recommend renewal.**Benchmark Comments:** Grantee is not on track to meet deliverables.

Reporting Compliance: The agency submits reports late and does not communicate in a timely manner with the Program Officer.

Successes:

- Agency provides culturally and linguistically responsive legal services and the sub-grantee, Banteay Srei, provides culturally and linguistically responsive mental health services.

Challenges:

- Agency's Oakland Unite funded program has not developed as intended.
- Agency's program is not fully staffed and was not able to provide legal services and case management to identified clients.

Corrective Actions:

- Agency's current program is not operating with fidelity to the proposed program in the scope of work. APILO is serving different participants than the sub-grantee, instead of providing wraparound legal, case management (APILO) and mental health support (sub-grantee) to

program participants. The agency will communicate with the Program Officer in a timely manner when there are changes to program implementation.

- Agency's files did not match program expectations, were not easily identifiable as victims/survivors of domestic violence and did not contain detailed notes about legal or case management services. APILO must accurately reflect eligibility and services related to the Oakland Unite funded program, such as ongoing case management/legal counsel and/or representation in files as well as comprehensive case notes.
- When operational or fiscal questions arise, agency staff are frequently unable to answer questions posed by Oakland Unite staff, making it difficult to resolve issues regarding service delivery and expenditures. The agency will provide written description of roles and contact person(s) for operational, fiscal, and supervisorial related questions to resolve issues

Case Study: No case study submitted.

Agency Name: Family Violence Law Center (FVLC)**Strategy Area:** Gender-Based Violence Response**Sub-Strategy:** Family Violence Intervention

Program Description: FVLC provides a wide range of supportive services for over 1,000 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 Oakland Police Department officers on FVLC's services and domestic violence.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$600,000	\$360,000	\$360,000	0	100%	\$120,000	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of clients receiving crisis response services	500	776	155%
# of case management clients	20	34	170%
# of case management hours	175	177	101%
# of clients provided with legal assistance	250	404	162%
# of community presentations	1	3	300%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency is able to meet the high community demand for family violence services and support with a small and dedicated staff. FVLC serves over 1,000 participants with their crisis hotline, case management and legal services.
- Agency has a fully staffed case management team that includes a certified life coach.
- Agency has increased their legal capacity to serve participants that includes providing family law for participants and longer-term cases.
- Agency received a Domestic Violence Housing First grant to support victims/survivors attain/maintain stable housing.

Challenges:

- Agency relies heavily on government funding. The board is working to increase sustainability and diversify funding.
- Ongoing transitions in the organizations of systems partners can make establishing and sustaining relationships challenging.

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

Case Study: Agency started working with Participant in October 2019 to help her get a restraining order against her children's father. Participant had been with their father for several years, but the relationship became increasingly abusive as he started using methamphetamines. His drug addiction spiraled out of control and escalated the violence. He threatened to kill Participant, severely physically abusing her, and their six children. Despite all the abuse Participant has endured, she has shown so much resilience in working to get herself and her family through this difficult time. She is a working single mother who continues to provide for her children. The amount of hardship she has gone through is unimaginable, but FVLC has been able to assist her with crisis services, legal services, and case management services. One of FVLC's attorneys represented her for her restraining order case and Participant now has a five-year Restraining Order After Hearing (ROAH) against her abuser. FVLC's housing case manager assisted her with gift cards to help support her family during a time in which she was unable to work due to the abuse. FVLC is continuing to work with her and checking in with her on a regular basis. She still has a lot of trauma and hardship to work through, but FVLC will be there to support her along that journey.

Agency Name: Building Opportunities for Self-Sufficiency (BOSS)**Strategy Area:** Community Healing Strategy**Program Description:** Agency will provide community outreach and engagement, community healing events and activities, and administer grassroots mini-grants for the benefit of 1,000 Oakland residents.**Table 1. Match and Payment History**

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters + Advance)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
\$550,000	\$330,000	\$329,500	\$500	99.8%	\$110,000	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of general outreach events	7	8	114%
# of clients receiving intensive outreach/navigation (referrals)	18	18	100%
# of grassroots mini-grants administered	3	3	100%
# of volunteers	15	8	53%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet most deliverables.**Reporting Compliance:** Agency has submitted reports late, but usually notifies Program Officer in advance.**Successes:**

- Due to the partnership with Oakland Unite, Agency has leveraged Federal, State, and County funding to hire Community Navigators full time.
- Agency identified four leaders of the community to be part of the Mini-Grants Decision Making Body for the Community Healing Strategy. The Mini-Grant Committee read over 30 proposals in the fall cycle and awarded seven projects including Love Don't Hurt, a Valentine's Day themed event for domestic violence survivors, and massage services for non-profit workers.

Challenges:

- Agency did not communicate the roles of the Program Supervisor/Manager clearly to the Program Officer at the beginning of the contract causing issues with communication between BOSS staff and the Program Officer, including when there were staff changes. A Program Manager was designated in Quarter 3 that is working well with the Program Officer and addressing challenges regarding communication.
- Agency has struggled communicating with their sub-grantee Soldiers Against Violence Everywhere (SAVE). SAVE has gone through staffing changes, including a new Executive Director.

Corrective Actions:

- Agency organizational chart did not include Community Healing program and staff. Agency will provide an organizational chart that includes funded program, staff names, positions, and indicates FTE for Oakland Unite funded positions.
- Agency did not keep a binder for copies of the sign-in sheets for community healing events. Agency will create a binder and have copies of all sign-in sheets for all future community healing events.
- Agency was not able to provide signed board member conflict of interest statements because board members agreed that by signing the by-laws, they all agreed to the conflict of interest. Director will ask board members to each sign a separate conflict of interest statement.
- Agency had duplicate intensive outreach participants in the Oakland Unite database. Agency will develop and provide a protocol regarding data entry quality control practices. Supervisors will monitor quality control to avoid duplicates.

Case Study: Participant is currently on probation and recently needed to find housing quickly. After starting a new job and not yet in a secure financial situation to obtain housing, Participant was referred to the BOSS agency where they received a lot of support and resources. Participant was assisted in locating housing opportunities and assisted with financial support as well. Participant now has a secure residence and can work comfortably and satisfy probation obligations. Participant shared, “This program really has helped me, and I greatly appreciate the support.”

Agency Name: Communities United for Restorative Youth Justice (CURYJ)**Strategy Area:** Community Healing**Program Description:** CURYJ provides community outreach and engagement, community healing events and activities, and administer grassroots mini-grants for the benefit of 325 Oakland residents.**Table 1. Match and Payment History**

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters + Advance)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld*	Percent Paid	Match	Percent Match
\$175,000	\$105,000	\$94,653.38	\$10,346.62.66	90%	\$42,665	24%

*This amount includes unexpended funds. The amount includes mini-grant funds that were awarded in Q2, but disbursed early in Q3.

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of general outreach events	3	5	167%
# of clients receiving intensive outreach/navigation (referrals)	10	10	100%
# of grassroots mini-grants administered	3	6	200%
# of volunteers	4	6	150%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency provided wrap-around services for the family members of one of their youth leaders that was killed in San Francisco in early September. Agency provided healing spaces for friends, family members, and CURYJ staff that were impacted by his death.
- The Healing Justice Manager is supported by the Agency's Life Coaches to engage and coordinate healing spaces and support for Spanish speaking participants.
- Agency has standardized practices of capturing and inputting data into the Oakland Unite online database, either entering data the same day or the following morning.
- Agency recruited youth community members from Central Oakland to be part of the Mini-Grants Decision-Making Body for the Community Healing strategy. The Mini-Grant Committee read over 20 proposals in the fall cycle and awarded six projects including an Aztec dance performance and Circulos de Mujeres (Women's Circles).

Challenges:

- Agency noted that because the Community Healing Strategy is new and requires working closely with four other organizations there were initial challenges in building relationships to be able to work together.
- Agency is working on developing protocols and practices to address potential safety concerns that may arise at healing events particularly if rival gang members attend while there are elders and children in attendance. Agency wants to anticipate challenges and have staff in place to address issues that arise.

Corrective Actions: Agency did not have a binder with sign-in sheets for their community healing events. Agency will create a file or binder to store copies of sign-in sheets for future community healing events.

Case Study: CURYJ has been working with one youth participant who is going through a lot of stressful situations as a result of being homeless and having some mental health issues. Participant contacted the Community Healing Program Manager to ask for additional support. Participant asked for help finding a job and accessing low income housing and wanted to get into general life coaching support with CURYJ. Participant came on the snow trip lead by the Healing Justice Manager. The snow trip was a very successful trip because many of the participants did not know each other before this trip. It created bonding moments and required teamwork, helping prep food, and cleaning the cabin together. Participant played a very big role supporting other youth by leading by example because many of the young participants looked up to him. Participant is getting more involved with programming and began showing up to events and meetings in the community that he represents and is stepping into his leadership.

Agency Name: Restorative Justice for Oakland Youth (RJOY)**Strategy Area:** Community Healing

Program Description: Agency will provide community outreach and engagement, community healing events and activities, restorative justice trainings, and administer grassroots mini-grants for the benefit of 600 Oakland residents.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters + Advance)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld*	Percent Paid	Match	Percent Match
\$325,000	\$195,000	\$181,886.53	\$13,113.47	93%	\$65,000	20%

*This amount includes unexpended funds. The amount includes mini-grant funds that were awarded in Q2, but disbursed early in Q3.

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of general outreach events	6	15	250%
# of clients receiving intensive outreach/navigation (referrals)	10	9	90%
# of grassroots mini-grants administered	3	4	133%
# of volunteers	10	10	100%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: Grantee is on track to meet all deliverables.

Reporting Compliance: Agency has submitted reports late, but usually notifies Program Officer in advance.

Successes:

- Agency hosted a survivor's dinner for mothers of Oakland homicide victims at Lake Chalet. Mothers had an opportunity to share their stories and connect with one another.
- Agency hosted a 400 Year Remembrance event to commemorate 400 years since the first African touched the North American soil unwillingly that included speakers, ceremony, community building, and drumming.
- Agency identified five leaders of the community to be part of the Mini-Grants Decision Making Body for the Community Healing Strategy. The Mini-Grant Committee read over 30 proposals in the fall cycle and awarded four projects including Mercer Brotherhood's Youth Alchemy Project.
- Agency has successfully engaged in development of multi-strategy protocols between the Violence Interruption and Crisis Response Team and Community Healing agencies.

Challenges:

- Agency did not clearly communicate agency structure and staff roles to the Program Officer, which initially caused issues with communication between RJOY staff and the Program Officer. RJOY Program Manager and staff will continue to work with Program Officer to support strong communication.
- Agency noted that growth in services has meant having more people coming to their offices for services, which has created some concerns about securing their traditionally very open office space.

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

Case Study: Participant has encountered many risk factors in her life, which included having a biological father who was formerly incarcerated and complex family dynamics, which resulted in a challenging relationship with her father. Participant had initially been a heavy marijuana user and understood that this was an issue that she wanted to work on. She opened up about all of these risk factors to staff members and other peers in Community Healing Circles provided by RJOY. When Participant first got involved with RJOY, she was shy, soft-spoken, passionate, and eager to learn about restorative justice (RJ) on a deeper level. She had some initial experience with restorative justice programs, but unfortunately, these programs had primarily taught her to use restorative justice in a way that was not particularly healing. Participant understood that there were approaches to RJ that were healing, rather than harmful, and she wanted to learn more about RJOY's approach. As a self-identified Queer, Black High School Senior, and a young woman born and raised in Oakland, Participant has offered both street and book savvy to RJOY youth gatherings, and a deep appreciation of what youth need and what they are provided in the community. RJOY staff almost immediately saw potential and passion in Participant and she was offered a youth apprenticeship with an opportunity for personal and professional support and development.

Through the Circles of Support and Accountability (COSA) process, harm circles, check-ins, deadlines, program responsibilities, and even opportunities for public speaking, Participant had the opportunity to express herself. She used her artistic talents through graphic design, poetry, and beat producing. Participant has not only worked on her own life goals, but she has also shown up in a phenomenal way for RJOY as well as the Oakland community. She is truly an embodiment of what it means to live restorative justice as opposed to just teaching or speaking of RJ processes. Participant has had many successes during this period. Her most significant milestone has included preparation, application, and successful acceptance into college for the Fall of 2020. Participant has become a strong youth leader in her school, home life, and community as she continues to bring others in to experience the healing and agency resources that RJOY's youth programs have to offer.

Participant shared, "With RJOY I'm able to be more open and actually show who I am, being myself. It has helped me a lot, and I will take that with me for the rest of my life."

Agency Name: Roots Community Health Center (ROOTS)**Strategy Area:** Community Healing**Program Description:** Roots provides community outreach and engagement, community healing events and activities, and administer grassroots mini-grants for the benefit of 600 Oakland residents.**Table 1. Match and Payment History**

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters + Advance)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld*	Percent Paid	Match	Percent Match
\$325,000	\$195,000	\$172,302.34	\$22,679.66	88%	\$63,879	20%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of general outreach events	5	11	220%
# of clients receiving intensive outreach/navigation (referrals)	10	43	430%
# of grassroots mini-grants administered	3	5	167%
# of volunteers	5	6	120%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- Agency operates from two locations in East Oakland; their original location near 98th and International and a second location in the East Oakland Eastmont Neighborhood located at 7272 MacArthur Blvd. Since the second location opened in the fall of 2020, staff has hosted several community healing events from this location.
- Agency feels the Community Healing Strategy has enhanced their services by approaching violence intervention through a healing lens.
- Agency identified four leaders of the community to be part of the Mini-Grants Decision-Making Body for the Community Healing strategy. The Mini-Grant Committee read over 30 proposals in the fall cycle and awarded five projects including two men's groups to address violence, one of which specifically addresses human trafficking.
- Through the Life Coaching and Community Healing strategies, Agency has been able to broaden their impact in East Oakland. Open to all, bi-weekly Ubuntu workshops began in Fall 2019 to provide a place to explore techniques to heal from and learn about trauma.
- Agency has successfully engaged in development of multi-strategy protocols between the Violence Interruption and Crisis Response Team and Community Healing agencies.

Challenges:

- Agency noted that because the Community Healing strategy is new and requires working closely with four other organizations it was initially challenging to build relationship to be able to work together.
- Agency is working on developing protocols and practices to address potential safety concerns that may arise at healing events particularly if rival gang members attend while there are elders and children in attendance. Agency wants to anticipate challenges and have staff in place to address issues that arise.

Corrective Actions: Agency was not able to provide signed board member conflict of interest statements. Roots will provide Oakland Unite staff with signed board member conflict of interest statements.

Case Study: Participant has attended over 70% of the Ubuntu workshops and is a regular attendee of the behavioral health group therapy classes. During one of the Ubuntu workshops, the group talked about the role hope plays in healing trauma. For the next several weeks after, Participant continued to talk about hope and the role it plays in healing. The role of the Ubuntu workshop was to provide a space for people to begin to process their trauma and provide a ramp for deeper discussion with behavioral health professionals. Participant is a classic example of someone in the pre-contemplation and contemplation stages of change that Roots wants to target.

In addition, another Participant was encouraged to apply for the mini-grant program by her Navigator and was awarded. This is a huge success for Roots because a lot of participants being navigated are in a place of crisis and live in neighborhoods highly impacted by violence. Having someone Roots has a relationship with, take a risk to spark hope and healing in their neighborhood is huge. This is a perfect example of how Roots wants to see Community Healing implemented and help break the cycle of violence in the lives of the people in the community.

Agency Name: Urban Peace Movement (UPM)**Strategy Area:** Community Healing**Program Description:** UPM provides community outreach and engagement, community healing events and activities, and administer grassroots mini-grants for the benefit of 650 Oakland residents.**Table 1. Match and Payment History**

Total Contract Amount (4 Quarters)	Payment History July-December 2019 (2 Quarters + Advance)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld*	Percent Paid	Match	Percent Match
\$350,000	\$210,000	\$210,000	\$0	100%	\$75,507	22%

Table 2. Number Served July– December 31, 2019 (2 Quarters)

Service	Goal	# Served	Percent of Goal Reached
# of general outreach events	5	17	340%
# of clients receiving intensive outreach/navigation (referrals)	10	10	100%
# of grassroots mini-grants administered	3	6	200%
# of volunteers	5	24	480%

Staff Recommendation: Staff recommends renewal.**Benchmark Comments:** Grantee is on track to meet all deliverables.**Reporting Compliance:** All reports are submitted on time and completed thoroughly.**Successes:**

- As part of Agency's start-up efforts, Agency quickly staffed up and hired a Director of Healing and a Program Associate in July.
- Agency identified and trained four leaders of the community to be part of the Mini-Grants Decision-Making Body for the Community Healing strategy. The Mini-Grant Committee read over 30 proposals in the fall cycle and awarded six projects including a series of community clean ups with block parties and arts-based healing activities.
- In addition to regular Intergenerational Healing spaces, Agency has provided healing spaces and tools directly to family members that have experienced the loss of a loved one to homicide.
- Agency had a successful Scratch and Fade event in West Oakland for over 150 people. The event had a range of healing tools and self-care resources such as family portraits, massages, manicures, and pedicures.

Challenges:

- Agency has found it hard to estimate attendance at large events such as the annual 510-day event scheduled for May.

- Agency outreach for mini-grant applications resulted in a large number of applications for the region. Despite efforts to balance the numbers across agencies, the selection committee was required to read additional applications.

Corrective Actions: Agency has not set up a binder or other system to store sign-in sheets for healing circles and events. Agency will set up a binder and develop protocols for estimating attendance for large, outdoor events planned.

Case Study: A young man from Oakland was murdered in Southern California; he was previously connected to UPM staff members through his work with various youth organizations while growing up in Oakland. He was murdered in the first quarter and UPM immediately leaned into relationships with his peers and his mother, who is a well-known activist from Oakland. UPM initially supported by participating in the meal train and making contributions in ways that were directed by the mother of the young man who was murdered. Near the end of the second quarter the mother of the young man was interested in setting up a healing circle in East Oakland. UPM coordinated with Roots International Health Clinic to utilize their space on 73rd and MacArthur Blvd to host the healing circles comprised of family and friends. UPM was able to successfully host the healing circle with 20 family and friends of this young man. After completing the healing circle, UPM has continued to maintain contact, especially since the Shelter-in- Place Order has taken effect. The mother is a member of a high risk/vulnerable population for COVID-19 so UPM has been checking in and ensuring that she has groceries, prescriptions, support for day to day needs, and support in processing her son's passing - because he would be home with her now helping take care of her so she did not have to worry as much about the coronavirus. UPM is also working with a few young men who we met at the funeral and street side memorial to get them connected to UPM's Determination Black Men's group, to help them engage in healing practices.