SAFETY AND SERVICES OVERSIGHT COMMISSION
REGULAR MEETING

SSOC created by the Public Safety and Services Violence Prevention Act of 2014

Monday, May 22, 2017
6:30-9:00 p.m.
Hearing Room 1
1 Frank H. Ogawa Plaza Oakland, California 94612

Oversight Commission Members: *Chairperson: Letitia Henderson Watts (At-Large), Vice-Chair: Jody Nunez (D-1), Rev. Curtis Flemming, Sr. (D-3), Tony Marks-Block (D-2), Natasha Middleton (D-4), Rebecca Alvarado (D-5), June Williams (D-6), Kevin McPherson (D-7), and Troy Williams (Mayoral).*

PUBLIC COMMENT: The Oversight Commission welcomes you to its meetings and your interest is appreciated.

- ✓ If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.
- ✓ If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- ✓ If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the Oversight Commission's jurisdictions may be addressed. Time limitations shall be at the discretion of the Chair.

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30pm	AD	
2. Roll Call	2 Minutes	AD	
3. Agenda Approval	3 Minutes	AD	
4. Approval of Minutes from April 24, 2017	5 Minutes	A*	Attachment 1
5. Open Forum	10 Minutes	I	
6. Coordinator's Announcements	5 Minutes	AD	
7. Measure Z Audit	15 Minutes	A	Attachment 2
8. Audit Tutorial	15 Minutes	I	
9. OFD 1st Quarter 2017 Report	15 Minutes	A	Attachment 3
10. HSD Service Contract renewals	50 Minutes	I/A*	Attachment 4
11. Schedule Planning and Pending Agenda Items	15 Minutes	A*	
12. Adjournment	1 Minute		

A = Action Item I = Informational Item AD = Administrative Item
A* = Action, if Needed

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING MINUTES
Monday, April 24, 2017
Hearing Room 1

ITEM 1: CALL TO ORDER

The meeting was called to order by Chair Henderson Watts at 6:35pm.
Quorum present.

ITEM 2: ROLL CALL

Present: Chairperson Letitia Henderson Watts
Commissioner Rebecca Alvarado (arrived after roll call)
Commissioner Rev. Curtis Flemming
Commissioner Tony Marks-Block
Commissioner Kevin McPherson
Commissioner Natasha Middleton
Commissioner June Williams (arrived after roll call)

Excused: Vice-Chairperson Jody Nunez
Commissioner Troy Williams

ITEM 3: AGENDA APPROVAL

Motion to approve Agenda was made by consensus.

ITEM 4: APPROVAL OF MINUTES

A motion by Commissioner Middleton to accept the minutes as received; Seconded by Commissioner McPherson. **7 Ayes**.

ITEM 5: OPEN FORUM

1 Speaker

ITEM 6: COORDINATOR'S ANNOUNCEMENTS – Chantal Cotton Gaines

This is Commissioner Marks-Blocks last meeting.

ITEM 7: OAKLAND UNITE GRANTEE PRESENTATION / Violent Incident & Crisis Response Strategies

Introduction of grantees for Violent Incidents and Crisis Response team was made by Ricardo Garcia-Acosta, Violence Prevention Network Liaison of the Human Services Department (HSD).

Ms. Sarah Serin-Christ gave an overview of the Violent Incident and Crisis Response Strategies for Oakland Unite. Providers present:

1. Holly Joshi, Executive Director of MISSSEY: She has focused on stabilizing the organization and beefing up the administrative services of the organization. MISSSEY does healing adult relationships, creating safe spaces, critical reflection and healing, and creating self-efficacy for and opportunities for youth leadership.
2. John Torres, Deputy Director of Youth Alive! Shooting and Homicide Programs. He explained the major initiatives ("Caught in the Crossfire" and the "Khadafy Washington Project") that Youth Alive! offers for Measure Z. He welcomed one of their clients to speak. Tami Cloud is one of the staffers.
3. Kevin Grant, Human Services Department. He shared his cell phone number and offered the SSOC to come to see the work they do. His cell number is 510-326-7859. He explained that BOSS, Youth Alive! and Street Outreach are partners.
4. Shamar Dorners explained his role with one individual client as a Violence Interrupter.

SSOC Discussion:

1. For the mentor relationships, do you do background checks?
    a. Ms. Joshi: Yes for all staff and volunteers.
    b. Mailee Wang, Human Services Department: explained that all providers working with youth are required to conduct background checks.
2. What are the drop-in center hours?
    a. It is 5 hours now. It is to coordinate around the girls' schedule. It is open from 1-6pm.
3. What is the relationship between BAWAR and OPD?
    a. Ms. Serin-Christ: Initially when the relationship started with BAWAR and OPD, OPD was picking up more youth and BAWAR went out there each time. But CSEC has changed now so fewer youth are on the street and less likely to get swept up on the street. It is now more online traffic than in person.
4. Can you speak to opportunities for greater collaboration across programs and strategies?
    a. Mr. Kim: the presentation tonight is a good example of very coordinated services. These groups of providers come together each week to discuss activities that occurred in the past week.
5. What sort of self-care practices have been discussed for these particular providers?
    a. Mr. Kim: within the capacity building program, one of those topics is about self-care. Also, different agencies have started practices of their own.
    b. Mr. Torres of Youth Alive!: At Youth Alive! does several things: a mental health component through a clinical director being on staff. The director brings a lot of knowledge about trauma-informed practices and keeps the conversation fluid. Youth Alive! has other staff on board that help with this as well and use a "safety plan" type of structure.
6. Can the City consider using a "safety plan" model like Youth Alive! is using for the street outreach staff?
    a. Mr. Kim: Absolutely. HSD has internally started some efforts like this.

This report was received and filed by consensus.

ITEM 8: <u>CRO BEAT 12 PRESENTATION –Officer Anthony Hutzol and Deputy Chief Darren Allison</u>

Introduction by Deputy Chief Darren Allison: this presentation is the opportunity to hear about what the Community Resource Officers (CROs) do in general and specifically the type of projects he works on in

his area of the community. Officer Hutzol works in the North Oakland area. He was excited to do the community work of CROs. He walked the Commission through the PowerPoint presentation.

CROs usually have 2-4 projects open at any given time.

Public Comment: 1 speaker

SSOC Discussion:

1. Are all the CROs trained in how to use the NextDoor platform? And has NextDoor addressed their racial profiling issues?
    a. Officer Hutzol: there is no formal training. Officer Hutzol has trained all of his squad-mates in Area 2. There is no policy that says that an officer HAS to post on NextDoor.
    b. Deputy Chief Allison: Part of the efforts OPD took with NextDoor was to educate the community on what to look for in their community and how to responsibly use NextDoor and post concerns.
    c. Ms. Cotton Gaines: The City Administrator's Office, in partnership with Vice-Mayor Annie Campbell Washington and Neighbors for Racial Justice, addressed this concern with NextDoor and they are making changes to their overall platform as a result of the grassroots movement from some of the neighborhoods on concerns about the racial profiling.
2. For those areas with no Neighborhood Crime Prevention Councils (NCPCs), what kind of presence does the CRO have in those areas? Do you try to create one in those areas? And is there a CRO for every police beat?
    a. Deputy Chief Allison: OPD is not limited to just NCPC meetings. CROs will build relationships with whichever groups are present in those areas (Neighborhood Watch, host living room meetings, and other existing groups, etc.).
    b. Deputy Chief Allison: The Neighborhood Services Coordinators (NSCs) try to create NCPCs in areas that don't have one with the community but it doesn't always pan out.
    c. Deputy Chief Allison: Yes. Every beat has at least one CRO. In some cases, two beats will share one CRO and they all have a Neighborhood Services Coordinator assigned.
3. In the future, if can the Commission have information about what CROs do for the violence prevention work? Do they have examples of what CROs do to address recurring violence (especially in areas of higher violence and crime)? It would be good to have CROs come to SSOC meetings periodically and any groups they partner with.
    a. Deputy Chief Allison: I will work with staff to schedule more CRO presentations to SSOC.

ITEM 9: <u>MEASURE Z FINANCIAL AUDIT – Paige Alderete, Finance Dept. – Controller's Bureau</u>

Ms. Alderete explained the Measure requirements and the California law which require the financial audit. The audit was conducted by a 3rd party independent auditing firm, Patel and Associates.

Patel and Associates Representatives: Sanwar Hershwal & Adi Hershwal

The Associates explained the financial audit report in the packet and is happy to report that there are no findings for this audit.

Public Comment: 1 speaker

SSOC Discussion:

1. What are the internal controls that the City uses for audits?
    a. Mr. Hershwal: this audit report is a limited-scope audit report. The report comes from the standard auditing report template. In the financial audit, the auditors compare budgets to actuals. The outside auditor is unable to guarantee the entire internal controls for the City. They look at the year related to Measure Z only.
    b. Ms. Alderete: the City audits its internal controls annually through the Comprehensive Annual Financial Report (CAFR) which is a standard requirement for municipal governments. It was recently taken to the City Council.
    c. The sample size for this audit was 60 items.
2. On page 13 for the Family Violence Law Center, are those unduplicated numbers of number of people served?
    a. Erin Scott, Executive Director of Family Violence Law Center: those numbers are unduplicated.
3. It is nice to see the number of clients actually served.
4. It would be nice to see a high level summary of the audit in the future.
    a. Ms. Alderete: Staff will plan to do that going forward. Also in terms of next steps, this item will be presented to the Finance Committee and then on to the full City Council.

Motion made by Commissioner Alvarado to receive and file the annual audit report. No one seconded the motion. Motion dies.

Decision made by Chairperson Henderson Watts to hold this item until next month when the Commission can offer up more ideas and recommendations for the full Council. Consensus on this.

ITEM 10: <u>PROPOSAL ON THE POTENTION CREATION OF A DEPARTMENT OF VIOLENCE – Councilmember Gibson McElhaney</u>

This item is an informational item but we could take action if needed. Staff confirmed.

Councilmember Gibson McElhaney explained the PowerPoint that was shared at the City Council's Life Enrichment Committee.

Public Comment: 1 speaker

SSOC Discussion:

1. Can you please provide clarity around the creation of a department and the creation of the position? For the Measure Z ordinance is there a particular phrase around no amendments and does this proposal amend Measure Z?
    a. Councilmember Gibson McElhaney: The City cannot make amendments to the Measure Z legislation by law without the voters approving the changes unless the changes are written within the legislation. The City can change departments offering the services. The City has never put General Purpose Funds into the violence prevention over the years. I am arguing for the work to be managed by a director of violence prevention because I believe the City needs additional focus on this to move forward. This proposal would not try to use Measure Z funding for the director.

2. The Director of Public Safety overlaps with the proposed Chief of violence prevention so it seems duplicative. Was there ever an idea of it being a director of "Oakland Unite" instead of a Chief of Violence Prevention?
    a. Councilmember Gibson McElhaney: Yes. But Chief stands out more. In Richmond, that is why they used "Executive Director" instead of just "Director." With respect to the Director of Public Safety, she has no direct oversight over City services. She is an advisor to the Mayor. You need someone that reports to the City Administrator who is responsible for implementation of all services.
3. Tell us more about the intent to put more General Purpose Funds into this kind of work.
    a. Councilmember Gibson McElhaney: There are philanthropic entities that want to give us funds for this. My initial take of $350,000 is on the high side of an estimate, but the City Administrator will provide a full analysis to go into the budget.
4. What authorities would this chief have in your vision?
    a. Councilmember Gibson McElhaney: The Chief should be able to stand before this commission and stand up for the violence prevention goals. In Richmond, the Executive Director could stand toe to toe with the Chief of Police and that was significant for Richmond.
5. It is important for City staff to be involved in the discussion.
6. How does the Chief of Violence prevention help in clearing homicide rates? And if the Chief doesn't achieve the goals, do they get fired?
    a. Councilmember Gibson McElhaney: OPD does the clearance. Strong advocacy is what the Chief of Violence Prevention would do. And the goals are set to hold the City to a higher standard. The City Administrator overall is responsible for hiring and firing. So the Council will put the goal on them, but does not have the authority to fire them.
7. The chart in your report that compares Oakland residents to the Iraqi soldiers on page 37 of the packet is unclear because there were not 420 homicides in 2015.
8. Does the City Council need the SSOC's approval to create this office?
    a. Councilmember Gibson McElhaney: No. The department can be created by 5 votes of City Council.
9. There is not a more important issue than Violence Prevention. Instead of putting Band-Aids on the issues, maybe this can create real solutions.
10. The Commission would like more information from the other cities. When looking at the homicide rates from these cities for the last 10 years, there does not seem to be a direct correlation between the creation of this department and the drop in crime. If philanthropy is giving money to help with violence, why can't they give it now? Why is the City not already putting money from the General Purpose Fund behind violence prevention now?
    a. Councilmember Gibson McElhaney: One focus helps people achieve more. She would like the CAO to analyze how much of the police overtime is due to homicides.
11. The SSOC would like to see more information about the age groups and the opportunity to partner with OUSD. The SSOC would like to see more of a timeline of the partnership and the initiative overall.
12. If the Commission doesn't vote today, there may not be enough time to weigh in before this goes to Full Council on May 16th.
13. The Commission would like to see the staff analysis and information about the full outcome.
14. Ms. Cotton Gaines: the staff analysis report will be published on May 4th or May 5th to be available for the May 9th Finance and the Public Safety Committees. The proposal was received not far in advance of the Life Enrichment Committee on April 11th, so staff did not have the opportunity to provide analysis prior to that date.

Motion made by Commissioner Flemming to endorse the proposal of Councilmember Lynette Gibson McElhaney and Council President Larry Reid to develop the Department of Violence Prevention; Motion seconded by Commissioner June Williams.

4 Ayes: Commissioners Flemming, McPherson, J. Williams and Chair Henderson Watts
3 Abstentions: Commissioners Alvarado, Middleton and Marks-Block
Nay: None

ITEM 11: HUMAN SERVICES DEPT. FINANCIAL REPORT – 4TH QUARTER 2016 – Peter Kim, HSD

Mr. Kim explained the report in the packet.

SSOC Discussion:

1. Please provide a list of the trainings/trainers that the Bright Research Group provides.
    a. Mr. Kim: These are available on the Oakland Unite website (OaklandUnited.org) where there are links to all of the trainings.
2. The SSOC has seen some successes; how does HSD feel it is doing with meeting metrics?
    a. Mr. Kim: you will see a general overview about how grantees are doing next month.
3. Note: in the Audit report everything with one asterisk, reflects a six month contract and the Unity Council had an asterisk by it.

A motion to receive and file this report was made by Commissioner Flemming; Seconded by Commissioner Marks-Block. All present in favor (Alvarado excused).

ITEM 12: BUDGET DISCUSSION FOR COMMISSION

A motion to move the budget discussion to the following meeting was made by Commissioner Middleton; Seconded by Commissioner Flemming; All approved.

ITEM 13: SITE VISIT UPDATES FROM SSOC MEMBERS

Chair Henderson Watts gave an update on the Oakland Unite Grantee Meeting. It was very positive and they appreciated us being there.

ITEM 14: SCEHDULE PLANNING AND PENDING AGENDA ITEMS

Chair will work with staff on next month's agenda.

The Commissioners and staff gave thanks to Commissioner Marks-Block for his service on the Commission and wished him well.

ITEM 15: ADJOURNMENT

A motion to adjourn the meeting was made by Commissioner Marks Block; seconded by Commissioner Flemming. All approved.

Meeting adjourned at 10:07PM

TO:	**SAFETY & SERVICES OVERSIGHT COMMISSON (SSOC)**
FROM:	**Kirsten LaCasse**
SUBJECT:	Measure Z - Public Safety and Services
DATE:	May 15, 2017

Attached to this cover sheet is the staff Agenda Report for the Measure Z - Public Safety and Services Violence Prevention Act of 2014 Independent Audit Report scheduled for Public Safety Committee on May 23, 2017.

For questions, please contact Kirsten LaCasse at klacasse@oaklandnet.com or 510-238-6776.

FILED
OFFICE OF THE CITY CLERK
OAKLAND
2017 MAY 11 PM 3: 14

CITY OF OAKLAND

AGENDA REPORT

TO:	Sabrina B. Landreth City Administrator	**FROM:**	Katano Kasaine Finance Director
SUBJECT:	Measure Z – Public Safety and Services Violence Prevention Act of 2014 Audit Report	**DATE:**	May 1, 2017

City Administrator Approval Date: 5/16/17

RECOMMENDATION

Staff Recommends That The City Council Accept The Measure Z – Public Safety and Services Violence Prevention Act Of 2014 Audit Report For The Year Ended June 30, 2016.

EXECUTIVE SUMMARY

The Finance Department is pleased to present to the City Council the attached Measure Z – Public Safety and Services Violence Prevention Act of 2014 Audit and Program Status Report.

Measure Z, Part 1, Section 3.4 and Part 2, Section 1, as well as Government Code Section 50075.3 (a) and (b), require the Chief Financial Officer to present to the governing board an annual report identifying: (a) the amount of funds collected and expended; and (b) the status of any project required or authorized to be funded.

Patel & Associates, an independent accounting firm and subcontractor to Macias, Gini & O'Connell, the City's external auditor, performed the Measure Z – Public Safety and Services Violence Prevention Act of 2014 financial audit for the year ending June 30, 2016 ***(Attachment A)***. This report also provides the annual program status report for the Measure Z programs (Community and Neighborhood Policing, Violence Prevention Services with an Emphasis on Youth and Children, Fire Services, Program Audit and Oversight), for Fiscal Year (FY) 2015-2016 in accordance with Government Code Section 50075.3 (b).

The Independent Auditor's Report for fiscal year ended June 30, 2016 did not contain any findings and did not identify any deficiencies in internal controls.

Item:_____
Public Safety Comte
May 23, 2017

BACKGROUND / LEGISLATIVE HISTORY

On November 2, 2004, Measure Y was passed by Oakland voters. Measure Y provides approximately $20 million every year for 10 years to fund violence prevention programs, additional police officers, and fire services. Measure Y funds are generated through a parcel tax along with a parking tax surcharge on the rental of parking spaces. In accordance with Government Code sections 50075.1 and 50075.3(a), and City of Oakland Resolution No. 78734 C.M.S., an independent audit shall be performed to assure accountability and the proper disbursement of the proceeds of the tax and the status of Measure Y programs.

The parcel tax is collected with the annual Alameda County property taxes, beginning on July 1, 2005. The annual parcel tax is levied to pay for all activities and services for Measure Y in accordance with the terms and conditions outlined in the approved ballot measure. Measure Y shall be in existence for a period of 10 years. Beginning in Fiscal Year 2004-2005, and each year thereafter, the City Council may increase the tax imposed based on the cost of living for the San Francisco Bay Area, as shown on the Consumer Price Index (CPI). The percentage increase of the tax shall not exceed such increase, using FY 2003-2004 as the index year and in no event shall any adjustment exceed five percent.

In November 2014, voters in the City of Oakland approved the City's Public Safety and Services Violence Prevention Act of 2014 (Measure Z) which renews the parcel tax at the same rate of Measure Y per property unit and parking tax of 8.5 percent for 10 years. It requires the City to maintain a minimum of 678 sworn police officers unless some sudden, unforeseen event sharply affects the City's financial status. If the City fails to budget for at least this many officers in any given year, the City would be prohibited from levying either the parcel tax or the parking tax.

ANALYSIS AND POLICY ALTERNATIVES

The Measure Z audit report reflects the independent Auditor's opinion that the Measure Z financial schedule of revenues and expenditures fairly presents, in all material respects, Measure Z activities, in conformity with United States generally accepted accounting principles, and in compliance with the purposes for which Measure Z was approved by the voters. The audit disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards *(See page 9 of **Attachment A**)*.

The Measure Z expenditures for FY 2015-2016 by program are summarized in *Table 1* on the following page, along with a description of each program. The audit report provides further details on program deliverables during FY 2015-16 ***(Attachment A)***.

Table 1: Measure Z Summary by Program

Program	Program Description	FY 2015-16 Expenditures
Community and Neighborhood Policing	Hire and maintain at least a total of 63 officers assigned to the following specific community policing areas: neighborhood beat officers, school safety, crime reduction team, domestic violence and child abuse intervention, and officer training and equipment.	$13,115,860
Violence Prevention Services with an Emphasis on Youth and Children	Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives: youth outreach counselors, after and in school program for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training.	$6,662,994
Fire Services	Maintain staffing and equipment to operate 25 fire engine companies and seven truck companies, expand paramedic services, and establish a mentorship program at each station.	$2,000,000
Program Audit and Oversight	*Evaluation:* Not less than one percent or no more than three percent of funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluation of the program, including the number of people served and the rate of crime or violence reduction achieved. *Audit/Administration*: In addition to the evaluation amount, tax proceeds may be used to pay for the audit specified by Government Code Section 50075.3.	$449,483
TOTAL		**$ 22,228,337**

FISCAL IMPACT

This is an informational report only; there is no fiscal impact.

Measure Z revenues collected totaled $24.8 million in FY 2015-16 and were generated mainly from the parcel tax ($15 million) and parking tax surcharge ($9.8 million). Expenditures for FY 2015-16 totaled $22.2 million. At June 30, 2016, Measure Z fund balance was $3,269,018.

PUBLIC OUTREACH / INTEREST

This item did not require any additional public outreach other than the required posting on the City's website.

COORDINATION

This report was prepared in coordination with the Finance Department, Oakland Police Department, Oakland Fire Department, Human Services, City Administrator's Office, and the City Attorney's Office.

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic opportunities associated with this report.

Environmental: There are no environmental opportunities associated with this report.

Social Equity: There are no social equity opportunities associated with this report.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council accept the Measure Z – Public Safety and Services Violence Prevention Act of 2014 Audit Report for the year ended June 30, 2016.

For questions regarding this report, please contact Kirsten LaCasse, Controller, at (510) 238-6776.

Respectfully submitted,

Katano Kasaine

KATANO KASAINE
Finance Director
Finance Department

Prepared by:

Kirsten LaCasse
Controller
Finance Department, Controller's Bureau

Attachments (1):

A: Measure Z – Public Safety and Services Violence Prevention Act of 2014 Independent Auditor's Report and Budgetary Comparison Schedule For the Year Ended June 30, 2016

ATTACHMENT A

Measure Z – Public Safety and Services Violence Prevention Act of 2014 Audit Report

CITY OF OAKLAND-MEASURE Z
Measure Z - Public Safety and Services
Violence Prevention Act of 2014
[A Fund of the City of Oakland]

INDEPENDENT AUDITOR'S REPORT AND BUDGETARY COMPARISON SCHEDULE

FOR THE YEAR ENDED JUNE 30, 2016

Patel &
Associates, LLP
Certified Public Accountants

CITY OF OAKLAND-MEASURE Z
Measure Z - Public Safety and Services Violence Prevention Act of 2014
[A Fund of the City of Oakland]
FOR THE YEAR ENDED JUNE 30, 2016

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Patel &
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INDEPENDENT AUDITOR'S REPORT

To the Honorable Mayor and
Members of the City Council
City of Oakland, California

Report on the Financial Schedule

We have audited the accompanying budgetary comparison schedule (financial schedule) of the City of Oakland's (City) Measure Z - Public Safety and Services Violence Prevention Act of 2014 (Measure Z), a fund of the City, for the year ended June 30, 2016 and the related notes to the budgetary comparison schedule, which collectively comprise the revenues and expenditures of Measure Z activities.

Management's Responsibility for the Financial Schedule

Management is responsible for the preparation and fair presentation of the financial schedule in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial schedule that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial schedule based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial schedule. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial schedule, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the City's preparation and fair presentation of the financial schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control as it pertains to Measure Z activities. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial schedule referred to above presents fairly, in all material respects, the revenues and expenditures of Measure Z activities for the year ended June 30, 2016, in conformity with the basis of accounting described in Note B.

Emphasis of Matter

The financial schedule was prepared to present the total revenues and expenditures of Measure Z activity as described in Note B, and do not purport to, and do not, present fairly the changes in the City's financial position for the year ended June 30, 2016 in conformity with accounting principles generally accepted in the United States of America.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial schedule as a whole. Measure Z Annual Reporting on pages 11 through 16 is presented for purposes of additional analysis and complying with Annual Reporting requirement and is not a required part of the financial schedule.

Measure Z Annual Reporting information has not been subjected to the auditing procedures applied in the audit of the financial schedule and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards,* we have also issued our report dated November 14, 2016 on our consideration of the City's internal control over financial reporting as it pertains to Measure Z activities and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Governmental Auditing Standards* in considering the City's internal control over financial reporting and compliance.

Patel & Associates, LLP

Oakland, California
November 14, 2016

CITY OF OAKLAND-MEASURE Z
Measure Z - Public Safety and Services Violence Prevention Act of 2014
[A Fund of the City of Oakland]

BUDGETARY COMPARISON SCHEDULE (ON A BUDGETARY BASIS)
FOR THE YEAR ENDED JUNE 30, 2016

	Original Budget	Final Budget	Actual	Positive (Negative) Variance
Revenues:				
Parcel tax	$ 15,978,438	$ 15,978,438	$ 15,049,940	$ (928,498)
Parking tax surcharge	8,679,583	8,679,583	9,791,126	1,111,543
Total revenues	24,658,021	24,658,021	24,841,066	183,045
Expenditures:				
Community and Neighborhood Policing				
Salaries and employee benefits	12,524,165	12,524,165	12,653,335	(129,170)
Other supplies and commodities		454,886	314,244	140,642
Other contract services	626,803	90,166	79,048	11,118
Other expenditures		81,751	69,233	12,518
Total Community and Neighborhood Policing expenditures	13,150,968	13,150,968	13,115,860	35,108
Violence Prevention with an Emphasis on Youth and Children				
Salaries and employee benefits	1,746,200	1,698,200	1,278,193	420,007
Other supplies and commodities	17,352	156,852	45,293	111,559
Other contract services	7,098,220	7,004,720	5,334,296	1,670,424
Other expenditures	(120,999)	(118,999)	5,212	(124,211)
Total Violence Prevention expenditures	8,740,773	8,740,773	6,662,994	2,077,779
Fire Services				
Salaries and employee benefits	2,000,000	2,000,000	2,000,000	
Evaluation	659,647	659,647	168,941	490,706
Administration	106,633	106,633	280,542	(173,909)
Total expenditures	24,658,021	24,658,021	22,228,337	2,429,684
Excess of revenues over expenditures			2,612,729	2,612,729
Change in fund balance, on a budgetary basis			2,612,729	$ 2,612,729
Items not budgeted:				
Investment income			21,199	
Change in fund balance, on a GAAP basis			2,633,928	
Fund balance, beginning of year			635,090	
Fund balance, end of year			$ 3,269,018	

The notes to the budgetary comparison schedule are an integral part of this schedule.

CITY OF OAKLAND-MEASURE Z
Measure Z - Public Safety and Services Violence Prevention Act of 2014
[A Fund of the City of Oakland]
NOTES TO BUDGETARY COMPARISON SCHEDULE
FOR THE YEAR ENDED JUNE 30, 2016

NOTE A – DESCRIPTION OF REPORTING ENTITY

The Oakland City Council (the City Council) approved Resolution No. 78734 on July 20, 2004 submitting the Public Safety and Services Violence Prevention Act of 2014 – Measure Y (Measure Y) and the citizens of the City of Oakland (the City) approved Measure Y in November 2004.

In November 2014, voters in the City of Oakland approved the City's Measure Z which replaced Measure Y starting from July 1, 2015. Measure Z renews parcel tax ranging between $51.09 and $99.77 per property unit and parking tax of 8.5 percent for ten years. It requires the City to maintain a minimum of 678 sworn police officers unless some sudden, unforeseen event sharply affects the City's financial status. If the City fails to budget for at least this many officers in any given year, the City would be prohibited from levying either the parcel tax or the parking tax.

The parcel tax is collected with the annual Alameda County property taxes, beginning on July 1, 2005. The annual parcel tax is levied to pay for all activities and services for Measure Z (see below) in accordance with the terms and conditions outlined in the approved ballot measure. Measure Z shall be in existence for a period of ten (10) years. Beginning in Fiscal Year 2004-2005, and each year thereafter, the City Council may increase the tax imposed based on the cost of living for the San Francisco Bay Area, as shown on the Consumer Price Index (CPI). The percentage increase of the tax shall not exceed such increase, using Fiscal Year 2003-2004 as the index year and in no event shall any adjustment exceed 5% (five percent).

Measure Z provides for the following services:

1. *Community and Neighborhood Policing* – Hire and maintain at least a total of 63 officers assigned to the following specific community- policing areas: neighborhood beat officers, school safety, crime reduction team, domestic violence and child abuse intervention, and officer training and equipment. For further detail of the specific community- policing areas see Oakland City Council Resolution No. 85149.
2. *Violence Prevention Services With an Emphasis on Youth and Children* – Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives: youth outreach counselors, after and in school program for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training. For further detail of the social services see Oakland City Council Resolution No. 85149.
3. *Fire Services* – Maintain staffing and equipment to operate 25 (twenty-five) fire engine companies and 7 (seven) truck companies, expand paramedic services, and establish a mentorship program at each station with an amount not to exceed $2,000,000 annually from funds collected under Measure Z.
4. *Evaluation* – Not less than 1% or no more than 3% of funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluation of the program, including the number of people served and the rate of crime or violence reduction achieved.

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The accompanying financial schedule presents only the revenues and expenditures of the Measure Z activities and does not purport to, and does not present fairly the changes in the City's financial position for the year ended June 30, 2016 in conformity with accounting principles generally accepted in the United States of America.

A special revenue fund (governmental fund) is used to account for the City's Measure Z activities. The measurement focus is based upon the determination of changes in financial position rather than upon the determination of net income. A special revenue fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Basis of Accounting

In accordance with the provisions of the City Charter, the City adopts an annual budget for Measure Z activity, which must be approved through a resolution by the City Council. The budget for Measure Z is prepared on a modified accrual basis.

Measure Z activity is reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recorded when "susceptible to accrual" (i.e., when they become both measurable and available). "Measurable" means that the amount of the transaction can be determined, and "available" means that revenues are collected within the current period or soon enough thereafter to pay liabilities of the current period. Revenues susceptible to accrual include the parcel tax and parking tax surcharge. The City considers the parcel tax revenues and the parking tax surcharge revenues to be available for the year levied and if they are collected within 60 and 120 days, respectively, of the end of the current year. Expenditures are recorded when a liability is incurred, as under accrual accounting.

Use of Estimates

The preparation of financial statements is in conformity with generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts and disclosures. Accordingly, actual results may differ from those estimates.

NOTE C - BUDGET

Measure Z – Public Safety and Services Violence Prevention Act of 2014, as approved by the voters in November 2014, requires the adoption of an annual budget, which must be approved by the City Council of the City. The City budgets annually for Measure Z activities. The budget is prepared on the modified accrual basis, except that the City does not budget for charges for services or investment earnings on Measure Z investments.

When the budget is prepared, the City allocates the funds to each program in accordance with Measure Z Ordinance. Thus, the City ensures that of the total proceeds spent on programs enumerated in the *Community and Neighborhood Policing* and the *Violence Prevention Services With an Emphasis on Youth and Children* sections above, no less than 40% of such proceeds is allocated to programs enumerated in *the Violence Prevention Services With an Emphasis on Youth and Children* section each year Measure Z is in effect.

Budgetary control is maintained at the fund level. Line item reclassification amendments to the budget may be initiated and reviewed by the City Council, but approved by the City Administrator. Any shifting of appropriations between separate funds must be approved by the City Council. Annual appropriations for the budget lapse at the end of the fiscal year to the extent that they have not been expended. At year-end, unobligated appropriations may lapse and remain within the authorized program.

Supplemental budgetary changes made to Measure Z throughout the year, if any, are reflected in the "final budget" column of the accompanying budgetary comparison schedule.

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Fax: (510) 452-3432

INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL SCHEDULE PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS*

To the Honorable Mayor and
Members of the City Council
City of Oakland, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the budgetary comparison schedule (financial schedule) of the City of Oakland's (City) Measure Z - Public Safety and Services Violence Prevention Act of 2014 (Measure Z), a fund of the City, for the year ended June 30, 2016, and the related notes to the financial schedule which collectively comprise the revenues and expenditures of the Measure Z activities and have issued our report thereon dated November 14, 2016.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial schedule, we considered the City's internal control over financial reporting (internal control) as it pertains to Measure Z, to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial schedule, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over financial reporting as it pertains to Measure Z.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the City's financial schedule will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Measure Z's financial schedule is free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial schedule amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards.*

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control or on compliance as it pertains to Measure Z. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control and compliance as it pertains to Measure Z. Accordingly, this communication is not suitable for any other purpose.

Patel & Associates, LLP

Oakland, California
November 14, 2016

CITY OF OAKLAND-MEASURE Z
Measure Z - Public Safety and Services Violence Prevention Act of 2014
[A Fund of the City of Oakland]

SCHEDULE OF FINDINGS AND RESPONSES
FOR THE YEAR ENDED JUNE 30, 2016

There were no findings reported in the current year.

CITY OF OAKLAND-MEASURE Z
Measure Z - Public Safety and Services Violence Prevention Act of 2014
[A Fund of the City of Oakland]

STATUS OF PRIOR YEAR FINDINGS AND RECOMMENDATIONS
YEAR ENDED JUNE 30, 2016

There were no findings reported in the last year.

SUPPLEMENTARY INFORMATION

CITY OF OAKLAND-MEASURE Z
Measure Z - Public Safety and Services Violence Prevention Act of 2014
[A Fund of the City of Oakland]
FOR THE YEAR ENDED JUNE 30, 2016

ANNUAL REPORTING

The following pages provide the financial and program status reports for Measure Z - Public Safety and Services Violence Prevention Act of 2014 for the year ending June 30, 2016 in accordance with Measure Z, Part 1 Section 3.4 and Part 2, Section 1; and Government Code Section 50075.3 (a) and (b).

The program status report is provided for each of the four sections of Measure Z:

a. Community and Neighborhood Policing: $13,115,860

Hire and maintain at least a total of 63 officers assigned to the following specific community policing areas: Neighborhood beat officers, school safety, crime reduction team, domestic violence and child abuse intervention and officer training and equipment.

b. Violence Prevention Services with an Emphasis on Youth and Children: $6,662,993

Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives: Youth outreach counselors, after and in school program for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training.

c. Fire Services: $2,000,000

Maintain staffing and equipment to operate 25 fire engine companies and seven (7) truck companies, expand paramedic services, and establish a mentorship program at each station.

d. Program Audit and Oversight: $449,484

Evaluation: Not less than 1% or no more than 3% of funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluation of the program, including the number of people served and the rate of crime or violence reduction achieved.

Audit / Administration: In addition to the evaluation amount, tax proceeds may be used to pay for the audit specified by Government Code Section 50075.3.

MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2015-2016 **POLICE DEPARTMENT**

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)	15-16 Status Completed	15-16 Status On-Going	Outcomes		Comments (Program achievements, issues, etc.)
Geographic Policing (OPD)					**Services Performed**	**NOTES:**	
Crime Reduction Team (CRT) Program	$ 6,790,800.55	35.00		xx	Strategically geographically deployed officers to investigate and respond to the commission of violent crimes in identified violence hot spots using intelligence-based policing.		
Community Resource Officers (CRO) Program	$ 4,097,338.47	22.00		xx	Engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrol, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, Patrol units and other sworn personnel.		
Intelligence-base Violence Suppression Operations Program	$ 1,795,352.61	7.00		xx	Conduct intelligence-based violence suppression operations such as field interviews, surveillance, undercover operations, high visibility patrol, probation/parole compliance checks, search warrants, assist Community Resource Officers projects, violent crime investigation and general follow-up.		
Domestic Violence and Child Abuse Intervention Program				xx	Officers to team with social service providers to intervene in situations of domestic violence and child abuse, including sexual exploitation of children.		
Operation Ceasefire Strategy Program	$ 432,367.88	2.00		xx	Sustaining and strengthening of the City's Operation Ceasefire strategy, including project management and crime analysis positions.		
Subtotal Comm & Neigh Policing - FY15-16	***$ 13,115,859.52***	***66.00***					

MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2015-16 HUMAN SERVICES DEPARTMENT

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Year)	15-16 Status**		Outcomes		Comments, Program achievements, issues etc.
			Completed	On-Going	Grantees Providing Services During the Year under Each Category	Number of People Served During the Year	
Youth Case Management/Wraparound Support							
G484774	45,000.00		X		Alameda County Probation*	NA - Coordination Services	Engage youth pre-release from the Juvenile Justice Center and facilitate successful re-engagement in school through coaching and mentoring, system navigation, advocacy, and connection to needed resources.
G484774	100,000.00		X		East Bay Agency for Children*	34	
G484774	280,000.00		X		East Bay Asian Youth Center	101	
G484774	116,953.17			X	MISSSEY	56	
G484774	149,000.00		X		OUSD Alternative Ed - Case Mgmt	52	
G484774	80,000.00		X		OUSD - Enrollment Coordinator	352 Referrals to Case Mgmt	
G484774	86,000.10		X		The Mentoring Center	42	
G484774	133,664.08			X	Youth Alive	84	
G484774	67,461.06		X		Youth Uprising*	38	
G484759	75,000.00		X		Community Initiatives*	141	
G484766	100,000.00		X		Alam Cnty Health Care Services Agency*	286	
G484775	62,500.00		X		OUSD Alternative Ed- Gang Intervention*	62	
Youth Education/Employment Support							
G484751	92,500.00		X		Alameda County Office of Education*	20	Strengthen high risk youth's economic self-sufficiency and career readiness through subsidized summer and after-school work opportunities, wraparound and academic support.
G484751	60,000.00		X		Bay Area Com. Resources*	14	
G484751	26,168.34		X		Unity Council*	22	
G484751	187,233.00		X		Youth Employment Partnership	70	
G484751	110,321.00		X		Youth Radio	30	
G484751	50,008.39		X		Youth Uprising*	15	
Young Adult Case Management/Wraparound Support							
G484753	144,122.91	1.00	NA		Outreach Developer	17	Re-direct highest risk young adults towards healthy participation in their families and communities through coaching and mentoring, system navigation, advocacy, and connection to needed resources.
G484767	57,158.62	2.00	NA		Ceasefire Case Managers*	52	
G484765	175,000.00		X		California Youth Outreach*	54	
G484765	58,000.00		X		NOHA Aboelata - Roots Health Ctr*	9	
G484765	225,000.00		X		The Mentoring Center	58	
G484765	177,063.60		X		Volunteers of America Bay Area	110	
G484765	4,975.00		NA		Stipends	NA	
Young Adult Education/Employment Support							
G484755	40,244.03			X	Beyond Emancipation*	19	Enhance the long-term employability of high-risk young adults through the development of skills and education, with a focus on subsidized work experience, successful placement and retention.
G484755	96,222.72			X	BOSS*	16	
G484755	213,892.00		X		Center For Employment	151	
G484755	187,500.00		X		Civic Corps	37	
G484755	50,000.00		X		Men of Valor*	87	
G484755	203,529.31		X		Oakland Private Industry	144	
G484755	112,065.00		X		Volunteers of America Bay Area*	24	
G484755	89,040.00		X		Youth Employment Partnership*	37	
G484755	47,962.18		X		Youth Uprising*	17	
Crisis Response: Victims of Family Violence and Commercially Sexually Exploited Children							
G484754	455,000.00		X		Family Violence Law Center	1186	Provide legal, social, and emotional support services to victims of family violence, including young children. Conduct outreach to CSEC and work to end their exploitation through wraparound support, and access to transitional housing.
G484756	20,000.00		X		Safe Passages*	186	
G484757	63,551.37			X	MISSEY	91	
G484757	79,000.00		X		Bay Area Women Against Rape	122	

MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2015-16 **HUMAN SERVICES DEPARTMENT**

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Year)	15-16 Status**		Outcomes		Comments, Program achievements, issues etc.
			Completed	On-Going	Grantees Providing Services During the Year under Each Category	Number of People Served During the Year	
Crisis Response: Homicide and Shooting Victims							
G484772	62,499.50		X		Youth Alive - Highland Hospital*	53	Provide response and support, including social-emotional support, for those who have lost a loved one to gun violence in Oakland, or who have themselves been injured by gun violence or other serious physical assault. Reduce retaliatory violence by helping high risk youth and young adults mediate conflicts and connecting them to appropriate services and resources.
G484776	300,000.00		X		Catholic Charities of the East Bay	267	
G484776	50,000.00		X		California Youth Outreach*	10	
G484776	61,881.21			X	Youth Alive*	58	
G484761	81,250.00		X		Building Opportunities for Self (BOSS)*	10	
G484761	105,029.71		X		Healthy Communities Inc.*	30	
G484761	395,000.00		X		Youth Alive*	76	
G484761	(12,531.57)		NA		Bryan Heath Erroneous labor costs	NA	
G484768	57,493.33	1.00	NA		Street Outreach Services Liason	NA - Coordination Services	
G484769	156,602.27	1.00	NA		Violence Prevention Coordinator	NA - Coordination Services	
Community Asset Building and Innovation Fund							
G484752	174,991.21	2.00	NA		City County Neighborhood Initiative	473 event participants	Provide training, education, and resources to participants and residents impacted by violence to increase their leadership capacity and involvement in violence prevention efforts. Provide innovative approaches to violence intervention such as juvenile diversion through restorative justice approaches and school community climate improvement efforts.
G484773	64,424.33	1.00	NA		Community Engagement Coordinator	300-600 attendees each week for 6 weeks at 2 park events.	
G484762	50,000.00		X		Community Works West, Inc.*	18	
G484762	22,579.00		X		Seneca Family of Agencies*	24 community members trained	
G484764	85,000.00		X		The Mentoring Center*	3	
Supporting All Categories							
G484750 - Salaries	626,730.88	6.09			HSD Administrative Personnel		
G484750 - Supplies	16,007.25						
G484750 - Contract	6,102.04						
G484750 - Other	5,211.69						
G491510/Salaries	33,586.49	0.40					
Subtotal Violence Prev Svcs - FY15-16	***6,662,993.22***	***14.49***					

NOTES:

FY15-16 contained two contract periods: July-December 2015 and January-June 2016.

Some grantees received funding in the same strategy (and thus project code) in BOTH periods through two different contracts, while others had only one contract in one period.

* Indicates agency that was funded for ONLY 6 months during FY15-16 (either July-Dec or Jan-June)

** "Ongoing" indicates contract where FY15-16 funds are still unexpended; additional contracts marked "Complete" may still be active but FY1516 funds are unexpended

MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2015-2016 FIRE DEPARTMENT

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Y language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)	15-16 Status Completed	15-16 Status On-Going	Outcomes		Comments (Program achievements, issues, etc.)
Fire Services (Fire)					**Services Performed: Number of fire companies retained, paramedic and mentorship services provided**	**Number of People Served During the Year**	
Minimum staffing and equipment	$ 2,000,000			xx	25 engines, 7 trucks 26 Advance Life Support (ALS) units, 6 Basic Life Support (BLS) units	1,782 fire response calls 41,889 EMS response calls 15,984 other response calls including "good-intent", false alarms, non-fire hazardous condition) 41,749 Oakland youth were served through the public education program	The figures for people served through Oakland Fire Department is a department-wide number. As part of their duties, department personnel engage in youth public education. OFD does not distinguish between Measure Z fire department personnel and non-Measure Z fire department personnel. Sworn city personnel employed in FY 2015-16 averaged 427.
Paramedic services	*included in above*			xx	129 total licensed Paramedics (filled by 93 Firefighter Paramedic and 36 Support Paramedic staff)		
Mentorship program	*included in above*			xx	on-site education training, fire safety education, and careers in fire service		
Subtotal Fire Svcs - FY15-16	**$ 2,000,000**	**427.00**					

MEASURE Z ANNUAL REPORTING - FISCAL YEAR 2015-2016 **PROGRAM AUDIT AND OVERSIGHT**

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Z language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)	FY 15-16 Completed	FY 15-16 On-Going	Outcomes	Comments (Program achievements, issues, etc.)
EVALUATION						
EVALUATION COMMUNITY POLICING AND VIOLENCE PREVENTION PROGRAMS	No Expense			X	Staff prepared an RFP for Evaluation Services Contracts for 2016-2020. The contract awards are currently proceeding through the City Council process. No contract funds have been expended to date. Outcome will be the award of a contract.	
EVALUATION: TAX ASSESSMENT ENGINEERING SERVICES	5,299			X	Determine the special tax assessement for Msr Z and update in the secure property tax roll to the Alameda County Assessor. Serve as the assessment engineer answering inquires about the special tax assessment. Provides the City with the estimated consumer price index annual increase and updated property tax roll database.	
ADMINISTRATION	161,031	**0.80**	X		Personnel costs	
	248		X		Duplicating Shop (copies for Safety and Services Oversight Commission (SSOC) meetings etc.). Outcome is printed materials for meeting in order to keep SSOC members from needing to print large packets at home.	Expenses essential to serve the SSOC
	146		X		Support for SSOC meetings/retreats (staff reimbursements (Chantal Cotton and Nancy Marcus) for expenses related to refreshments at the Feb. 6, 2016 SSOC retreat. Outcome was a successful learning retreat.	This was a scheduled weekend event
	2,219		X		Advertising costs related to posting the Evaluation RFP announcement in the Post Newspaper, the Bay Area News Group (Oakland Tribune), and the San Franciso Chronicle. Outcome will be to award the contract.	RFP advertising for Eval Services Contract selection
	168,942					
STAFF OVERSIGHT (CAO)					**Services Performed:** Provided staff assistance to the SSOC by preparing reports, coordinating staff for presentations at the SSOC meetings, noticing meetings, and preparing agendas and minutes. Staff also prepared the RFP for the new Measure Z evaluator for 2016-2020 evaluation and organized plans for the review and selection process. Prepared staff reports, contracts, and coordinated the agenda process for Measure Z related items for the Public Safety Committee. This is supported by an Assistant to the City Administrator at .50 FTE. This role is also supported by an Administration staffer at .30 FTE.	Staff support provided to the SSOC to hold monthly public meetings. Meet directly with Measure Z funded departments as program issues arised.
AUDIT (CONTROLLER'S BUREAU)	23,320	-		X	Measure Z annual financial audit is in process	
	257,222			X	Administration fees (County of Alameda)	
Subtotal Oversight & Evaluation - FY 15-16	**449,484**	**0.80**				

FY 2015-16 Audit Results

Safety and Services Act of 2014 (Measure Z)

Safety & Services Oversight Commission
May 22, 2017

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Agenda

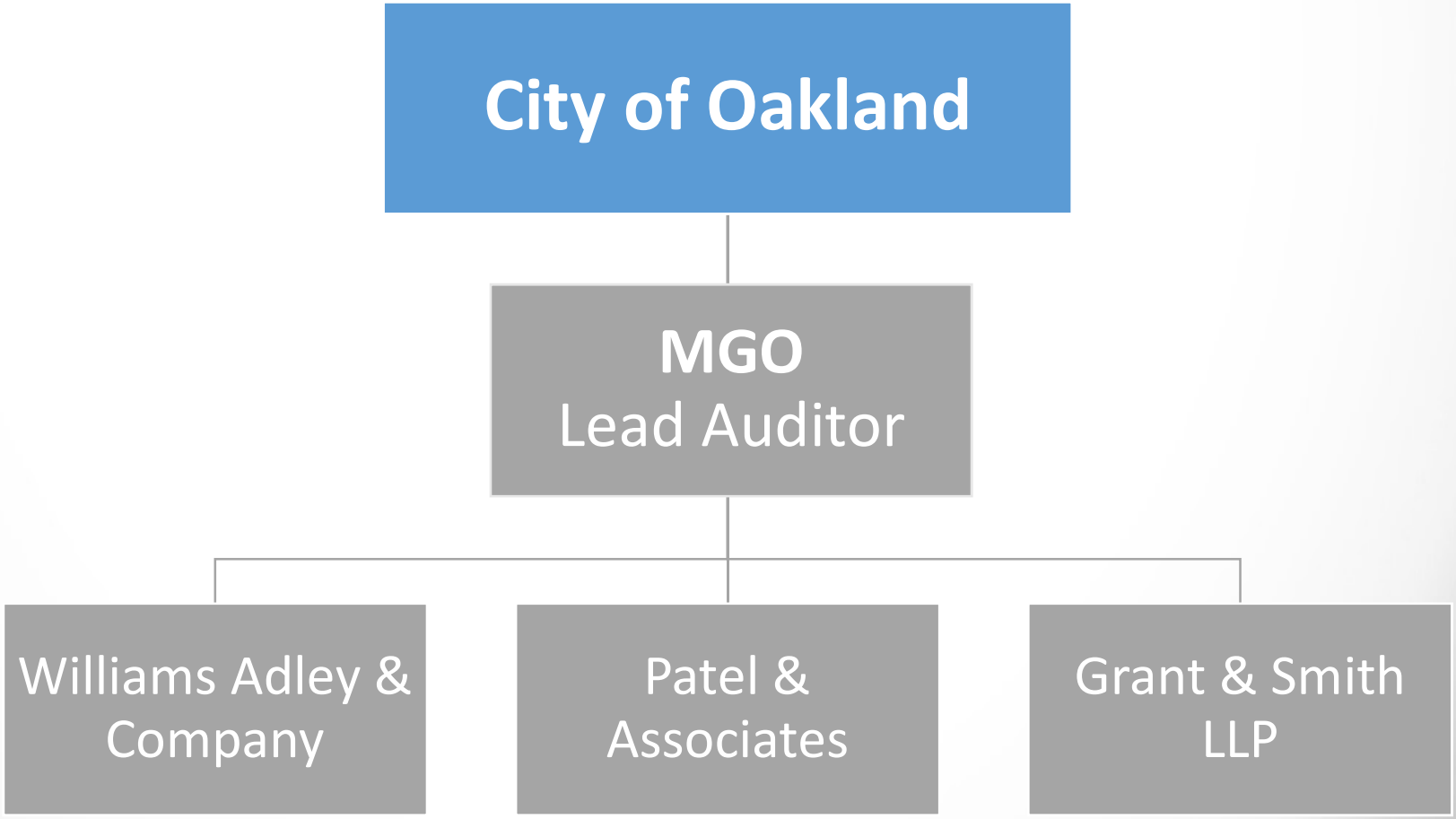
Today we will cover:

- External Audit Teams
- City's Financial Statements Reporting Structure

Safety and Services Act of 2014 (Measure Z)

External Audit Teams

MGO Certified Public Accountants



City's Financial Statements Reporting Structure

Safety and Services Act of 2014 (Measure Z)

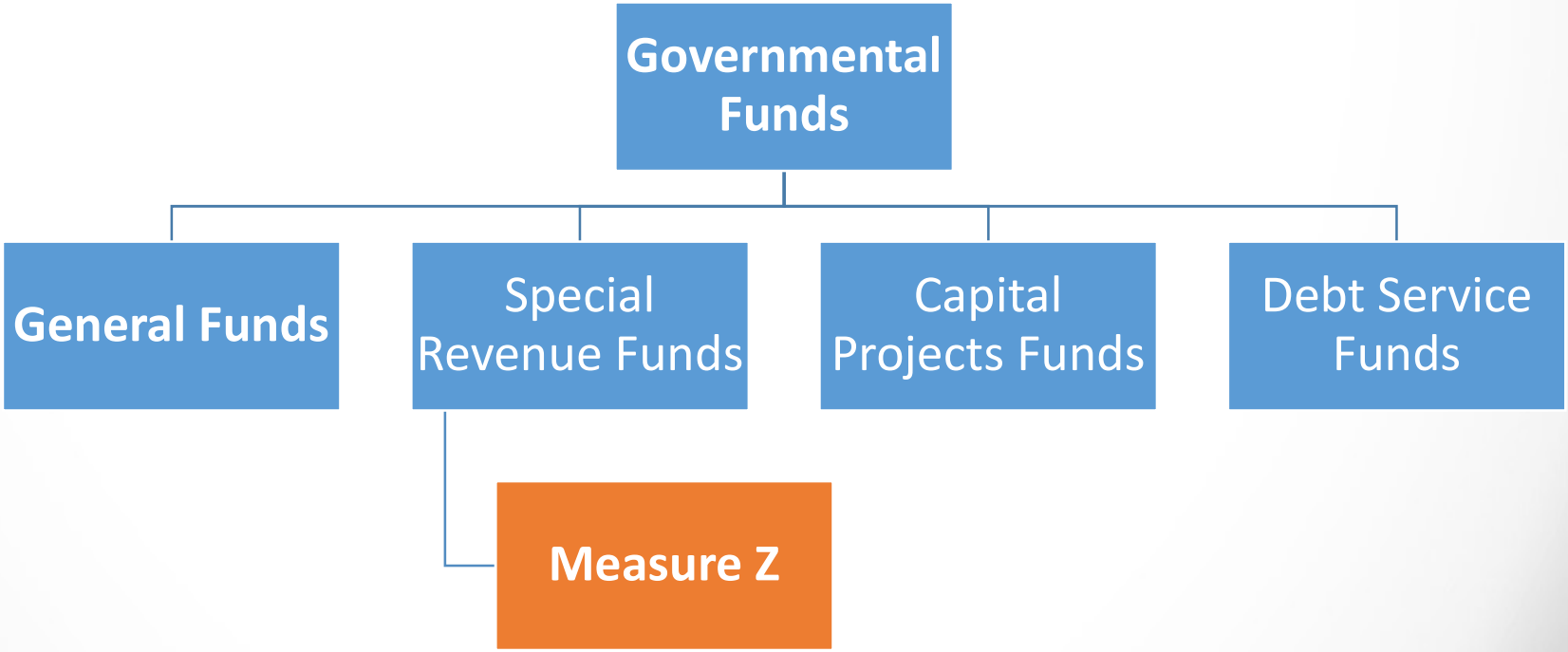
Comprehensive Annual Financial Report (CAFR)

mgo Certified Public Accountants

CAFR	Introductory Section	***INTRODUCTORY SECTION***			
		+			
	Financial Section	**Management's Discussion and Analysis (MD&A)**			
		Gov't-wide F/S	**Fund Financial Statements**		
		Statement of net position	**Governmental Funds**	**Proprietary Funds**	**Fiduciary Funds**
			Balance sheet	Statement of net position	Statement of fiduciary net position
			Statement of revenues, expenditures, and changes in fund balances	Statement of revenues, expenses, and changes in fund net position	
		Statement of activities			Statement of changes in fiduciary net position
			Budgetary comparison statement	Statement of cash flows	
		Notes to the Financial Statements			
		Required Supplementary Information Other Than MD&A			
		Information on individual nonmajor funds and other supplementary information that is not required			
		+			
	Statistical Section	***STATISTICAL SECTION***			

Safety and Services Act of 2014 (Measure Z)

Comprehensive Annual Financial Report (CAFR)



Questions?
Let's Talk.

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CITY OF OAKLAND

AGENDA REPORT

TO:	Public Safety and Services Oversight Committee	**FROM:**	Mark Hoffmann Acting Fire Chief
SUBJECT:	OFD Quarterly Update	**DATE:**	May 12, 2017

Approval Date:

RECOMMENDATION

Staff recommends the Public Safety Services Oversight Committee (SSOC) accept an Informational Report providing an update on activities funded by the 3-year Spending Plan for the Oakland Fire Department for FY 15-16, FY 16-17 And FY 17-18

BACKGROUND / LEGISLATIVE HISTORY

In 2014, voters approved funding to augment basic police and fire services and funded violence prevention and intervention programs. The tax proceeds raised by Measure Z special taxes may only be used to pay for any costs or expenses relating to or arising from efforts to achieve the following objectives and desired outcomes:

1. Reduce homicides, robberies, burglaries, and gun-related violence;
2. Improve police and fire emergency 9-1-1 response times and other police services; and
3. Invest in violence intervention and prevention strategies that provide support for at risk youth and young adults to interrupt the cycle of violence and recidivism.

Authorized uses of the proceeds include:

- **Maintain adequate personnel resources** through the hiring of sworn personnel, reduction of overtime and maintaining of staffing as identified in the IAFF Memorandum of Understanding (MOU).

- **Improve fire 9-1-1 response times** through the monitoring of turnout times, the review and revision of Fire Dispatch policies and practices and improvement of district familiarization within the fire companies.

- **Reduce homicides** through the training of personnel in areas such as Mass Casualty Incidents, Active Shooter, unified response with OPD to violent incidents, medical training centered on treatments to stop the bleeding i.e. tourniquets, sucking chest wound seals, and TXA intravenous drugs.

At your October 26, 2015 meeting, your Commission requested that the Oakland Fire Department (OFD) report quarterly on the status of sworn vacancies, turnout times of each fire

Item: _____
SSOC

company, policies and practice changes within Fire Dispatch, and the training of personnel which specifically addresses response to violent acts.

QUARTERLY UPDATE

In this memorandum, I would like to highlight the following activities:

- The status of OFD sworn vacancies.
- Recent discussions with the Oakland Police Department (OPD) on how to best reduce staging times for our personnel.
- The development of a draft Policy and Procedure which will be used toward ensuring our personnel are prepared to respond to violent incidents with OPD personnel.
- OFD Turnout and Total response times for the first quarter of calendar year 2017.
- The OFD Communities Advancing through Reading, Education and Safety (CARES) program and our outreach to Oakland Public Schools during the calendar year.

Status of Fire Department Sworn Vacancies

As part of the Measure Z goals, the Fire Department is charged with the responsibility to provide fire services such as maintaining adequate personnel resources to respond to fire and medical emergencies including, but not limited to, response to homicides and gun related violence and investigate fire causes. The Fire Department continues its efforts to maintain adequate personnel resources through the recruitment and hiring of sworn personnel. The Fiscal Year (FY) 2015-16 quarterly status data of fire department sworn filled and vacant positions is below:

RANK	FUNDED SWORN STAFFING FY 2015-16	ACTUAL SWORN STAFFING AS OF 9/30/15	ACTUAL SWORN STAFFING AS OF 12/31/15	ACTUAL SWORN STAFFING AS OF 3/31/16	ACTUAL SWORN STAFFING AS OF 6/30/16
Chief	**1**	1	1	1	1
Deputy Chief	**2**	2	2	2	2
Assistant Chief*	**1**	0	0	0	0
Battalion Chief	**12**	12	12	12	11
Captain	**56**	45	45	45	44
Lieutenant	**67**	51	61	60	60
Engineer	**84**	74	66	64	64
Fire Investigator	**3**	3	3	3	3
Firefighter Paramedic	**93**	72	78	78	85
Firefighter	**187**	163	164	159	159
Total Funded	**506**				
Total Filled		*423*	*432*	*424*	*429*
Total Vacant		*83*	*74*	*82*	*77*

*OFD requested to underfill this grant funded position (US&R) by Battalion Chief.

The FY 2016-17 first, second and third quarters status data of fire department sworn filled and vacant positions is below:

RANK	FUNDED SWORN STAFFING FY 2016-17	ACTUAL SWORN STAFFING AS OF 9/30/16	ACTUAL SWORN STAFFING AS OF 12/31/16	ACTUAL SWORN STAFFING AS OF 3/31/17
Chief	**1**	1	1	1
Deputy Chief	**2**	2	2	2
Assistant Chief*	**1**	0	0	0
Assistant Fire Marshal	**1**	0	0	0
Battalion Chief	**12**	12	12	12
Captain	**57**	41	40	41
Lieutenant	**67**	65	65	67
Engineer	**85**	77	78	78
Fire Investigator	**3**	3	3	3
Firefighter Paramedic	**93**	79	88	86
Firefighter	**187**	141	155	152
Total Funded	**509**			
Total Filled		*421*	*444*	*442*
Total Vacant		*88*	*65*	*67*

*OFD requested to underfill this grant funded position (US&R) by Battalion Chief.

Fire Academy 2-2016 included five (5) Firefighter Paramedic Trainees and twenty-six (26) Firefighter Trainees. Academy 2-2016 graduated thirty-one (31) trainees on April 21, 2017. This reduced the total number of sworn vacancies, as of April 2017, to thirty-six (36).

Thereafter, it is anticipated the Fire Department will only require one Academy annually. A selection process is in progress for Academy Class 1-2017 tentatively scheduled to begin in November 2017.

Reducing Staging Times

When violence occurs within the community, the OFD staff receives a call for assistance and responds with the ambulance transport provider and OPD personnel to provide emergency medical service. In the case of OFD and the ambulance transport provider, personnel and apparatus stage outside of the so called "hot and warm zones". OFD staff relies upon communication from OPD before entering the hot zone; and in some instances information sharing has been less than optimal, leading to lengthy staging periods that may have not been necessary. The staging of apparatus for extended periods of time may impact our ability to provide a rapid response to other events in the vicinity. As a result, we have jointly met and discussed ways to improve communication between OFD and OPD officers and dispatch personnel from both departments in order to reduce lengthy staging for unsecure scenes.

The primary change involves when the Fire Dispatch Center is notified of a violent/unsecure scene. When OPD has assigned an officer to the call (when the officer is actually responding to and enroute to the location) OPD dispatch will notify Fire Department Dispatch personnel. This is anticipated to substantially reduce OFD unit staging times. This system improvement will potentially reduce the amount of time it takes a victim of violence or (other emergent call) to be transported to a Trauma Center.

Medical Care Improvements for Victims of Violence

The Oakland Fire Department now has a drug (Tranexamic acid or "TXA") in its Advanced Life Support (ALS) inventory that can be administered to stop internal hemorrhage from penetrating injuries (such as gun shot and stab wounds). The department has recently issued Point of Wounding (POW) kits to engine and truck companies. These kits have replaced the previously used triage tags and serve to streamline the ability to provide for effective and rapid triage at Multiple Casualty Incidents (MCIs). The addition of TXA and POW kits will aid our personnel in their efforts to keep patients viable in the field until they arrive at a local Trauma Center.

Proposed Policy and Procedures – Unified Response to Violent Incidents

In addition, to the effort mentioned above, OFD has drafted a Policy and Procedure to ensure that OFD personnel are better prepared to respond to violent incidents such as those caused by an "active shooter". The policy and procedure will provide guidance that protects first responders and expedites response into the 'warm zone' for removal and treatment of injured civilians. This policy and procedure will serve as guidance in a future multi-discipline and multi casualty active shooter incident exercise at the Oakland Airport involving Alameda County Sherriff's Office, OFD, Paramedics Plus and Port of Oakland staff later this year, or in early 2018.

Turnout Times of Each Fire Company

The importance of responding immediately and safely to each medical emergency, fire, or other call for service is a fundamental part of OFD's duties. Overall, the department is striving to improve its turnout and total response times. The department is exploring a modified notification to its members that is anticipated to further improve turn out and total response times.

The attached report provides a summary of the response times for each truck and engine company for the prior quarter. Reports for the 1st and 4th quarters of 2016 are included for comparison.

The trial period of "no phone calls" to all OFD fire stations was postponed due to several stations experiencing intermittent telephone and alerting system outages during the winter months. All except 3 stations have received an optical fiber connection. Department of Information Technology (DIT) staff has stated that this network is far more reliable than the T-1 copper lines that were in place before. However, there is no back-up as there was with the T-1 system so we have devised a solution that serves as a failsafe. If a responding engine or truck company has not indicated that they are responding to a call on the Mobile Data Terminals, then an audible tone will sound at the corresponding fire dispatcher's computer. We are also exploring the addition of a flashing icon on the every fire dispatcher computer screen. These two items will prevent units from missing emergency calls during the no phone call trial period. We are working with DIT staff to have the audible tone increased and the flashing icon installed in an effort to launch the "no phone call" dispatch on or before June 15, 2017.

Oakland Fire Department CARES

OFD CARES is the umbrella for all community outreach programs of the Oakland Fire Department. This past Fall/Winter season OFD Stations 8, 17, and 23 partnered with three local public schools for this school year's "On Fire for Reading" program. All 6 of the Oakland Unified School District sites we have selected (1)Glenview Elementary 915 54th Street– Station 8 (2) Laurel Elementary 3750 Brown Ave – Station 17 and (3) Markham elementary 7220 Krause Ave – Station 23, are within the Measure Z map stressor map risk areas. The three sites that are currently participating in the program are (4) Lafayette Elementary 991 14th Street - Station 10, (5) Brookfield Elementary 401 Jones Ave -Station 20, and (6) Laurel Elementary 3750 Brown Ave - Station 18. Firefighters at these stations spend one hour per week aiding classroom teachers in English/Language Arts instruction.

In the elementary and high schools we continue to emphasize the importance of scholastic achievement, violence prevention, literacy, and reading comprehension. This year's high school involvement includes Oakland High, McClymonds High, and Castlemont High Schools for 1-hour. These sessions focus on providing mentorship and support to participants in Manhood Development Initiative Classes. Individual firefighters lead one class per week on topics such as interview skills, goal setting, life skills, and pursuing a career in the fire service. The Oakland Fire Department has certified 96 students from OUSD this year in Cardio Pulmonary Resuscitation (CPR).

For questions about this memorandum, please contact Darin White, Deputy Chief, at (510) 238-4052.

Respectfully submitted,

Mark Hoffmann
Acting Fire Chief

Item: _____
SSOC

Oakland Fire - 90th Percentile ResponseTime Compliance

By Battalion / Company, Measured in Minutes

Period: 1/1/2017 thru 3/31/2017

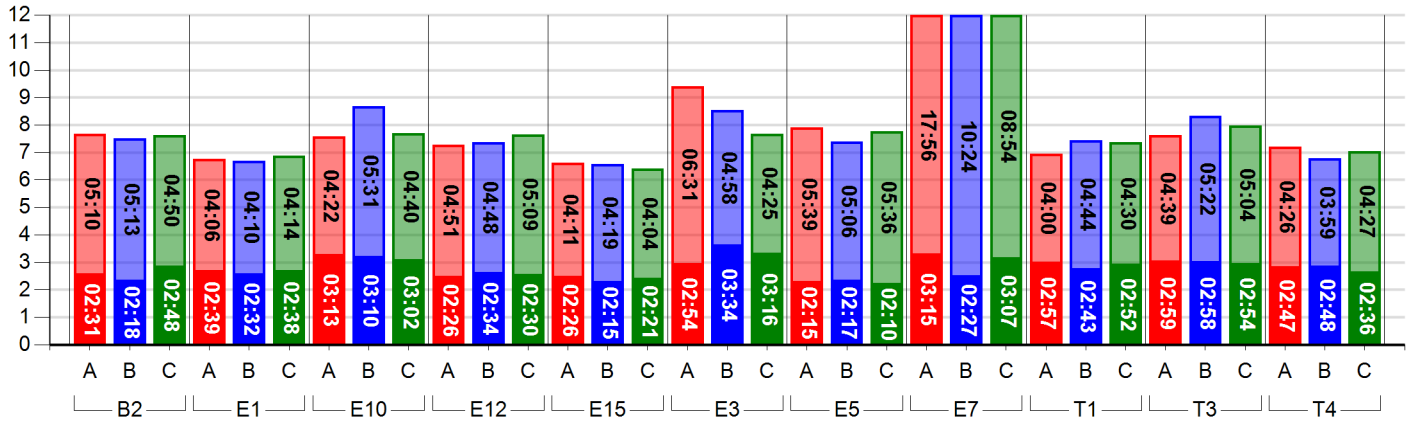
Overall 90% Turnout Time

00:02:53

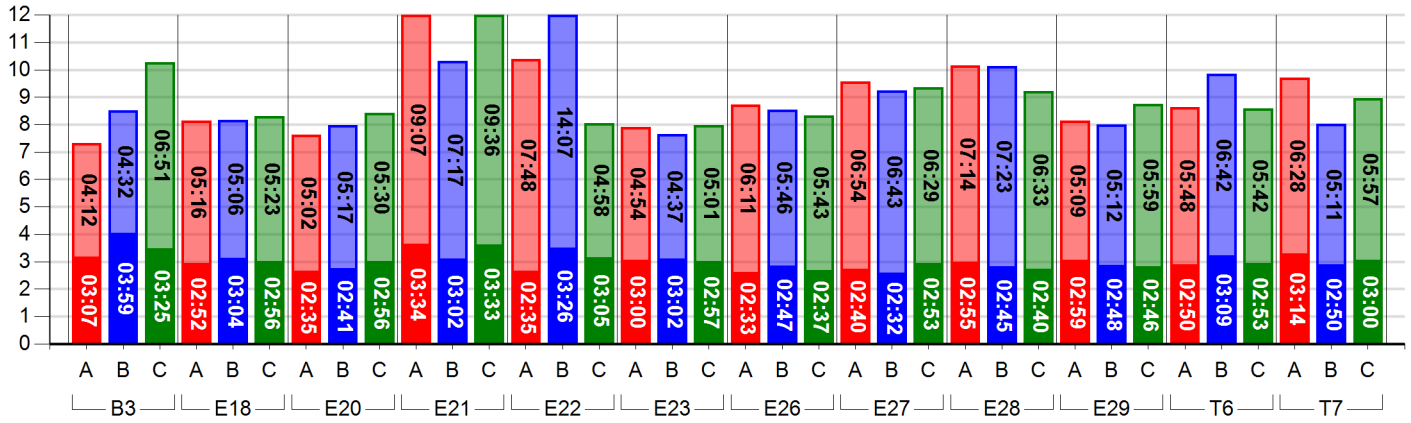
Overall 90% Travel Time

00:05:31

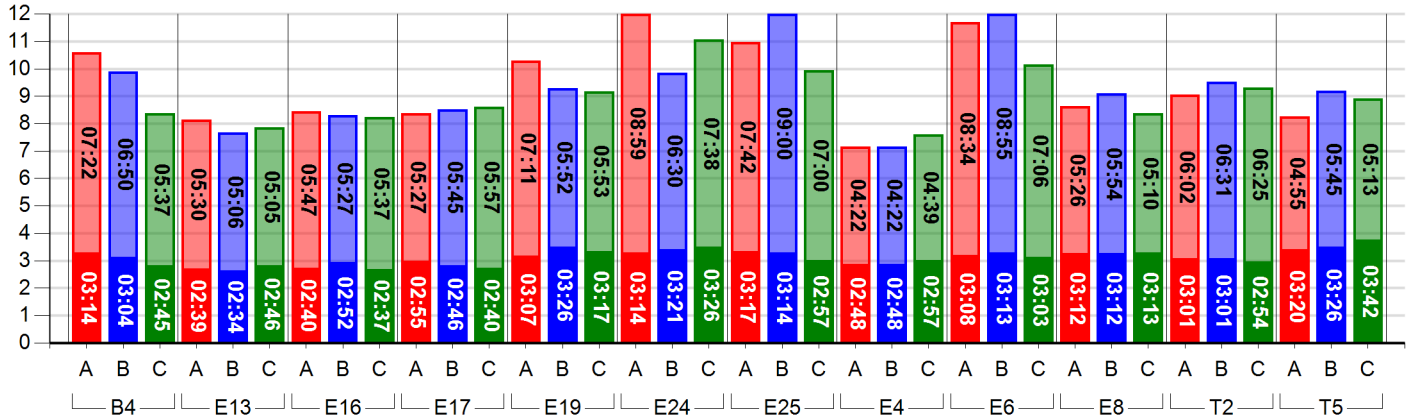
Battalion 2



Battalion 3



Battalion 4



Oakland Fire - 90th Percentile ResponseTime Compliance

By Battalion / Company, Measured in Minutes

Period: 9/1/2016 thru 12/31/2016

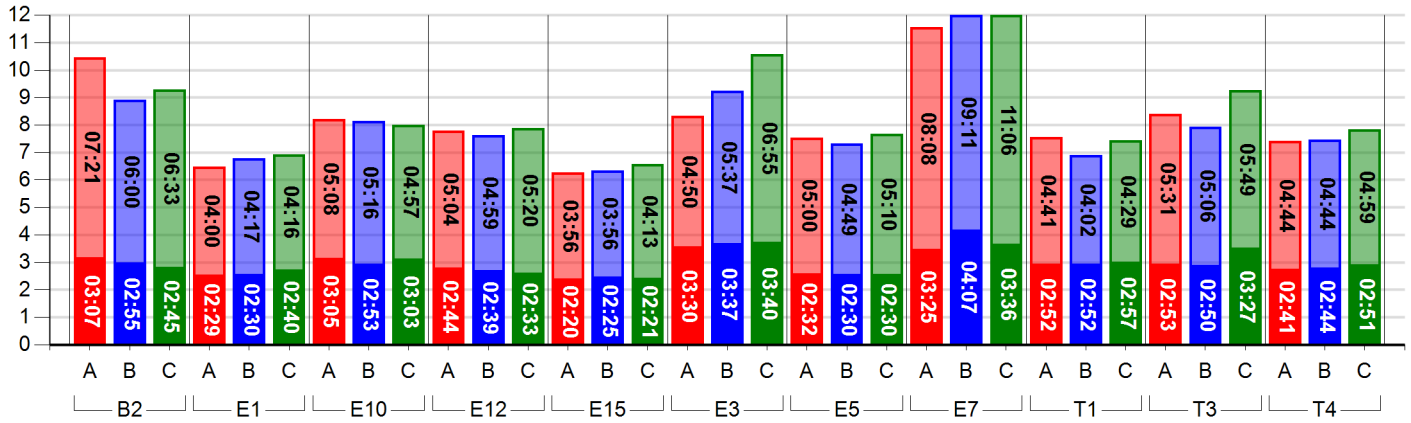
Overall 90% Turnout Time

00:02:55

Overall 90% Travel Time

00:05:31

Battalion 2



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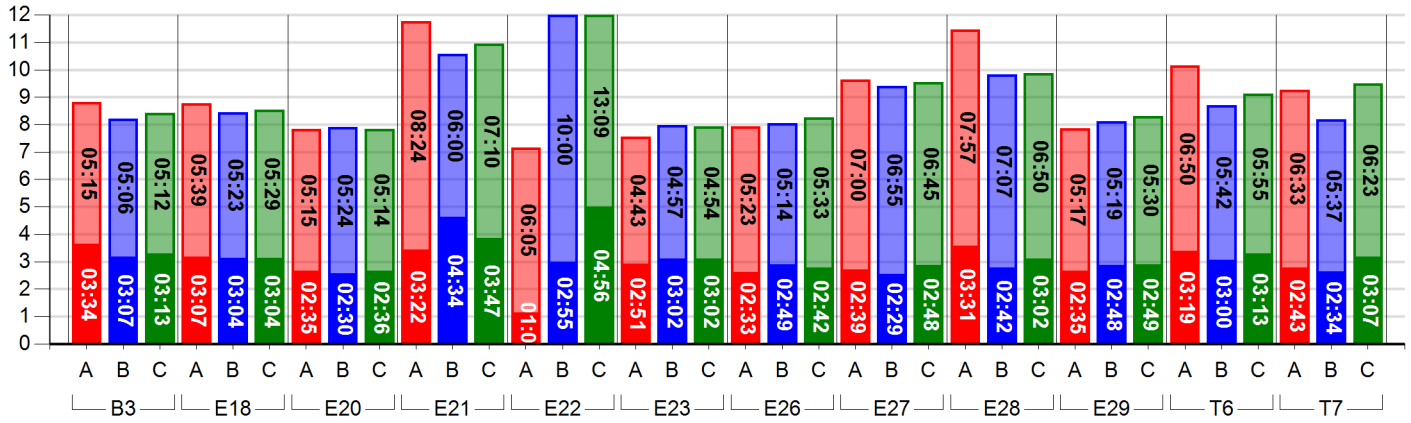

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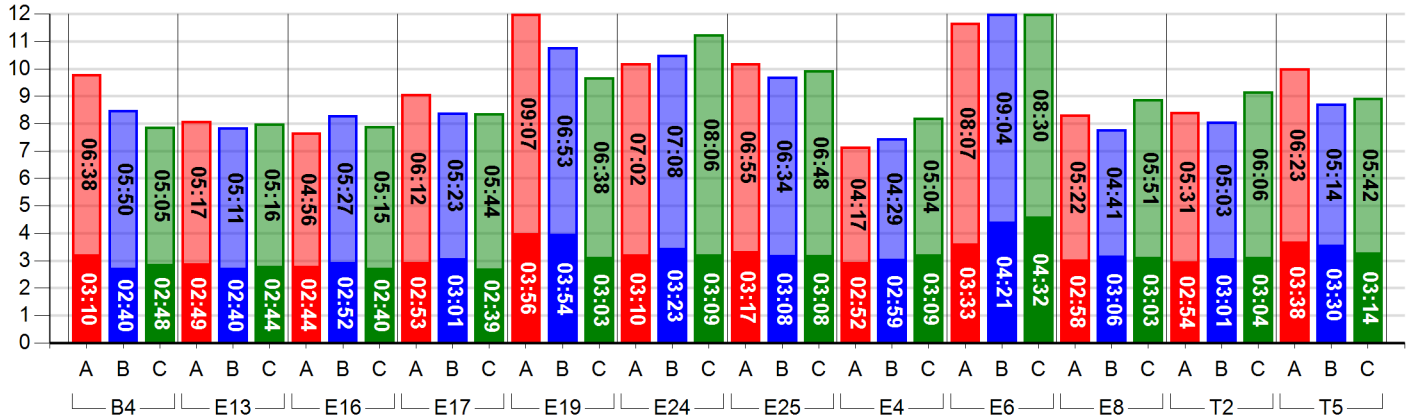


Oakland Fire - 90th Percentile ResponseTime Compliance

By Battalion / Company, Measured in Minutes

Period: 1/1/2016 thru 3/31/2016

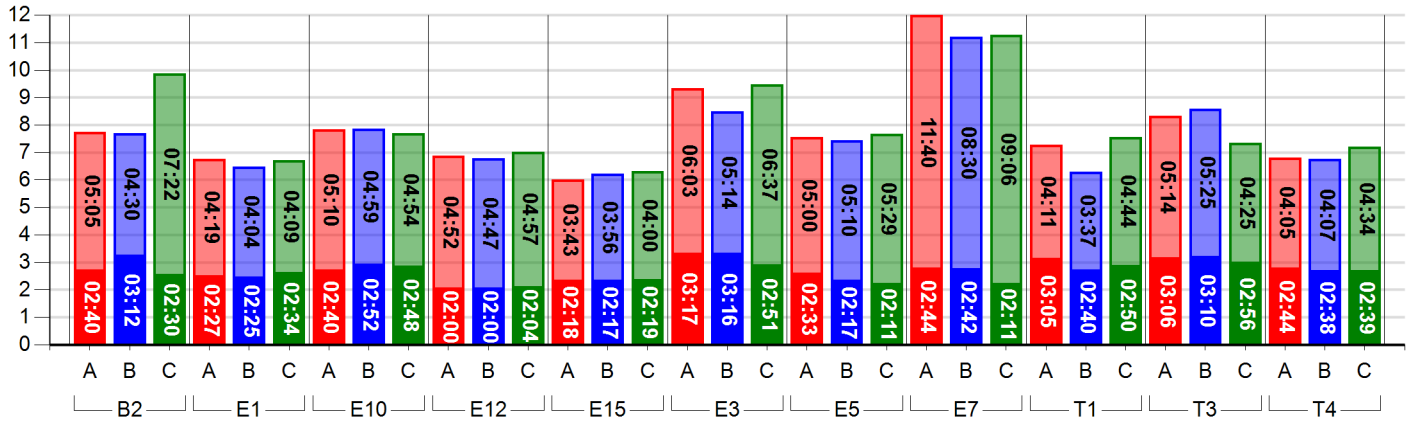
Overall 90% Turnout Time

00:02:47

Overall 90% Travel Time

00:05:29

Battalion 2



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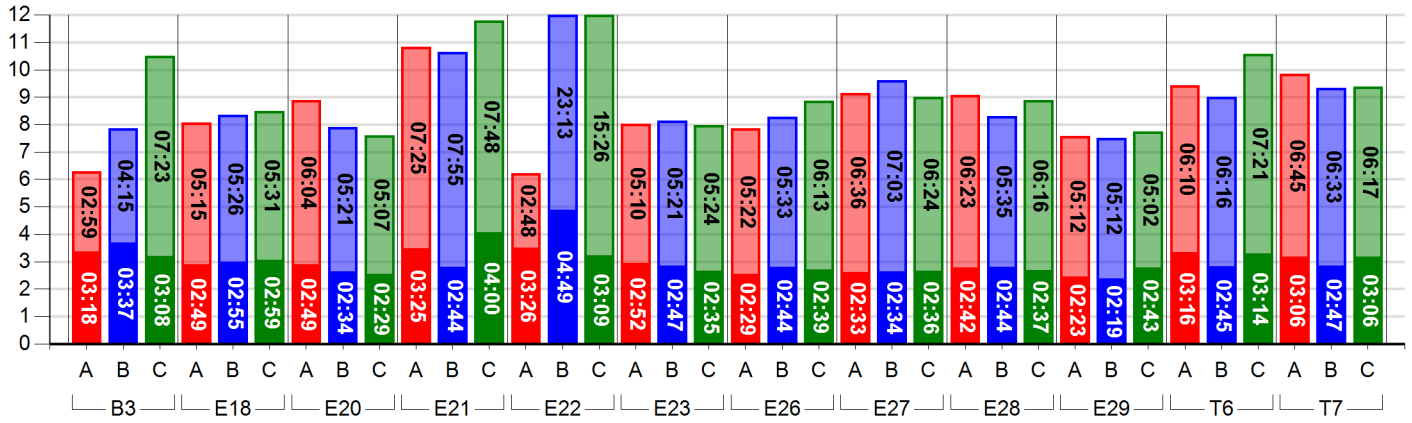

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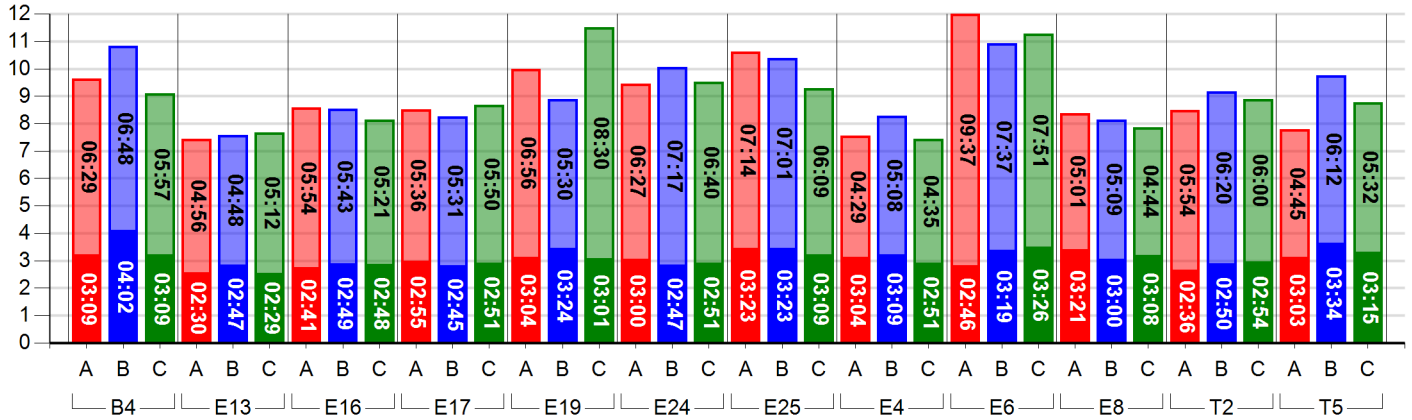

MEMORANDUM

TO: Public Safety and Services Oversight Commission
FROM: Peter Kim, Manager, Oakland Unite, Human Services Department
DATE: May 15, 2017
SUBJECT: Violence Intervention Service Renewal Recommendations Fiscal Year 2017-2018

Attached, please find the **final** version of the report outlining Human Services Department recommendations for renewed funding to provide violence intervention services in Fiscal Year 2017-2018.

The report contains highlights from the past year, a description of the grantee monitoring and renewal recommendation process, and a strategy-level overview of specific grantee progress. In addition, the following attachments to the report are included:

A: Recommended FY 2017-2018 Renewal Amounts by Grantee / Organization
B: Grantee Monitoring "Report Cards"
C: Service Demographics
D: Mathematica Workplan Summary

This report will be discussed at the May 22 Oversight Commission meeting and the May 23 City Council Public Safety Committee meeting. This version replaces the draft version sent to the Commission May 9; minor changes were made the coordination section of the report.

For questions, please contact:

Josie Halpern-Finnerty, Program Planner, Oakland Unite
JHalpern-Finnerty@oaklandnet.com
510-238-2350

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OFFICE OF THE CITY CLERK
OAKLAND

2017 MAY 12 AM 9: 27

CITY OF OAKLAND

AGENDA REPORT

TO:	Sabrina B. Landreth City Administrator	**FROM:**	Sara Bedford Director, Human Services
SUBJECT:	HSD Violence Intervention Renewals Fiscal Year 2017-2018	**DATE:**	May 9, 2017

City Administrator Approval Date: 5/11/17

RECOMMENDATION

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

(1) Renew Oakland Unite Grant Agreements Between The City Of Oakland And Various Public And Non-Profit Agencies And Fund Direct City Services To Provide Violence Intervention Programs For An Estimated Amount Of $8,050,687 For Fiscal Year 2017-2018; And

(2) Amend Professional Service Agreements With Pathways Consultants To Increase The Amount By Up To $30,000 For A Fiscal Year 2017-2018 Contract Amount Not To Exceed $50,000, And With Bright Research Group To Increase The Amount By Up To $80,000 For Training And Technical Assistance For A Fiscal Year 2017-2018 Contract Amount Not To Exceed $330,000.

EXECUTIVE SUMMARY

This report provides an overview of new violence intervention programs implemented under the 2014 Oakland Public Safety and Services Violence Prevention Act ("Safety and Services Act"). Grantees provided over 150,000 hours of intensive services aimed at interrupting the cycle of violence and recidivism to over 3,100 high-risk youth and young adults in 2016. This report provides detail on these programs and services, and requests authorization to renew agreements and services for one additional year, Fiscal Year (FY) 2017-2018.

Background: The Human Services Department (HSD) administers violence intervention funds through grant agreements with 26 nonprofit and public agencies, and by providing direct services within the City to individuals at highest risk for violence. Current grant agreements and services were approved by the Safety and Services Oversight Commission (the "Oversight Commission") and City Council in 2015 as part of a three-year spending plan.

Item: _____
Public Safety Committee
May 23, 2017

Highlights: The period since January 2016 was one of significant growth for the City's violence intervention service network. Eight providers were new to the network, and all providers worked with HSD and one another to implement program changes designed to increase impact. Highlights from the first year include:

- Life Coaching: Significant expansion of Life Coaching services to adults involved in and at highest-risk for violence as identified by data analysis; formative evaluation showed that 55 percent of all participants are either employed or in a training program and 30 percent received support resolving a potentially violence conflict.

- Employment: Provision of crew-based transitional employment for and highest-risk individuals, including daily pay and employment training and job placement support, and provision of school-based education and employment supports to youth.

- Gun Violence Crisis Response: Weekly coordination of support and conflict mediation in response to homicides and gun violence; over 95 percent of all families affected by homicide in Oakland received some support from service providers in the network.

- Commercial Sexual Exploitation and Family Violence: Expansion of transitional housing, crisis response and wraparound support services for commercially sexually exploited youth, and continued crisis, legal, and wraparound support for victims of family violence.

- Innovation: Creation of a trauma-informed education and culture-change model in Horace Mann Elementary and Elmhurst Community Prep, and expansion of a program to divert youth with serious charges to divert them from the juvenile justice system.

- Community Building: Increased support for residents seeking to develop and expand leadership skills in West and East Oakland, including a six-week summer parks program where 300-500 residents came out each week to participate.

- Capacity Building: Launch of a training and technical assistance (TA) program for the network, including employer engagement and skill development in core areas such as coaching and harm reduction for over 240 management and line staff service providers.

Recommendation: After thorough monitoring of grantee progress, including quarterly performance-based reports, two in-person file reviews, a full site visit and fiscal review, and program observation, HSD recommends that all grant agreements be renewed. Progress is summarized by strategy area below, including agency names, funding amounts, progress towards contract deliverables, service populations, and any areas of necessary improvement. For two agencies, renewed funding is contingent upon taking actions in identified areas which HSD fully anticipates to be addressed by the next contract period. Details are included in this report, with attachments as follows:

- ***Attachment A:*** Summary of agencies recommended for renewed funding
- ***Attachment B:*** Report cards for each grantee, including participant case study
- ***Attachment C***: Summary of participant demographics
- ***Attachment D:*** Overview of the workplan for the new independent evaluator

In addition, HSD seeks authorization to amend existing professional service agreements to augment existing training and TA efforts for the service provider network using previously authorized grant funds intended by the funder for this purpose. FY 2017-2018 is the final year of services under the current approved spending plan. A new spending plan for violence intervention services will be brought in the fall of 2017 following a strategic planning process.

BACKGROUND / LEGISLATIVE HISTORY

Overview of Safety and Services Act: Oakland voters passed the Public Safety and Services Violence Prevention Act (commonly known as Measure Z, and hereafter referred to as the Safety and Services Act) in 2014, approving a series of taxes to support public safety and violence intervention objectives. The Safety and Services Act includes funding for programs and services that provide support to high-risk youth and young adults to interrupt the cycle of violence and recidivism. HSD administers these funds through its Oakland Unite unit.

Current Spending Plan: The Safety and Services Act establishes an Oversight Commission whose members receive and approve a priority spending plan for violence intervention funds related to the Act every three years. The current spending plan was approved by the Oversight Commission on May 27, 2015, and by City Council on July 21, 2015 (Resolution No. 85720 C.M.S.). The spending plan authorized HSD to fund select direct service positions within HSD and to release the majority of funds through a Request for Proposals (RFP) process to organizations providing violence prevention services in the approved areas.

Approved Strategy Areas: The spending plan directs funding to 10 sub-strategies across five strategic investment areas aligned with the Safety and Services Act as shown in Table 1. Areas emphasize coordination of public systems and community-based social services with a focus on youth and young adults at highest risk of violence as guided by data analysis.

Table 1 - Strategic Investment Areas and Safety and Service Act Elements

Element of Safety and Services Act	Strategic Investment Area				
	Life Coaching/ Intensive Case Management	Education/ Economic Self-Sufficiency	Violent Incident/Crisis Response	Community Asset Building	Innovation
Community Engagement	X	X	X	X	X
Street Outreach and Case Mgmt.	X		X		
Victim Crisis Response			X		
Reentry Programs with School & Employment Support Services	X	X		X	X
Support for Young Children			X		X
FY 2017-2018 Renewal Amount[1]	**$2,759,039**	**$1,750,000**	**$2,666,923**	**$794,725**	**$200,000**

[1] Primarily FY 2017-2018 Safety and Services Act funds supplemented by grant and carryforward funds; see "Fiscal Impact" section for details.

Guiding Principles: In addition to the language of the Safety and Services Act, HSD uses the following principles to guide fund allocation and administration:

- Prioritize resources for neighborhoods where violence is most prevalent. Services are prioritized for police beats which have had the highest incidence of violent crime.

- Align with other funding sources. HSD works with public partners to align funding priorities in order to maximize positive outcomes for targeted participants and communities and achieve a greater collective impact.

- Use evidence-based programs and/or best practices. HSD prioritizes programs that demonstrate expertise and effectiveness in serving local communities, and also replicate evidence-based programs and/or utilize best practices in the field of violence prevention.

- Support efforts towards innovation and improvement. Recognizing the need for continued development and refinement of services and approaches, opportunities for innovative and emerging practices are encouraged where appropriate across strategies.

- Utilize data-driven analysis and outcome-based evaluation. HSD monitors grantee performance data and works with independent evaluators to analyze outcomes including recidivism and educational achievement in order to ensure a focus on highest risk individuals and guide program development.

Current Grant Agreements: On November 16, 2015 the Oversight Commission approved HSD recommendations to execute grant agreements with non-profit and public agencies selected through the 2015 RFP process to provide violence prevention and intervention services. On December 8, 2015, City Council approved grant agreements to run from January 1, 2016 through June 30, 2017, with an option to renew for one additional year from July 1, 2017 through June 30, 2018 (Resolution No. 85926 C.M.S.).

An additional grant agreement was approved for West Oakland Street Outreach Services on April 5, 2016, to run from April 1, 2016 through June 30, 2017, with an option to renew for one additional year (Resolution No. 86084 C.M.S.). Oversight Commission and City Council approval is required to renew grant agreements for FY 2017-2018.

Additionally, City Council approved professional service agreements for training and technical assistance to the grantee network on July 19, 2016 for the period July 1, 2016 through June 30, 2017, with an option to renew for one additional year (Resolution No. 86310 C.M.S.).

Timing of Next Spending Plan: FY 2017-2018 is the final year of services under the current approved spending plan. A new spending plan for violence intervention services will be brought to the Oversight Commission and City Council in the fall of 2017 following a strategic planning process. HSD anticipates releasing a new RFP in the winter of 2017.

ANALYSIS AND POLICY ALTERNATIVES

Program Highlights: Since January 2016, HSD has worked with selected grantees to implement new programs funded under the Safety and Services Act and develop a coordinated network of services. HSD and grantees made a number of shifts in the current funding cycle in order to integrate recommendations from the Oversight Commission, City Council, Community Partners, and Independent Evaluators, including:

- Clearer definition of target population and referral mechanisms. Across the network, "highest-risk" youth and young adults are defined as victims of violence (including gun violence, family violence and commercial sexual exploitation), who have used or are considering using violence against others, who are involved in groups/gangs, and/or who are returning to their community after incarceration. Each sub-strategy has defined referral mechanisms such as the Oakland Police Department, the City's Ceasefire strategy, the Probation Department, District Attorney's Office, and Highland Hospital, among others.

- More intensive interventions for highest-risk individuals. HSD has facilitated more consistent use of evidence-based practices across strategies and particularly in programs offering case management. This includes standardized and shared assessment protocols and case planning tools, intensive relationship-centered interventions with smaller provider caseloads, longer service periods, and increased use of incentive stipends.

- Increased coordination and communication among network. Coordination and communication are required across service providers and key public system and community partners. Coordination is facilitated by HSD staff through means such as regular case conferencing, defined communication protocols, and standing cross-agency meetings.

- Build professional capacity among providers and grantee network. HSD contracted with Bright Research Group (BRG), Urban Strategies Council, and Pathways Consultants to provide training and technical assistance (TA) to the network. Topics include: coaching skills, harm reduction, self-care, Human Resource (HR) practices, employer engagement, supervision, and organizational development.

- Integrate community and family into service network. HSD has sought opportunities to incorporate community-building and holistic family services by working across HSD divisions such as Oakland Fund for Children and Youth and Head Start, and through participant and neighborhood leadership development.

- Expand focus of outcome evaluation. HSD has worked with the City Administrator's Office (CAO) and the Oversight Commission to begin a new independent evaluation headed by Mathematica Policy Research (Mathematica). The new evaluation began in January 2017 and will include a four-year comprehensive evaluation with a quasi-experimental design. (See "Evaluation" section for more details)

Summary of Grantee Progress: The new independent evaluator for violence prevention services, Mathematica, is conducting an initial review of service provision across the network. Table 2 summarizes aggregate service delivery data through Quarter 4. ***Attachment C*** contains additional detail compiled by HSD on the characteristics of individuals served by strategy, included age, race, gender, and ZIP code.

Table 2 - Summary of Services January 1-December 31, 2016[2]

Strategy Area	Individual Services		Group Services	
	Participants	Hours[3]	Participants	Hours[4]
Life Coaching				
Youth Life Coaching	300	11,213	111	2,089
Adult Life Coaching	299	8,209	19	252
Education & Economic Self-Sufficiency				
Youth Employment/Education Support	176	13,648	171	9,690
Work Experience Hours		10,316		3,158
Adult Employment/Education Support	426	19,400	675	79,572
Work Experience Hours		17,548		54,034
Violent Incident & Crisis Response				
Shooting/Homicide Response & Support Network	573	3,891	n.a.	n.a.
Street Outreach	364	2,415	n.a.	n.a.
Comm. Sexually Exploited Children Intervention	251	1,875	93	1,710
Family Violence Intervention	883	238	n.a.	n.a.
Innovation Fund				
Innovation Fund	29	425	44	1,123
Community Asset Building				
Leadership Council[5]	6	14	4	12
All Participants[6]	**3,134**	**61,329**	**1,093**	**94,477**

[2] Source: Cityspan data extract from March 10, 2017, prepared by Mathematica Policy Research 2017. Notes: This table reflects summary information for all individuals in Cityspan data regardless of their consent status. Because unique individuals could only be identified if they had given consent, the participant counts presented here may include duplicates. n.a. = not applicable

[3] Total individual service hours are based on case management, intensive outreach, mental health, mentoring, and work experience hours. Other service hours are not included because they were not reported in the data file.

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

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

[6] All participant totals do not equal the sum of strategies because some individuals participate in multiple strategies.

Monitoring Grantee Progress: HSD monitors grantee progress on an ongoing basis through formal mechanisms outlined in a Grantee Manual and in each grantee's contract. Monitoring is intended to assess programmatic and fiscal compliance, identify areas of strength and success, and identify areas where improvement is needed and technical assistance or training could be beneficial. Monitoring activities include:

- Quarterly review of progress reports and invoices. HSD reviews program narratives, progress towards deliverables, aggregate statistical reports showing population demographics and service intensity, and expenditures. Funds are withheld if grantees have not demonstrated sufficient progress towards deliverables or have not expended funds.

- Site visits and file review. HSD conducted two file reviews since January 2016 to ensure that grantees have documentation and data quality assurance practices. Staff also conducted half-day site visits that include a desk audit, interviews with agency leadership, and program observation. Oversight Commission members participated as observers in spring site visits.

- Fiscal Review. As part of spring site visits, HSD contracted with an independent consultant to conduct a review of grantee fiscal processes and health. The consultant recommended improvements or corrective actions as needed.

- Communication and coordination meetings. Grantees are also required to participate in a variety of regular coordination meetings and to communicate with designated HSD liaisons in order to ensure consistent follow-up and streamlined service deliveries.

Renewal Recommendation Process: Grantee renewal recommendations are based on information gleaned from the monitoring activities described above. HSD works closely with grantees to support their success in implementing contracted programs and services. Criteria for renewal recommendations are outlined below in Table 3.

Table 3 - Criteria for Renewal Recommendations

Criteria	Specific Considerations
Ability to meet contracted deliverables	• Did program activities proceed as planned? • Did participants meet required service delivery milestones? • If the program design needed modification, did the grantee communicate with HSD and identify a solution?
Ability to serve intended target population	• Does monitoring indicate the grantee is serving the intended population? • Is the grantee engaging in successful referral follow-up?
Overall agency health and general contract compliance	• Does grantee attend required meetings? • Does the grantee appropriately communicate with HSD? • Does grantee address any findings in a timely manner? • Does agency have sufficient controls and processes in place?
Evaluation findings[7]	• Did the grantee participate in required evaluation activities? • When available, do evaluation findings show effective services?

[7] The City did not enter into a contract with an evaluator until January 2017, and therefore network-wide evaluation findings are unavailable to inform current renewal recommendations. HSD contracted with an evaluator to do a pilot evaluation of adult case management services. See "Evaluation" for details.

Renewal Recommendations: All agencies are recommended for renewed funding at the same level initially approved by Council in 2015, as shown in ***Attachment A***. Report cards for each grantee are included as ***Attachment B*** and contain a brief program description, payment history and documented match, progress towards deliverables, successes and challenges, corrective actions, and a participant case study. HSD has communicated findings and required corrective actions to all relevant grantees, along with a timeline for completion. HSD anticipates that all corrective actions will be complete by June 30, 2017.

Recommendations and progress are summarized by strategy area below, including agency names, funding amounts, whether they are on track to meet primary contract deliverables, specific service populations, and any areas of necessary improvement. More detailed information on each grantee is available in ***Attachment B***.

For some agencies, renewed funding is contingent upon making improvements and taking actions in certain areas identified during monitoring activities based on the criteria outlined above. Contingencies are noted below and described in the grantee report cards (***Attachment B***). HSD will work closely with these grantees to support and document progress towards improvement in FY 2017-2018.

STRATEGY AREA: LIFE COACHING / INTENSIVE CASE MANAGEMENT

Overall Goal of Strategy Area: To re-direct highest risk youth and young adults towards healthy participation in their communities through coaching, mentoring, system navigation advocacy and referrals. Table 4 below shows sub-strategies within the area with their intended target population and number served through December 31, 2016.

Table 4 - Life Coaching Sub-Strategies

Sub-Strategy	Target Population	Number Served Jan-Dec 2016
Intensive Youth Life Coaching	Youth (age 14-18) on probation and returning to Oakland from the Juvenile Justice Center with a history of violent or criminal behavior, and/or highly at risk of using violence to solve conflicts	300 individual 111 group
Intensive Adult Life Coaching	Young adults (age 18 to 35) with a history of violent or criminal behavior, and/or highly at risk of using violence to solve conflicts	299 individual 19 group

Strategy Area Highlights:

- Life coaching services to young adults at highest-risk of violence expanded to include 14 adult Life Coaches (four in HSD and 10 in community-based provider agencies); 16 community-based youth Life Coaches continue to serve youth on probation who are transitioning out of the Juvenile Justice Center and at highest-risk for engaging in violence.
- HSD worked with grantees to develop standardized assessment protocols and case management tools to be used across all agencies. Other evidence-based changes to the program model include smaller caseload ratios, longer duration of services, and availability of incentive stipends to support participants as milestones are met.
- Monthly case conference meetings for Life Coaches and Program Managers have created a peer learning community that encourages cross-agency problem-solving and collaboration, and the sharing of housing, education, employment, and mental health resources.

- Twelve Life Coaches are part of a nine-month Community Coaching Certification Fellowship as part of HSD's TA program led by consultant BRG, with the goal of equipping them with improved coaching skill sets aimed at supporting transformational change. Upon completion, Life Coaches will receive a Community Coaching certificate recognized by the International Coaching Federation.
- Pilot evaluation conducted by Resource Development Associates (RDA) shows that adult Life Coaching participants received assistance in healthcare enrollment, employment training and attainment, and violent conflict mediation (see "Evaluation" section).

Table 5 - Individual Life Coaching Agency Progress

	Agency Name	Funding Amount FY17-18	On Track to Meet FY16-17 Goals?	Contingencies for FY17-18 Funding
Youth Life Coaching	Alameda County Probation - JJC Coordination	$90,000	Yes	None
	East Bay Agency for Children	$200,000	No	None
	East Bay Asian Youth Center	$285,000	Yes	None
	Motivating Inspiring Supporting and Serving Sexually Exploited Youth, Inc. (MISSSEY)	$155,000	Yes	None
	Oakland Unified School District - School Enrollment Coordination	$80,000	Yes	None
	OUSD Office of Alternative Education	$200,000	Yes	None
	The Mentoring Center	$100,000	No	None
	Youth ALIVE!	$180,000	Yes	None
	Subtotal	*$1,290,000*		
Adult Life Coaching	California Youth Outreach-Oakland, Inc.	$350,000	Yes	None
	ABODE Services	$116,000	No	None
	Roots Community Health Center	$116,000	Yes	None
	The Mentoring Center	$350,000	Yes	None
	HSD Lead Life Coach (1 FTE Outreach Developer)	$149,345	Yes	None
	HSD Life Coaches (2 FTE Case Managers and Participant Stipends)	$322,389	Yes	None
	HSD Life Coaches (Half-year funding for 1 Case Manager, half grant-funded)	$55,305	Yes	None
	Subtotal	*$1,459,039*		
	Strategy Area Total	**$2,749,039**		

Progress Comments: All but three agencies are on track to meet deliverables. These agencies, noted above, identified staff vacancies as the reason for low deliverables. Each agency is now fully staffed and has met with HSD to develop a plan of action to ensure deliverables will be met. See ***Attachment B*** for details.

STRATEGY AREA: EDUCATION AND ECONOMIC SELF-SUFFICIENCY

Overall Goal of Strategy Area: To connect highest risk youth and young adults with employment through skills and job readiness training, education support, job placement, and strengthening employer relationships. Table 6 below shows sub-strategies within the area with their intended target population and number served through December 31, 2016.

Table 6 - Education and Economic Self-Sufficiency Sub-Strategies

Sub-Strategy	Target Population	Number Served Jan-Dec 2016
Youth Employment /Education Support	Youth, transition age youth (TAY), and young adults at highest risk of violence and/or with a serious or violent offense returning to the community after incarceration	176 individual 171 group
TAY & Young Adult Employment /Ed Support		426 individual 675 group

Strategy Area Highlights:

- Providers now include employment and education support for TAY and foster-care system involved youth/TAY, as well as increased school-based services for high-risk youth.
- Expansion of crew-based transitional employment for formerly incarcerated and highest-risk individuals, including daily pay and employment training and job placement support.
- Providers from both life coaching and employment/education strategies met collectively to coordinate and align program goals, improve communication, and facilitate referral sharing.
- Employment providers have also successfully recruited participants through their own referral pathways who continue meet required high-risk criteria.

Table 7 - Individual Education/Employment Agency Progress

	Agency Name	Funding Amount FY17-18	On Track to Meet FY16-17 Goals?	Contingencies for FY17-18 Funding
Youth EE	The Youth Employment Partnership, Inc.	$240,000	Yes	No
	Alameda County Office of Education	$185,000	Yes	No
	Bay Area Community Resources, Inc.	$120,000	No	No
	Youth Radio	$125,000	Yes	No
	Subtotal	*$670,000*		
Adult EE	Beyond Emancipation	$110,000	No	No
	Building Opportunities for Self-Sufficiency (BOSS)	$200,000	No	Yes, see ***Attachment B***
	Center for Employment Opportunities, Inc.	$320,000	Yes	No
	Civicorps Schools	$250,000	Yes	No
	Oakland Private Industry Council, Inc.	$200,000	Yes	No
	Subtotal	*$1,080,000*		
	Strategy Area Total	**$1,750,000**		

Progress Comments: All but three agencies are on track to meet deliverables. These agencies, noted above, are new providers to the network and are addressing unanticipated challenges (i.e. school schedules that affect enrollment; staff transitions). HSD has provided support in program design and planning and applied corrective actions aimed at resolving deficiencies. In addition, one agency, BOSS, has contingencies related to program management, communication, and quality assurance. See ***Attachment B*** for details.

STRATEGY AREA: VIOLENT INCIDENT AND CRISIS RESPONSE

Overall Goal of Strategy Area: To reduce the impacts of violence or re-victimization through immediate outreach and support. Table 8 below shows sub-strategies within the area with their intended target population and number served through December 31, 2016.

Table 8 - Violent Incident and Crisis Response Sub-Strategies

Sub-Strategy	Target Population	Number Served Jan-Dec 2016
Street Outreach	TAY and young adults (age 16 to 35) at highest risk of street violence	573 individual
Shooting/Homicide Response and Support Network	Youth /young adult victims of a gunshot incident (age 14 to 35), family/friends of homicide victims, with relocation support for victims of violence at high risk for retaliation	364 individual
Commercially Sexually Exploited Children (CSEC) Intervention	Commercially sexually exploited youth (age 18 and under)	251 individual 93 group
Family Violence Intervention	Families, including young children, directly exposed to violence in the home	883 individual

Strategy Area Highlights:

- Services that focus on gun violence include: conflict mediation and violence interruption; hospital-based assessment and case management; homicide response, funeral support and grief counseling; and emergency temporary relocation for those at immediate risk.
- The HSD-based Violence Prevention Network Liaison and Coordinator facilitate weekly communication among gun violence response providers to ensure strategic planning, cross-agency collaboration, mutual accountability and resource sharing. Over 95 percent of all families affected by homicide received some support from service providers in the network.
- Street Outreach agencies and HSD conducted strategic planning around the program model, staff roles, and activities for increased clarity and alignment across all partners, and to ensure Street Outreach is focused on those at the epicenter of gun violence.
- The new emergency temporary relocation program successfully relocated 24 individuals/families outside of Oakland and away from immediate, life-threatening danger.
- Services for family violence victims and CSEC include: point-of-arrest advocacy, case management, drop-in group services, and transitional housing for CSEC; and 24-hour crisis hotline, case management, and legal and mental health support for family violence victims.
- Meetings among providers focused on gun violence and those focused on CSEC and family violence have begun to discuss coordination of support services for Oakland communities affected by and living at the intersection of multiple types of violence.
- Grantees in this strategy area received targeted capacity-building as part of HSD's training and TA program led by BRG, including individualized organizational technical assistance for OCYO and MISSSEY, and a multi-day training for Street Outreach.

Table 9 - Individual Violent Incident and Crisis Response Agency Progress

	Agency Name	Funding Amount FY17-18	On Track to Meet FY16-17 Goals?	Contingencies for FY17-18 Funding
Viol. Respon	Catholic Charities of the Diocese of Oakland	$300,000	Yes	none
	California Youth Outreach-Oakland, Inc.	$100,000	Yes	none
	Youth ALIVE!	$125,000	Yes	none
	Subtotal	*$525,000*		
Street Outreach	Building Opportunities for Self-Sufficiency (BOSS)	$325,000	Yes	Yes, see ***Attachment B***
	Youth ALIVE!	$790,000	Yes	none
	HSD Violence Prevention Network Coordinator	$172,380	Yes	none
	HSD Violence Prevention Network Liaison	$141,543	Yes	none
	Subtotal	*$1,428,923*		
CSEC/FV	Motivating Inspiring Supporting and Serving Sexually Exploited Youth, Inc. (MISSSEY)	$80,000	Yes	none
	Bay Area Women Against Rape	$73,000	Yes	none
	Alameda Family Services (Dreamcatcher Youth Services - GPF)	$110,000	Yes	none
	Family Violence Law Center	$450,000	Yes	none
	Subtotal	*$713,000*		
	Strategy Area Total	**$2,666,923**		

Progress Comments: All agencies are on track to meet their deliverables. One agency, MISSSEY, was previously low due to staff transitions but caught up in quarter four, and has been in consistent communication with OU staff around challenges. One other agency, BOSS, has contingencies related to program management, communication, and quality assurance. See ***Attachment B*** for details.

STRATEGY AREA: INNOVATION FUND

Overall Goal of Strategy Area: To create space for emerging ideas and promising practices/programs in violence intervention to prove their effectiveness.

Strategy Area Highlights:

- Seneca's program supports the school-wide adoption of a trauma-informed education and culture-change model in Horace Mann Elementary School and Elmhurst Community Prep, including training for 114 school community members and group mental health services for 44 students. Funding has allowed them to build a strong relationship with OUSD that may lead to the adoption of the program model in additional schools.
- Community Works has worked with 27 Oakland youth to divert them from criminal prosecution using restorative justice processes. They receive referrals from the District Attorney's Office and are working to increase referrals for more severe charges.

Table 10 - Individual Innovation Fund Agency Progress

Agency Name	Funding Amount FY17-18	On Track to Meet FY16-17 Goals?	Contingencies for FY17-18 Funding
Community Works West, Inc.	$100,000	No	None
Seneca Family of Agencies	$100,000	Yes	None
Strategy Area Total	*$200,000*		

Progress Comments: One of the two agencies in this strategy area is behind in meeting deliverables due to a slow referral period; however, agency has demonstrated that referrals have increased and they have plan in place to be on track to make up deficiencies by the end of the contract period. See ***Attachment B*** for details.

STRATEGY AREA: COMMUNITY ASSET BUILDING

Overall Goal of Strategy Area: To deepen the capacity of communities most affected by violence to change norms and influence decision-making around violence. Table 11 below shows sub-strategies within the area with their intended target population and number served through December 31, 2016.

Table 11 - Community Asset Building Sub-Strategies

Sub-Strategy	Target Population	Number Served Jan-Dec 2016
Leadership Council	Young adults at highest-risk of engaging in violence referred through Adult Case Management	20 individual
Community Engagement	Oakland residents in high stress neighborhoods impacted by community trauma and violence	2000 parks program 1000 holiday support
Provider Network Capacity Building	Training and technical assistance for violence intervention network	248 attendees

Strategy Area Highlights:

- In July 2015, oversight for the City County Neighborhood Initiative (CCNI) moved from the Neighborhood Services Division to HSD; HSD partners closely with Alameda County Public Health Department, and communicates with City and County elected officials and staff.
- The HSD Community Engagement Coordinator provides supervision and oversight to two Community Building Specialists who are working to develop and expand leadership skills of community leaders to direct change in their own neighborhood.
- HSD held six weeks of Friday Summer Nights events in East and West Oakland including entertainment, food, and activities to develop community cohesion and reduce violent incidents. Each Friday, 300-500 residents came out to participate.
- Over 1,000 children in 450 families received holiday gifts in 2016 and over 50 families were provided with turkeys and fixings for the 2016 Thanksgiving holiday.
- In January 2017, the Mayor's Public Safety Director was hired and began efforts to finalize a citywide violence prevention plan. The Director will play a key role in coordinating citywide efforts across departments involved in violence prevention and intervention.
- HSD engaged Bright Research Group to plan and implement a training and TA plan for the network.[8] The plan included: large group trainings led by a range of expert subcontractors to

[8] See the Oakland Unite Training website for additional details: http://www.oaklandunitetraining.com/

support skill development in core areas[9]; the Community Coaching Certification Fellowship; and targeted TA. Grant funds are available to supplement efforts in; see "Fiscal Impact."

- HSD obtained permission from the Department of Justice (DOJ) and California Board of State and Community Corrections (BSCC) to use existing, previously authorized grant funds to supplement BRG's training and TA efforts for the provider network in FY 2017-2018.
- Employer engagement efforts have been focusing on building relationships with potential employer champions. Pathways Consultants will continue this work and support deeper training of HSD workforce provider staff, in partnership with Urban Strategies Council. Due to the needs identified by the grantee network, HSD recommends shifting some funds allocated for this work from Urban Strategies to Pathways Consultants in FY 2017-2018.

Table 12 - Individual Community Asset Building Agency Progress

	Agency Name	Funding Amount FY17-18	On Track to Meet FY16-17 Goals?	Contingencies for FY17-18 Funding
Community Engagement	The Mentoring Center (Leadership Council)	$170,000	No	Yes, see ***Attachment B***
	Resident Engagement Specialists (2 FTE)	$262,338	Yes	None
	Community Engagement Coordinator (1 FTE)	$160,351	Yes	None
	Mayor's Public Safety Director	$92,036	Yes	None
	Subtotal	*$684,725*		
TA	Employer Engagement TA: Pathways Consultants	Increase by up to $30,000	Yes	None
	Provider Network TA: Bright Research Group	Increase by up to $80,000	Yes	None
	Subtotal	*$110,000*		
	Strategy Area Total	**$794,725**		

Progress Comments: All but one agency, TMC, is on track to meet their deliverables. That agency, noted above, has had challenges due to unanticipated changes among proposed partners and subgrantee; HSD staff have been in consistent communication with agency and applied a contingency that requires agency to submit a contract modification as well as an updated program design. See ***Attachment B*** for details.

FISCAL IMPACT

Total Projected Expenses: Approval of this resolution will authorize the City Administrator to renew grant agreements with 26 community based and public agencies to provide violence intervention services. It will also continue funding towards 10 positions that coordinate and provide direct services within the City. Lastly, it will modify and increase the professional service agreement amounts available for training and TA efforts. The total projected cost of these efforts for FY 2017-2018 is $8,160,687.

[9] Core areas included: coaching skills for client work, harm reduction approaches and strategies, supervision skills, and skills for promoting self-care of front line workers exposed to violence and trauma.

Funding Sources: The primary funding source for renewals is restricted revenue collected through the Safety and Services Act, as shown in Table 14 below. The Budget Office currently projects $26,648,358 in overall revenue from the Safety and Services Act in FY 2017-2018. The portion allocated for violence prevention services (after HSD allocates 10% for administrative costs, per the spending plan) is $8,585,607. Such funding is held within the Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252).

FY 2015-2016 carryforward from the Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252), HSD Policy and Planning Organization (78311), Measure Z Violence Prevention FY15-16 Project (1001372), will be used to cover six months of a grant-funded HSD Life Coach (per Resolution No. 85720 C.M.S.). This will ensure that this position is on the same timeline as the rest of the grant agreements and service positions, as planned.

Funding for CSEC transitional housing services will come from the General Purpose Fund (1010), HSD Policy and Planning Organization (78311), Services for Sexually Exploited Children Project (1001317 and TBD), allocated by Council for this purpose in the FY 2015-2017 Adopted Budget and anticipated in the FY 2017-2019 Budget.[10]

HSD has obtained permission from the Department of Justice (DOJ) and California Board of State and Community Corrections (BSCC) to use existing grant funds to supplement training and technical assistance efforts for HSD and its grantee network. HSD requests Council authority to amend the existing contract with Bright Research Group to increase the amount by up to $80,000 in FY 2017-2018. Funding is available and authorized for use from the DOJ Fund (2112), HSD Policy and Planning Organization (78311), HSD-OJJP_CBVP (1001316) and HSD-OJJP Youth Violence Prevention (1001447) Projects, and CA Board of Corrections Fund (2152), HSD Policy and Planning Organization (78311), HSD – BSCC Recidivism (1001143) and HSD – Cal Grip 2017 (1000561) Projects.

Lastly, HSD recommends that the professional services agreement with Pathways Consultants be amended to increase the amount by up to $30,000 to provide employer and training partner engagement services for FY 2017-2018 from Measure Z FY 2017-2018 Violence Prevention Funds in the Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252), HSD Policy and Planning Organization (78311), Project TBD. This increase reflects shifts between two contractors funded to provide employment TA to better reflect the network's needs, and does not reflect an increase in funding to these TA efforts from Measure Z funds.

Table 13 summarizes the funding sources for FY 2017-2018 violence intervention services. ***Attachment A*** shows all allocations by agency and funding source.

[10] If City Council does not allocate additional General Purpose Funds in the FY 2017-2019 Budget, then FY 2015-2016 Safety and Services Act carryforward funds will be used to cover six months of services.

Table 13 - Summary of Funding Sources

Fund Name	Funding Codes	Description	FY 2017-2018 Amount
Safety and Services Act FY 2017-2018	Fund 2252, Org 78311, Project TBD	Renew grant awards to qualified organizations and HSD-based direct service staff providing violence intervention services; fund employer and training partner technical assistance services.	$7,915,382
Safety and Services Act FY 2015-2016	Fund 2252, Org 78311, Project 1001372	Fund six months of an HSD-based Life Coach as planned following the end of state grant funds	$55,305
General Purpose Fund FY 2015-2016 and FY 2017-2019	Fund 1010, Org 78311, Project 1001317 and TBD	Renew and fund CSEC transitional housing services	$110,000
Department of Justice	Fund 2112, Org 78311, Projects 1001316 and 1001447	Amend existing agreements to supplement training and technical assistance efforts for HSD and its grantee network	Up to $80,000
CA Board of State and Community Corrections	Fund 2152, Org 78311, Projects 1001143 and 1000561		
		TOTAL	**$8,160,687**

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

PUBLIC OUTREACH / INTEREST

All grantees funded through HSD are required to share information about their program and the broader network at three public meetings annually as part of their contracted deliverables. HSD also provides quarterly updates on grantee progress to the Oversight Commission. HSD will present renewal recommendations to the Oversight Commission on May 22, 2017, in Oakland City Hall, Hearing Room 1.

COORDINATION

This report and legislation have been reviewed by the Office of the City Attorney, Controller's Bureau, and the Contracts and Compliance Division of the City Administrator's Office.

HSD Convened Provider Meetings: HSD works to create and sustain a well-integrated violence intervention network as a result of evaluation findings linking better coordination of services to improved outcomes for participants. Funded programs are required to participate in efforts to achieve this coordination in partnership with HSD, other funded agencies, and key partners (such as OPD and other law enforcement entities). Staff convenes:

- Weekly Shooting/Homicide Reviews. Providers in the Violent Incident and Crisis Response Strategy Area meet to coordinate support and conflict mediation in response to gun violence. Every other week, OPD provides HSD with updates on gun violence priorities and HSD relays critical information to service providers.

- Monthly Adult and Youth Case Conferencing. Youth and adult Life Coaches gather separately to share information/resources, provide training, and problem solve around individual participant cases. Partners involved in case conferencing include Probation, OUSD, Alameda County Behavioral Health, Bay Area Legal Aid, and Ceasefire.

- Monthly Street Outreach Meetings and Biannual Trainings. Street Outreach teams review violence trends, coordinate efforts across the teams, discuss needs and practices, and take part in skill-based training.

- Monthly Employment Provider Meetings. Providers meet to share resources and opportunities, coordinate efforts, and discuss referral processes.

- Quarterly Family Violence and CSEC Provider Meetings. In addition to quarterly meetings to share resources, CSEC and FV providers have begun meeting with providers who respond to gun violence to better coordinate efforts and cross-train.

- Quarterly All-Grantee Meetings. Leadership from all funded agencies come together to network and share information. Meeting topics have included immigrant rights, mental health resources, and evaluation efforts.

Broader Violence Prevention Efforts: HSD participates in a number of other collaborative efforts including Oakland Ceasefire, the Alameda County Reentry Network, the California Cities Gang Prevention Network, the City's CSEC Task Force, and National League of Cities' campaigns to prevent violence and reduce homicides in cities nationwide.

Resource and Fund Leveraging: HSD works with multiple partners to leverage funds and resources, including the Oakland Fund for Children and Youth, Head Start, Community Housing Services, Alameda County Probation and Oakland Unified School District. One such partnership is the Oakland Permanent Access to Housing Rehousing Initiative (OPRI) between the Oakland Housing Authority, the City, and multiple non-profit agencies. OPRI provides housing to low-income residents, homeless youth/families, and adults leaving the criminal justice system.

With Safety and Services Act funds as a base, HSD and its grantee network have leveraged significant additional funds to enhance services. An overview of funds leveraged during the January 2016 through June 2017 funding period is provided in Table 14.

Table 14 - Leveraged Funds

Grant	Funder	Amount	Time Period	Focus and Key Partners
Grantee Match	Various	$2.7 million	Jan. 2016-June 2017	Grantees are required to provide proof that they have secured a required 20 percent match for their funded program. Overall grantees demonstrated a 27 percent match.
Community-Based Violence Prevention	Department of Justice	Approx. $250,000 remaining	Expires June 2018	HSD received this grant from the Office of Juvenile Justice and Delinquency Prevention to replicate components of nationally recognized Street Outreach and Ceasefire models.
Youth Violence Prevention Expansion	Department of Justice	$280,000	Oct. 2015-Sept. 2017	HSD received this grant from the Office of Juvenile Justice and Delinquency Prevention to increase cross-sector planning and capacity-building around violence prevention.
California Gang Reduction and Intervention	California Board of State and Community Corrections	$500,000	Jan 2016-Dec. 2017	HSD, in partnership with OPD, received state funding to support implementation of the Oakland Ceasefire Program.
Golden State Works Transitional Employment (GSW)	California Department of Corrections and Rehabilitation	Approx. $6.5 million	July 2017 to June 2019	The GSW program enhances maintenance of Caltrans right-of-ways in Oakland while providing formerly incarcerated residents on parole with transitional employment, life skills training, employment search skills, and placement in permanent jobs.

PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

Past Evaluation Findings: Independent evaluation has demonstrated the effectiveness of HSD violence intervention programs. Resource Development Associates conducted a retrospective evaluation reviewing eight years of service data and found:

- Programs used data to target an increasingly high-risk population;
- At the same time, they achieved progressively lower recidivism rates; and
- Individuals' involvement with the justice system declined after participating in programs.[11]

[11] Resource Development Associates, "OU Retrospective Evaluation Report: 2005-2013," 2014.

The evaluator also noted that HSD shifted funding to prioritize gun violence and CSEC intervention services, and had built a coordinated infrastructure for delivering high-quality services. The evaluator made a number of recommendations for further improvement that have been incorporated into the current service structure, including: even clearer definition of target population and referral pathways; more intensive interventions, more formalized partnership and coordination mechanisms; and capacity-building support for the provider network.[12]

Next Steps for Evaluation: The Oversight Commission and City Administrator's Office oversaw the process for selecting a new independent evaluator of violence intervention services funded by the Safety and Services Act. Mathematica Policy Research began evaluation activities in January 2017. See ***Attachment D*** for details of the evaluation workplan. Results from future evaluation will inform the next spending plan proposal and funding recommendations.

Pilot Evaluation: In the absence of an evaluator for the entire service network, HSD contracted with an evaluator to conduct a pilot evaluation of adult case management/life coaching services in 2016. The purpose of the pilot evaluation was to gain a stronger understanding of how case management services are rolling out and insight into preliminary outcomes.

Key findings of the pilot evaluation include:

- 70 percent of participants have been arrested in Oakland within the past ten years;
- Participants achieved many milestones, including healthcare enrollment (56 percent of uninsured), employment (55 percent), and assistance with conflict mediation (30 percent);
- While not enough time had passed to assess re-arrest outcomes, there was an uptick in arrest right around the period of enrollment in services, and participants referred through Ceasefire were more likely to be arrested before and after service uptake.[13]

These and other findings from the pilot evaluation will inform program development, data collection, and future evaluation of services.

SUSTAINABLE OPPORTUNITIES

Economic: Providing programs for Oakland residents affected by violence will improve their economic stability by linking them to organizations and services geared to produce positive outcomes around recidivism reduction, educational achievement, and employment for youth and young adults. Breaking the cycle of violence has the potential to save dollars in medical care, police services, and incarceration costs, among other costs.

Environmental: By expanding social services to and improving opportunities for those most impacted by violence, marginalized communities are made safer, healthier, and stronger. Safer neighborhood conditions contribute to the growth and revitalization of our Oakland communities, including efforts to preserve or improve the quality of the physical environment.

[12] Resource Development Associates, "Overview of Evaluation Findings and Recommendations," 2015.
[13] Resource Development Associates, "Case Management Pilot Evaluation 2016" 2017.

Social Equity: HSD violence intervention programs help disenfranchised youth, young adults, and families in Oakland have more equitable access to opportunity and a greater chance at success by improving school performance, expanding employment opportunities, and providing comprehensive support services such as mental health, legal advocacy, crisis response, and intensive case management.

ACTION REQUESTED OF THE CITY COUNCIL

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

(1) Renew Oakland Unite Grant Agreements Between The City Of Oakland And Various Public And Non-Profit Agencies And Fund Direct City Services To Provide Violence Intervention Programs For An Estimated Amount Of $8,050,687 For Fiscal Year 2017-2018; And

(2) Amend Professional Service Agreements With Pathways Consultants To Increase The Amount By Up To $30,000 For A Fiscal Year 2017-2018 Contract Amount Not To Exceed $50,000, And With Bright Research Group To Increase The Amount By Up To $80,000 For Training And Technical Assistance For A Fiscal Year 2017-2018 Contract Amount Not To Exceed $330,000.

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

Respectfully submitted,

SARA BEDFORD
Director, Human Services Department

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

Attachments (4):
A: Recommended FY 2017-2018 Renewal Amounts by Grantee / Organization
B: Grantee Monitoring "Report Cards"
C: Service Demographics
D: Mathematica Workplan Summary

Item: _____
Public Safety Committee
May 23, 2017

ATTACHMENT

A

Oakland Unite

Recommended

FY 2017-2018

Renewal Amounts by Grantee/Organization

ATTACHMENT A: Recommended FY 2017-2018 Renewal Amounts

Oakland Unite FY 2017-2018 Renewal Amounts								
Strategy Area	**Sub-Strategy**	**Agency**	**FY 17-18 Amount**	**Type**	**Fund**	**Fund**	**Org**	**Project**
Life Coaching	Youth Life Coaching	Alameda County Probation - JJC Coordination	$90,000	Grant	MZ 1718	2252	78311	TBD
		East Bay Agency for Children	$200,000	Grant	MZ 1718			
		East Bay Asian Youth Center	$285,000	Grant	MZ 1718			
		Motivating Inspiring Supporting and Serving Sexually Exploited Youth, Inc.	$155,000	Grant	MZ 1718			
		Oakland Unified School District - School Enrollment Coordination	$80,000	Grant	MZ 1718			
		OUSD Office of Alternative Education	$200,000	Grant	MZ 1718			
		The Mentoring Center	$100,000	Grant	MZ 1718			
		Youth ALIVE!	$180,000	Grant	MZ 1718			
	Subtotal		*$1,290,000*					
	Adult Life Coaching	California Youth Outreach-Oakland, Inc.	$350,000	Grant	MZ 1718	2252	78311	TBD
		ABODE Services	$116,000	Grant	MZ 1718			
		Roots Community Health Center	$116,000	Grant	MZ 1718			
		The Mentoring Center	$350,000	Grant	MZ 1718			
		HSD Lead Life Coach (1 FTE Outreach Developer)	$149,345	In City	MZ 1718			
		HSD Life Coaches (2 FTE Case Managers and Participant Stipends)	$322,389	In City	MZ 1718			
		HSD Life Coach (Half-year funding for 1 Case Manager, half grant-funded)	$55,305	In City	MZ 1516	2252	78311	1001372
	Subtotal		*$1,459,039*					
Education & Economic Self-Sufficiency	Youth Employment/ Education Support	The Youth Employment Partnership, Inc.	$240,000	Grant	MZ 1718	2252	78311	TBD
		Alameda County Office of Education	$185,000	Grant	MZ 1718			
		Bay Area Community Resources, Inc.	$120,000	Grant	MZ 1718			
		Youth Radio	$125,000	Grant	MZ 1718			
	Subtotal		*$670,000*					
	Adult Employment/ Education Support	Beyond Emancipation	$110,000	Grant	MZ 1718	2252	78311	TBD
		Building Opportunities for Self-Sufficiency	$200,000	Grant	MZ 1718			
		Center for Employment Opportunities, Inc.	$320,000	Grant	MZ 1718			
		Civicorps Schools	$250,000	Grant	MZ 1718			
		Oakland Private Industry Council, Inc.	$200,000	Grant	MZ 1718			
	Subtotal		*$1,080,000*					
Violent Incident & Crisis Response	Shooting/Homicide Response & Support Network	Catholic Charities of the Diocese of Oakland	$300,000	Grant	MZ 1718	2252	78311	TBD
		California Youth Outreach-Oakland, Inc.	$100,000	Grant	MZ 1718			
		Youth ALIVE!	$125,000	Grant	MZ 1718			
	Subtotal		*$525,000*					
	Street Outreach	Building Opportunities for Self-Sufficiency	$325,000	Grant	MZ 1718	2252	78311	TBD
		Youth ALIVE!	$790,000	Grant	MZ 1718			
		HSD Violence Prevention Network Coordinator	$172,380	In City	MZ 1718			
		HSD Violence Prevention Network Liaison	$141,543	In City	MZ 1718			
	Subtotal		*$1,428,923*					
	Commercially Sexually Exploited Children Intervention	Motivating Inspiring Supporting and Serving Sexually Exploited Youth, Inc.	$80,000	Grant	MZ 1718	2252	78311	TBD
		Bay Area Women Against Rape	$73,000	Grant	MZ 1718			
		Alameda Family Services (Dreamcatcher Youth Services)	$55,000	Grant	GPF 1516	1010	78311	1001317
		Alameda Family Services (Dreamcatcher Youth Services)	$55,000	Grant	GPF 1718	1010	78311	TBD
	Subtotal		*$263,000*					
	Family Violence Intervention	Family Violence Law Center	$450,000	Grant	MZ 1718	2252	78311	TBD
	Subtotal		*$450,000*					
Innovation Fund	Innovation Fund	Community Works West, Inc.	$100,000	Grant	MZ 1718	2252	78311	TBD
		Seneca Family of Agencies	$100,000	Grant	MZ 1718			
	Subtotal		*$200,000*					
Community Asset Building	Community Engagement	The Mentoring Center	$170,000	Grant	MZ 1718	2252	78311	TBD
		Community Building Specialists (2 FTE)	$262,338	In City	MZ 1718			
		Community Engagement Coordinator (1 FTE)	$160,351	In City	MZ 1718			
		Mayor's Public Safety Director	$92,036	In City	MZ 1718	2252	1111	TBD
	Subtotal		*$684,725*					
	Training & Technical Assistance	Pathways Consultants (Employer Engagement)	$30,000	PSA	MZ 1718	2252	78311	TBD**
		Bright Research Group (Provider Network TA)	$80,000	PSA	DOJ/BSCC	2112	78311	Multiple**
	Subtotal		*$110,000*					
TOTAL			*$ 8,160,687*					

*Should City Council NOT allocate funds for services in the Fiscal Year 2017-2019 Adopted Budget, carryforward funds will be used instead.

**Overall Fiscal Year 2017-18 contract is for $20,000 for Pathways and $250,000 for BRG from Safety and Services Act funds; grant funds will supplement.

ATTACHMENT

B

Oakland Unite

Grantee Monitoring

"Report Cards"

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Agency Name: East Bay Agency for Children (EBAC)

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

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

Table 1. Match and Payment History

Total Contract Amount (16 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$300,000	$210,000	$166,258	$43,741.68	79%	$258,690.00	86%

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

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

Staff Recommendation: Staff recommends renewal.

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

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

Successes:

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

Challenges:

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

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

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

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

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

Agency Name: East Bay Asian Youth Center (EBAYC)

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

Program Description: East Bay Asian Youth Center provides multi-lingual wraparound case management services to 90 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, developing a life map to work towards goals, academic tutoring and support, group work, coaching and mentoring.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$427,500	$299,250	$293,463.70	$5,786.30	98%	$90,000	21%

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

Service	Goal	# Served	Percent of Goal Reached
Life Coach Participants	60	61	102%
Life Coach hours	2400	3961	165%
Participants enrolled in peer support groups	30	34	113%
Peer support group sessions	24	32	133%
Participants re/enrolled in school	60	60	100%
Participants with one supportive adult identified	60	61	102%
Participants referred to employment/training	24	44	183%
Participants with a life map/case plan created	60	61	102%
Participants with a life map/case plan completed	30	49	163%
Presentations at community meetings	4	4	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:

- EBAYC has served youth on probation for over two decades and has a long history of partnership with the probation department. Staff noted that probation has shown an increased willingness to share relevant updates about clients this past year and credit the change in part to continued coordination in spaces such as the OU-hosted case conference.
- EBAYC has low staff turnover, with many program staff staying upwards of five years. In order to support staff well-being, the agency recently changed their supervision structure to reduce the

number of direct reports per program manager and allow more individual time with staff. EBAYC also identified general fund resources to provide staff with limited-duration support from a licensed mental health clinician.

Challenges:

- EBAYC has noted that data-sharing and reporting processes could still use improvement to streamline communication between the agency, OUSD, probation, and HSD.

Corrective Actions and Follow-Up: All items are in compliance with the grant agreement.

Case Study: Participant arrived in the United States from Guatemala as an unaccompanied minor in 2014. He then reunited with his mother, step father, and step sister. Shortly after Participant's arrival, his mother caught his inappropriate behavior toward his sister. She called the police who then took Participant into custody and he sustained an offense for sexual battery with a minor under 14. His matter was referred to the Guidance Clinic for a psychological evaluation. As a result, he was mandated to meet weekly with a therapist in San Francisco and then was referred to EBAYC for Life Coaching in April 2015. Participant's other challenges were limited English proficiency and undocumented status which prevented him from employment in the US. Participant demonstrated strong commitment to reform himself. His program participation and academic progress were excellent. He made it to his high school's Principal's honor roll twice in 2016. He also received a certificate of achievement from the Tutoria Libre Program. Most importantly, therapy has helped him rebuild trust and reconcile with his family members. While on probation, Participant's lawyer has helped him with the immigration process to attain legal status.

As of January 2017, Participant has received a valid work permit. He was able to access vocational training and job placement through Youth Employment Partnership. Currently, he is working two jobs and doing well at both sites. A recent probation progress report stated that he is compliant with the terms and conditions of his probation. He successfully completed the mandated therapy, and is on track to be dismissed from probation soon. Below is a quote from his public defender: "During the entire time I have worked with [Participant], he has shown himself to be kind, respectful, responsible, and hardworking. Facing the possibility of deportation is a traumatic and stressful experience, yet he always presents himself with patience and sophistication in the face of all of this stress. He is someone that we can all learn from and it has been particularly rewarding to be able to work on his behalf with a team of people who seek his protection and genuinely wish to see him doing well."

Agency Name: Motivating, Inspiring, Supporting, and Serving Sexually Exploited Youth (MISSSEY)

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

Program Description: MISSSEY provides wraparound life coaching services to 45 juvenile offenders referred by the Juvenile Justice Center (JJC) Transition Center, with a focus on school placement, probation discharge, and brokering of local support services. Life coach support includes intake assessments, developing a life map to work towards goals, academic tutoring, group work, and mentoring.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$232,500.00	$162,750.00	$136,182.03	$26,567.97	83%	$50,472.00	22%

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

Service	Goal	# Served	Percent of Goal Reached
# of Life Coach participants	28	37	132%
# of Life Coach hours	1120	1135	101%
# of participants re-enrolled in school/other education program	28	22	79%
# of life maps created	28	21	75%
# of life maps completed	14	10	71%
# of participants with one supportive adult identified	28	22	79%
# of participants referred to OU employment training/placement	12	9	75%
# of peer support groups	36	10	28%
# of peer support group session participants	12	5	42%
# of presentations at community meetings	4	4	100%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: Major staffing transitions, including a new executive director and filling a vacant Life Coaching position impacted MISSSEY's ability to meet current benchmarks. Oakland Unite met with MISSSEY to discuss shortfalls and provides ongoing TA support around service delivery to develop a plan on how to meet deliverables.

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

Successes:

- Participants are successfully completing high school and meeting other life map goals such as enrolling in college and/or being placed in transitional housing.

- Participant interviewed said her Life Coach helps her navigate the court system and assist her with additional academic school support.

Challenges:

- MISSSEY struggles to meet the group deliverable. This is mainly a location issue; program officer brainstormed with MISSSEY possible solutions (i.e. using incentive monies to increase participation, and ideas for a suitable and accessible location).

Corrective Actions: In addition to the plan of action around deliverables, MISSSEY will need to ensure all active participant files include a signed grievance form. MISSSEY also needs to submit a signed copy of its accounting and payroll policies.

Case Study: Participant has a history of running away and remaining gone for days at a time. Her family sent her to live with relatives in Atlanta for several years. She returned to Oakland at age 17. While attending Job Corps, she was charged with attempted robbery and was discharged from Job Corps. She gave up on trying to do well in school for a while because, she says, she felt as if the system gave up on her for making one mistake. After the encouragement and support from her MISSSEY Life Coach and other service providers she got connected with employment and mental health services and found hope in her life again. Now 18, she has turned over a new leaf. She is attending school on a daily basis and now has a 3.2 GPA and is on track to graduate. MISSSEY will continue to support her to succeed in hopes of helping her achieve higher education.

Agency Name: Oakland Unified School District—Office of Alternative Education

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

Program Description: Oakland Unified School District (OUSD), Office of Alternative Education provides services in the youth Life Coaching strategy with support from sub-grantee, Oakland California Youth Outreach (OCYO). OUSD Alt. Ed provides wraparound life coach support to 48 youth leaving the Juvenile Justice Center (JJC) Transition Center, with a focus on school placement, probation discharge, and brokering of local support services. Life coach support includes intake assessments, developing a life map to work towards goals, academic tutoring, group work, and mentoring.

Table 1. Match and Payment History

Total Contract Amount To Quarterly	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	% Percent Match
$300,000	$210,000	$203,824.50	$6,172.50	97%	$68,320	23%

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

Service	Goal	# served	Percent of Goal Reached
# of participants re/enrolled in school or other education	48	44	91%
# of participants with one supportive adult identified	48	48	100%
# of participants referred to employment - training	20	22	110%
# of participants with a life map/case plan created	48	44	91%
# of Life Coach participants	48	48	100%
# of Life Coach hours	1920	1618	84%
# of peer support/counseling group participants	20	31	150%
# of peer support/counseling group sessions	32	32	100%
# presentations at community meetings	4	5	125%

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:

- Community Day School recently received accreditation by the Western Association of Schools and Colleges (WASC). It is the first alternative education school in the state of California to receive this accreditation. The accreditation report highlights the Life Coach strategy.
- Staff has attended the Oakland Unite professional development trainings and hope there will be future opportunities to participate in the Life Coaching Fellowship.
- Life Coaches successfully advocate for participants at court and support them with completing the terms of their probation.

Challenges:

- Transitions in leadership and direct service positions made it difficult to implement the youth Life Coach strategy at full-scale. Now that positions are fully staffed, the agency anticipates meeting deliverables.

Corrective Actions: The agency must implement an organized filing system and complete assessment, intake, life map and consent forms; develop a protocol and staff training to document case notes that reflect the amount of time spent with participants; input group attendance into Cityspan; and conduct an annual site visit of sub-grantee.

Case Study: When Participant came to our program at 14 years old, he was attending Community Day School because he was expelled from middle school for assaulting the school security guard. In addition, he was on probation for domestic dispute. The mother, a single immigrant living below the poverty rate, is unavailable to provide supervision. Participant has never met his father and his oldest brother was recently deported to Mexico. Participant has been impacted by his environment and associates with the Latino gang that is predominant in his neighborhood. Many of his friends, whom he has known since childhood, are gang associates and he feels safe and protected around them, despite the fact that they are getting shot, stabbed, and arrested on a weekly basis.

Participant is typically in crisis mode and only feels safe in a vehicle or in his neighborhood. We have referred him to Youth ALIVE! twice for safety assessments by the violence interrupters after being involved in a shootout on his way to school. A bench warrant was also issued for his arrest for being out of compliance with his home supervision requirement. We guided him and his mother in the process of contacting the public defender, and his matter was added to calendar without having to self-surrender. He appeared in Court and his probation was reinstated and the warrant withdrawn. Participant continues to be at risk for involvement in or victimization of violence. We have discussed the possibility of relocation, but even with support from the Emergency Temporary Relocation Program they would be unable to be sustain a new home, as the mother has been renting for 15 years, and cannot afford an increase in the below-market rate rent she currently pays. The family was successfully referred to Project ReConnect for their Family Connection series. We believe that offering Participant an incentive stipend for his participation in this program with his mother is what has prompted their enrollment and positive attendance. Strengthening the parental relationship and improving communication between the mother and child were identified as factors to reduce the risk for recidivism.

Overall, the greatest successes are that he and his mother are engaged in family services and improving their relationship, his warrant was cleared and he is back in good standing with probation, and he continues to have caring adults support him to decrease his risk of being involved in violence.

Agency Name: Oakland Unified School District –Enrollment Coordinator

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

Program Description: Oakland Unified School District (OUSD) enrollment coordinator shall place 810 students exiting the Juvenile Justice Center Transition Center (JJC) in an OUSD educational site or other educational institution and refer 450 eligible participants to Life Coach 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 (6.0 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding Match	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$120,000.00	$84,000.00	$84,000.00	$0.00	100%	$110,482.02	92%

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

Service	Goal	# Served	Percent of Goal Reached
# of participants enrolled in OUSD schools	610	854	140%
# of participants referred to Life Coach	300	280	93%
# of MDT meetings at school sites planned	12	20	167%
# of case conferencing meetings co-facilitated	12	12	100%
# of presentations at community meetings	4	16	400%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: Grantee is on track to meet all deliverables except "# of participants referred to Life Coach." The unmet deliverable was due to Life Coach agencies being unexpectedly at capacity for a period and requesting a pause on new referrals from the OUSD enrollment coordinator.

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

Successes:

- The Transition Center is working closely with both Juvenile Hall and Camp Sweeney to extend services for youth released from custody, add improvements in school placement processes, and ensure Life Coach referrals for violent offenses. Probation Officers (DPOs) are partnering closely with the Transition Center for all out-of-county or out-of-state placements, providing notification of returning Life Coaching participants and facilitating appointments when needed.
- The Transition Center continues to collaborate on opportunities to support inter-agency partnerships, conduct "meet and greets" and make program presentations in professional development opportunities. Staff visited a total of three school-based health clinics and presented on inter-agency partnership work – Fremont HS's Tiger Clinic, Young Heart Clinic (Met

West HS & Dewey HS), and Skyline HS's Titan Clinic. The Transition Center is working closer with individual clinicians, linking with schools for follow-up counseling sessions as needed.

Challenges:

- Some Life Coach agencies are close to meeting their year-end enrollment goals which prohibits the enrollment coordinator's ability to refer new clients upon release, resulting in longer wait periods for new referrals to be made.

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

Case Study: Participant was placed out-of-county in a behavior treatment program, and upon his return to Oakland the enrollment coordinator, in collaboration with Probation, conducted a multi-disciplinary team (MDT) meeting with the participant and school administrators, resulting in a modification of the individual education plan (IEP). The modification led to academic success for the participant as he was placed in mainstream classes. This was a huge success and has become a preferred model for supporting academic success. The Juvenile Justice Transition Center, in coordination with Life Coaching Strategy, plans on increasing the amount of MDT's and post-release visits made to school sites, and increase school site welcome circles and circles of support.

Agency Name: The Mentoring Center

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

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

Table 1. Match and Payment History

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

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

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

Staff Recommendation: Staff recommends renewal.

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

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

Successes:

- A Life Coach worked with an individual who is challenged with a sleep disorder, which played a major role in his ability to stay awake and alert in class. The participant was faced with the

possibility of not graduating. Due to the work of the Life Coach and academic partners, the participant was able to develop new sleep and study habits that put him back on track for graduation.

Challenges:

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

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

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

Agency Name: Youth ALIVE!

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

Program Description: Youth ALIVE! (YA!) provides Life Coaching services to 52 juvenile offenders referred by the Juvenile Justice Center Transition Center (JJC), with a focus on school placement, probation discharge, and brokering of local support services.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$270,000	$189,000	$158,563.61	$30,436.39	84%	$54,000	20%

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

Service	Goal	# Served	% Percent of Goal Reached
# of participants re/enrolled in school or other education	35	35	100%
# of participants with one supportive adult identified	35	35	100%
# of participants referred to Employment - Training	14	14	100%
# of participants with a life map/case plan completed	17	20	118%
# of participants with a life map/case plan created	35	35	100%
# of Life Coaching participants	35	63	180%
# of Life Coaching hours	1388	1548	112%
# of community presentations	4	4	100%
# of peer support/counseling group participants	17	19	112%
# of peer support/counseling group sessions	51	79	155%

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 supports all staff with being trained in Screening Tool for Awareness & Relief of Trauma (S.T.A.R.T) with a focus on self-care that aides in the prevention of burnout and reduces the impact of vicarious trauma.
- Agency Board provides strong support and oversight of agency operations and finances, which includes leveraging funds from federal grants to increase the capacity to serve its target population.

Challenges:

- Youth ALIVE! continues to build out methods improve staff recruitment and retention.
- Agency is low on expenditures due to staff transitions which has since been filled.

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

Case Study:

Participant is an 18-year old young person who was referred to Pathways through the JJC Transition Center in early February of 2016. Before Participant was arrested for stealing, she grew up in a broken home where her mother was a sex worker and addict with both of her older brothers consistently being subject to incarceration. Participant was regularly abused by her mother – physically, emotionally, and mentally abused after discovering Participant identifies as a member of the LGBTQ community, which felt confusing for her since her mother identifies as the same. Participant has limited support from other adults as the relationship with her father is 'fair' and all members of her extended family engage in regular substance use.

Following her release, she was assigned to a Life Coach. Participant attended Oakland High School where she was failing almost every subject. She admitted that she did not regularly attend because she is easily influenced by her friends and had already started to engage in marijuana and alcohol use. She feels school is her outlet from all the issues she deals with at home. As her Life Coach would conduct home visits, her mother would be in the home, but would not engage or be present in the conversation. The mother did support her daughter on court dates, but later refused to go when Participant began counseling. Many times she would call her Life Coach stating that there was no food in the house and that she was hungry. There were many occasions when he provided Participant with grocery gift cards and followed by an update to her probation officer about the matter, which led to the probation department assisting her mother by buying groceries for the household. As the Life Coach continued to work with Participant, her mother slowly faded out of the picture. Participant was referred to mental health counseling at Youth ALIVE!, where she participated in counseling on a weekly basis. Her mother was ordered by the court to partner with a family support specialist from Seneca to work on relationship building with her daughter, but she refused.

In an effort to re-engage Participant in school, her Life Coach enrolled her into Ralph Bunche and Quest Academy where she was able to obtain many of her missing credits. Participant also wanted a part-time job and the Life Coach provided her with many different employment applications and supported her by taking her on job interviews. Eventually, she obtained a cashier position at a local fast food restaurant. Participant spoke about the abuse from her mother with her Life Coach who supported "Cameron" in completing a report with child protective services (CPS); although, there was no finding from the initial report. By supporting Participant in providing pictures of her physical injuries, the Life Coach filed another report with CPS who agreed to remove her from her mother's care. The Life Coach remained in constant contact with Participant's probation officer, as this partnership is a key part of the strategy. Participant was able to meet all the terms and conditions of probation and was dismissed from probation and eligible to receive AB12 services, which included housing resources. Although Participant appreciated her new living situation with a family friend, she was looking forward to housing for herself. Participant graduated from Ralph Bunche and began attending Chabot Community College in the Fall of 2016 where she is obtaining her general education units, and hopes to become a probation officer and work in Alameda County. The Life Coach still works with Participant and she is now living independently.

Agency Name: ABODE Services

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

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

Table 1. Match and Payment History

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

***Contract period from August 2016-June 2017**

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

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

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

Staff Recommendation: Staff recommends renewal.

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

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

Successes:

- The Life Coach schedules regular in-person meetings with OPRI participants to discuss goal setting and plans to reach goals.

- The Life Coach has successfully coached participants to provide income information and to start contributing the required 30% of income towards payment of rent. Before ABODE assumed responsibility for the contract, many participants who received regular income received full rental subsidies and did not contribute to their rent.
- ABODE and Oakland Unite conducted group orientations for OPRI participants to review program requirements and sign a participation agreement.

Challenges:

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

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

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

Agency Name: Community and Youth Outreach, Inc. (formerly Oakland California Youth Outreach)

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

Program Description: Community and Youth Outreach (CYO), Inc. provides intensive Life Coaching services to 81 young adults centered on an intensive relationship building process through coaching/mentoring, careful coordination of wraparound community services, systems navigation and advocacy, increased family engagement, pre-release planning when possible, and use of stipends for milestone achievement. Life Coaches work closely with the Street Outreach, Education and Employment Self-Sufficiency and Violent Incident and Crisis Response strategies to coordinate support services.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$525,000	$367,500.00	$367,500.00	$0.00	100%	$105,000	20%

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

Service	Goal	# Served	Percent of Goal Reached
# of Life Coach participants	60	86	143%
# of Life Coach hours	2400	2878	120%
# of life maps created	60	62	103%
# of participants referred to OU employment training/placement	24	30	125%
# of presentations at community meetings	4	4	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:

- CYO received a grant from Alameda County Innovations to launch a cognitive behavioral training for adults enrolled in intensive Life Coaching.
- CYO has increased the number of participants engaged in employment services through Oakland Unite employment providers as well as Spectrum temp agency.
- CYO is meeting the challenge of reduced Ceasefire referrals by strengthening partnerships with Parole and receiving more referrals from Street Outreach.

Challenges:

- CYO does not conduct in-house background checks. Instead they use the VIP process at the JJC for the background checks of staff working with minors; this presents a challenge because CYO is not made aware of background results and does not receive updates from Probation.

Corrective Actions: CYO must develop a grievance policy and a mechanism for covering the policy with staff. CYO also needs to develop and conduct an in-house process for background checks of staff working with minors. CYO needs to provide a copy of its FY 15/16 financial audit.

Case Study: Participant attended a Ceasefire Call-In on February 18, 2016. The participant was caught up in the gang life and was identified as a member of a local gang. At first, he was not happy with the Ceasefire offer of services and connection with CYO. The client's reluctance was due partly to his past experience being promised support but not being provided with anything. The Life Coach worked to develop trust with the participant by listening closely to him, sharing her own story, and spending time with him. The participant eventually agreed to allow the Life Coach to take him to BOSS for employment services and he subsequently graduated from the program. During this reporting period, the participant also successfully completed probation and was released from AB 109 supervision status. The participant currently works in a warehouse outside of Oakland and checks in with his Life Coach every day.

Agency Name: Oakland Unite/HSD – Life Coaches

Strategy Area: Life Coaching/Intensive Case Management
Sub-Strategy: Intensive 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 Street Outreach, 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 Street Outreach, Education and Employment Self-Sufficiency and Violent Incident and Crisis Response strategies to coordinate services.

Safety and Services Act Funding Amount: $355,000

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

Service	# Served
# of participants served	79
# of Life Coach hours	1,603

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

Successes:

- Two Life Coach positions were approved in the spending plan to increase Oakland Unite's Life Coaching team to four staff. Life Coaches are supervised by the Lead Life Coach, Emilio Mena.
- New positions have allowed the lead Life Coach to play a central role in building a strong network among the strategy by providing guidance and regular technical assistance to agency managers and Life Coaches.
- Oakland Unite continues to build and strengthen systems for closer coordination between Oakland Unite Life Coaching providers, Education and Employment Self-Sufficiency providers, Street Outreach teams and the Crisis Response Support Network, focusing particularly on more effectively engaging very high-risk populations.

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.
- As the Life Coaching Strategy has developed stronger referral coordination from law enforcement pathways such as OPD and Probation, participants and community members have raised concerns about the level of communication and information sharing between Life Coaches and law enforcement, impacting Life Coaches' ability maintain credibility and trust with participants and the community. OU has worked successfully to establish clear lines between service providers and law enforcement that ensure confidentiality (i.e. no identifying client information is shared with OPD, a "one direction flow of information only," data is shared in the aggregate only, Life Coach assignments are not disclosed, third-party evaluator filters

anonymous data matching, etc.). However, the perception, fear and distrust that many participants have of law enforcement remain consistent tensions for Life Coaches and other direct service providers to have to navigate, especially when engaging individuals at highest-risk for engaging in violence.

Case Study: After his release from prison and working closely with a Life Coach for several months to remain in compliance with probation mandates, Participant was discharged from probation early for making great strides to get his life back on track. Participant is currently employed, attending the Leadership Council (TMC) regularly, and has been making intentional decisions to avoid potentially negative situations and/or associates. He has made a conscious effort to consistently spend time with his infant son. Participant worked with the Life Coach to resolve issues that were preventing him from receiving his driver's license, and since receiving his license back he recently purchased a vehicle, which has made it much easier to get to work and see his son regularly. Participant has expressed his appreciation for Oakland Unite services and the support he has received since being released, and shared he can't remember the last time he was not on any type of criminal justice supervision — in his words, "I finally feel like a free man after all these years."

Agency Name: The Mentoring Center (TMC)

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

Program Description: The Mentoring Center (TMC), in partnership with sub-grantee Communities United for Restorative Youth Justice (CURYJ), will provide intensive Life Coaching services to 81 young adults centered on an intensive relationship building process through coaching/mentoring, careful coordination of wraparound community services, systems navigation and advocacy, increased family engagement, pre-release planning when possible, and use of stipends for milestone achievement.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funds or Match	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid		Percent Match
$525,000.00	$367,500.00	$359,625.00	$7,875.00	98%	$105,000.00	20%

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

Service	Goal	# Served	Percent of Goal Reached
# of Life Coach participants	60	67	112%
# of Life Coaching hours	2400	2522	105%
# of life maps created	60	56	93%
# of participants referred to OU employment training/placement	24	32	133%
# of presentations at community meetings	4	4	100%

Staff Recommendation: Staff recommends renewal.

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

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

Successes:

- A participant has successfully passed most of his DMV exams and qualifications for truck driving school.
- TMC adult Life Coach was successful in obtaining an independent living placement for a participant exhibiting significant mental health challenges.

Challenges:

- TMC shows inconsistency in capturing case notes that accurately reflect individual engagement with participants versus group work engagement in other TMC-based group settings.

Corrective Actions: TMC will need to develop a protocol to capture notes that reflect the amount of time spent with participants, considering that a substantial amount of hours logged with participants occurs in a peer support group setting. One-on-one time working towards the participants' life goals should be a majority of the time reflected in case notes. TMC must develop a site visit protocol and tool and conduct an annual site visit and observation of the sub-grantee CURYJ.

Case Study: Participant was a recent Ceasefire referral who has been with TMC since 9/22/16. When referred to TMC, Participant was the father of two small children and had just lost his job and was in the process of being evicted. After being referred via Ceasefire, Participant was assigned to a Life Coach, began attending TMC's Transformative Manhood Group and Leadership Council, and was referred to BOSS for employment support. Participant also has begun Cypress Mandela, pre-apprentice training program, and is scheduled to graduate on May 11, 2017.

Agency Name: Roots Community Health Center

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

Program Description: Roots Community Health Center (ROOTS) provides intensive Life Coaching services to 22 young adults centered on an intensive relationship building process through coaching/mentoring, careful coordination of wraparound community services, systems navigation and advocacy, increased family engagement, pre-release planning when possible, and use of incentive stipends for milestone achievement. In addition, ROOTS will also provide behavioral health services to 15 young adults at high-risk of engaging in violence.

Table 1. Match and Payment History

Total Contract Amount (16 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$174,000.00	$121,800.00	$117,165.00	$4,635.00	96%	$34,800.00	20%

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

Service	Goal	# Served	Percent of Goal Reached
# of Life Coach participants	20	28	140%
# of Life Coach hours	640	484	76%
# of life maps created	20	22	110%
# of participants receiving mental health services	9	17	108%
of mental health hours	36	39	108%
# of participants referred to OU employment training/placement	6	4	67%
# of presentations at community meetings	5	5	100%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: The agency has met with the program officer to create a plan of action for meeting low deliverables by the end of the 6th quarter.

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

Successes:

- ROOTS has experienced success overcoming the social stigma and reluctance associated with accessing mental health services, which originally affected the behavioral health participants and hours benchmarks. This was accomplished as a direct result of the Life Coaches consistently putting out a new cultural message in the community that it is perfectly normal and healthy for an individual to talk with a mental health professional.
- The Program Officer was able to observe a meeting between the Life Coach and participant at the Agency's soap factory. Participant was highly engaged with his work/training program and expressed how intensive case management is helping him achieve some of his life goals.

Challenges:

- ROOTS is currently not on track to expend participant incentive stipends. The agency needs to develop an effective system consistent with the goals and intent of the incentive program.

Corrective Actions: ROOTS must develop a grievance policy and process for participants to sign off that they were made aware of policy; and submit entire accounting and payroll procedures manual for review by Oakland Unite.

Case Study: Life Coaches spent significant time with their participants to expose them to prosocial learning activities. In the first half of 2017, Life Coaches and their participants attended several relevant conferences and events. *The Formerly Incarcerated National Conference* in Oakland was a training ground and a safe and caring place for formerly incarcerated people and their families to discuss how the criminal justice system plays out in their lives and to find a network of support. Participants had a legitimate forum to gain practical knowledge on how to empower and advocate for themselves and the reentry community. Life Coaches and participants also attended *Fair Chance to Advance: Restoring Our Communities,* which discussed how community-based organizations are working to reinvest county resources away from prisons and jails and into community-based programs. Lastly, Life Coaches and participants also attended the Oakland Mayor's *Talking is Teaching* event. This event focused on Oakland parents and community members making sure all children in Oakland are read to on a regular basis beginning from ages zero to 3 years old as part of the Oakland Mayor's long term effort to reduce dropout rates. This event was an excellent opportunity for participants to learn simple and practical methods to read to their child.

Agency Name: Alameda County Office of Education (ACOE)

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

Program Description: Alameda County Office of Education (ACOE) subcontracts with a local agency to provide school-based education and employment services - academic mentorship, individualized education planning, career exploration, experiential learning/internships, and paid work experiences - to high-risk youth, 14-18 years old, who are residents of Oakland.

Table 1. Match and Payment History

Total Contract Amount (16 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$277,500	$194,250.00	$193,935.00	$315.00	99.84%	$67,594	24%

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

Served	Goal	# Served	Percent of Goal Reached
# of participants	38	40	105%
# of academic case management hours	1500	2942	196%
# of participant hours of life skills and pre-employment skills	1130	1194	106%
# of participant hours of work experience	1500	1607	107%
# of participants with 60 hours of work experience	25	27	108%
Presentations at community meetings	3	4	133%
Non-benchmarked deliverables			
# of participants placed in employment (unsubsidized)		20	

Staff Recommendation: Staff recommends renewal.

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

Reporting Compliance: Reports are completed thoroughly and generally submitted on time. Program Officer is notified about any delays in advance of the reporting deadline.

Successes:

- ACOE's effective transition of the subcontract from Moving Forward Education to Youth Employment Partnership (YEP) allowed for youth to be served without a break in services at the beginning of the school year.
- ACOE and YEP was able to recruit and provide program services to the projected number of students in the third and fourth quarters.
- Several participants graduated high school in the past 2 quarters and four were placed in unsubsidized employment.

Challenges:

- In their initial proposal, ACOE subcontracted the program operations to Moving Forward Education who performed the first 2- 3 quarters of the program through September 2016. ACOE acted quickly to locate a new subcontractor, YEP, to operate the program for the remainder of the third quarter through the remaining contract period.
- ACOE should work with YEP to establish clear policy and protocols regarding how participant pre-employment life skills and work experience hours are calculated and entered into Cityspan.

Corrective Actions: Agency incorrectly counted referrals from ACOE as referrals from the Oakland Unite network provider (e.g. Life Coach or street outreach). YEP must review the risk factors for each ACOE participant to make sure every participant meets the high-risk requirements and 'uncheck' the box in Cityspan indicating an Oakland Unite referral.

Case Study: Participant started at the very beginning of the Bridge Academy based summer program. Initially, he showed little interest, struggled to focus, and was a distraction for other youth in the program. After a few weeks and with the help of staff, he was able to identify his communication skills as strengths and embraced 'code switching' as the initial skill he would work on developing. He quickly became a positive peer leader in the group and modeled 21st century college and career readiness skills. He was consistent in his attendance and communicated with staff when he was going to be late. The mock interview exercises in particular, really helped him prepare for the interview he eventually had with Starbucks. We registered for the Pathways to Success event, and took him to the pre-event workshop and the actual event at the Marriott hotel. At the Pathways to Success event he interviewed with Starbucks, got the job and started working within a few weeks.

Agency Name: Bay Area Community Resources (BACR)

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

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

Table 1. Match and Payment History

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

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

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

Staff Recommendation: Staff recommends renewal.

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

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

Successes:

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

Challenges:

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

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

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

Agency Name: Youth Employment Partnership (YEP)

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

Program Description: Youth Employment Partnership (YEP) provides an after-school job training program providing media training, career exploration, and paid internship experiences to high-risk youth, 14-18 years old, who are residents of Oakland.

Table 1. Match and Payment History

Total Contract Amount (8 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$360,000	$306,000	$287,261.06	$18,738.94	94%	$152,245	42%

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

Service	Goal	# served	Percentage Goal Reached
# of participants	70	85	121%
# of work experience hours	7200	7368	102%
# of academic case management hours	1728	2353	136%
# of participants completing 120 hours of work experience	58	59	102%
# of participant hours of life skills and pre-employment skills	1050	1380	131%
# of participant hours of job skills/vocational training	240	592	247%
Presentations at community meetings	3	6	200%
Non-benchmarked deliverables			
# of participants placed in employment		4	

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 assigned Program Officer.

Successes:

- YEP is performing work on two contracts funded through Measure Z for the youth employment strategy- one as lead agency and another as subcontractor through Alameda County Office of Education (ACOE). YEP is fully staffed for both of the Oakland Unite contracts at this time.
- YEP has stable leadership and administrative capacity and was able to assume the ACOE subcontract quickly and without interruption in services for participants.
- YEP implemented new policies and practices during the contract period at the recommendation of contract monitors from the US Department of Labor including uniform intake forms and participant assessment.

Challenges:

- Effort is needed to accommodate non-native English speaking participants by providing bi-lingual written materials.
- YEP should establish clear policy and protocols regarding how participant pre-employment life skills and work experience hours are calculated and entered into Cityspan.

Corrective Actions: Agency must review data entry of case notes and work experience for several participants.

Case Study: YEP was proud to find out a youth participant was promoted to "Certified First Mate" at his current employment. Last quarter he was able to obtain a part time job at a sailing academy and within three months, he has already passed his certification and been promoted. This young man has overcome many barriers in his life, obtained employment, and now graduated high school as well. YEP will continue to provide supportive services to this young man; including supporting him to enroll into community college.

Agency Name: Youth Radio

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

Program Description: Youth Radio provides media training, career exploration, experiential learning/internships and paid work experiences to thirty-six (36) high-risk youth, 14-18 years old, who are residents of Oakland

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$187,500	$112,500	$102,924.68	$9,575.32	91%	$73,410	39%

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

Service	Goal	# Served	Percent of Goal Reached
# of enrolled participants	24	25	104%
MATCH training hours (pre-employment & life skills)	1100	1058	96%
Technical training hours (Core & Bridge)	1800	1383	77%
# of clients graduating from Bridge technical training program	14	11	79%
# of participants completing one session of internship	13	12	92%
# of work experience hours (Intern hours)	1040	1152	111%
# of case management hours	72	88	122%
# of keystone projects completed	14	8	57%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: Staffing issues during quarter 3 and 4 had a significant impact on the delivery of services; new full-time Match program coordinator was hired in January and agency has worked with HSD to develop a plan to get deliverables back on track.

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

Successes:

- OU funding allows Youth Radio to work more effectively with target population by integrating MATCH services into their year-round programming.
- Youth Radio hired a new MATCH program coordinator with media experience.

Challenges:

- Youth Radio's board does not currently reflect the population they serve.
- Agency should make a better effort to accommodate non-native English speakers.

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

Case Study: Participant started programming in Quarter 2 as a MATCH I participant. Though committed to programming, he struggled with consistency in his attendance due to outside forces. At the beginning of his MATCH II programming, agency and participant had an honest conversation about what success would look like for him as a participant. He expressed a desire to work in coding, app design and with our Youth Radio Interactive department. This was a motivating factor in his successfully completing MATCH II. As part of his Keystone project, he interviewed a former teacher and developed a project related to the use of technology and cell phones in high school classrooms. Though nervous and not-inclined to speak in-front of an audience, he successfully shared his work, reflections and questions for an audience of Youth Radio staff and participants. After graduating from the MATCH II program, Participant was hired by the Youth Radio Interactive department to work as an intern in coding and app design.

Agency Name: Beyond Emancipation

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

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

Table 1. Match and Payment History

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

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

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

Staff Recommendation: Staff recommends renewal.

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

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

Successes:

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

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

Challenges:

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

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

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

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

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

Agency Name: Building Opportunities for Self-Sufficiency (BOSS)

Strategy Area: Education and Economic Self-Sufficiency
Sub-Strategy: Transitional Age Youth and Young Adult Employment/Education Support Services

Program Description: Building Opportunities for Self-Sufficiency (BOSS) provides job training, transitional employment, employment placement and retention services for sixty eight (68) high-risk, young adults, 18-35 years old, who are residents of Oakland.

Table 1. Match and Payment History

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

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

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

Staff Recommendation: Staff recommends renewal with the following contingencies:

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

Benchmark Comments: BOSS is a new Oakland Unite provider this cycle and began program implementation late resulting in the need to create a plan of action with Oakland Unite staff to catch up with deliverables. BOSS is on track with enrollments, but remains low on key job placement and retention deliverables.

Reporting Compliance: Agency has on occasion submitted reports late, but has made efforts to communicate with program officer on challenges.

Successes:

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

Challenges:

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

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

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

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

Agency Name: Center for Employment Opportunities (CEO)

Strategy Area: Education and Economic Self-Sufficiency
Sub-Strategy: Transitional Age Youth and Young Adult Employment/Education Support Services
Program Description: Center for Employment Opportunities (CEO) provide job training, transitional crew-based employment, employment placement and retention services for one hundred fifteen (115) high-risk, young adults, 18-35 years old.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$480,000	$288,000	$288,000	$0.00	100%	$98,295	20%

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

Service	Goal	# Served	Percent of Goal Reached
# of enrolled participants	80	210	263%
# of life skills and pre-employment skills hrs.	1600	2926	183%
# of work experience hrs.	8440	26240	311%
# of case management hours	315	446	142%
# of participants placed in jobs	50	81	162%
# of participants retained for 30 days in employment	35	42	120%
# of participants retained for 90 days in employment	20	25	125%
# of participants retained for 180 days in employment	10	14	140%
# of networking/collaboration event sessions (employer outreach and engagement events)	2	7	350%
# of presentations at community meetings	3	3	100.00%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: CEO is on track to meet, and exceed, all deliverables.

Reporting Compliance: The agency often submits late reports, but consistently communicates with program officer about challenges.

Successes:

- CEO is offering more hard skills industry training including customer service.
- CEO has established relationships and is receiving regular referrals from Oakland Unite Life Coaches.

Challenges:

- Agency has challenges with effectively engaging Latino participants.

Corrective Actions: Agency must input group attendance into Cityspan and include more context in case notes to reflect and illustrate the amount of time documented. CEO must also create a sign in sheet for each event and clearly title the document with the event name and date.

Case Study: Participant came to CEO in May 2016 and it was clear that she was dealing with a lack of self-confidence due to her daunting barriers. Her job coach began meeting with her and at each meeting she was very engaged and her increased confidence became visible quickly. In the subsequent weeks, she demonstrated excellent job-readiness skills, arriving early to her job coaching sessions, presenting professionally, and always coming prepared to work on her interview skills. Participant also had exceptional attendance on crew, and was awarded 15 badges by the crew supervisors for her positive work ethic and dependability. In August, she was selected to participate in a pilot project to receive training for employment as a certified pest control technician. She completed the training in September and tested for certification in that same month. Though she failed the test by two points and was understandably devastated, the company that conducted the training was so impressed by her attitude they decided to hire her as a full-time tech and pay for her reexamination. Participant is very excited about her accomplishment and says that this job far exceeded her expectations of what she could achieve. She remains positive as she prepares to retake the certification examination.

Agency Name: Civicorps

Strategy Area: Education and Economic Self-Sufficiency
Sub-Strategy: Young Adult Employment/Education Support Services

Program Description: Civicorps provides job training, transitional employment, employment placement and retention services for seventy-five (75) high-risk, transitional age young adults (18-26 years old) who are residents of Oakland.

Table 1. Match and Payment History

Total Contract Amount (16 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$375,000	$250,000	$246,875	$3,125.00	99%	$78,992	21%

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

Service	Goal	# Served	Percent of Goal Reached
# of participants who obtain their GED, vocational certificate or other educational benchmark	20	17	85%
# of participants placed in jobs	21	20	95%
# of participants retained for 30 days in employment	15	15	100%
# of participants retained for 90 days in employment	8	7	88%
# of participants retained for 180 days in employment	4	4	100%
# of participants	60	53	88%
# of case management hours	420	456	109%
# of networking/collaboration sessions	4	4	100%
# of participant hours of life skills and pre-employment skills	1600	2039	100%
# of participant hours of education	6000	9451	100%
# of participant hours of work experience	3000	10263	342%
# of participants completing 150 hours of work experience	25	18	72%
Presentations at community meetings	3	7	127%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: Grantee is on track to meet all deliverables following a scope modification in Quarter 5.

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

Successes:

- Six Oakland Unite participants graduated in December 2016; several are engaging in college to career internship to help with college enrollment.

- Civicorps' annual report highlights the success of a past OU participant who has received several promotions after attaining a job placement.
- Civicorps has overcome low referrals from OU Life Coaches by recruiting participants on their own who meet the required risk factors.

Challenges:

- Effort should be made to accommodate non-native English speaking clients by providing bi-lingual written materials.

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

Case Study: Participant first enrolled at Civicorps in May 2013. While she had to take leave more than once to address health and family concerns, she kept coming back, determined to earn her high-school diploma. Along the way, she discovered a passion for theater, starring in Civicorps' April performance of "The Measure of Oakland," a modern retelling of Shakespeare's Measure for Measure. In June, Participant walked across a stage again – this time, to accept her diploma in front of her cheering friends and family. Participant has big plans to bring her customer service skills and love of helping people to her work: in July, she attended the Pathways to Career Success Summit, interviewed with Blue Apron and Sprint, and received job offers from both. "I want to thank Civicorps for helping me practice my interviewing skills," she said. "It feels good to be in the position to choose between two great jobs."

Agency Name: Oakland Private Industry Council (OPIC)

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

Program Description: Oakland Private Industry Council (OPIC) provides job training, transitional employment, permanent employment placement and retention services for sixty-eight (68) high-risk young adults, 18-35 years old

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$300,000	$180,000	$179,043.75	$956.25	99%	$300,000	$180,000

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

Service	Goal	# Served	Percent of Goal Reached
# of enrolled participants	52	61	117%
# of participant hours of life/job skills and pre-employment training	1664	1389	83%
# of hours of work experience	4004	7786	194%
# of case management hours	620	623	100%
# of job placement	37	40	108%
# of participants retained for 30 days in employment	35	40	114%
# of participants retained for 90 days in employment	22	29	132%
# of participants retained for 180 days in employment	15	16	106%
# of networking/collaboration event sessions (employer outreach and engagement) events	8	12	150%
# of peer support/counseling group sessions	14	9	64%
# presentations at community meetings	3	3	100%

Staff Recommendation: Staff recommends renewal.

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

Reporting Compliance: The agency often submits reports late but consistently communicates with Program Officer about challenges.

Successes:

- OPIC has performed very well in participant work experience hours; placement/retention outcomes are also impressive.
- Therapist support has been instrumental in supporting changes in the participant's long-term thinking and is a welcome addition to workforce services.

Challenges:

- Agency needs to develop and strengthen internal data entry protocols.

Corrective Actions: OPIC must provide an event log documenting employer engagement. Agency must also submit the total agency budget for the full FY2016/17 and financial audit for FY2014/15, or audit for FY2015/16 if now available.

Case Study: At the time of his referral, Participant was dealing with major health issues as a result of being of victim of multiple gunshot wounds. He was not initially able to begin program participation in earnest due to his injuries. However, he returned to the program while still managing chronic pain and continuing health issues. Participant completed a number of job readiness activities and services, participating in job readiness workshops and one on one job coaching. He was referred to the transitional work experience/training program at St. Vincent de Paul (SVdP) and placed in a position as a client services aide and janitorial team member.

Despite continuing to manage pain and physical challenges related to his injuries, Participant carried on through his work experience and was able to adapt to and manage his pain. He showed a willingness to learn and be proactive in his training at SVdP and excelled on the job, demonstrating a natural ability to work with, and empathize with, the clients he was serving. Three months into his assignment, Participant endured another personal trauma when members of his family were victims of a shooting during a birthday party, causing a death and critical injuries. He was referred to OPIC's licensed clinician for grief counseling and accepted that counseling. During the counseling, he was able to acknowledge and address the impacts of various trauma events on his life and his earlier decisions to act out as a result of those traumatic events. Participant remained engaged with the program with the support of the OPIC staff. As a result of his determination and willingness to learn and change, and the intense case management support he received, he completed his work experience at SVdP and was hired as a permanent employee there.

Agency Name: Oakland Unite/HSD - Violence Prevention Network Coordination

Strategy Area: Violent Incident and Crisis Response
Sub-Strategies: Street Outreach, Homicide and Shooting Victim Support, Relocation

Description: The Oakland Unite (OU) Violence Prevention Network (VPN) Coordinator and (VPN) Liaison work together to provide strategic planning, program development, and overall coordination support to our Violent Incident and Crisis Response network of providers. Specifically, the VPN Coordinator provides training, oversight and technical assistance to the Street Outreach sub-strategy, as well as direct support services to individuals in crisis who are at highest risk for engaging in violence; while the VPN Liaison tracks Oakland Street Outreach activities and provides technical assistance, convenes and coordinates the Homicide and Shooting Victim support service providers, and coordinates the Emergency Temporary Relocation services. In addition, both the VPN Coordinator and VPN Liaison are responsible for networking with the Oakland Police Department, Probation, Highland Hospital and other system partners working to reduce violence. The table below summarizes the activities conducted throughout the year.

Safety and Services Act Funding Amount: $291,000

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

Service	# Served
Oakland Street Outreach Monthly 1-day Training	3
Oakland Street Outreach Bi-Annual 3-day Training	2
Oakland Street Outreach Strategic Planning Sessions w/ Executive Directors and Program Managers/Staff	4
Bi-Weekly Homicide/Shooting Response Meetings	23
Bi-Weekly Homicide/Shooting Response Phone Conferences	22
Ceasefire Call-In Events	4
Ceasefire Bi-Weekly Coordination Meetings	24
OPD Shooting Review Meetings	14
OPD Collaboration Calls	22
Emergency Temporary Relocation Program Weekly Phone Conference	24

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 help Street Outreach Teams develop their ability to mediate conflicts that have the immediate possibility of escalating into gun violence and been instrumental in helping Street Outreach team members continue to become more integrated into the Shooting/Homicide Response Network.
- 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, Ricardo Garcia-Acosta, has expanded OU's ability to coordinate and oversee crisis response efforts by working closely with grantees on problem solving and program development. He facilitates weekly Shooting and Homicide Response Review Meetings with the network providers, tracks their efforts and activities, and plays an integral role in ensuring a coordinated response. He also facilitates a weekly Emergency Temporary Relocation Committee call to process and vet all relocation referrals, and coordinate the various partners' efforts in ensuring that those who are in immediate life-threatening danger are removed from Oakland temporarily and safely, allowing for conflict mediation to occur whenever possible.
- Together, the VPN Coordinator and VPN Liaison have been instrumental in the strategic planning process with our VPN service providers (including Executive Directors, Program Managers, and lead program staff), working towards the continued development and refinement of theories of change, program models, structures of collaboration, and protocols and tools to aid in implementation. OU staff has also consulted with Bright Research Group for assistance in production of materials in relation to the Strategic Vision, Program Model, and core activities.

Challenges:

- Volume of violent incidents when compared to available resources continues to be a challenge. There are not enough street outreach workers to adequately respond to every violent incident with the potential for retaliation and also attempt to maintain a presence in "hot-spot" neighborhoods to prevent additional violence from occurring.
- Street outreach teams are also under-resourced in their ability to engage program participants in activities such as trips/outings or community events, and continue to be challenged by transportation needs (i.e. vehicles for safe passage).
- As the network of providers grows, and as the work continues to evolve, capacity building and skills training for Street Outreach workers, Relocation Specialists, and Homicide First Responders will continue to be a priority need.

Agency Name: Youth ALIVE!

Strategy Area: Violent Incident and Crisis Response
Sub-Strategy: Street Outreach

Program Description: Youth ALIVE! (YA), in partnership with sub-grantee California Youth Organizing (CYO, formerly California Youth Outreach), shall reduce street and retaliatory violence for transitional age youth and young adults ages 16-35 year olds through 1) interrupting and mediating 150 violent/potentially violent conflicts; 2) general outreach to 1,800 people in hotspots; and 3) intensive outreach to 337 high risk clients in agreed-up target areas in Central and East Oakland.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$1,184,999.91	$829,500.00	$803,268.19	$26,231.81	97%	$237,570.00	20%

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

Service	Goal	# Served	Percent of Goal Reached
# of gunshot victims provided with home or bedside visit	36	64	178%
# of intensive outreach clients	224	238	106%
# of intensive outreach hours	1124	1628	145%
# of Street outreach event sessions	200	305	153%
# of street outreach staff event hours	400	6328	1582%
# of street outreach event participants - unduplicated	1200	9004	750%
# of general outreach event sessions	12	24	200%
# of social event sessions	24	28	117%
# of community event sessions	8	6	75%
# of violence prevention/anger management/conflict resolution event sessions	96	90	94%

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 in its first year as a lead for the Street Outreach (OSO) program. Their active participation, particularly in regards to violence interruption, in strategic planning and program coordination has helped strengthen the partnership within the Oakland Unite Violence Prevention and Intervention Network.

- Agency has started to implement Screening Tool for Awareness and Relief of Trauma (START) Training with the Healing Justice Alliance, and hosts annual cross-training with Northern California National Network of Hospital-based Violence Prevention Intervention Programs (NNHVIP) Partners. Agency has also completed 40-hour Peer Violence Prevention Counselor Curriculum in partnership with California Victim of Crime Program (CalVCP) in which their staff will be trained and certified.
- Agency consistently engages clients with an intention of raising consciousness of what it means to truly be safe, offering various options of how to address and respond to violence during peer and community interactions.

Challenges:

- Agency continues to have challenges with developing a streamlined system of receiving referrals and follow-up communication protocols with Highland Hospital, particularly in regards to the use of QuesGen database as the central communication platform.
- It is recommended that agency review and update case files more regularly and consistently.

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

Case Study: Earlier this year, a mother of three was shot and killed while at a child's birthday party. There was speculation that one of her son's affiliations had something to do with the tragic event, and that Participant was now in danger, or possibly a threat for retaliation. At the time, Participant was incarcerated so this posed a unique dilemma and required a unique plan of action. Oakland Unite VPN Coordinator had a personal connection to Participant and a professional relationship with the juvenile court judge, and advocated for the release of the youth so that he could attend his mother's funeral and grieve with his family, and then ultimately relocate to live with family out of the county. The judge approved with the condition that Participant be monitored daily and that the court receive weekly status updates. The YA! Violence Interrupter team provided the constant monitoring, including safe passage for Participant to, during, and from the funeral services. In particular, YA! Citywide Violence Interrupter provided the majority of that monitoring as he had an existing relationship with the young man's stepfather and family. While providing daily support, he counseled Participant about future life choices while reflecting on the outcomes of his recent and past decisions, all while Participant was processing the loss of his mother. After the funeral, the judge approved his conditional release contingent upon ongoing monitoring and service engagement. To that end, many OU-funded agencies came together in support of this young man: BOSS provided employment training/services; EBAYC provided ongoing case management services; CYO assisted with the ongoing monitoring of Participant while in Oakland, and: OU's VPN Coordinator maintains close relationship with him. Citywide Violence Interrupter remained in frequent contact with the young man for some time and still checks in with him occasionally. YA! is happy to report that with everyone's support, guidance and mentoring, Participant appears to have made a 180 degree turn, embracing the bigger picture of his life. He has moved out the area, attends school regularly, and doing well in his studies. Above all, there has been no retaliation or violence in relation to the murder of Participant's mother since that tragic night.

Agency Name: Building Opportunities for Self-Sufficiency (BOSS)

Strategy Area: Violence Incidence and Crisis Response
Sub-Strategy: Street Outreach

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

Table 1. Match and Payment History

Total Contract Amount (16 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Payment Paid	Match	Percent Match
$406,250	$260,000	$254,528.73	$5,471.27	98%	$60,788	20%

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

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

Staff Recommendation: Staff recommends renewal with the following contingencies:

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

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

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

Successes:

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

Challenges:

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

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

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

Agency Name: Catholic Charities of the East Bay

Strategy Area: Violence Incident and Crisis Response
Sub-Strategy: Shooting/Homicide Response and Support Network

Program Description: Catholic Charities of the East Bay (CCEB), in partnership with sub-grantee Youth ALIVE!(YA!), provides intensive outreach, case management, and mental health services to 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 January-December 2016 (4 Quarters)				Leveraged Funds Match	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$450,000	$315,000	$315,000	$4,725	100%	$125,425.00	28%

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

Service	Goal	# Served	Percent of Goal Reached
# of intensive outreach hours	1200	1567	131%
# of mental health service clients	52	82	158%
# of mental health service hours	547	600	110%
# of intensive outreach clients	180	391	217%
# of presentations at community meetings	3	5	167%

Staff Recommendation: Staff recommends renewal.

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

Reporting Compliance: All reports are submitted as agreed upon with the program officer. Agency consistently communicates in advance about the quarter closing needs of their fiscal department.

Successes:

- Agency recovered from deficits experienced in the 1st quarter and is now on target to exceed many of its deliverables.
- Agency uses weekly coordination meetings with its sub-grantee, Youth ALIVE!, to develop resources for out of county participants who desire services, but are unable to receive them through the partnership due to not residing in Oakland.
- Agency is in the final stage of the Council on Accreditation process – a process through which an organization demonstrates it is effectively managing its resources and providing the best possible services to all of its stakeholders.

Challenges:

- Agency is working to ensure clear communication its sub-grantee, Youth ALIVE!, following internal changes in leadership and key staff. Agency used leveraged funds to hold a retreat to strengthen collaboration and address changes since the inception of the partnership.
- Following a 1st quarter of deficits, agency made some tweaks to the program model in order to better serve family members of homicide victims.

Corrective Actions: Agency must submit its full accounting and payroll policies for review by the Oakland Unite program officer.

Case Study: A young mother, survived by her five year old daughter, was shot and killed late in the summer of 2016. Within a day of receiving the notification, The Khadafy Washington Program (KWP) of Youth ALIVE! contacted the family to relay information about how they could support the family in their time of need and coordinated with the West Oakland Street Outreach team to establish a stronger rapport with the family. Through compassionate communication, the crisis responder was able to support the grief-stricken mother with setting up an appointment with the California Victim Compensation Program (CalVCP). Given the level of grief being experienced by both the mother of the victim and the victim's daughter, KWP staff asked the family if a referral to CCEB for grief support could be helpful; an offer that was accepted by the family. Concurrent with the communication to the victim of the family, the violence interrupter team met with the family who resided in the home where the young woman was killed and, through an assessment, determined that there were immediate safety concerns to address. The Crisis Response Support Network (CRSN) Emergency Financial Assistance fund was used to secure two nights in a hotel for the family until a partner agency could assess for additional needs. CCEB's clinical case manager met the family at the hotel and provided them with food and emotional support, which included the development of a safety plan and followed up in the morning to discuss ongoing support and therapy needs. Additionally, other partners were contacted to secure backpacks and shoes for children in the family. KWP staff supported the victim's family in completing processes related to Victim of Crime office services. Given concerns about the children's safety, KWP staff contacted OUSD and was able to garner support from its administration, ensuring all the children were enrolled on the same campus for the upcoming school year. CCEB also worked with the victim's family to get them relocated out of the area with the support of CalVCP. The family residing at the scene of the crime is being relocated as well using emergency relocation funds available through CYO. CCEB continues to work with both families to address the grief and trauma of this event.

Agency Name: Community and Youth Outreach (formerly Oakland California Youth Outreach)

Strategy Area: Violent Incident and Crisis Response
Sub-Strategy: Shooting and Homicide Response (Emergency Temporary Relocation)

Program Description: Community and Youth Outreach, Inc. (CYO) will provide emergency temporary relocation support services to 20 individuals referred through Street Outreach, Ceasefire, or the Shooting and Homicide Response Network. CYO will work with referring parties to provide emergency financial support and coordinated services to individuals in Oakland who are in real, immediate danger of harm where they reside, to help them transition to a safer location.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$150,000	$108,420.24	$108,420.24	$0.00	100%	$30,000	20%

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

Service	Goal	# Served	Percent of Goal Reached
# of relocation clients provided with financial support	20	24	120%
# of clients relocated to temporary location (duplicative)	20	22	110%
# of case managed clients	24	31	129%
# of case management hours	438	333	76%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: Grantee is on track to meet all deliverables. The one deliverable that is under the projected amount is for the '# of case management hours' deliverable. Due to the complexity and start-up nature of the program, Oakland Unite and grantee have agreed to revisit this projection upon contract renewal. Individual case management and follow-up hours have been satisfactory over the course of the contract year.

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

Successes:

- Agency has exceeded the projected amount of people to be relocated, resulting in the prevention of further homicides for the City of Oakland.
- In many cases, agency was able to move swiftly to meet client needs and provided relocation services often directly following a surviving gun-shot injury.
- CYO in partnership with Oakland Unite has developed a standardized referral process and file reporting system. In addition, a neutral review panel from other partners of the Shooting and Homicide Response Strategy that evaluates and weighs-in on recommendations for each relocation applicant. This effort has led to more efficient spending per client and has allowed the group to identify additional resources to leverage while creating safety plans with clients.

- CYO and our partners have further refined the relocation referral and assessment process to increase the quality and appropriateness of referrals. Agency has successfully relocated 24 clients to date, exceeding the total client benchmark.

Challenges:

- Referral process was unclear to referring agencies and often led to referrals that were not appropriate or ready for relocation. By developing a universal referral process, participants referred to the program now have access to additional support services while they go through the relocation process. This allows for a point person (i.e. Life Coach) to support the participant and often the family while relocation specialist searches and negotiates with potential rental properties. The added layer of support in the form of a Life Coach or other provider to help remove barriers while the relocation specialist focuses on housing, has also contributed to the case management hours of the relocation specialist to be slightly under the projected amount.

- Extreme housing prices and the competitive rental market has made it increasingly difficult to support participants in relocating out of Oakland. Often a family is approved but months pass before the contracted agency can execute a safety plan. Due to this challenge, Oakland Unite has made an intentional effort to have CYO's internal Street Outreach Program continuously check on the participant while the relocation is pending. In addition, CYO has encouraged participants to identify family members out of County that they can stay with and rather than paying for moving costs, the participant is supported with cost of living support to sustain a temporary stay with family. Often the support is just enough to get participant stabilized and away from danger, with a more permanent relocation remaining a challenge to secure.

Corrective Actions: Agency must provide a copy of its FY 2015-2016 financial audit.

Case Study: Two siblings were outside of their home in West Oakland when they had an argument with a gentleman who lived in a nearby residential hotel. After the argument the man walked off and returned quickly with a gun and shot both women. The victims were recovering in the hospital when rumors began swirling that the perpetrator was looking to come after them again when they came home. Youth Alive Street Outreach Violence Interrupters referred the case to CYO's Relocation Coordinator. CYO coordinated with the victims, their family, and the hospital to have the participants transferred directly to a hotel out of the area upon discharge from the hospital. The CYO Relocation Coordinator also worked with the family to have the participants move from their residence in West Oakland to another area away from the perpetrator who was not arrested. The siblings and their mother moved safely out of the area with the assistance of CYO's Relocation program.

Agency Name: Youth ALIVE!

Strategy Area: Violent Incident and Crisis Response
Sub-Strategy: Shooting/Homicide Response (Caught in the Crossfire Hospital-Based Intervention)

Program Description: Grantee provides intensive outreach and case management to individuals who have been treated for violent injuries at Highland Hospital. This will include continued staffing of the Deputy Director, Caught in the Crossfire (CiC) Program Manager, Intervention Program Coordinator, two Intervention Specialists, and a Mental Health Counselor with the provision of immediate outreach to violently injured youth and young adults, ongoing case management of these individuals, (prioritizing patients who are under the age of 25 and live in high stressor areas), and mental health support of these individuals.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$187,500	$125,000	$123,751.25	$1,248.75	99%	$49,888.00	27%

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

Service	Goal	# Served	Percent of Goal Reached
# of intensive outreach hours	100	108	108%
# of case managed clients	45	90	200%
# of case management hours	765	1333	174%
# of mental health service clients	20	20	100%
# of mental health service hours	92	217	236%
# of violently injured clients between the ages of 12 - 35 (treated at ACH, Eden, Children's, Fairmont) receiving intensive outreach	100	101	101%
# of presentations at community meetings	3	4	133%

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 in first year as lead for Street Outreach (OSO) Program and coordination has helped strengthen the partnership within the Oakland Unite VPI Network. Violence Interrupters conducting bedside visits has increased service uptake for CIC services.
- Agency consistently engaged with clients with an intention at aiming to raise consciousness of what it means to truly be safe, teaching various options of how to address and respond to violence among peer and community interactions.

Challenges:

- Referral System and flow of referrals coming from Highland Hospital continue to be a challenge.

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

Case Study: In June, 2016, 24-year-old Participant was referred to Caught in the Crossfire by Highland Hospital's Trauma Department. During their initial meeting at YA!, Participant became extremely agitated and starting talking to Intervention Specialist about his experience when he was shot. Intervention Specialist thought that Participant may be having flashbacks and immediately notified YA!'s Clinical Director. Clinical Director was able to speak with Participant and help Participant calm down. Afterwards, Participant was able to continue meeting with Intervention Specialist and completed his Victim of Crime application. Intervention Specialist was able to meet Participant's girlfriend and learned that they were due to have a baby any day. Once back at YA, Intervention Specialist was able to speak with the Violence Interrupters about the shooting that involved Participant. Violence Interrupters were able to confirm that the shooting did not involve Participant and that he was actually struck by a stray bullet. After the baby was born and girlfriend was home, Intervention Specialist used this as an opportunity to talk to Participant seriously about finding employment to assist girlfriend with rent and bills. Participant was in agreement but he still continued to struggle. Participant continued to meet with Clinical Director and later disclosed that he has always suffered from bipolar disorder and has not been on medication for months. The following week, Clinical Director received a call form Participant's girlfriend about Participant's erratic behavior and she wanted Clinical Director's assistance. Intervention Specialist was with another client at the time, so Clinical Director and a Violence Interrupter went to the apartment; Intervention Specialist was able to meet them later at the apartment. Participant was struggling significantly and Clinical Director believed that Participant might be having psychological break-down. Clinical Director contacted the police department and Participant was placed on a psychiatric hold (5150) and taken to Alta Bates, Herrick Hospital in Berkeley. Clinical Director was able to stay with Participant the entire time until he was able to meet with a doctor. Both Clinical Director and Intervention Specialist were able to visit with Participant while he was in the hospital. Clinical Director was able to arrange a special visit with Participant, his girlfriend, and the baby as long as she was there to supervise the visit. Both Intervention Specialist, and Clinical Director started talking to the couple about moving back to Texas since both Participant and the girlfriend's family were in Texas and could offer them more support. After talking to the couple, the girlfriend was in agreement that moving back to Texas was the best decision given that the couple would not be able to pay the upcoming rent and once she went back to work, she would struggle with paying daycare costs. Intervention Specialist and Clinical Director worked closely with Participant to make sure that he left California with enough medication. Intervention Specialist assisted the couple with packing up their apartment and later YA bought the couple one-way bus tickets to Texas. Once the couple reached Texas, they contacted both Intervention Specialist and Clinical Director to let them know they were well received by their families. Shortly after moving back to Texas, the girlfriend was able to get her previous job back and the couple moved into their own place. Participant was still working on his employment search but felt confident that he would be working soon.

Agency Name: Alameda Family Services (DreamCatcher)

Strategy Area: Violent Incident and Crisis Response
Sub-Strategy: Commercially Sexually Exploited Children (CSEC) Intervention

Program Description: Alameda Family Services/Dreamcatcher Youth Services supplies front end emergency shelter beds for commercially sexually exploited minors, as well as the support services necessary to provide stabilization and find longer-term placement for 60 commercially sexually exploited children.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funds to March	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid		Percent March
$165,000	$115,500	$115,500	$0	100%	$100,000	61%

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

Service	Goal	Served	Percent of Goal Reached
Clients (CSEC) placed into shelter/emergency housing	40	71	178%
CSEC received stabilization services (case managed clients)	40	81	203%
Case management/stabilization hours	600	891	149%
Group participants (Clients enrolled in groups)	28	52	186%
Group sessions	48	180	375%
Presentations at community meetings	3	5	167%

Staff Recommendation: Staff recommends renewal.

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

Reporting Compliance: Due to fiscal department timing and processes, the agency submits reports late but always notifies the program officer.

Successes:

- Agency places emphasis on being trauma-informed in their work with clients and staff. In order to promote staff well-being, Alameda Family Services supports staff to attend trainings and professional development opportunities to understand best practices and prevent burn-out.
- DreamCatcher is able to increase the stability of program participants by providing emergency shelter that is gender responsive and sensitive to the diversity of CSEC and homeless youth.
- The new DreamCatcher site is almost complete and includes a CSEC specific shelter named Nikka's Place that will allow the program to provide more specialized, separate CSEC services.

Challenges:

- Agency initially had some challenges around data quality control. DreamCatcher was able to develop a more streamlined method of capturing case management notes and distinguishing them from shelter staff notes, and to ensure that group sign-in/attendance sheets match numbers entered into the online database and don't under-count services.

Corrective Actions: Agency needs to submit a budget with income and expenses for the fiscal year 16/17 for review by Oakland Unite.

Case Study: An 18-year old woman was referred to DreamCatcher through the MISSSEY program after confiding to them that she was homeless and running away from an abusive pimp. She said she had not been able to stay away from CSEC activity since she was twelve for more than half a week. She stayed at DreamCatcher for one month and during that time we got her connected to Bay Area Legal Aid lawyers, Hope Intervention Program case managers, and re-connected her with her previous West Coast Children's Clinic therapist. We provided her safe emergency shelter along with food and community. She was able to get food stamps and general assistance. She made it to every meeting with the lawyers. She did leave for Miami for a week and was working on the strip there but she contacted DreamCatcher and MISSSEY to let us know she was unsafe and we contacted BAWAR who purchased her a ticket back to the Bay Area.

Bay Area Legal Aid was able to get her into temporary foster home placement for a month until she moved in with a family member. We were able to work with MISSSEY to get her connected to a mentor who used to be CSEC herself. She was able to get SILP funds which enabled her to get housing. She wants to go to beauty school. At present, she has been away from CSEC activity for a month which is a big milestone for her. When working with CSEC tiny wins are celebrated. Each time she returned, each time she showed up the next day, each appointment she made were huge, HUGE wins for her. We have watched her struggle, stayed with her, continued to wrap her in more and more support services - other agencies, therapists, case managers - and for us at Dreamcatcher, each day this last month has been a huge celebration.

Agency Name: Bay Area Women Against Rape (BAWAR)

Strategy Area: Violent Incident and Crisis Response
Sub-Strategy: Commercially Sexually Exploited Children (CSEC) Intervention

Program Description: BAWAR provides outreach, first responder crisis intervention and support to youth, 18 and under, who are identified in Oakland as being previously and/or currently at risk for, or involved in, commercial sexual exploitation, and will provide intensive support services to 225 participants and general outreach to 510 youth over the contract period.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$109,500	$76,650	$71,587.58	$5,062.42	93%	$94,368	86%

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

Service	Goal	# served	Percent of Goal Reached
Intensive outreach clients	150	140	93%
Clients referred to mental health services	80	55	69%
General outreach event participants	340	357	105%
Presentations at community meetings	3	3	100%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: The agency has struggled to meet the deliverable for referrals to mental health services. After discussion and file review during the site visit, it was determined that BAWAR was under-counting referrals for long-term support after crisis stabilization. This clarification should facilitate BAWAR successfully meeting this deliverable.

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

Successes:

- BAWAR's Sexually Exploited Minors (SEM) Team has a new structure and a strong supervision model that includes internal supervision and weekly clinical supervision. The weekly clinical supervision helps relieve vicarious trauma and burn-out. In addition, BAWAR has recently implemented a performance review process to support staff. This has led to concrete day-to-day tasks that facilitate and ensure quality documentation.
- BAWAR has a productive and respectful relationship with the Oakland Police Department that facilitates their ability to connect with CSEC in custody.

Challenges:

- BAWAR has undergone significant transition over the past year. There is a new executive director, there has been staff turnover, and board members have left. Currently BAWAR is revising the strategic plan in partnership with the board. In addition, the agency is in an active board development phase.
- New policies regarding the decriminalization of CSEC have required the BAWAR SEM Program to adapt their previous model and build collaborations with the Alameda County Assessment Center to connect with CSEC that are no longer taken to the Juvenile Justice Center.

Corrective Actions: Agency must keep the program officer informed about the development of the board including an updated roster with names and affiliations, minutes with actions, and board conflict of interest policy/signed statements. BAWAR must also submit its full accounting and payroll policies, a recent financial audit, and a copy of the Fiscal Year 16/17 budget.

Case Study: There is a client who has been working with the BAWAR SEM program on and off since she was 11 years old because of her exploitation history. She is currently 17. She has been to several placements and in custody/juvenile detention in different counties both in and out of state. She has been detained on charges surrounding her exploitation, probation violations such as cutting GPS, and other misdemeanor crimes like theft. Most recently, she resurfaced after being AWOL for a long stretch of time and was assigned to one of our current SEM Advocates. This client has also worked with MISSSEY and West Coast Children's Clinic in the past.

The SEM Advocate met with her every week in June, every other week in July, and they have been checking in via phone every other week as the need arises. During two meetings there was discussion to sort out issues around her peer circle, and those people that supported her change and success versus people were not supportive. The client chose to keep people who were associated with her time in the life out of her circle. The SEM Advocate also helped this client work on her financial aid for Community College. After addressing the source of her stress and eliminating a barrier to success, this client started community college in August. Currently, this client is doing well on Juvenile Probation, attending Community College and taking a full course load, working at a coffee shop, and saving up for a car, while living with family.

Agency Name: Motivating, Inspiring, Supporting, and Serving Sexually Exploited Youth (MISSSEY)

Strategy Area: Violent Incident and Crisis Response
Sub-Strategy: Commercially Sexually Exploited Children (CSEC) Intervention

Program Description: MISSSEY, Inc. provides outreach and wrap-around support services to commercially sexually exploited children (CSEC) at MISSSEY's drop-in center as part of a comprehensive system to support CSEC and end their exploitation.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$120,000	$84,000	$64,262.07	$19,737.93	77%	$27,500	23%

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

Service	Goal	# Served	Percent of Goal Reached
Intensive outreach clients	50	28	56%
Intensive outreach hours	150	137	91%
Peer support/counseling events	40	29	73%
Clients enrolled in groups	50	51	102%
Group session client hours	828	1059	128%
Presentations at community meetings	3	3	100%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: The agency has struggled to meet intensive outreach client deliverables but has submitted a scope of work modification and corresponding budget modification to more accurately reflect and enhance the program's primary focus on the Drop-in Center. This should ensure that MISSSEY gets on-track with all of the deliverables.

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

Successes:

- The Drop-in Center had a robust safety plan and formal structure to deal with youth in crisis that allows all drop-in center participants to feel safe and supported in the space.
- MISSSEY is implementing staff accountability and streamlining the hiring process with the addition of the new Executive Team. This will ensure high quality programs run by experienced and dedicated staff.

Challenges:

- MISSSEY has undergone major organizational changes in the past several months, including a new Executive Director. In addition, roles and responsibilities in the organizational chart have

shifted. Finally, MISSSEY has hired a financial contractor to help the agency get its finances in order, after noticing some agency-wide discrepancies.

- MISSSEY is in the process of streamlining sign-in sheets to accurately capture attendance at the Drop-in Center and ensure the quality of data entry into the online database.

Corrective Actions: Agency must submit a copy of their accounting and payroll policies for review by Oakland Unite.

Case Study: Throughout this last quarter, Participant was able to work towards stability at home and enrollment in school with support from her case manager. She also began coming to group sessions at the drop-in center to explore her personal interests, work on communications skills with other youth and receive help searching for employment. With the help of consistent support and encouragement from staff in the drop-in center, Participant has learned that she loves art and has improved her self-confidence. She has developed a healthier perspective towards school and has increased her attendance. She has also made new friends that reflect healthier relationships than those she has had in the past. Participant is still actively looking for employment with the help of drop-in center staff, and her motivation is to find something that will enhance her skill sets she can apply to future jobs. Overall, this client has been able to experience significant success due to the support of the drop-in center and the collaboration between those staff and her Life Coach.

Agency Name: Family Violence Law Center (FVLC)

Strategy Area: Violent Incident and Crisis Response
Sub-Strategy: Family Violence Intervention

Program Description: The Family Violence Law Center (FVLC) reduces the effects of family violence by providing legal, social and emotional support services to victims of family violence. This includes the provision of services to 1,500 families, 150 who will receive legal assistance, and 60 who will receive emergency relocation services, as well as 30 who will receive intensive case management, and 105 children, exposed to family violence, who will be provided with mental health support.

Table 1. Match and Payment History

Total Contract Amount (4 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	Match	Percent Match
$675,000	$472,500	$472,500	$0	100%	$135,191	20%

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

Service	Goal	# Served	Percent of Goal Reached
Clients provided legal assistance	100	454	454%
Clients placed into shelter/emergency housing	40	114	285%
Intensive outreach clients	1000	1083	108%
Intensive outreach hours	1500	4416	294%
Case managed clients (intensive care)	20	52	260%
Case management hours (intensive care)	240	225	94%
Mental health service clients	30	21	70%
Mental health service hours	220	268	122%
Community members trained	215	239	111%
Presentations at community meetings	3	4	133%

Staff Recommendation: Staff recommends renewal.

Benchmark Comments: The agency has struggled to meet the mental health service client deliverable due to staffing challenges. FVLC recently hired a new therapist for 0-5 mental health services. FVLC hopes that having a permanent mental health clinician will improve the deliverables around mental health participants. The agency has focused resources on other program activities during vacancies and greatly exceeded deliverables in those areas.

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

Successes:

- FVLC is able to meet the high community demand for family violence services and support with a small and dedicated staff. Additionally, reintegrating in-house mental health services for participants has increased their ability to serve this vulnerable population.

- FVLC is dedicated to raising awareness of family violence and collaborating with first responders in Oakland. The agency has been successful in coordinating line-up trainings with the Oakland Police Department for patrol officers. In addition, FVLC is building a formal collaboration with Emergency Medical Services (EMS).
- The agency is committed to providing staff with avenues of self-care. FVLC staff participated in mindfulness training and has on-going meditation opportunities.

Challenges:

- FVLC is in the process of creating a fundraising plan to increase sustainability and diversify funding. In addition, FVLC is in the process of creating a strategic plan using their theory of change model to ensure agency stability and sustainability.

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

Case Study: Participant first called us after she was assaulted by her partner and was found unconscious with severe, permanent damage to her eye. She had been taken to the hospital and was released five days later, but at that time decided to return to her abuser because she had nowhere else to go. She was estranged from her family and other support systems due to the control and isolation imposed on her by her Abuser. Shortly after returning home, however, Participant's partner again began to argue with her and even threatened to knock her other eye out. In great fear for her safety, she ran from the home on foot, without any possessions, and went to the police station. Due to our close relationship with the Oakland Police Department and our continuing trainings about our services, the officers knew to reach out to the Family Violence Law Center to provide additional help and support to the client. Participant was connected to a dedicated Mobile Response Team on-call advocate who responded right away and arranged for her to stay in a hotel for the night. An advocate from the Family Violence Intervention Unit then followed up with her first thing the next morning and made arrangements for her to come into the office so we could help her to find a safe, confidential domestic violence shelter. After several calls, we were able to identify potential shelter space for the client and facilitate her completion of their intake process.

Since making it to safety, Participant has been able to make incredible progress toward healing and changing her life for the better. She has started receiving therapy and has also begun to repair her relationships with her family. Her advocate was able to follow up with the District Attorney's office to gain more information for Participant regarding the status of her criminal case and they are now moving forward with pressing charges against her partner for the severe injury she suffered. They have also provided her with a Criminal Protective Order to ensure her continued safety. Her advocate is also continuing to check in with her regularly to learn how we can support her.

Agency Name: Oakland Unite/HSD – Community Engagement Team

Strategy Area: Community Asset Building
Sub-Strategy: Community Engagement and Capacity Building

Description: Violence Prevention efforts take many forms and the voices and ideas of affected communities are essential to building solutions. The Community Engagement and Capacity Building Team coordinates the programs, activities and events described herein. Community engagement efforts are coordinated with the Street Outreach and Life Coaching strategies.

City County Neighborhood Initiative (CCNI) is a partnership with Alameda County Public Health Department to build community/neighborhood capacity to address issues identified by the residents that employs a violence prevention lens to impact overall community health. Community Building Coordinators provide coaching and workshops to build the skills of resident leaders and develop Resident Action Councils in designated neighborhoods - Sobrante Park and Hoover - make the changes they want to see. CCNI goals include:

- Neighbors speak and act on their own behalf
- Neighbors organize themselves to effectively hold and wield power of the diverse members of the community
- Neighborhoods are healthier and safer

Friday Summer Nights aims to change community norms around violence by hosting free community celebrations each Friday night for six weeks during the summer in neighborhoods that are disproportionately impacted by community violence in East and West Oakland. During the weeks of the program, police incidents in and around the respective areas declined over the past six summers.

Holiday Support for OU participants, in the form of food and gifts for children, is coordinated with faith-based partners who 'adopt' families for the season. The Community Engagement Coordinator has also facilitated the East Oakland site for registering and receiving gifts from the Mayor's Toy Drive.

Safety and Services Act Funding Amount: $386,000

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

Service	# Served
Friday Summer Nights Attendance (7/8/16- 8/12/16)	+/- 2000
Families Provided with Turkeys and Food Basket	54
Children (0-12) provided with Holiday Gifts	over 1000
Families Supported with Holiday Gifts	+/- 450
Support for Regular Resident Action Council monthly meetings and leadership meetings (bi-monthly)	32

Staff Recommendation: Staff recommends continued funding for Community Engagement and Community Capacity Building efforts.

Successes:

- In July 2015, oversight for CCNI within the City of Oakland moved from the Neighborhood Services Division to HSD/OU; OU partners closely with Alameda County Public Health

Department, and communicates regularly with staff of City and County elected officials. OU's Community Engagement Coordinator provides supervision and oversight to two Community Building Coordinators who are working to develop and expand leadership skills of community leaders to direct change in their own neighborhood.

- Six-weeks of Friday Summer Nights events held in East and West Oakland including entertainment, food, and activities to develop community cohesion and reduce violent incidents. Each Friday, 300-500 residents came out to participate.
- 24 Youth Squad Leaders participated in the planning and implementation of each Friday Summer Nights event as paid interns, receiving valuable work training and experience. The Youth Squad Leaders are recruited from the neighborhood and usually live within one-mile of the event; many are at high-risk for engaging in violence, on juvenile probation for serious crimes, and/or chronically truant.
- Over 1,000 children in 450 families received holiday gifts in 2016 and over 50 families were provided with turkeys and fixings for the 2016 Thanksgiving holiday.

Challenges:

- Staff departure in fall 2015 required filling a vacancy in the Community Building team; delays in the hiring process required hiring temporary staff to support Friday Summer Nights events.

Agency Name: The Mentoring Center

Strategy Area: Community Asset Building
Sub-Strategy: Young Adult Leadership Council

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

Table 1. Match and Payment History

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

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

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

Staff Recommendation: Staff recommends renewal with the following contingencies:

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

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

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

Successes:

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

Challenges:

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

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

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

Agency Name: Community Works West, Inc.

Strategy Area: Innovation
Sub-Strategy: Innovation Fund

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

Table 1. Match and Payment History

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

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

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

Staff Recommendation: Staff recommends renewal.

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

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

Successes:

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

Police Department, the Oakland Unified School District, and community-based organizations in Oakland that facilitates program collaboration.

Challenges:

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

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

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

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

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

Agency Name: Seneca Family of Agencies

Strategy Area: Innovation
Sub-Strategy: Innovation Fund

Program Description: Seneca Family provides an Unconditional Education Coach at Horace Mann Elementary School and Elmhurst Community Prep to support the school-wide adoption of a trauma-informed education model. This includes the hiring of an Unconditional Education Coach and the provision of assessment, planning, and training services annually to 650 youth, as well as staff and parents over the 2016-2017 school year. This will also include running therapeutic support groups for students determined to be "at-risk" for behavior detrimental to the school culture.

Table 1. Match and Payment History

Total Contract Amount (6 Quarters)	Payment History January-December 2016 (4 Quarters)				Leveraged Funding	
	Scheduled Payment	Amount Paid	Amount Withheld	Percent Paid	March	Percent March
$150,000	$105,000	$89,346	$15,654	85%	$30,000	20%

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

Service	Goal	# Served	Percent of Goal Reached
Community event sessions	10	14	140%
Community members trained	80	114	143%
Clients enrolled in groups	20	44	220%
Client hours of mental health groups	270	1122	416%
Presentations at community meetings	3	3	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 funding received from Oakland Unite and the partnership with the City of Oakland facilitated Seneca building a relationship with the Oakland Unified School District (OUSD). This will allow them to expand their program to other OUSD school sites, and also supported Seneca in launching a TA/training program with the district for systems support.
- The Seneca Program has made a big impact on students at both school sites. The social-emotional skills groups allow Seneca to touch more students per school. The Coordination of Services Team (COST) process has been greatly improved so that students and teachers get the support they need to make appropriate referrals.

Challenges:

- As Seneca is a school-based program that began in the fall of the 2016/2017 school year, the program did not expend the scheduled payments in the first two quarters. Seneca has submitted a plan on how they will spend down this money in the remaining quarters.

Corrective Actions: Agency must make a minor correction to data entry related to groups.

Case Study: Participant was displaying behaviors in his classroom that were not allowing him to access his education (aggression, elopement, defiance). When the teacher attempted to intervene, he would become escalated and triggered and his behaviors would intensify. The teacher immediately sought support as she wanted this student to be successful and a COST (Coordination of Services Team) referral was made. At the COST meeting, the student was thoroughly discussed and the team, facilitated by the Unconditional Education Coach was able to create an informal plan with interventions that could be used to support the student in order to reduce his engagement in the problematic behaviors.

The Unconditional Education Coach collaborated with OUSD district representatives as well as other members of the school's Coordination of Services Team to triage the student and provide intervention suggestions on how to best support him within his current school environment. The student's teacher and parent also collaborated with the team in order to ensure all supporters of this student were working collaboratively. Participant was able to make progress in reducing his engagement in the identified problem behaviors that have been impacting his ability to remain in the classroom and access his education. Participant is slowly but surely learning new skills and replacement behaviors to use when triggered so he is still getting his needs met but in a positive, acceptable way.

Participant is currently still enrolled at Horace Mann Elementary in which he continues to make progress in accessing his education and gaining coping tools and replacement behaviors to manage his triggers and feelings that cause him to act out aggressively. This is a direct email from the teacher at Horace Mann: "Thank you SOOOO much for your help with [Participant] today. It made a HUGE difference for me, my students, [Participant] and his mother. Today was the "best" behavior day he ever had. He had one exploratory sensory seeking "hit" to [other student] on the carpet, but thankfully [other student] was "okay" and so I let it go since [Participant] was able to apologize to [other student] and ask if he was okay. Big picture stuff, [Participant] was a million times better than any day I've had with him so far. I called and celebrated with his mom. I'm pretty sure we both cried a tiny bit of happiness for this amazing accomplishment. It is my belief that this is a direct result of you. Thank you, again."

ATTACHMENT

C

Oakland Unite

Violence Intervention

Service Demographics

January – December

2016

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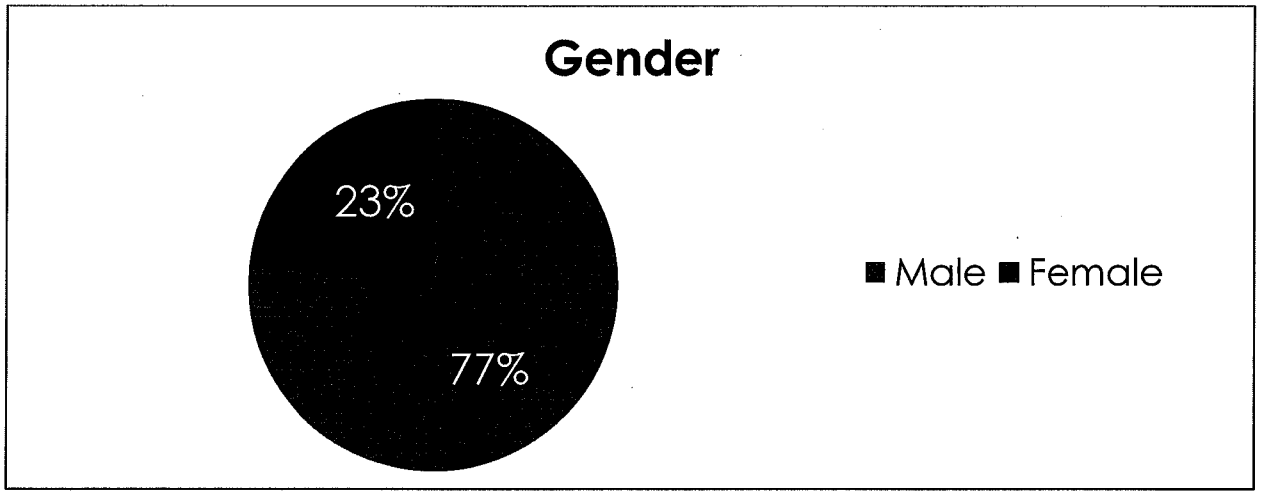
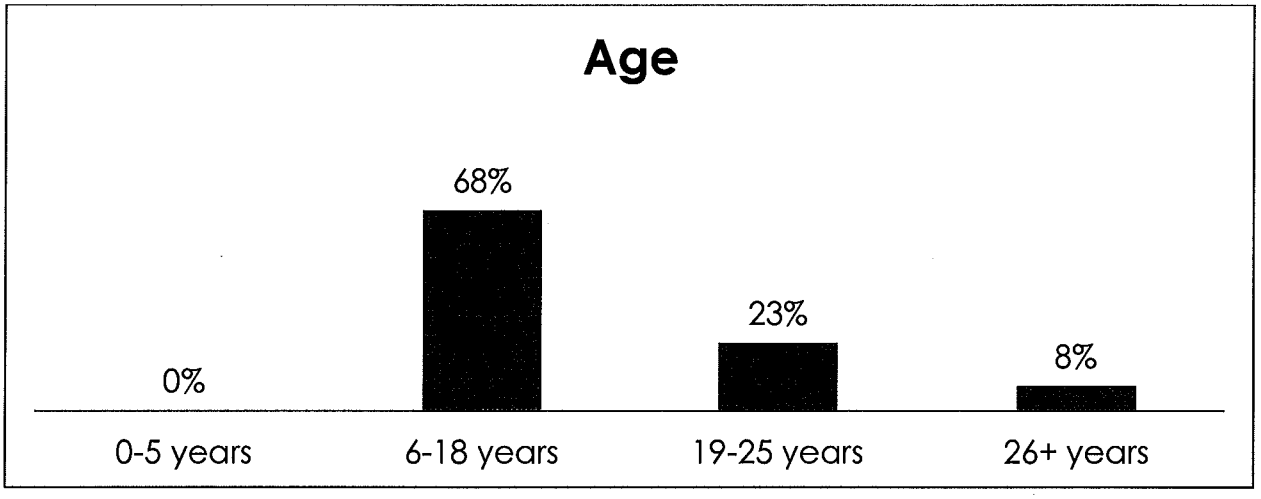
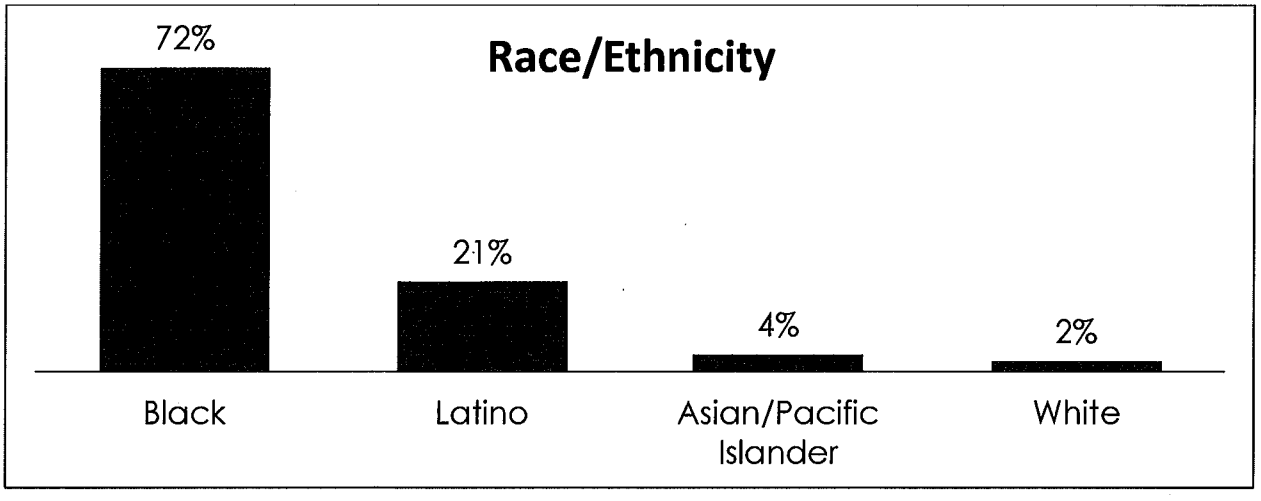
Notes:

- Demographic summaries cover the January-December 2016 service period.
- Summaries were prepared by HSD in April 2017 using aggregate data from Cityspan database; may contain duplicates.

Intensive Youth Life Coaching[1]

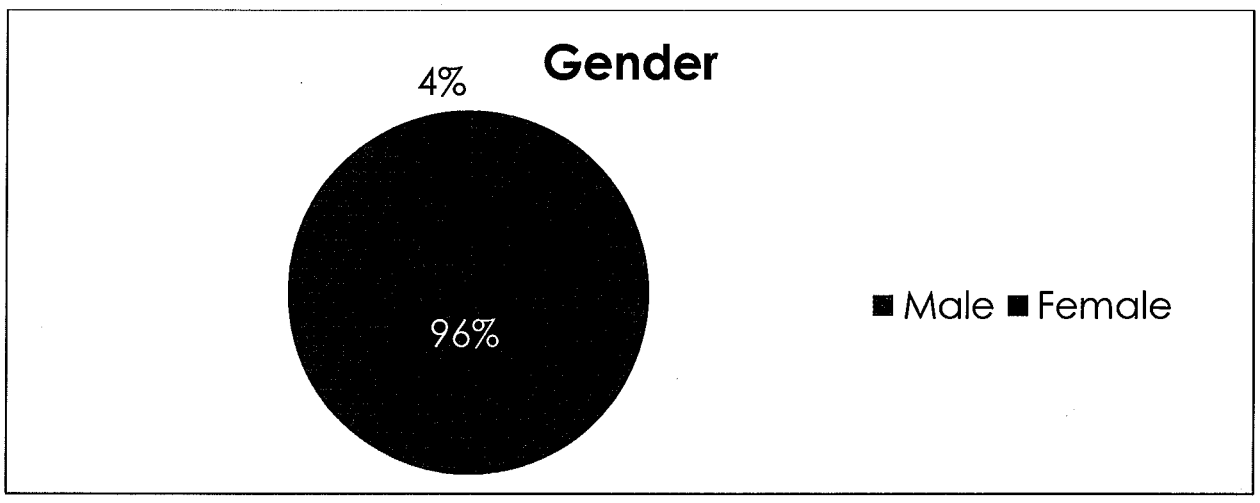


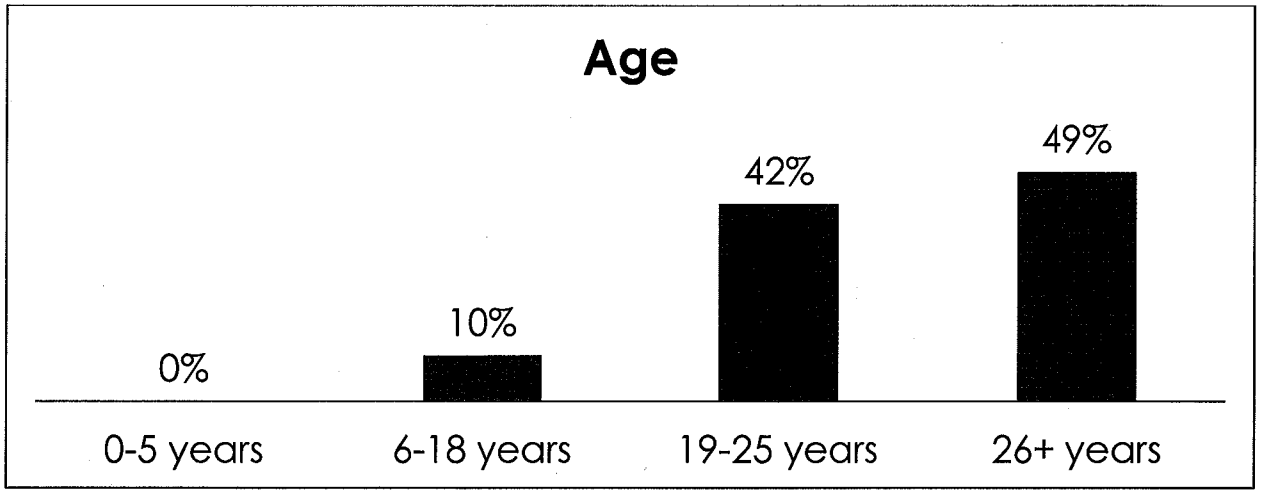


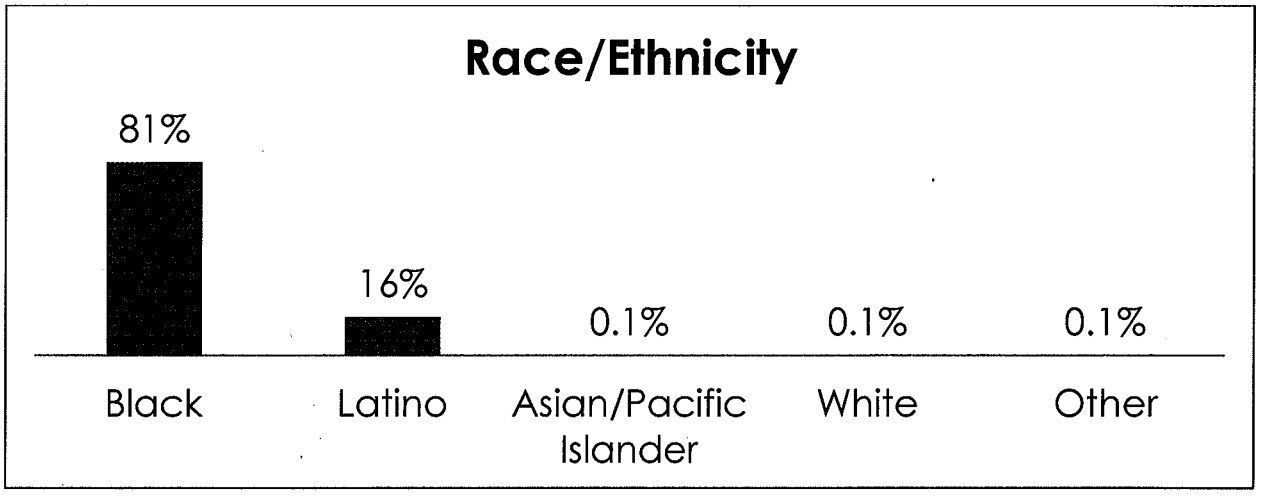


[1] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=370; may include duplicates.

Intensive Adult Life Coaching[2]

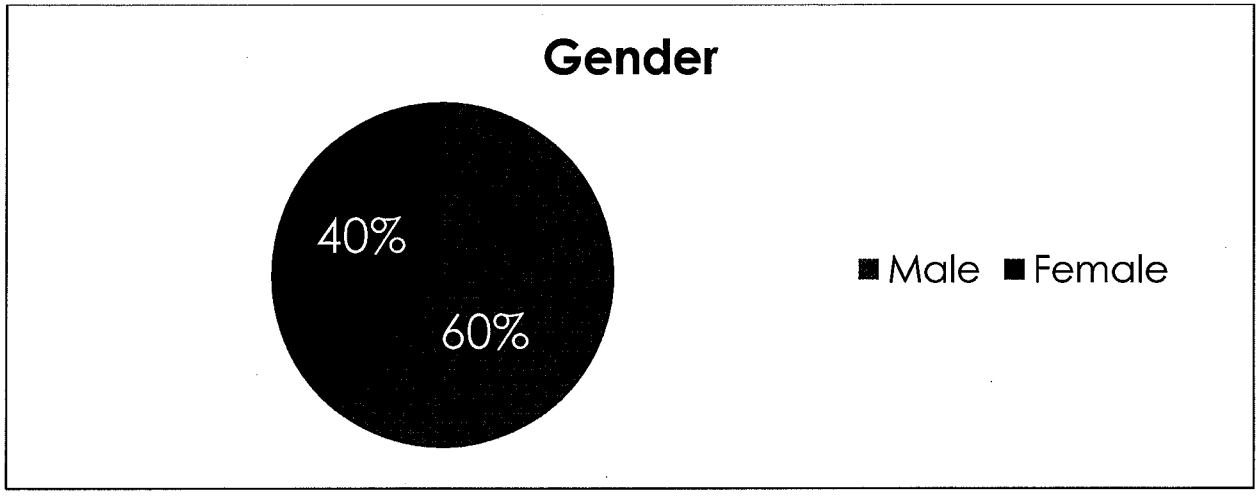


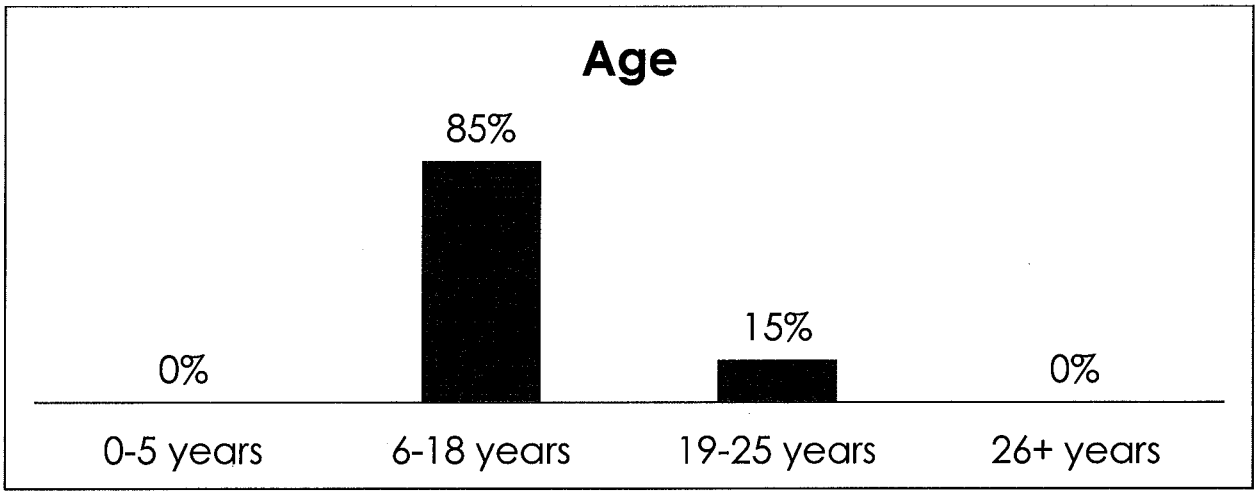


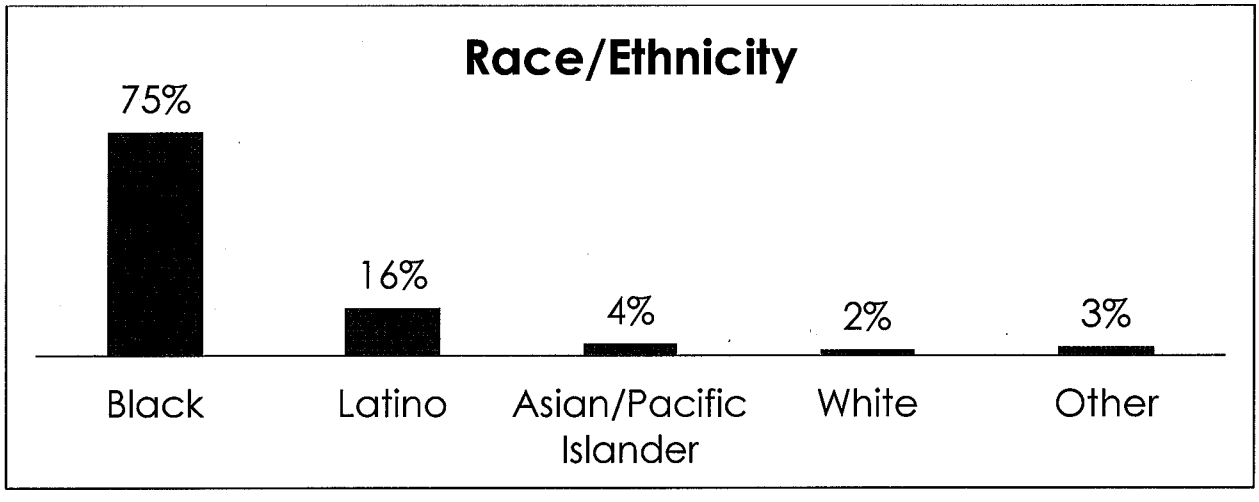


[2] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=347; may include duplicates.

Youth Employment and Education Support[3]

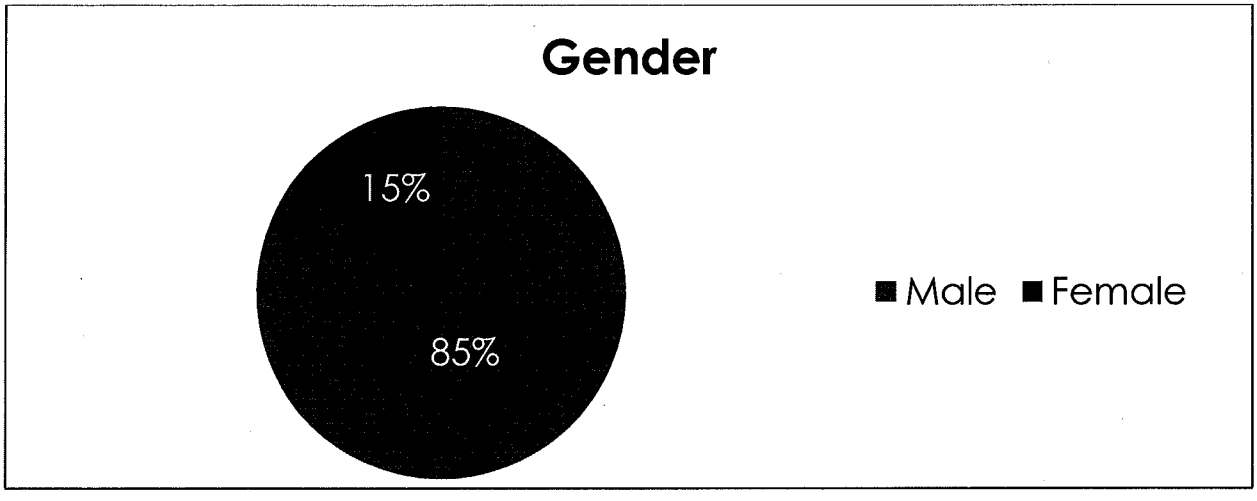


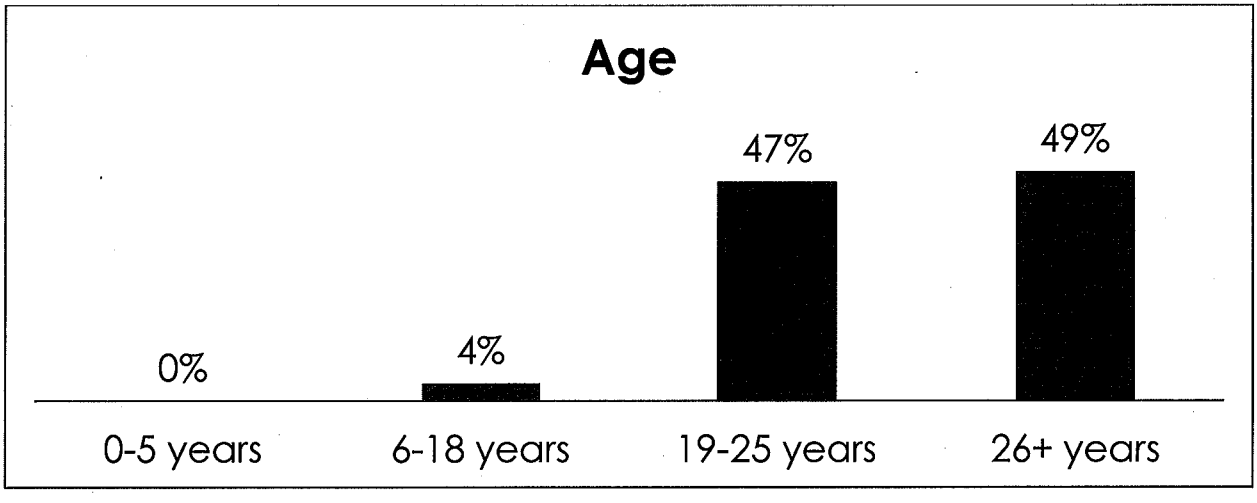


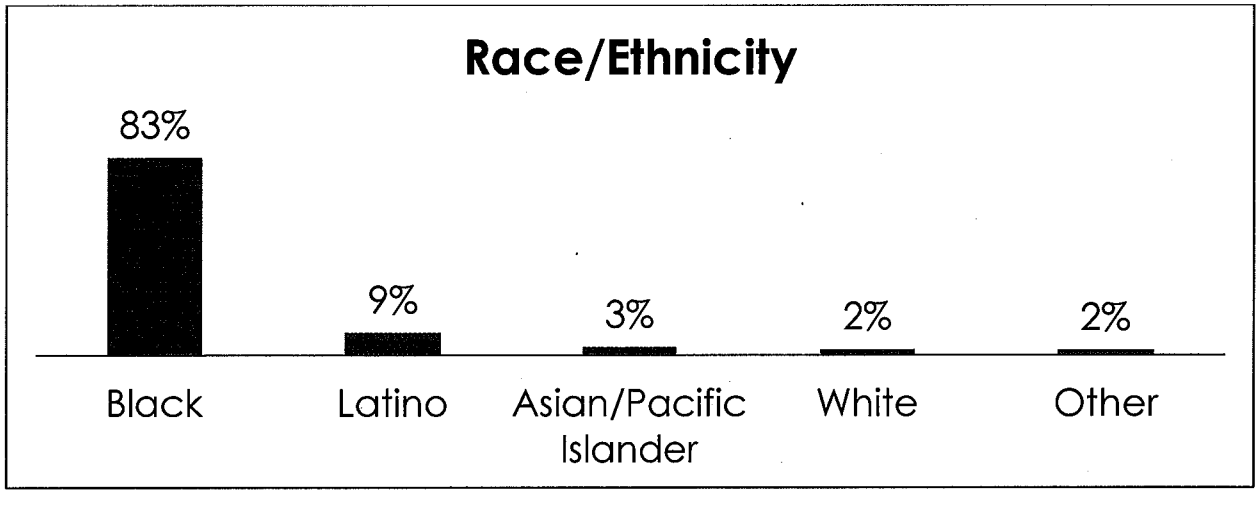


[3] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=195; may include duplicates.

Adult Employment and Education Support[4]

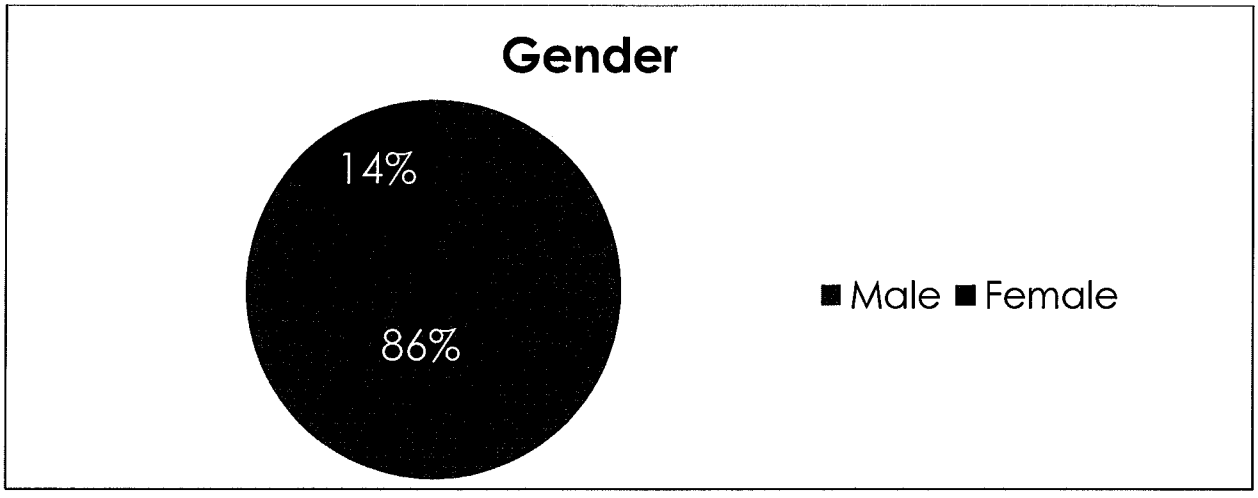


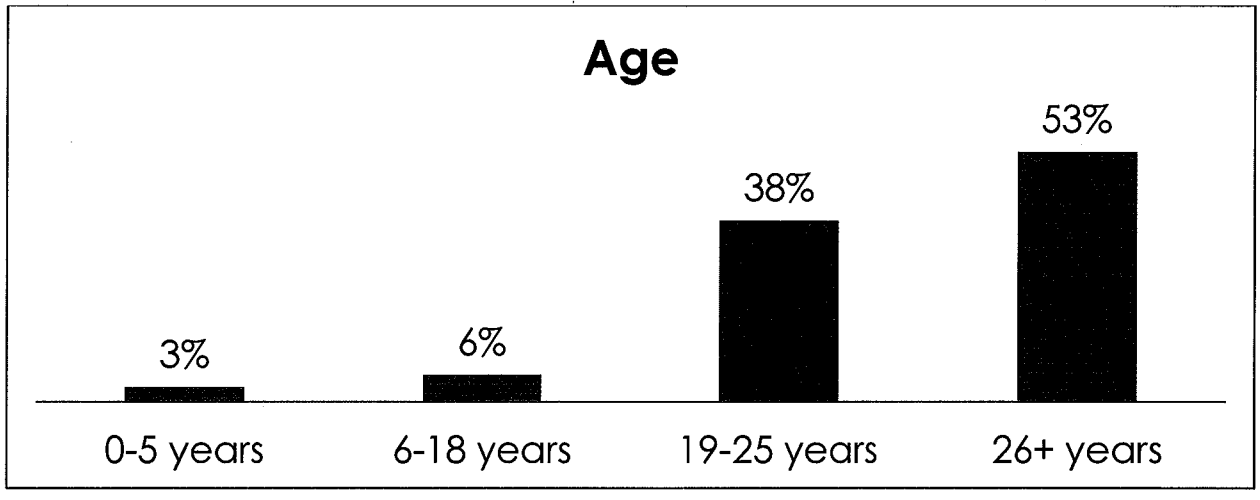


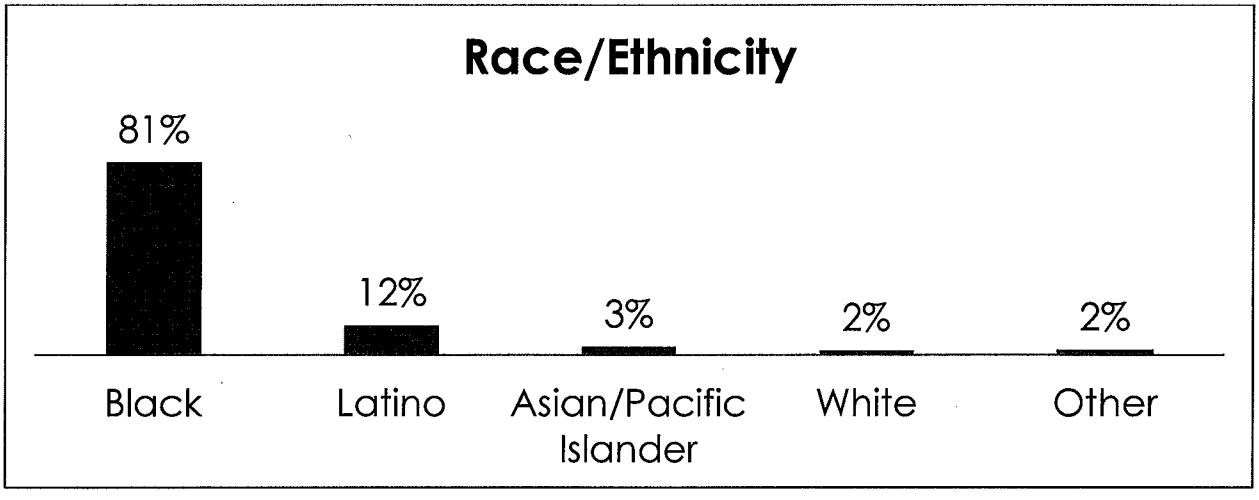


[4] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=565; may include duplicates

Street Outreach[5]

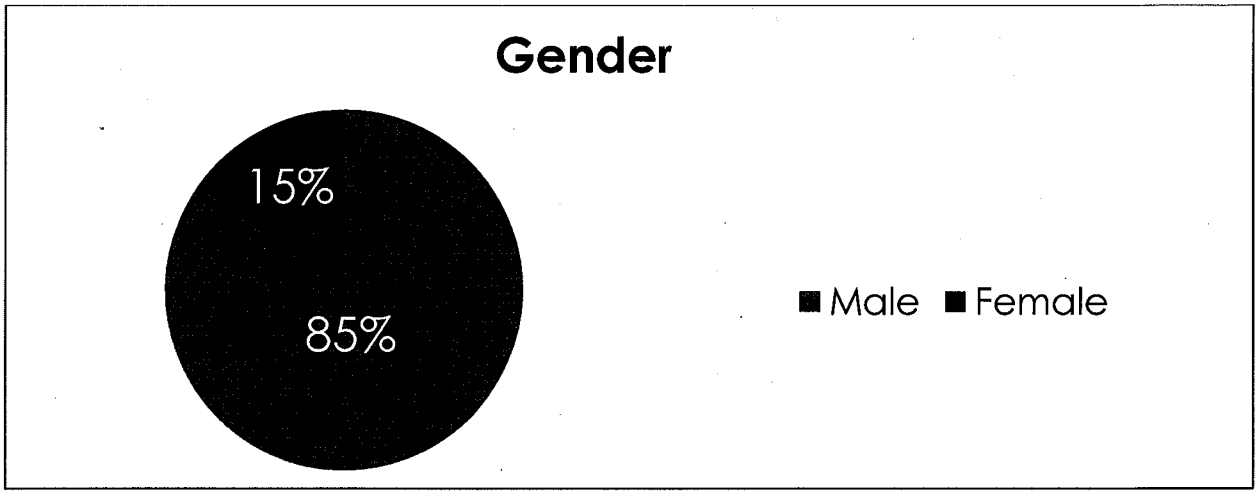


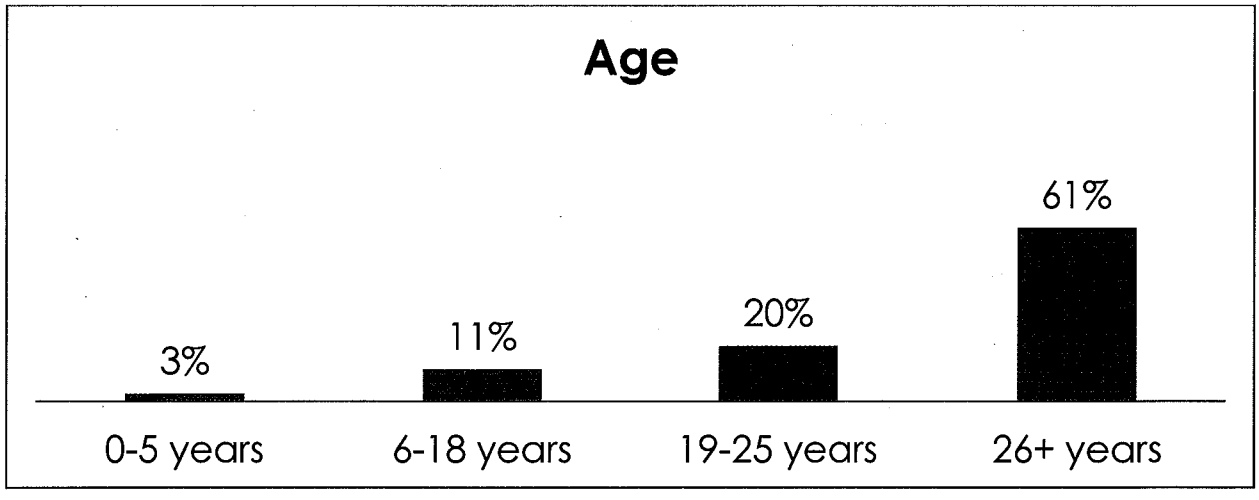


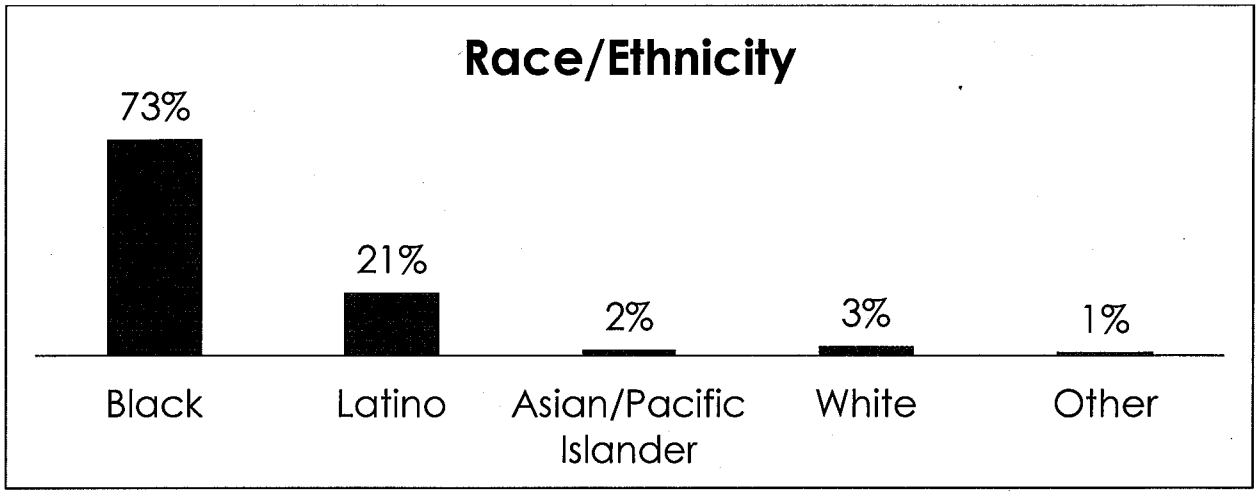


[5] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=385; may include duplicates

Shooting and Homicide Response[6]

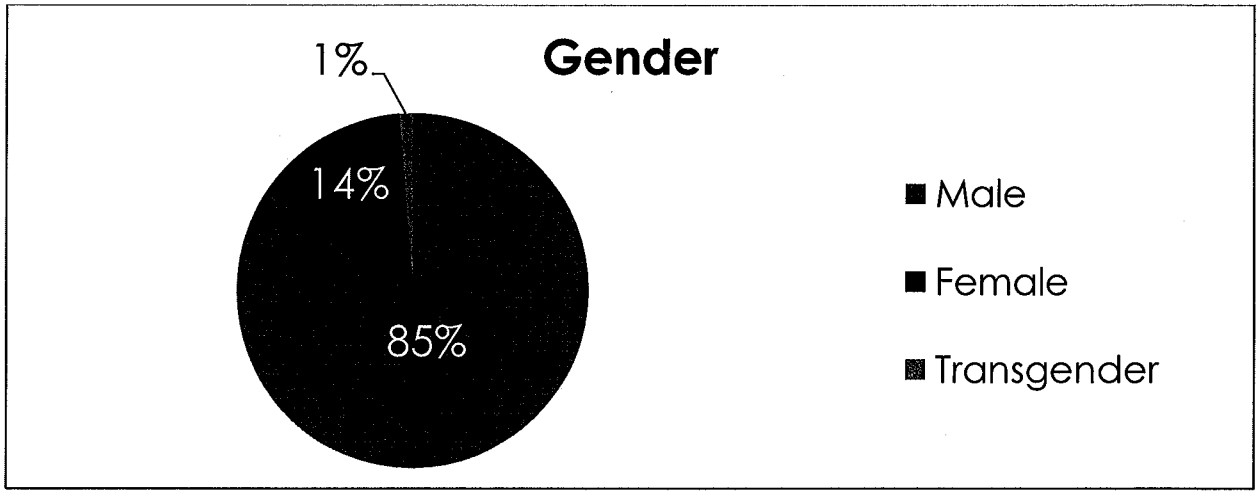


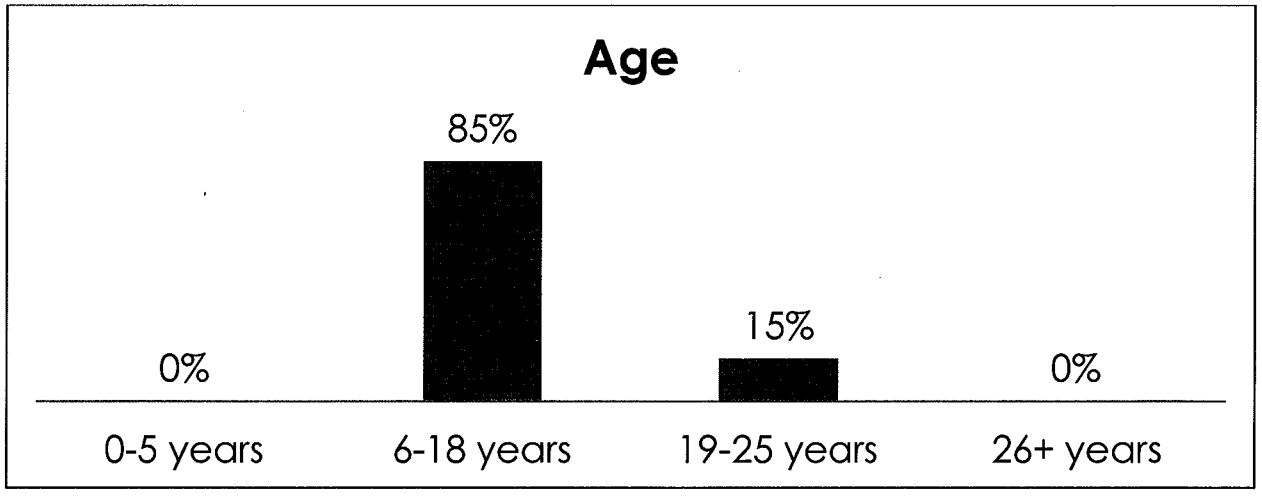


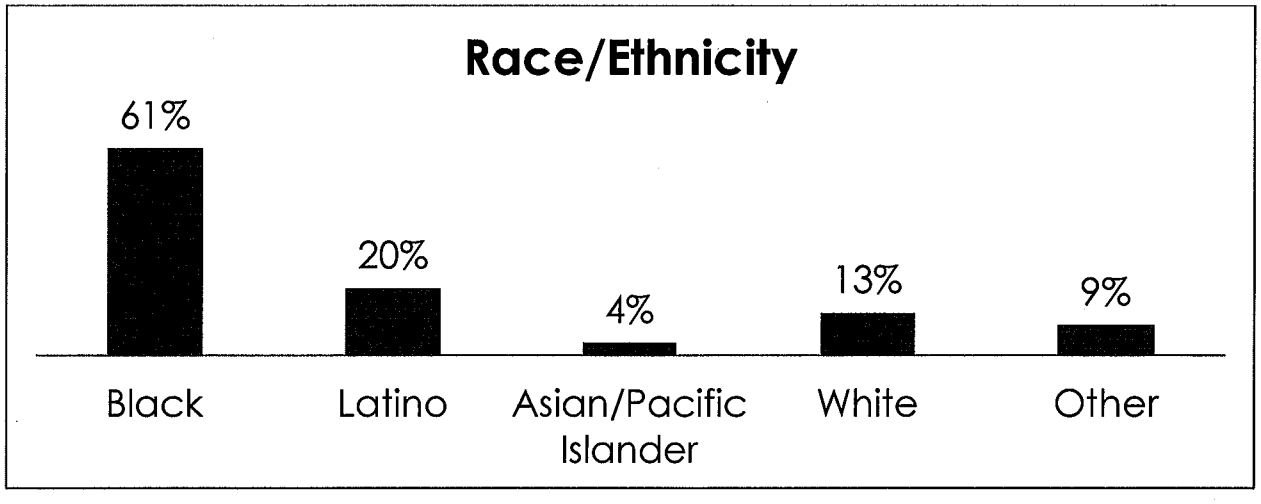


[6] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=697; may include duplicates

Commercially Sexually Exploited Children Intervention[7]

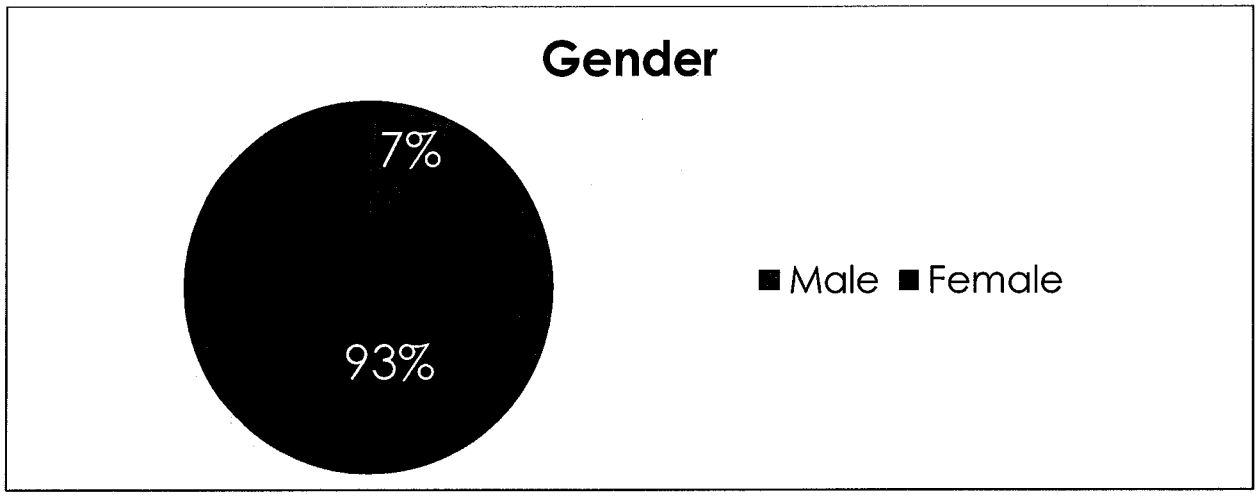


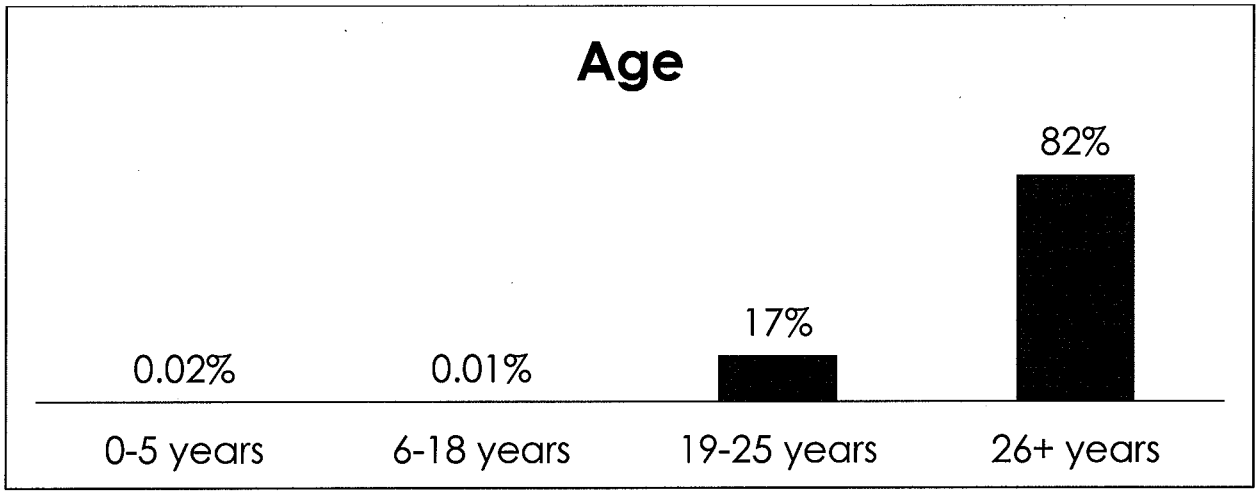


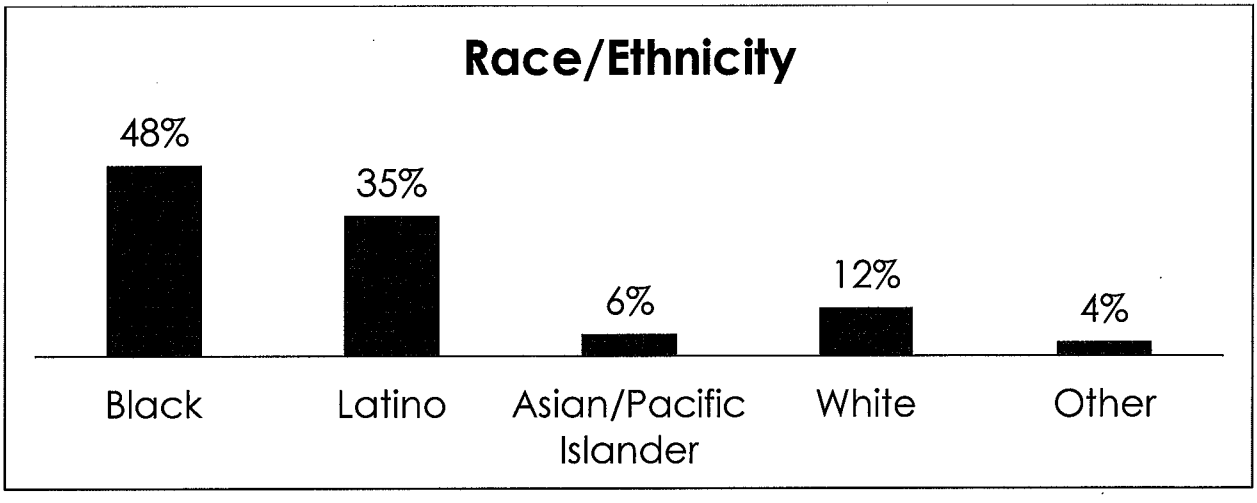


[7] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=306; may include duplicates

Family Violence[8]

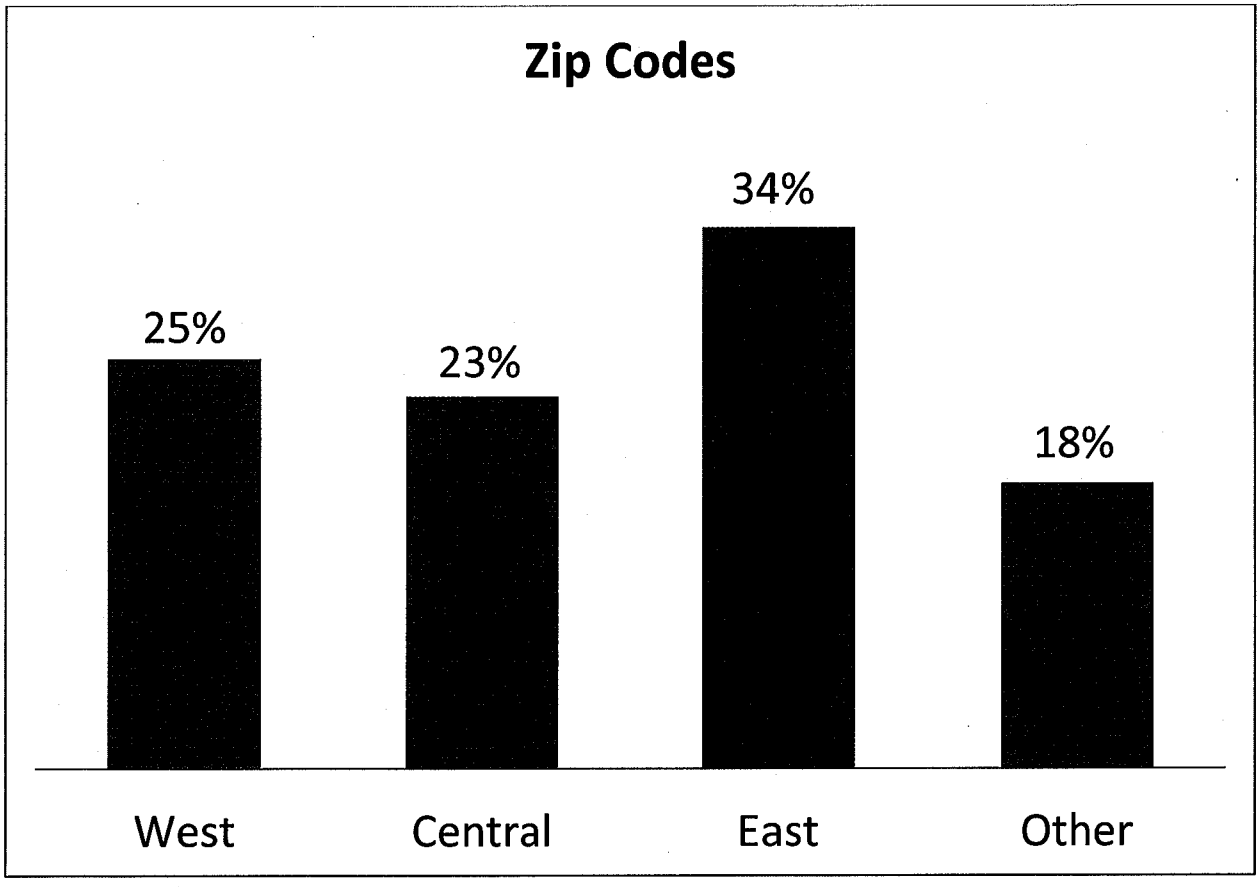






[8] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=1,112; may include duplicates

All Participants Across Strategy Areas: ZIP Codes[10]



Notes: ZIP codes 94607, 94608, 94609, and 94612 are included in West; ZIP codes 94601, 94606, 94602, and 94610 are included in Central; ZIP codes 94619, 94605, 94603, 94621 are included in East. The vast majority of ZIP codes in the "Other" category are in Oakland.

[10] Source: Cityspan data extract from April 20, 2017, prepared by HSD. N=3,841; may include duplicates

ATTACHMENT D

Evaluation of Oakland Unite Services 2016-2020

(Mathematica Workplan Summary)

MATHEMATICA
Policy Research

CITY OF OAKLAND

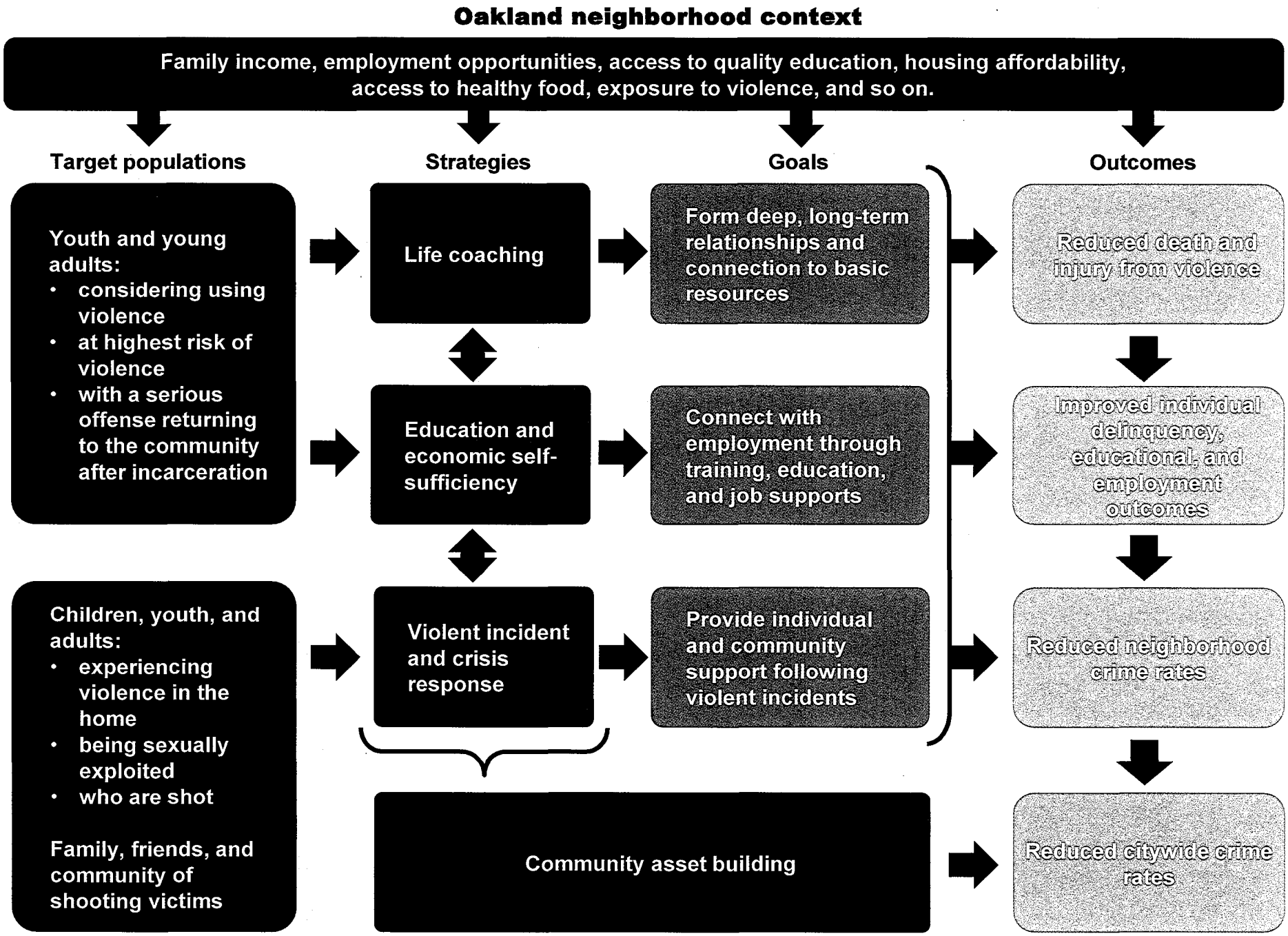
Evaluation of Oakland Unite Services, 2016-2020

Overview

Attachment D: Mathematica Workplan Summary, HSD Violence Intervention Renewals FY 2017-2018

Background

- Oakland Unite intends to interrupt and prevent violence by investing in collaborative, community-based strategies that focus on youth and young adults at highest risk of violence
- Oakland Unite's true impact can be challenging to evaluate
  - At city and neighborhood level: many other policies and changes (e.g. demographic) coincide with Measure Z
  - At individual level: Oakland Unite is voluntary, so participants may have already decided to make a change in their lives or may differ from those who don't choose to participate in other ways
- Evaluation requires a holistic yet rigorous approach


Oakland neighborhood context
Family income, employment opportunities, access to quality education, housing affordability, access to healthy food, exposure to violence, and so on.
Target populations
Strategies
Goals
Outcomes
Youth and young adults:
• considering using violence
• at highest risk of violence
• with a serious offense returning to the community after incarceration
Children, youth, and adults:
• experiencing violence in the home
• being sexually exploited
• who are shot
Family, friends, and community of shooting victims
Life coaching
Education and economic self-sufficiency
Violent incident and crisis response
Community asset building
Form deep, long-term relationships and connection to basic resources
Connect with employment through training, education, and job supports
Provide individual and community support following violent incidents
Reduced death and injury from violence
Improved individual delinquency, educational, and employment outcomes
Reduced neighborhood crime rates
Reduced citywide crime rates

Components of the Oakland Unite evaluation

Purpose: To inform the City of Oakland and diverse stakeholders about the performance and impact of Oakland Unite, facilitate a cycle of continuous improvement among practitioners, and inform decision makers about how to properly allocate resources to reduce violence.

Annual snapshots of each grantee

- Summarize participant demographics, service provision, and program performance
- Design grantee profiles and data visualizations for a wide audience

Annual strategy-level outcomes analysis

- Study the effectiveness of select sub-strategies in improving relevant outcomes for participants
- Analyze strategy implementation, costs per client, and compare to existing research on best practices

Comprehensive four-year evaluation

- Study the impact of select programs on individual delinquency, education, and employment outcomes over a four-year period
- Analyze neighborhood-level trends and variation in impacts

Data that will inform the evaluation

Administrative data

- Cityspan
- Oakland Police Department
- Oakland Unified School District
- Alameda County Probation Department
- And others…
- **Example measures:** demographics, service receipt, arrests, victimization, school enrollment

Program data

- Documents and information collected from grantees
- **Example measures:** program costs, program goals

Site visits and interviews

- In-depth visits in year 1 and enhanced visits for strategy-level evaluation in all years
- Semi-structured interviews with agency staff, program officers, participants
- **Example measures**: implementation approaches, successes and challenges

Participant surveys

- 600 surveys each in years 2 and 4
- **Example measures:** client satisfaction, family involvement, changes experienced

Focus groups

- 10 focus groups in year 3 with participants, family members, police officers, and probation officers
- **Example measures:** factors that led participants to complete or leave the program

Deliverables in Year 1

Network and cluster analyses
May 2017

- Measures degree of collaboration among programs and strategies
- Identifies subpopulations receiving similar types/intensity of services
- Summarizes participant demographics and contact hours
- Presents results through visualizations

Strategy report
September 2017

- Studies one-year impacts of Life Coaching and Education & Economic Self-sufficiency sub-strategies in improving relevant outcomes for participants (e.g. arrests, victimization, enrollment in school)
- Includes in-depth analysis of costs per client, qualitative data from site visits and interviews, and existing literature on best practices

Comprehensive evaluation memo
November 2017

- Describes the selected sites and research design for the four-year comprehensive evaluation

Program report
January 2018

- Summarizes each grantee's target population, enrollment, provision and quality of services, and performance
- Draws on administrative data, site visits, and interviews

Questions?

- Johanna Lacoe, Project Director
  - jlacoe@mathematica-mpr.com
- Naihobe Gonzalez, Deputy Project Director
  - ngonzalez@mathematica-mpr.com

Approved as to Form and Legality

OAKLAND CITY COUNCIL

_____
City Attorney

RESOLUTION NO._____C.M.S.

Introduced by Councilmember _____

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO:

(1) RENEW OAKLAND UNITE GRANT AGREEMENTS BETWEEN THE CITY OF OAKLAND AND VARIOUS PUBLIC AND NON-PROFIT AGENCIES AND FUND DIRECT CITY SERVICES TO PROVIDE VIOLENCE INTERVENTION PROGRAMS FOR AN ESTIMATED AMOUNT OF $8,050,687 FOR FISCAL YEAR 2017-2018; AND

(2) AMEND PROFESSIONAL SERVICE AGREEMENTS WITH PATHWAYS CONSULTANTS TO INCREASE THE AMOUNT BY UP TO $30,000 FOR A FISCAL YEAR 2017-2018 CONTRACT AMOUNT NOT TO EXCEED $50,000, AND WITH BRIGHT RESEARCH GROUP TO INCREASE THE AMOUNT BY UP TO $80,000 FOR TRAINING AND TECHNICAL ASSISTANCE FOR A FISCAL YEAR 2017-2018 CONTRACT AMOUNT NOT TO EXCEED $330,000

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

WHEREAS, the Safety and Services Oversight Commission ("Oversight Commission") recommended and City Council approved a three-year priority spending plan for violence intervention funds in summer 2015; and

WHEREAS, the Oversight Commission recommended and City Council subsequently approved recommendations to execute grant agreements with non-profit and public agencies selected through an Request for Proposal (RFP) process in fall 2015 and spring 2016; and

WHEREAS, City Council allocated $110,000 annually from the City's General Purpose Fund in the Fiscal Year (FY) 2015-2017 Adopted Budget for transitional housing and support for commercially sexually exploited children (CSEC), awarded through HSD's RFP process; and

WHEREAS, pursuant to Resolution No. 85926 C.M.S. and Resolution No. 86084 C.M.S. grant agreements were approved following an RFP process to run from January 1, 2016 through June 30, 2017, with an option to renew for one additional year from July 1, 2017 through June 30, 2018 pending City Council approval; and

WHEREAS, a new spending plan for violence intervention services will be brought to the Oversight Commission and City Council in the fall of 2017 following strategic planning; and

WHEREAS, currently funded programs provided one-on-one services to an estimated 3,134 individuals affected by violence in Oakland in calendar year 2016; and

WHEREAS, HSD contract monitoring activities found grantees to be in compliance with the terms of their awards and staff recommends renewal for all previously funded agencies for FY 2017-2018; and

WHEREAS, Safety and Services Act funds are available and will be used for violence intervention services in FY 2017-2018 and will be supplemented by carryforward funds, aforementioned General Purpose Funds for CSEC, and previously authorized grant funding; and

WHEREAS: staff recommends renewing grant agreements with the following service providers and funding direct City service positions in the amounts specified below for a total estimated amount of $8,050,687 for FY 2017-18, for the purpose of funding violence intervention services to high-risk youth and young adults:

FY 2017-2018 Grant Agreements and Direct City Services					
Sub-Strategy	**Grantee/Department**	**FY 2017-2018 Amount**	**Fund**	**Org**	**Project**
Youth Life Coaching	Alameda County Probation - JJC Coordination	$90,000	2252	78311	TBD
	East Bay Agency for Children	$200,000			
	East Bay Asian Youth Center	$285,000			
	Motivating Inspiring Supporting and Serving Sexually Exploited Youth, Inc.	$155,000			
	Oakland Unified School District - School Enrollment Coordination	$80,000			
	OUSD Office of Alternative Education	$200,000			
	The Mentoring Center	$100,000			
	Youth ALIVE!	$180,000			
	Subtotal	*$1,290,000*			
Adult Life Coaching	California Youth Outreach-Oakland, Inc.	$350,000	2252	78311	TBD
	ABODE Services	$116,000			
	Roots Community Health Center	$116,000			
	The Mentoring Center	$350,000			
	HSD Lead Life Coach (1 FTE Outreach Developer)	$149,345			
	HSD Life Coaches (2 FTE Case Managers and Participant Stipends)	$322,389			
	HSD Life Coach (Half-year funding for 1 Case Manager, other half grant-funded)*	$55,305	2252	78311	1001372
	Subtotal	*$1,459,039*			
Youth Employment/ Education Support	The Youth Employment Partnership, Inc.	$240,000	2252	78311	TBD
	Alameda County Office of Education	$185,000			
	Bay Area Community Resources, Inc.	$120,000			
	Youth Radio	$125,000			
	Subtotal	*$670,000*			

FY 2017-2018 Grant Agreements and Direct City Services					
Sub-Strategy	**Grantee/Department**	**FY 2017-2018 Amount**	**Fund**	**Org**	**Project**
Adult Employment/ Education Support	Beyond Emancipation	$110,000	2252	78311	TBD
	Building Opportunities for Self-Sufficiency	$200,000			
	Center for Employment Opportunities, Inc.	$320,000			
	Civicorps Schools	$250,000			
	Oakland Private Industry Council, Inc.	$200,000			
	Subtotal	*$1,080,000*			
Shooting/Homicide Response & Support Network	Catholic Charities of the Diocese of Oakland	$300,000	2252	78311	TBD
	California Youth Outreach-Oakland, Inc.	$100,000			
	Youth ALIVE!	$125,000			
	Subtotal	*$525,000*			
Street Outreach	Building Opportunities for Self-Sufficiency	$325,000	2252	78311	TBD
	Youth ALIVE!	$790,000			
	HSD Violence Prevention Network Coordinator	$172,380			
	HSD Violence Prevention Network Liaison	$141,543			
	Subtotal	*$1,428,923*			
Commercially Sexually Exploited Children Intervention	Motivating Inspiring Supporting and Serving Sexually Exploited Youth, Inc.	$80,000	2252	78311	TBD
	Bay Area Women Against Rape	$73,000			
	Alameda Family Services (Dreamcatcher Youth Services)**	$55,000	1010	78311	1001317
		$55,000	1010	78311	TBD
	Subtotal	*$263,000*			
Family Violence Intervention	Family Violence Law Center	$450,000	2252	78311	TBD
Subtotal		*$450,000*			
Innovation Fund	Community Works West, Inc.	$100,000	2252	78311	TBD
	Seneca Family of Agencies	$100,000			
	Subtotal	*$200,000*			
Leadership Council	The Mentoring Center	$170,000	2252	78311	TBD
Community Engagement	Community Building Specialists (2 FTE)	$262,338			
	Community Engagement Coordinator (1 FTE)	$160,351			
Citywide Coordination	Mayor's Public Safety Director	$92,036	2252	1111	TBD
	Subtotal	*$684,725*			
	TOTAL	**$8,050,687**			

* FY 2015-2016 Safety and Services Act carryforward funds will be used to cover six months of a grant-funded HSD Life Coach funded by a state CalGRIP grant through December 2017.
** 2015-2016 General Purpose carryforward funds will be used to cover six months of CSEC services. If City Council does not allocate additional General Purpose Funds in the FY 2017-2019 Budget, then FY 2015-2016 Safety and Services Act carryforward funds will be used to cover the other six months.

; and

WHEREAS, pursuant to Resolution No. 86310 C.M.S. City Council also approved professional service agreements for training and technical assistance to the violence intervention network following a RFQ process for the period July 1, 2016 through June 30, 2017, with an option to renew for one additional year from July 1, 2017 through June 30, 2018; and

WHEREAS, staff proposes amending the professional service agreement with Pathways Consultants to increase the contract amount by an amount not to exceed $30,000 to provide employer and training partner engagement services for a FY 2017-2018 contract amount not to exceed $50,000; and

WHEREAS, staff proposes amending the professional service agreement with Bright Research Group to increase the contract amount by an amount not to exceed $80,000 to provide training and technical assistance services for a FY 2017-2018 contract amount not to exceed $330,000; and

WHEREAS, funds are available from the following sources to support increases to the specified professional service agreements:

Contractor	Description	FY 2017-2018 Amount	Funding Source	Funding Codes
Pathways Consultants	Expand employer engagement efforts	Amend to increase amount by up to $30,000	Safety and Services Act FY 2017-2018	Fund 2252, Org 78311, Project TBD
Bright Research Group	Supplement training and technical assistance efforts for HSD and its grantee network	Amend to increase amount by up to $80,000	Department of Justice	Fund 2112, Org 78311, Projects 1001316 and 1001447
			CA Board of State and Community Corrections	Fund 2152, Org 78311, Projects 1001143 and 1000561

; now, therefore be it

RESOLVED: That the City Administrator is authorized to renew the above grant agreements with the listed service providers and fund direct City service positions in the amounts specified above for a total estimated amount of $8,050,687 for FY 2017-2018, for the purpose of funding violence intervention services to high-risk youth and young adults; and be it

FURTHER RESOLVED: That the City Administrator is authorized to amend the professional service agreement with Pathways Consultants to increase the FY 2017-2018 contract amount by an amount not to exceed $30,000 to provide employer and training partner engagement services for a FY 2017-2018 contract amount not to exceed $50,000; and be it

FURTHER RESOLVED: That the City Administrator is authorized to amend the professional service agreement with Bright Research Group to increase the FY 2017-2018 contract amount by an amount not to exceed $80,000 to provide training and technical assistance services for a FY 2017-2018 contract amount not to exceed $330,000; and be it

FURTHER RESOLVED: That any unexpended balances due to grantees not meeting their deliverables shall be placed into the Safety and Services Act Reserve - Fund (2252), HSD Organization (78311), and Project (TBD); and be it

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

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

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLEN, KALB, KAPLAN, AND PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST:_____

LaTonda Simmons
City Clerk and Clerk of the Council
of the City of Oakland, California