

# SAFETY AND SERVICES OVERSIGHT COMMISSION

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

## Regular Meeting AGENDA

Monday, July 27, 2020-6:30

Virtual ZOOM Meeting

### Oversight Commission Members:

Chairperson: Carlotta Brown (D-6), Jody Nunez (D-1), Vice Chair: Dayna Rose (D-2),  
Rev. Curtis Flemming, Sr. (D-3), Edwillis Wright (D-4), Nikki Uyen T. Dinh (D-5),  
Kevin McPherson (D-7), Jo Robinson (Mayoral), Vacant (At-Large)

### PUBLIC COMMENT:

The Oversight Commission welcomes you to its meetings and your interest is appreciated. 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	6:30 PM	AD	
2. Roll Call	5 Minutes	AD	
3. Agenda Approval	5 Minutes	AD	
4. Open Forum	15 Minutes	I	
5. Resource Development Associates OPD Evaluation Scope Update	15 Minutes	I	Attachment 1
6. Mathematica Oakland Unite 2016-2019 Agency Report	30 Minutes	A	Attachment 2
7. 2020 Measure Z – Q2 Report Oakland Unite	15 Minutes	A	Attachment 3
8. Oakland Fire Department Semi Annual Report	15 Minutes	A	Attachment 4
9. SSOC – Commission Insights Check-in a) Reintroduce ourselves (provide insight on background and skills) b) Reason for joining commission and interest in public safety/ violence prevention work (guide to understanding task force or sub committees that Commissioners are interested in) c) Grounding on historical context and current scope and power of commission	60 Minutes	I	
10. SSOC and City Council (PC, CPAB) 2020 Joint Meeting – Reimagining Public Safety	10 Minutes	I	Attachment 5
11. Schedule Planning and Pending Agenda Items	10 Minutes	I	
12. Adjournment	1 Minute	A	

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

## MEMORANDUM

**TO:** Public Safety and Services Oversight Commission (SSOC)  
**FROM:** Tonya Gilmore, City Administrator's Office  
**DATE:** July 21, 2020  
**SUBJECT:** Measure Z Policing Services Evaluation – Scope of Work – Year 4

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### **SUMMARY AND BACKGROUND:**

As part of the effort to support the implementation of Measure Z-funded policing services, the Oakland City Administrator's Office (CAO) hired Resource Development Associates (RDA) to conduct a 4-year annual evaluation of these services, assessing both their implementation and their effectiveness in advancing the legislation's objectives and the larger violence prevention goals of the City and the Oakland Police Department (OPD).

As a part of the Year 4 Evaluation, RDA also initially planned to expand the pilot time study to learn more about the daily activities of CROs and CRTs and their alignment with Measure Z objectives. However, given recent months' protests against police use of force across America and in the City of Oakland, the Year 4 evaluation would be remiss not to include the voice of the community that OPD serves (initially included in the Year 1 Evaluation).

### **NEXT STEPS:**

RDA will present the preliminary findings document and draft evaluation report to the SSOC, and final evaluation report to the Public Safety Committee.

**Attachment 1** - Measure Z Policing Services Evaluation Scope of Work – Year 4



# Measure Z Policing Services Evaluation Scope of Work – Year 4

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## Background

In 2014, City of Oakland voters overwhelmingly approved the Measure Z ballot initiative to continue many of the services funded under Measure Y. As part of the effort to support the implementation of Measure Z-funded policing services, the Oakland City Administrator’s Office (CAO) hired Resource Development Associates (RDA) to conduct a 4-year annual evaluation of these services, assessing both their implementation and their effectiveness in advancing the legislation’s objectives and the larger violence prevention goals of the City and the Oakland Police Department (OPD).

In the Year One Evaluation report (2017), RDA reported on the progress of Measure Z-funded policing services, highlighting: (1) OPD’s commitment to the goals and objectives of Measure Z; (2) the activities conducted by Community Resource Officers (CROs) and Crime Reduction Teams (CRTs); and (3) progress toward implementing geographic policing and engaging the community in local problem-solving projects. The 2017 report also identified challenges the department faced, including staff retention, concerns about internal and external awareness of OPD’s community policing efforts, and unclear departmental expectations around the role of CROs and CRTs. In the Year Two Evaluation report (2018), RDA built upon previous evaluation findings through an in-depth observation and analysis of CRO and CRT activities and role expectations. Among other findings, the report highlighted: (1) CROs/CRTs and OPD leadership are committed to a proactive policing approach aimed at preventing and responding to crime without compromising the trust of the public; and (2) OPD has limited visibility on the perceived retention/turnover challenges due to lack of data.

The Year Three Evaluation report (2019) addressed questions raised in prior years by collecting data from new sources that were previously unavailable, as well as analyzing updated data from existing sources. We drew from reported crimes data and CRO project data from the SARANet database (existing data sources), as well as retention and turnover data collected from personnel records, and pilot time study data tracking CRO and CRT officer activities (newly developed data sources). Findings from this study highlighted that Measure Z retains high-level support from leadership, and that CRO staffing levels demonstrate this. However, OPD staffing issues more generally are a barrier to keeping all CRT positions filled, as well as keeping CROs focused on problem-solving projects within their assigned beats. Notably, comments from the Public Safety and Services Oversight Commission (SSOC), the City Council Public Safety Committee, and community members highlighted a need to better understand the nature of problem-solving projects, including how they help support violent crime reduction.



## Year Four Evaluation Overview

The purpose of the Year 4 Evaluation is to continue to build on previous years' findings, especially those from the Year 3 Evaluation, and to summarize the findings and recommendations across years into a final report. In order to accomplish this the Year 4 Evaluation will utilize updated crime report and SARAnet data; and build out retention and turnover data collected from personnel records to continue to assess the extent to which CRO and CRT activities are in alignment with Measure Z objectives, and whether staffing levels are in alignment with expectations under Measure Z. In addition, RDA will conduct case studies that illuminate the nature of problem-solving projects, including how CROs and CRTs, the community, and other city agencies work together to address community issues and violent crime.

As a part of the Year 4 Evaluation, RDA also initially planned to expand the pilot time study to learn more about the daily activities of CROs and CRTs and their alignment with Measure Z objectives. However, given recent months' protests against police use of force across America and in the City of Oakland, the Year 4 evaluation would be remiss not to include the voice of the community that OPD serves (initially included in the Year 1 Evaluation). In order to do so, RDA will conduct focus groups with community members to learn more about the extent to which the work of CRO and CRTs has impacted perceptions about OPD policing services – rather than conducting the time study. Focus groups will center on community satisfaction with CRO and CRT policing services, including problem solving operations, trust toward OPD, and community perceptions of crime and violence.

## Evaluation Activities

### Phase I: Data Collection

**Crime Trend Analysis.** The RDA research team will download updated weekly crime reports through June 2020 published by OPD that identify Part 1 crimes reported to police. Part 1 crimes, as specified by the Uniform Crime Reporting metrics, include homicide, aggravated assault, rape, robbery, burglary, motor vehicle theft, larceny, and arson. A subset of Part 1 offenses is further classified as violent crimes which includes: homicide, aggravated assault, rape, and robbery. Crime reports from January 2017 through June 2020 will be analyzed to identify the total number of Part 1 and violent crimes throughout Oakland and to examine changes in the number of these offenses over time. These data will also be disaggregated to identify differences in crime trends by OPD Area.

**SARAnet Data Analysis.** The SARAnet database is used by CROs to collect and track information regarding their beat projects. CROs record information into SARAnet, including the dates projects are opened and closed, location and officer information, objectives and activities towards attaining those objectives, and progress towards completion. CROs and their Sergeants are expected to update information on progress regularly. RDA will review and report on data for all projects opened between January 2017 through June 2020. RDA will analyze these data to examine the number and types of projects CRO officers worked on during that time, as well as the average time to completion. RDA will report on these data at the department, area, and beat level.





**Turnover and Retention Analysis.** Qualitative data collection from the Year 2 Evaluation indicated a number of challenges in attaining Measure Z objectives related to OPD staffing, as well as retention and turnover of CRO and CRT staff. As part of the 2019 evaluation, RDA worked with OPD to collect data on the dates CRO and CRT officers began their assignments, the dates they started with OPD, and weekly data indicating if each officer was active in their assigned beat. Weekly data also included an indication if the officer was on leave (e.g., medical leave, family leave, vacation) or on loan to another unit within OPD. RDA will expand the dataset to include information through June 2020, and RDA will analyze these data to assess the extent to which CRO and CRT officers were in their position, on loan or leave, or whether positions were vacant. These data will also be used to identify officer demographic characteristics for comparison with the City of Oakland.

**Problem-Solving Project Case Studies: Focus Groups and/or Interviews.** RDA will conduct two case studies of problem-solving projects, facilitating key informant interviews and/or focus groups with CROs and CRTs; community members; and staff from other city agencies, as appropriate, to illuminate the nature of problem-solving projects, and the work that goes into addressing them. These qualitative data collection activities will seek to identify what prompted projects to open; how officers sought to address the problem; successes and challenges addressing each problem; collaboration between CROs and CRTs, the community, and other city agencies; project outcomes; and the extent to which the problem-solving project helped to build community trust and reduce violent crime. If possible, RDA will work with CROs to present findings from the projects they worked on at SSOC and Public Safety Committee meetings in order to provide a direct understanding of the projects from their perspective.

**Focus Groups and/or Interviews with Community Members:** Several focus groups and/or interviews will be conducted with community members to measure 1) community satisfaction with CRO and CRT policing services, including problem solving operations, 2) trust toward OPD, and 3) community perceptions of crime and violence. Information from these focus groups and/or interviews will provide valuable insights for better understanding the extent to which Measure Z-funded officers (i.e., CROs and CRTs) have helped to build community trust in support of reducing violent crime across Oakland.

## Phase II: Data Analysis

During Phase II, RDA will analyze quantitative and qualitative data collected as part of Phase I to develop a report of findings and associated recommendations. Throughout analysis and reporting, findings will be compared across data types, as appropriate, to continue to gain insights into the extent to which CRO and CRT activities are in alignment with Measure Z objectives, and whether staffing levels meet those expected under Measure Z.

### Quantitative Data Analysis

RDA will utilize descriptive statistics (e.g., means, frequencies, percentages) to describe crime trends over the course of the Measure Z Evaluation, as well as trends in the number and types of SARAnet projects opened and completed (including the average time to completion) by OPD area and police beat. RDA will also analyze the updated turnover and retention data to examine the extent to which CRO and CRT officers carried out their intended assignments, and to identify officer demographic characteristics for comparison





with the City and OPD areas the officers serve. Finally, RDA will develop a database with data from the expanded time study to identify, on average, the amount of time CROs and CRTs devoted to each type of activity and Measure Z objective, and to determine the amount of time CROs and CRTs spent within their assigned area or beat.

### Qualitative Data Analysis

Qualitative data collected from focus groups will be compiled in transcripts and coded thematically according to themes that emerge in the data. Once transcripts have been thematically coded key findings will be identified based on the themes which emerge as the most salient or commonly expressed around key domains of interest, namely 1) community satisfaction with CRO and CRT policing services, including problem solving operations, 2) trust toward OPD, and 3) perceptions of crime and violence.

Qualitative data for the problem-solving project case studies will be coded to focus on answering questions within the following domains:

- ❖ What prompted projects to open;
- ❖ How officers sought to address the problem;
- ❖ Successes and challenges addressing the problem;
- ❖ Collaboration between CROs and CRTs, the community, and other City Departments;
- ❖ Project outcomes; and
- ❖ Building trust and reducing violent crime.

### Phase III: Reporting

RDA will develop a preliminary findings document, draft evaluation report, and final evaluation report during Year 4 of the evaluation. RDA will present the preliminary findings document and draft evaluation report to the SSOC, and final evaluation report to the Public Safety Committee. OPD staff and the CAO will have the opportunity to review drafts of each document and provide feedback before they are presented and finalized. RDA will work with OPD and the CAO to develop an evaluation report that is accessible, free of jargon, and that can be shared with a range of audiences including policy makers, police officials, and community members. The report will focus on findings from Year 4, and also provide a summation of findings and recommendations over the course of the evaluation, recognizing existing operational strengths as well as opportunities for growth as they relate to the objectives of Measure Z. The draft and final evaluation report will conclude with a set of recommendations, including information on steps already taken to address them and/or suggestions for how the recommendations can be implemented. RDA will collaborate with OPD to discuss the proposed set of recommendations prior to finalizing the report in order to ensure the recommendations are clearly understood and actionable.



# Year 4 Project Schedule

Tasks and Deliverables	Project Month						
	Jul	Aug	Sep	Oct	Nov	Dec	Jan
<b>Phase 1: Data Collection</b>							
Interview/Focus Group Protocol Development	█	█					
Data Requests and Database Development	█	█					
Plan and Conduct Focus Groups	█	█	█				
<b>Phase 2: Data Analysis</b>							
Quantitative Data Analysis (SARAnet, Retention, Time Study & Crime)	█	█	█				
Qualitative Data Analysis (Focus Groups, KIs)	█	█	█				
Internal Work Sessions and Development of Preliminary Findings		█	█	█			
<b>Phase 3: Preliminary Findings and Final Report</b>							
Draft Report and PowerPoint				█	█	█	
Present Draft Report at SSOC						█	
Finalize Report and Present to Public Safety Committee							█
<b>Ongoing: Project Management and Communications</b>							
Project Management	█	█	█	█	█	█	█
Client Communication	█	█	█	█	█	█	█
Team Communication	█	█	█	█	█	█	█

**MEMORANDUM**

**TO:** Public Safety and Services Oversight Commission (SSOC)  
**FROM:** Tonya Gilmore, City Administrator’s Office  
**DATE:** July 21, 2020  
**SUBJECT:** 2018-2019 Oakland Unite Agency Report by Mathematica Policy Research

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**SUMMARY AND BACKGROUND:**

The attached report describes the violence intervention services funded through the Safety and Services Act and administered by Oakland Unite in the Human Services Department (HSD).

Mathematica Policy Research, an independent evaluation firm, was selected to conduct evaluation of Oakland Unite violence intervention programs and strategies from 2016 through 2020.

The attached **2018-2019 Oakland Unite Agency Report** provides a snapshot of participants and the services they received from funded agencies over a three-year period.

**NEXT STEPS:**

The report is presented for SSOC discussion, after which an Information memo will be prepared for the Public Safety Committee of City Council.

**ATTACHMENTS:**

Attachment 2: 2018-2019 Oakland Unite Agency Report



Attachment 2



# Oakland Unite 2018–2019 Agency Evaluation

Naihobe Gonzalez

City of Oakland Safety and Services Oversight  
Commission Meeting

July 27, 2020

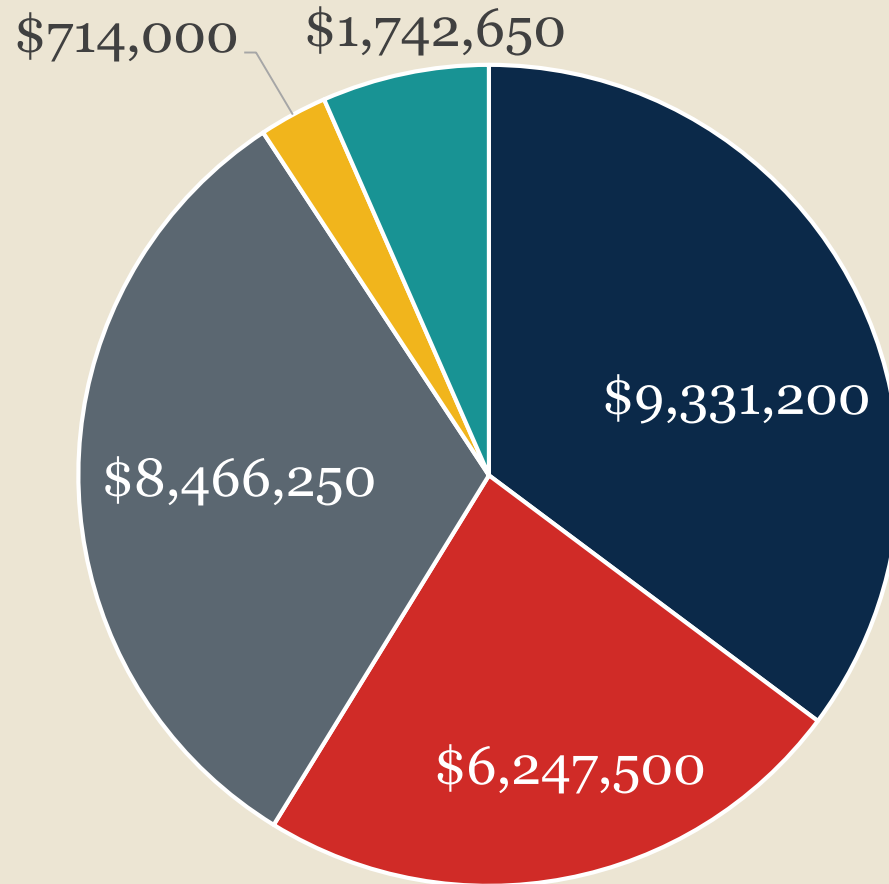
# Introduction to Oakland Unite

- **Oakland Unite is a public safety collaboration of community-based organizations, public agencies, and city residents that aims to reduce violence**
- **In the years since Measure Z was passed, Oakland Unite has supported over 3K people each year and reached thousands more through community events**

# Oakland Unite: January 2016-June 2019

- **During this period, Oakland Unite efforts were focused around five strategies**
- **27 agencies were awarded \$25,621,600, with direct services also provided within the Human Services Department (HSD)**
- **HSD also invested \$880,000 in grantee training and technical assistance for agencies**

# Oakland Unite Strategy Funding January 2016-June 2019



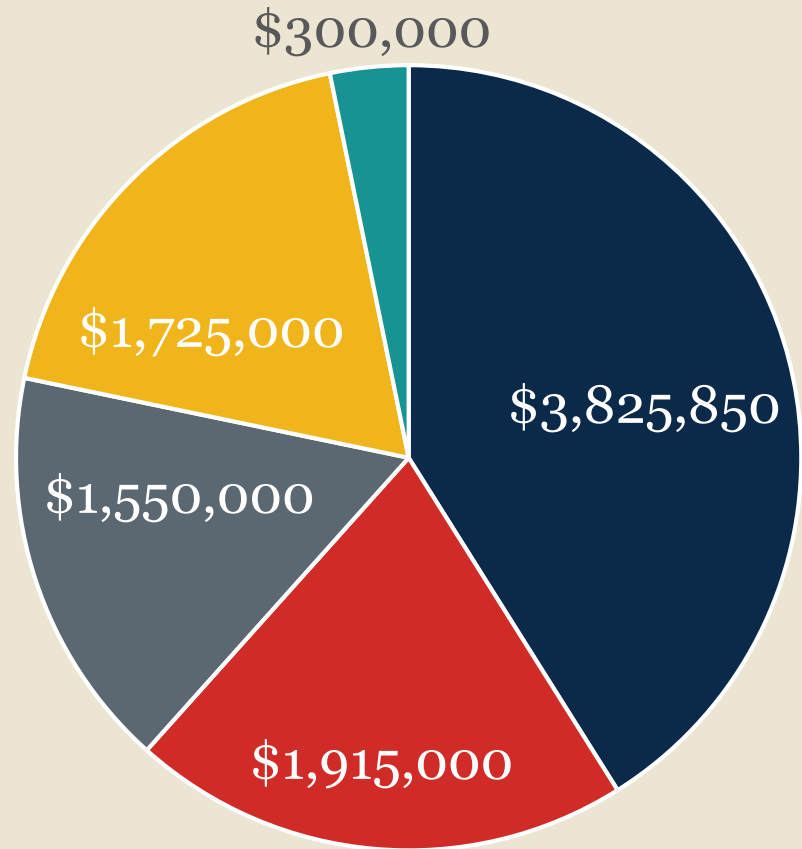
- Life coaching
- Education and economic self-sufficiency
- Violent incident and crisis response
- Innovation
- Community asset building



# Oakland Unite: July 2019-present

- **In preparation for a new funding period, HSD recommended a revised set of strategies based on community and expert input**
- **In May 2019, City Council authorized grants in these strategies through FY2020 for a total of \$9,315,850, with a one-year option to renew through June 2021**

# Oakland Unite Strategy Funding July 2019-June 2020



- Gun violence response
- Youth diversion and reentry
- Gender-based violence response
- Community healing
- Training and technical assistance

# Evaluation of Oakland Unite (2016–2020)

## Annual agency evaluation

- Program performance, service provision, and participants served

## Annual strategy evaluation

- Evaluation of implementation and effectiveness in improving outcomes

## Comprehensive four-year evaluation of life coaching

- In-depth evaluation of implementation and effectiveness of over four years

# Oakland Unite 2018–2019 Agency Evaluation

- **Reports agency and strategy-level data over the period of January 1, 2016 – June 30, 2019**
  - Participant characteristics
  - Services provided
  - Program milestones
- **Data for the new funding period is included in an appendix covering the initial period of July 1, 2019 – December 31, 2019**

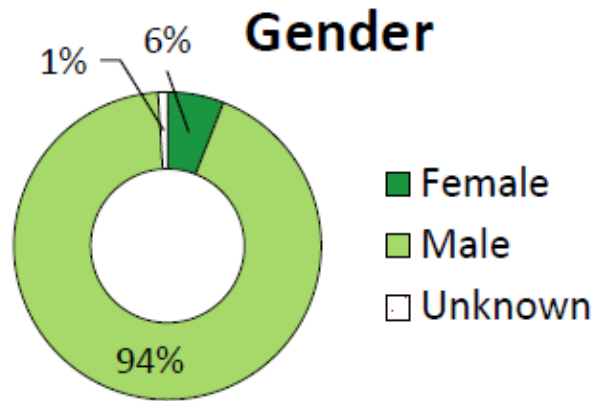
# Life coaching

January 1, 2016 – June 30, 2019

	<b>Agencies funded</b>	<b>Participants served</b>	<b>Grant total</b>
Adult life coaching	5	751	\$4,551,900
Youth life coaching	6	681	\$3,998,400

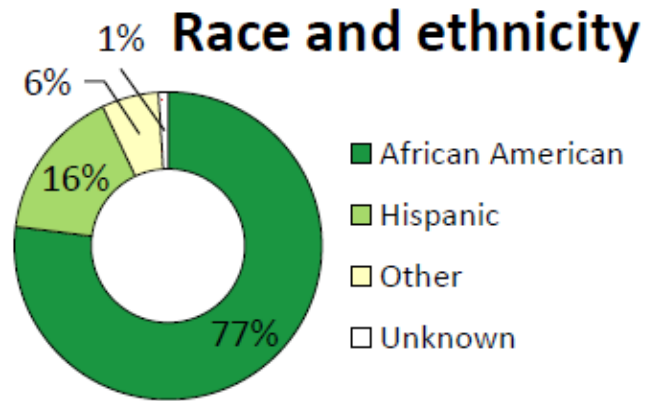
# The *adult life coaching* strategy aims to redirect young adults from violence and toward making positive changes in their lives.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



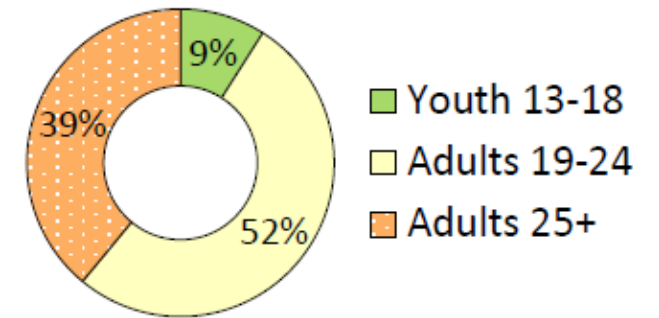
**97%**

Had peer/family shot or seriously injured before receiving services



**42%**

Reported being a victim of violent crime to OPD before receiving services



**76%**

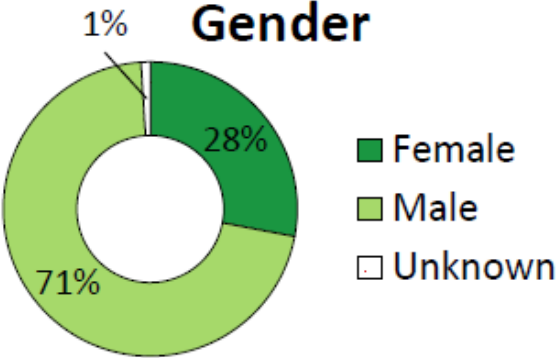
Arrested before receiving services

**56%**

On probation supervision before receiving services

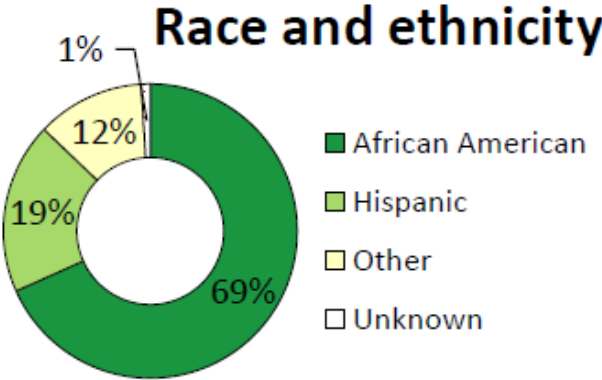
# The *youth life coaching* strategy aims to reengage high-risk youth in school and help them reduce their engagement with the juvenile justice system.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**70%**

Chronically absent from school in the 12 months before receiving services

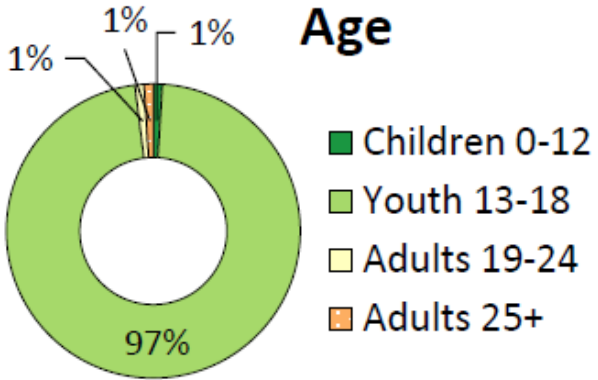


**37%**

Suspended from school before receiving services

**39%**

Reported being a victim of violent crime to OPD before receiving services



**85%**

Arrested before receiving services

**48%**

On probation supervision before receiving services

# Education and economic self-sufficiency

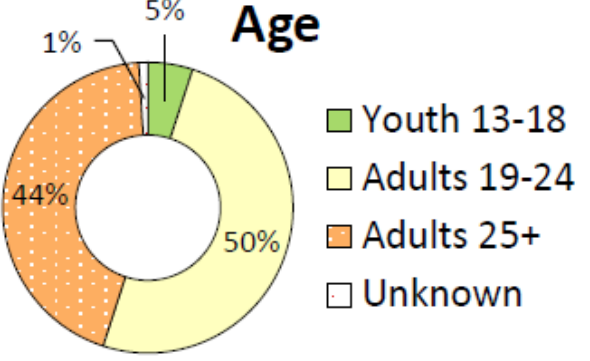
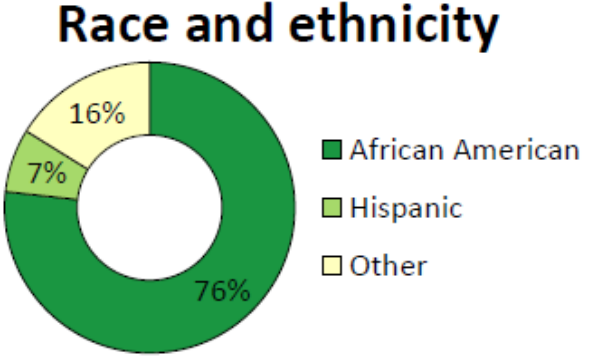
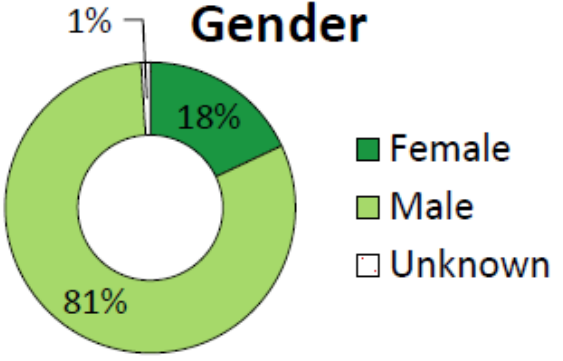
January 1, 2016 – June 30, 2019

	<b>Agencies funded</b>	<b>Participants served</b>	<b>Grant total</b>
Adult employment and education services	5	1,500	\$3,855,600
Youth employment and education services	4	556	\$2,391,900



# Adult Employment and Education Support Services provide job skills training, educational support, and career development services to prepare participants to obtain and retain employment.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**89%**

Had peer/family shot or seriously injured before receiving services

**30%**

Reported being a victim of violent crime to OPD before receiving services

**54%**

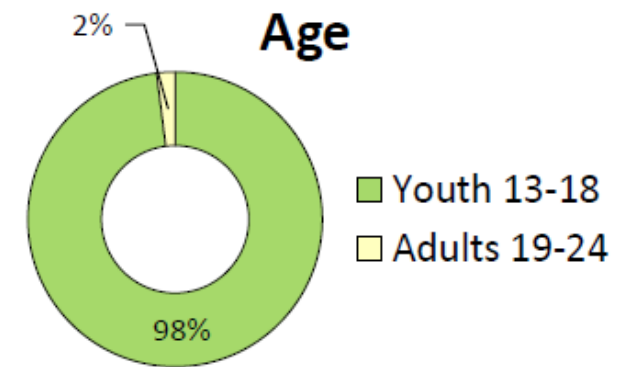
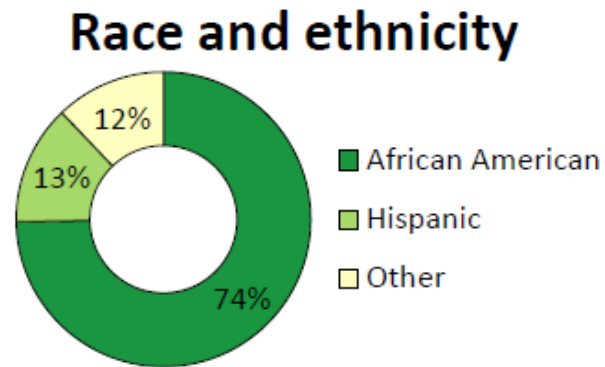
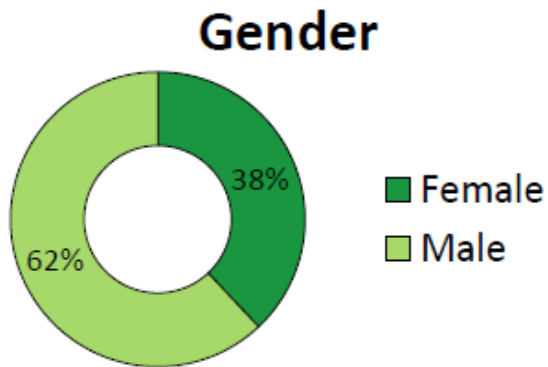
Arrested before receiving services

**35%**

On probation supervision before receiving services

# Youth Employment and Education Support Services aim to strengthen the academic success and career readiness of youth at risk of violence.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**54%**

Chronically absent from school in the 12 months before receiving services

**95%**

Had peer/family shot or seriously injured before receiving services

**28%**

Reported being a victim of violent crime to OPD before receiving services

**46%**

Arrested before receiving services

**20%**

On probation supervision before receiving services

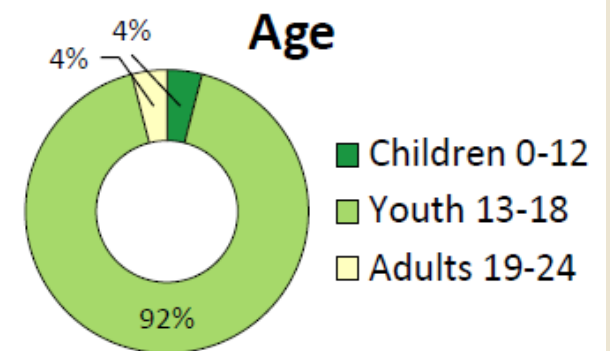
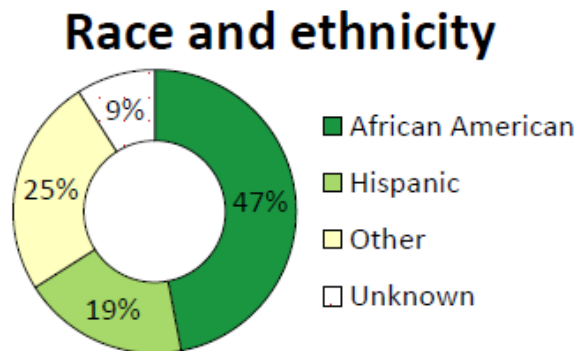
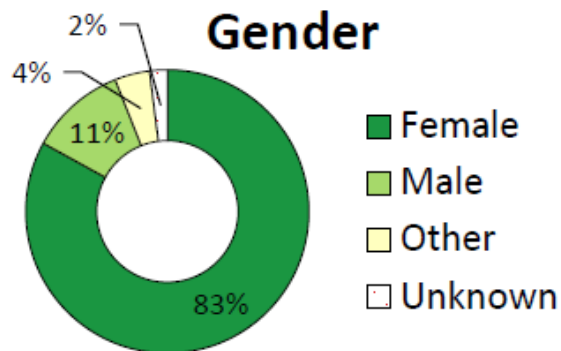
# Violent incident and crisis response

January 1, 2016 – June 30, 2019

	<b>Agencies funded</b>	<b>Participants served</b>	<b>Grant total</b>
Commercially sexually exploited children intervention	3	683	\$1,086,210
Family violence intervention	1	3,784	\$1,606,500
Homicide support and shooting response	3	1,838	\$1,874,250
Street outreach	2	707	\$3,899,300

# The *Commercially Sexually Exploited Children* intervention conducts outreach to youth and provides them with emergency shelter and crisis stabilization services with links to long-term support.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**62%**

Chronically absent from school in the 12 months before receiving services

**21%**

Suspended from school before receiving services

**36%**

Reported being a victim of violent crime to OPD before receiving services

**48%**

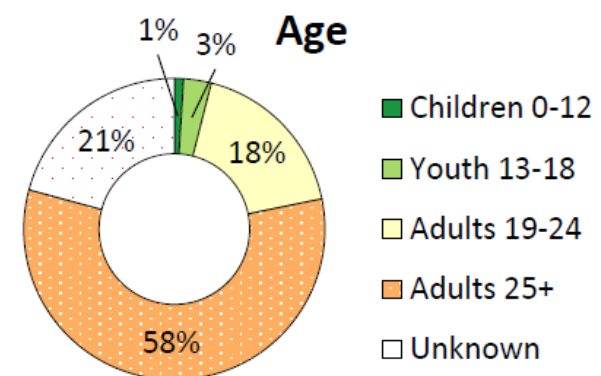
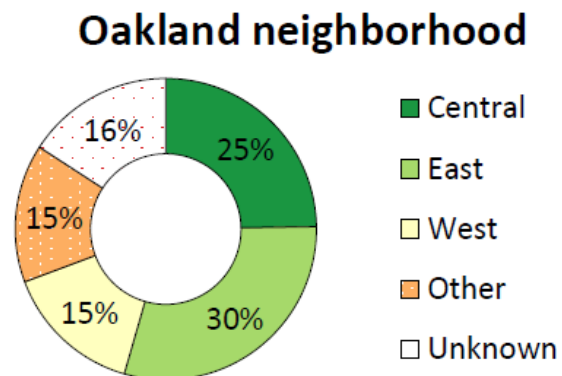
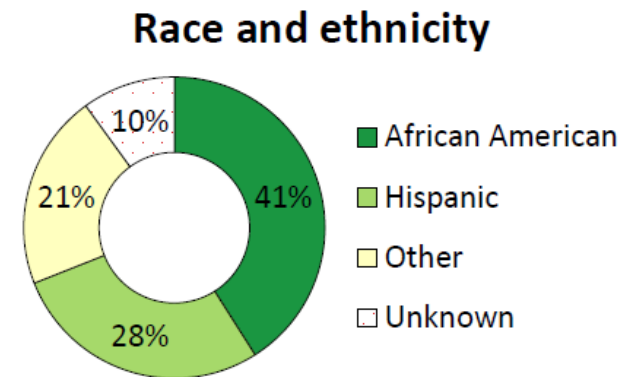
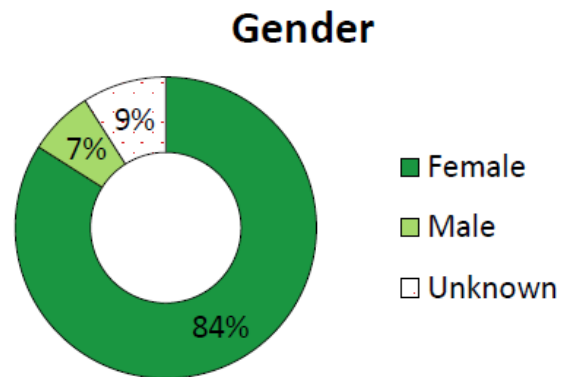
Arrested before receiving services

**17%**

On probation supervision before receiving services

# The *Family Violence Law Center (FVLC)* supports individuals experiencing domestic violence and sexual assault through legal services, case management, and support services such as housing and therapy.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**The *Homicide Support and Shooting Response strategy* funds agencies supporting two groups affected by gun violence: those who have been the victim of gun violence or serious assault and those who have lost a loved one to gun violence.**

## **Shooting Response**

- Participants served: 514
- Grant total: \$446,250

## **Homicide Support**

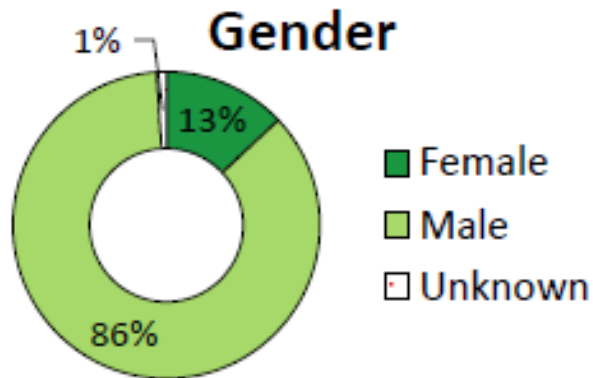
- Participants served: 1,261
- Grant total: \$1,071,000

## **Relocation**

- Participants served: 66
- Grant total: \$357,000

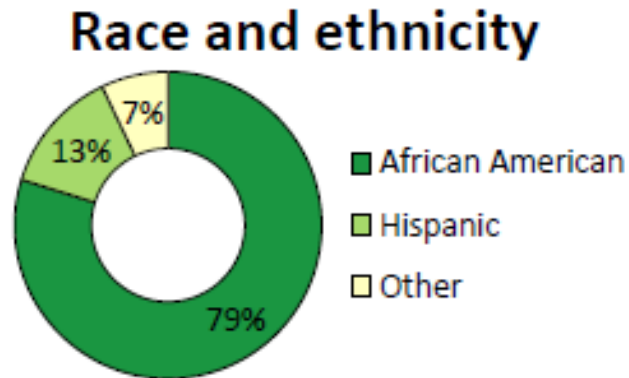
# The *street outreach* strategy aims to reduce retaliatory violence by helping high-risk youth and young adults mediate conflict.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



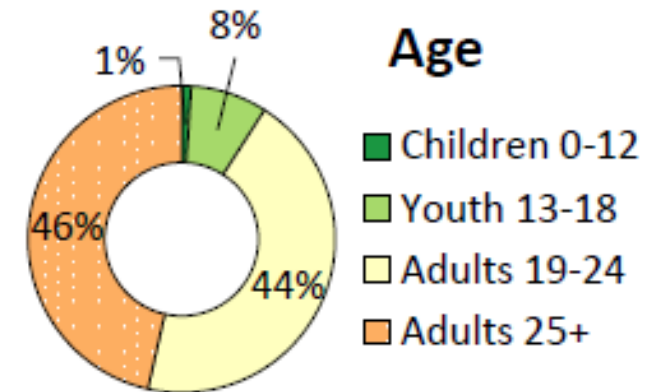
**98%**

Had peer/family shot or seriously injured before receiving services



**25%**

Reported being a victim of violent crime to OPD before receiving services



**30%**

On probation supervision before receiving services

# Innovation

January 1, 2016 – June 30, 2019

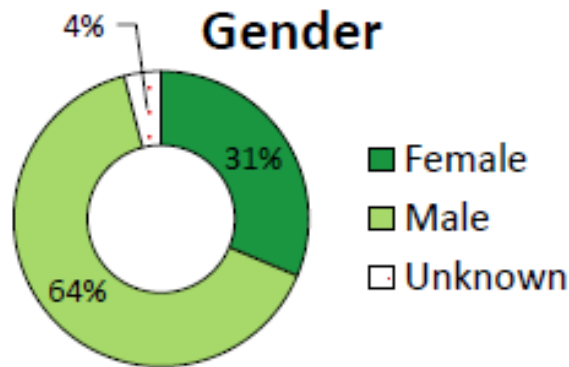
	Agencies funded	Participants served	Grant total
Innovation fund	2	242	\$714,000

- ***Community Works West*** offers pretrial diversion services to youth referred directly from law enforcement
- ***Seneca Family of Agencies*** supports adoption of a trauma-informed education model in two Oakland schools



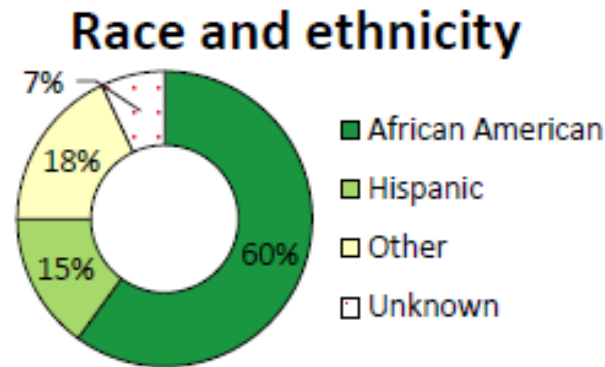
The *Innovation Fund* provides seed funding to encourage and support the development of new and promising violence prevention programs or practices that are outside the scope of other Oakland Unite strategies.

### PARTICIPANT CHARACTERISTICS AT ENROLLMENT



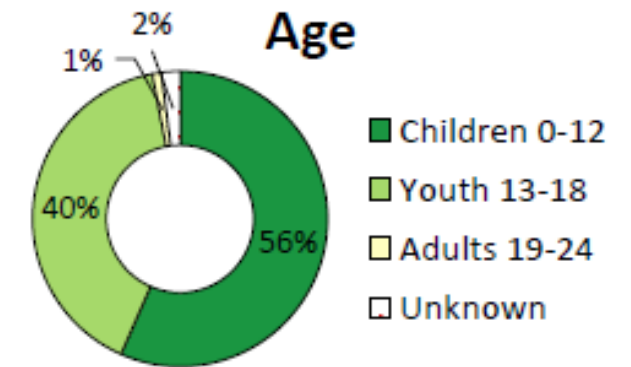
**1.7**

Average GPA in the school year before receiving services



**38%**

Chronically absent from school in the 12 months before receiving services



**21%**

Suspended from school before receiving services

# Community asset building

January 1, 2016 – June 30, 2019

	<b>Agencies funded</b>	<b>Participants served</b>	<b>Grant total</b>
Community asset building	3	n/a	\$1,742,650

**The *community asset building* strategy has the broad aim of changing norms about violence through strengthening communities.**

### **Community engagement**

- Supports several approaches to strengthening communities:
  - Creating safe spaces in high-crime neighborhoods
  - Providing holiday support for families
  - Building capacity of local leaders
- Grant total: \$862,650

### **Training and technical assistance**

- Supports the Oakland Unite grantee network through:
  - Certification and career development opportunities
  - Network-wide trainings
  - Peer learning communities
- Grant total: \$880,000

# Next steps

- **Strategy evaluation: Homicide support and shooting response strategy (September 2020)**
- **Comprehensive four-year evaluation: Adult and youth life coaching (December 2020)**

Questions?

# For questions or more information

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## 2016–2019 Oakland Unite Agency Report

**April 2020**

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---

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## List of acronyms

ACOE	Alameda County Office of Education
ACPD	Alameda County Probation Department
BACR	Bay Area Community Resources
BAWAR	Bay Area Women Against Rape
BE	Beyond Emancipation
BOSS	Building Opportunities for Self-Sufficiency
CCEB	Catholic Charities of the East Bay
CEESS	Career Exploration and Education Support Services
CEO	Center for Employment Opportunities
COST	Coordination of services team
CSEC	Commercially sexually exploited children
CURYJ	Communities United for Restorative Youth Justice
CWW	Community Works West, Inc.
CYO	Community & Youth Outreach
EBAC	East Bay Agency for Children
EBAYC	East Bay Asian Youth Center
EESS	Employment and education support services
FVLC	Family Violence Law Center
GED	General Education Diploma
GPA	Grade point average
HSD	Human Services Department, City of Oakland
JJTC	Juvenile Justice Transition Center, Alameda County
MISSEY	Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth
OPD	Oakland Police Department

OUSD	Oakland Unified School District
PI	Pacific Islander
PIC	Oakland Private Industry Council
Roots	ROOTS Community Health Center
RJOY	Restorative Justice for Oakland Youth
Seneca	Seneca Family of Agencies
TMC	The Mentoring Center
UCR	Uniform Crime Reporting
UPM	Urban Peace Movement
YA!	Youth ALIVE!
YEP	Youth Employment Partnership, Inc.

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## Introduction

### A. Background

Oakland Unite is a public safety collaboration of community-based organizations, public agencies, and city residents that aims to reduce violence in Oakland, California. Administered by the City of Oakland's Human Services Department (HSD), Oakland Unite provides direct services and funding to community-based organizations to serve people and families at the center of violence. Oakland Unite was initially funded through the Violence Prevention and Public Safety Act of 2004, also known as Measure Y, which raised funds for community-based violence prevention programs and policing and fire safety personnel through a parcel tax on Oakland property and a parking tax assessment. In 2014, city residents voted to extend the levies through Measure Z, the Public Safety and Services Violence Prevention Act (Safety and Services Act).

The Safety and Services Act now raises over \$27 million annually and funds violence prevention programs, police officers, fire services, and evaluation services. Almost forty percent of these funds are invested in community-based violence prevention programs through Oakland Unite. These programs tackle the three forms of violence named in the Safety and Services Act: gun violence, family and domestic violence, and commercial sexual exploitation. In the years since Measure Z was passed, Oakland Unite programs have provided support to over 3,000 people each year and reached thousands more through community events.

From January 1, 2016 through June 30, 2019, Oakland Unite efforts were focused around five specific strategies: life coaching, education and economic self-sufficiency, violent incident and crisis response, innovation, and community asset building (Table 1). Overall, from January 1, 2016 through June 30, 2019, 27 agencies were awarded \$25,621,600 in total funding, with direct services also provided within HSD. All grantee agencies were required to match at least 20 percent of their Oakland Unite grants.<sup>1</sup> HSD also invested \$880,000 in grantee training and technical assistance for agencies. These agencies were also supported by a \$880,000 in grantee training and technical assistance overseen by HSD.

In preparation for the new funding period, HSD reached out to City residents living at the center of violence to better understand what existing supports were most effective and where supports were falling short. Local and national experts also shared knowledge about effective violence prevention models. Building off this information, as well as years of local experience and evaluation, HSD recommended a revised set of strategies designed to address trauma, support healing, and reduce violence (Table 2). The revised strategies included gender-based violence response, which increased funding for services supporting commercially sexually exploited youth and victims of family violence, as well as a new community healing strategy to support grassroots efforts to reduce violence and heal trauma. In May 2019, the Oakland City Council authorized grants to newly selected agencies in these strategies through fiscal year 2020 (covering July 1, 2019 through June 30, 2020) for a total amount of \$9,315,850, with a one-year option to renew through June 30, 2021 pending council approval.

---

<sup>1</sup> However, this report only documents funds obtained from Measure Z.

**Table 1. Oakland Unite strategy and sub-strategy descriptions and participant enrollment, January 1, 2016 – June 30, 2019**

Strategy	Sub-strategy	Number of participants served by calendar year			
		2016	2017	2018	January 1, 2019 – June 30, 2019
<b>Life coaching</b> Uses mentoring and coaching to help high-risk youth and young adults move toward stable and successful lives. Coaches work with participants to develop individualized service plans and help connect participants to services.	<b>Adult life coaches</b> (\$4,725,900, 5 grantees) work closely with high-risk young adults to deter involvement in violence and in the justice system.	290	334	377	238
	<b>Youth life coaches</b> (\$4,605,300, 8 grantees) work closely with high-risk youth to help them engage in school and avoid violence and involvement in the justice system.	312	356	305	201
<b>Education and economic self-sufficiency</b> Helps high-risk youth and young adults secure employment and achieve self-sufficiency through a range of avenues, including developing job-related skills and fostering relationships with employers.	<b>Transition-age youth/young adult employment and education support services</b> (\$3,855,600, 5 grantees) agencies work to improve the career prospects of hard-to-employ young adults through skill building and transitional employment.	733	589	413	271
	<b>Youth employment and education support services</b> (\$2,391,900, 4 grantees) agencies aim to increase career readiness through academic support and employment experience.	188	253	232	99
<b>Violent incident and crisis response</b> Supports people and communities following violent incidents to mitigate the consequences of violence and decrease the likelihood of future violence and victimization. This strategy encompasses four sub-strategies with different aims.	<b>Street outreach</b> (\$3,899,300, 2 grantees) aims to disrupt the cycle of violence by stopping retaliation and using conflict mediation and support services.	286	250	194	145
	<b>The shooting response and homicide support network</b> (\$1,874,250, 3 grantees) offers support to shooting and stabbing victims during hospital stays and victims' return home, relocation services for individuals in immediate risk of harm, and support for victims' families and others affected by homicide.	612	793	760	289
	<b>Commercially sexually exploited children</b> (\$1,086,200, 3 grantees) intervention reaches out to exploited youth, gets them into safe environments, and provides wraparound supports to end their exploitation.	290	299	234	189
	<b>Family violence intervention</b> (\$1,606,500, 1 grantee) supports victims of family violence with legal and socioemotional services as well as crisis response, including emergency housing and a 24-hour hotline.	898	889	781	535
<b>The innovation fund (\$714,000, 2 grantees)</b> Supports the development and testing of new ideas and practices for reducing violence. One funded program diverts youth with felony charges out of the juvenile justice systems using restorative justice and the other aims to influence school climate and culture through training and trauma-informed education.		73	114	100	49
<b>Community asset building</b> Aims to change norms about violence through strengthening communities.	<b>Community engagement</b> <sup>a</sup> (\$862,650) supports several approaches to strengthening communities, including creating safe spaces for community members in high-crime neighborhoods to convene and interact, providing holiday support for many families, and building the capacity of local leaders.				
	<b>Training and technical assistance</b> <sup>a</sup> (\$880,000) supports the Oakland Unite grantee network in serving participants effectively through various approaches, including certification opportunities in life coaching and career development, network-wide trainings for grantee staff, peer learning communities, one-on-one agency support, and employment engagement events.				

Note: Strategy and sub-strategy funding amounts and grantees cover January 1, 2016 through June 30, 2019.

<sup>a</sup> These sub-strategies are administered by the City of Oakland's Human Services Department.



**Table 2. Oakland Unite strategy and sub-strategy descriptions for the funding period beginning July 1, 2019**

Strategy	Sub-strategy	July 1, 2019 – December 31, 2019 <sup>a</sup>
<b>Gun violence response</b> Aims to support individuals and families at the center of gun violence by intervening in the cycle of gun violence to save lives and support healing. The strategy builds a system of support for people involved in gun violence and helps them resolve conflicts by offering violence interruption/mediation, intensive life coaching, systems advocacy and resources as they move towards positive goals. Central partners in this strategy include Highland Hospital, Oakland Police Department, Probation, Public Defender, District Attorney and state criminal justice agencies.	<b>Adult life coaches</b> (\$1,525,850, 5 grantees) work closely with high-risk young adults to deter involvement in violence and in the justice system.	232
	<b>Adult employment and education support services</b> (\$900,000, 3 grantees) agencies work to improve the career prospects of hard-to-employ young adults through skill building and transitional employment.	150
	<b>Shooting and homicide response</b> (\$1,400,000, 2 grantees) offers support to shooting and stabbing victims during hospital stays and victims' return home; relocation services for individuals in immediate risk of harm; and support for victims' families and others affected by homicide.	317
<b>Youth diversion and reentry</b> Helps high-risk youth and young adults re-engage in school and reduce contact with the justice system through a range of coordinated interventions, including restorative justice practices, life coaching and reentry services, and education and career readiness programs. Central partners in this strategy include Alameda County Probation, Alameda County of Education, Health Care Services Agency, District Attorney and Oakland Unified School District.	<b>Youth diversion and life coaches</b> (\$1,315,000, 4 grantees) work closely with high-risk youth to help them engage in school and avoid violence and involvement in the justice system.	158
	<b>Youth career exploration and education support services</b> (\$600,000, 2 grantees) agencies aim to strengthen educational outcomes and increase career readiness through academic support and employment experience.	48
<b>Gender-based violence response</b> This strategy directs funding towards interventions that support people experiencing family or domestic violence and commercial sexual exploitation and aims to mitigate the consequences of gender-based violence and decrease the likelihood of future violence and victimization. Central partners in this strategy include the District Attorney and Family Justice Center.	<b>Commercially sexually exploited youth intervention</b> (\$750,000, 3 grantees) reaches out to exploited youth, gets them into safe environments, and provides wraparound supports to end their exploitation.	171
	<b>Family violence intervention</b> (\$800,000, 2 grantees) supports victims of family violence with legal and socioemotional services as well as crisis response, including emergency housing and a 24-hour hotline.	603
<b>Community healing (\$1,725,000, 5 grantees)</b> Alters norms about violence in communities by offering healing-centered activities and supports, as well as by developing the leadership skills of community leaders to direct change in their own neighborhoods and facilitate a grassroots mini-grants program. Priority populations include the neighborhoods in West, Central, and Deep East Oakland that are most affected by multiple forms of violence.		
<b>Training and technical assistance<sup>b</sup> (\$300,000)</b> Supports the Oakland Unite grantee network in serving participants effectively through various approaches, including certification opportunities in life coaching and career development, network-wide trainings for grantee staff, peer learning communities, one-on-one agency support, and employment engagement events.		

Note: Strategy and sub-strategy funding amounts and grantees cover July 1, 2019 through June 30, 2020.

<sup>a</sup> Participant counts only cover July 1, 2019 through December 31, 2019 due to the agency data available at the time of our analysis.

<sup>b</sup> This strategy is administered by the City of Oakland's Human Services Department.

## B. Overview of Evaluation and Purpose of Report

Under Measure Z, the city funds an independent evaluation of Oakland Unite to inform both the direction of grant making in the future and the field more broadly. The four-year evaluation for the years 2017 to 2020 includes an annual agency-level report, an annual strategy-level report, and a comprehensive evaluation.<sup>2</sup> This report constitutes the 2020 agency-level report, providing detailed profiles for each Oakland Unite agency and strategy. The profiles presented in the main body of this report summarize participant and service information for the agencies and strategies funded by Oakland Unite from January 1, 2016 to June 30, 2019. Appendix A presents an initial view of the first six months of data collected for the agencies and strategies funded from July 1, 2019 through June 30, 2020. All the information provided in this report is based on administrative data and document reviews. Appendix B describes all data collection and processing.

### Data sources and limitations

The data presented in this report are derived from Oakland Unite agencies, the Oakland Police Department (OPD), the Oakland Unified School District (OUSD), the Alameda County Probation Department (ACPD), and the Alameda County Office of Education (ACOE). Each measure is described in detail in the measure definitions section of the report.

For this report, we restricted the analyses to individuals who received any services from January 1, 2016 through December 31, 2019. Of the 10,755 individuals in the Oakland Unite database during the January 1, 2016 through June 30, 2019 funding cycle, 9,994 had services recorded; during the July 1, 2019 through December 31, 2019 funding cycle, 1,721 of the 1,787 individuals in the database had services recorded. These individuals form the basis for this report.<sup>3</sup>

The data sources available for this report provided important information, but also have some limitations. Although we made efforts to clean and validate the data collected in the Oakland Unite database, like any administrative data, its quality depends on the accuracy and completeness of the information entered by agency staff. Individuals who did not consent to share their personal information are excluded from prior arrest, victimization, and school engagement rates because matching participants to OPD, ACPD, or OUSD data requires personally identifiable information.<sup>4</sup> Consent rates for all strategies and agencies are presented in Appendix B.

In examining participant arrest and victimization histories, we had data only on incidents recorded by OPD or ACPD. Incidents in other jurisdictions may not be recorded in these data sources. For example, arrests conducted by the Oakland School Police and Oakland Housing

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<sup>2</sup> Other parts of Measure Z, such as Ceasefire, crime reduction teams, community resource officers, and emergency response through the Oakland Fire Department, also play important roles in the city's collaborative violence reduction effort but are outside the purview of Oakland Unite and this evaluation.

<sup>3</sup> FVLC participants with no recorded services were not removed from either funding cycle data because of differences in how that agency tracks service data.

<sup>4</sup> School enrollment rates are further restricted to school-age youth 19 or younger; other information about school engagement is based only on participants who were enrolled in OUSD prior to participation in Oakland Unite.

Authority Police were not available. Similarly, information about school engagement was available from only district-operated schools in OUSD and community schools in ACOE. We did not have access to records from charter or private schools in Oakland nor from schools in neighboring school districts, which some Oakland Unite youth may attend. In addition, victimization data had incomplete personally identifiable information more often than did arrest, probation, or education data. It is also important to note that victimization incidents are frequently underreported to police.

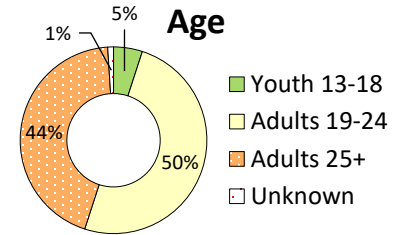
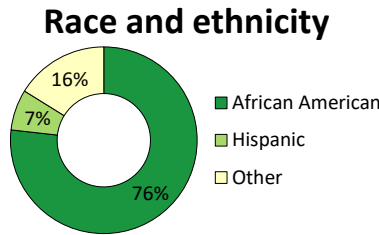
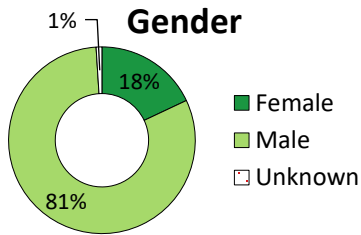
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# Adult Employment and Education Support Services

Agencies funded: **5** Grant total: **\$3,855,600** Participants served: **1,500** Percentage of budget used for participant support: **34%**

The *Adult Employment and Education Support Services (EESS)* strategy provides job skills training, educational support, and career development services to prepare participants to obtain and retain employment. Agencies within the Adult EESS strategy provide job readiness, transitional employment, and job placement services to transition-aged youth ages 18–24 and adults ages 25 and older. Each Adult EESS agency serves different populations, resulting in broad coverage of the at-risk population in Oakland.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**89%**

Had peer/family shot or seriously injured before receiving services

**30%**

Reported being a victim of violent crime to OPD before receiving services

**54%**

Arrested before receiving services

**35%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**30.4**

Life skills/pre-employment training hours

**90.3**

Group work experience hours

**25.6**

Individual work experience hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>15.1</b>	<b>16.8</b>	<b>14.3</b>	<b>4.3</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>72%</b>	<b>28%</b>

Notes: Adult Employment and Education Support Services grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 1,500 participants who participated over this same period. Rates derived from matching to other data sources are based on the 97 percent of participants who consented to share their identifying information.

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# Beyond Emancipation

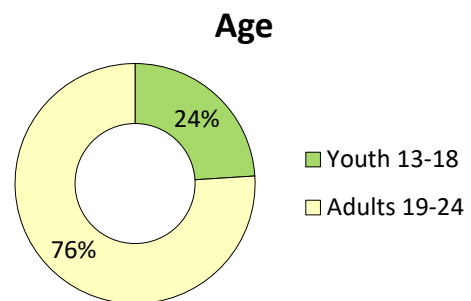
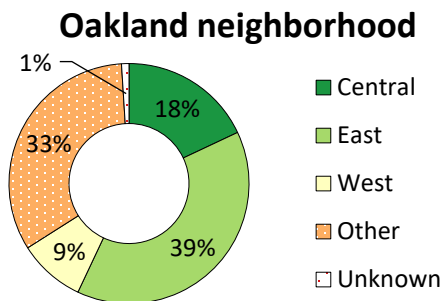
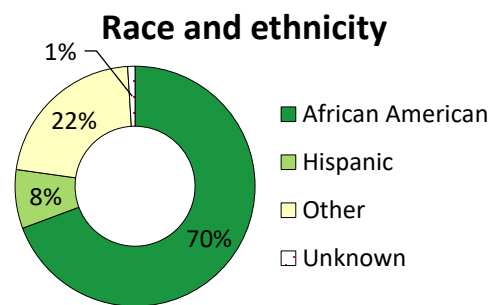
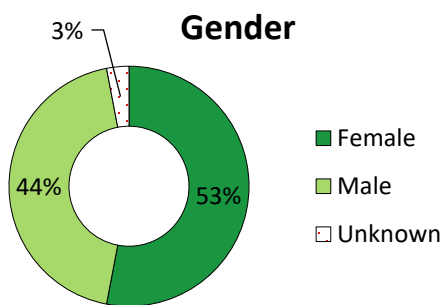
Participants served: **115**

Adult EESS

Grant total: **\$392,700**

**Beyond Emancipation (BE) provides intensive employment training and transitional work experience to high-risk young adults in Oakland.** Beyond Emancipation aims to serve current or former foster care youth and transition age young adults who are at risk of engaging in violence. Over half of BE’s participants are female, and a similar proportion have made police reports in the past about being a victim of violence. The program uses intensive case management with wraparound services to support participants through employment readiness training, individual coaching, and before their placement in transitional and permanent employment sites. Participants have the opportunity to complete a five-week in-house culinary training program and participate in external on-the-job training and internships. BE staff provide “trauma informed coaching” to participants throughout this process to help them to develop and apply life and employment skills.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**93%**

Had peer/family shot or seriously injured before receiving services

**51%**

Reported being a victim of violent crime to OPD before receiving services

**54%**

Arrested before receiving services

**30%**

On probation supervision before receiving services

Notes: Beyond Emancipation grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 115 participants who participated over this same period. Rates derived from matching to other data sources are based on the 85 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>5.4</b>	<b>7.3</b>	<b>5.8</b>	<b>2.1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>86%</b>	<b>35%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>45.3</b>	<b>77.7</b>	<b>11.0</b>
Life skills/pre-employment training hours	Individual work experience hours	Case management hours

## PROGRAM MILESTONES

<b>23%</b>	<b>64%</b>	<b>26%</b>	<b>21%</b>
Job placement	30-day job retention*	90-day job retention*	180-day job retention*

\* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.



# Building Opportunities for Self-Sufficiency

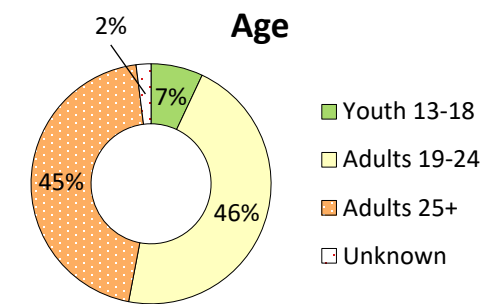
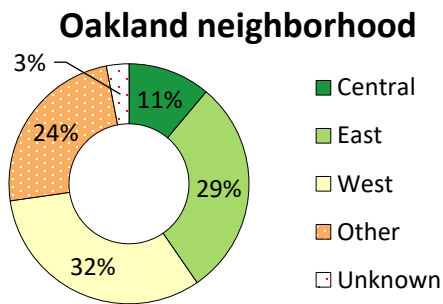
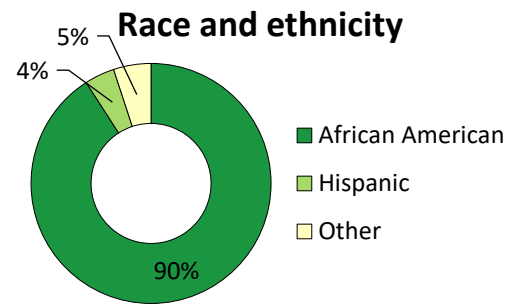
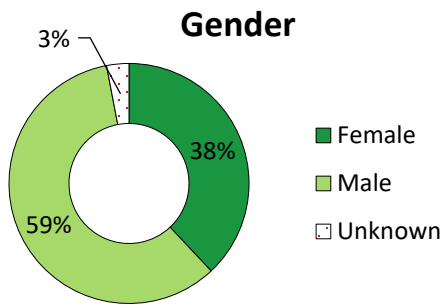
Participants served: **205**

Adult EESS

Grant total: **\$714,000**

**Building Opportunities for Self-Sufficiency (BOSS) provides participants with job readiness training, transitional work experience, and employment placement and retention support.** BOSS aims to serve adults returning to Oakland after incarceration and/or at risk of engaging in violence. Ninety percent of BOSS participants are African American and the organization serves participants from across multiple Oakland neighborhoods. To support participants through all stages of the program, staff develop individualized employment plans and offer case management with wraparound services, help in identifying and removing barriers to employment, mentoring, and conflict mediation. The program relies on staff who share life experiences similar to those of participants' to build relationships and maintain engagement. Participants have access to varied work opportunities, such as street cleaning, event staging, and pest control.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**99%**

Had peer/family shot or seriously injured before receiving services

**36%**

Reported being a victim of violent crime to OPD before receiving services

**53%**

Arrested before receiving services

**31%**

On probation supervision before receiving services

Notes: Building Opportunities for Self-Sufficiency grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 205 participants who participated over this same period. Rates derived from matching to other data sources are based on the 97 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>10.3</b>	<b>13.1</b>	<b>10.8</b>	<b>1.4</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>85%</b>	<b>27%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**51.3**

Life skills/pre-employment training hours

**76.0**

Individual work experience hours

## PROGRAM MILESTONES

**55%**

Job placement

**75%**

30-day job retention\*

**64%**

90-day job retention\*

**56%**

180-day job retention\*

\* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

# Center for Employment Opportunities

Participants served: **939**

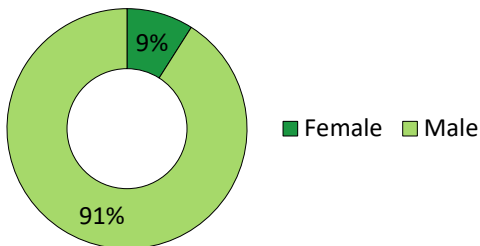
Adult EESS

Grant total: **\$1,142,400**

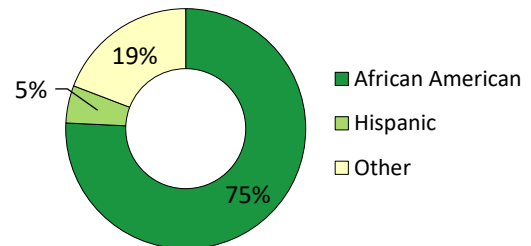
The *Center for Employment Opportunities (CEO)* offers intensive employment support services to adults returning to Oakland from incarceration or who are at risk of engaging in violence. CEO participants receive life skills education, transitional work experience, job coaching and placement, and post-placement retention support. CEO serves the largest number of participants among adult EESS agencies and a majority of participants are on probation or parole. The majority of CEO participants are at least 25 years of age, and they come from neighborhoods across Oakland. The central component of CEO's employment model provides crew-based maintenance and labor services. To help participants develop job readiness skills, CEO holds them to the expectations associated with a real job, such as showing up to work daily and on time. CEO supports participants during transitional employment by offering transportation assistance and daily pay. Additionally, CEO provides incentives for job retention after participants obtain non-subsidized employment.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

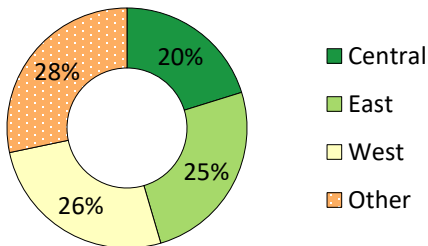
**Gender**



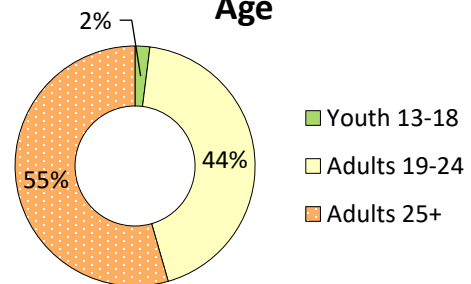
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**83%**

Had peer/family shot or seriously injured before receiving services

**24%**

Reported being a victim of violent crime to OPD before receiving services

**53%**

Arrested before receiving services

**36%**

On probation supervision before receiving services\*

\*CEO participants could also be on parole, but data on parole status were not available for this report.

Notes: Center for Employment Opportunities grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 939 participants who participated over this same period. Rates derived from matching to other data sources are based on the 99 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>18.4</b>	<b>19.8</b>	<b>17.0</b>	<b>3.1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>63%</b>	<b>20%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>16.0</b>	<b>108.1</b>	<b>1.6</b>
Life skills/pre-employment training hours	Group work experience hours	Case management hours

## PROGRAM MILESTONES

<b>36%</b>	<b>61%</b>	<b>47%</b>	<b>32%</b>
Job placement	30-day job retention*	90-day job retention*	180-day job retention*

\* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

# Civcorps

Participants served: **154**

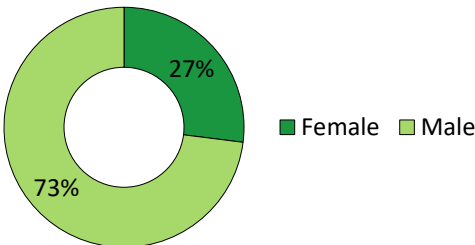
Adult EESS

Grant total: **\$892,500**

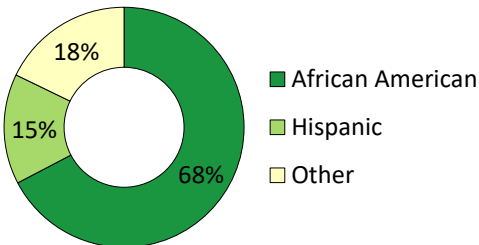
**Civcorps provides personalized academic and employment support to transitional-age youth who are interested in obtaining a high school diploma.** Civcorps aims to serve transitional-age youth, 18-26 returning to Oakland after incarceration and/or who are at risk of engaging in violence. Civcorps has an on-site, charter-approved high school, and uses a trauma-informed approach to deliver college preparatory classes and academic counseling before placing participants in transitional work experiences. Paid job training and internship opportunities are available in two social enterprises: environmental management and recycling. The program relies on skilled classroom teachers, case managers, and job supervisors to help participants develop academic and employment skills and obtain and retain a job. The majority of participants are young adults ages 19 to 24.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

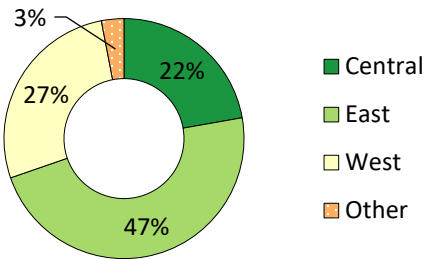
**Gender**



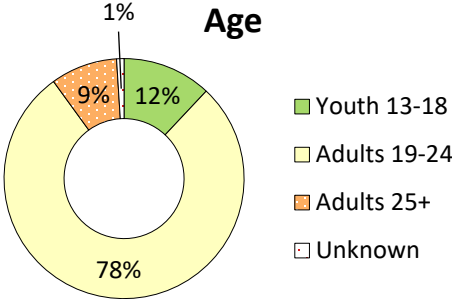
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**97%**

Had peer/family shot or seriously injured before receiving services

**37%**

Reported being a victim of violent crime to OPD before receiving services

**52%**

Arrested before receiving services

**29%**

On probation supervision before receiving services

Notes: Civcorps grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 154 participants who participated over this same period. Rates derived from matching to other data sources are based on the 90 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>15.9</b>	<b>19.3</b>	<b>17.1</b>	<b>11.5</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>95%</b>	<b>44%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>38.1</b>	<b>218.4</b>	<b>210.1</b>	<b>7.7</b>
Life skills/pre-employment training hours	Group work experience hours	Basic education training hours	Case management hours

## PROGRAM MILESTONES

<b>36%</b>	<b>90%</b>	<b>69%</b>	<b>57%</b>
Job placement	30-day job retention*	90-day job retention*	180-day job retention*

\* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

# Oakland Private Industry Council

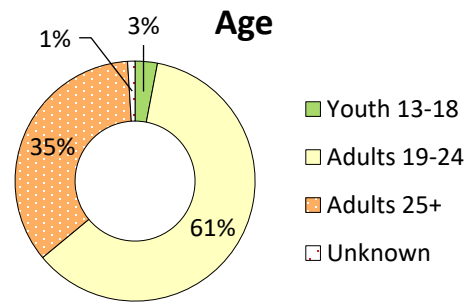
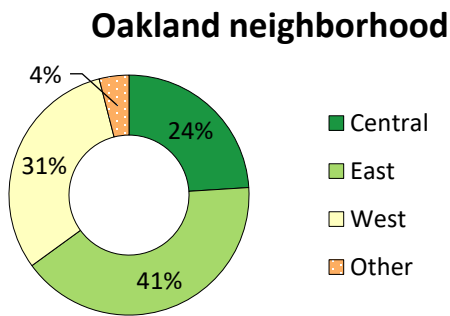
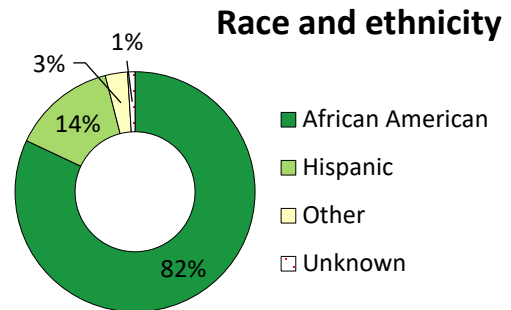
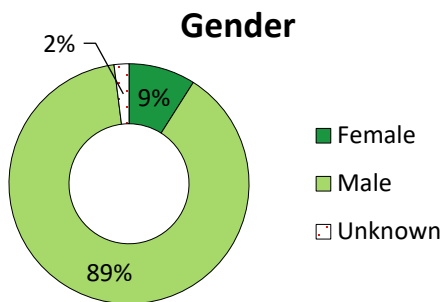
Participants served: **144**

Adult EESS

Grant total: **\$714,000**

**Oakland Private Industry Council (PIC) uses a combination of case management and clinical counseling to support participants through the process of job readiness and life skills training, transitional employment, and job placement.** Oakland PIC aims to serve adults returning to Oakland after incarceration and/or who are at risk of engaging in violence. Over eighty percent of PIC participants are African American males. The program relies on skilled case managers to assess the needs of program participants and develop individualized employment plans. Participants receive on-the-job training through one of three external worksites—Saint Vincent de Paul’s Champion’s Workforce Program, Goodwill Industries, and the Bread Project’s Bakery Bootcamp—where they can learn about warehousing logistics and culinary, janitorial, and security work.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**98%**

Had peer/family shot or seriously injured before receiving services

**45%**

Reported being a victim of violent crime to OPD before receiving services

**75%**

Arrested before receiving services

**59%**

On probation supervision before receiving services

Notes: Oakland Private Industry Council grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 144 participants who participated over this same period. Rates derived from matching to other data sources are based on the 99 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>6.3</b>	<b>6.7</b>	<b>9.8</b>	<b>2.8</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>76%</b>	<b>42%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>62.9</b>	<b>1.7</b>	<b>96.9</b>	<b>9.8</b>
Life skills/pre-employment training hours	Group work experience hours	Individual work experience hours	Case management hours

## PROGRAM MILESTONES

<b>56%</b>	<b>89%</b>	<b>63%</b>	<b>40%</b>
Job placement	30-day job retention*	90-day job retention*	180-day job retention*

\* Retention rates are based on participants who were enrolled at least 30, 60, or 180 days prior to measurement and placed in jobs.

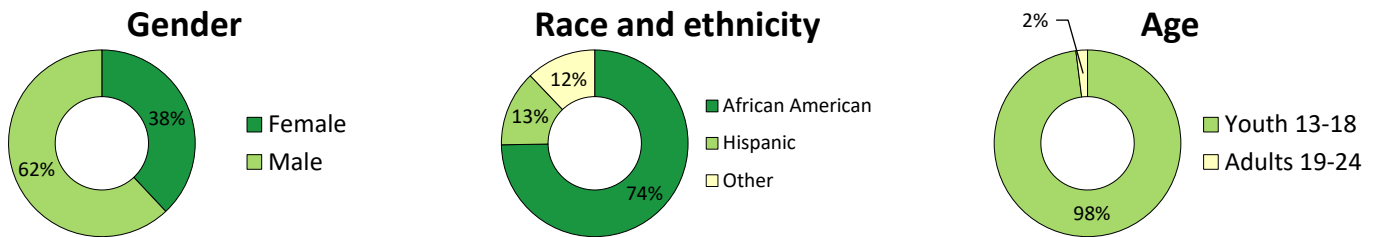


# Youth Employment and Education Support Services

Agencies funded: **4** Grant total: **\$2,391,900** Participants served: **556** Percentage of budget used for participant support: **30%**

The *Youth Employment and Education Support Services (EESS)* strategy aims to strengthen the academic success and career readiness of youth at risk of violence. Youth EESS agencies work to achieve this goal through academic support, community service, subsidized work experience, and employment. Staff across agencies report that youth are motivated by financial incentives that reward attendance, program accomplishments, and training certifications. Agency staff report that incentives provide youth with legal sources of income and help keep them engaged in skill-building activities and with case managers. Agencies also find that providing a variety of job opportunities allows youth to find jobs that match their interests.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**54%** Chronically absent from school in the 12 months before receiving services

**95%** Had peer/family shot or seriously injured before receiving services

**28%** Reported being a victim of violent crime to OPD before receiving services

**46%** Arrested before receiving services

**20%** On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**27.4** Life skills/pre-employment training hours

**32.9** Group work experience hours

**60.0** Individual work experience hours

**23.0** Case management hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>8.2</b>	<b>9.4</b>	<b>8.4</b>	<b>6.3</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>94%</b>	<b>33%</b>

Notes: Youth Employment and Education Support Services grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 556 participants who participated over this same period. Rates derived from matching to other data sources are based on the 91 percent of participants who consented to share their identifying information. Rates for consenting participants who were arrested before receiving services and who were on probation before receiving services are based on the 78 percent of consenting participants whose personally identifiable data was available at the time of our final analysis.

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# Alameda County Office of Education

Participants served: **136**

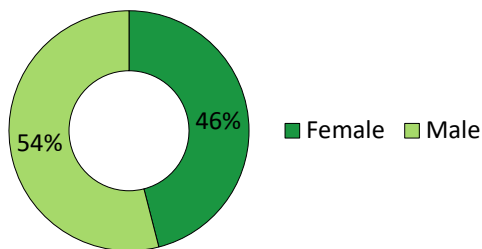
Youth EESS

Grant total: **\$660,450**

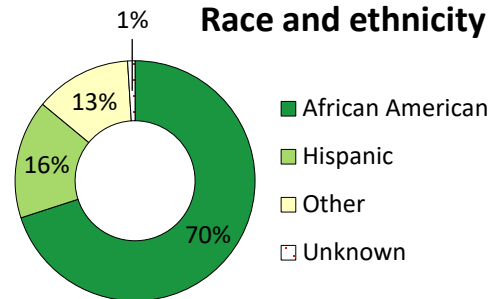
**Alameda County Office of Education (ACOE) aims to serve youth involved with the justice system and/or at risk of engaging in violence.** Youth are referred to ACOE either by their district or their probation officer primarily for behavior and school safety reasons, as well as for low credits and other academic risk factors. ACOE manages these referrals and works with a subgrantee (Youth Employment Partnership) to provide most program services such as case management, life skills training, and job skills development. ACOE staff also offer tutoring, academic support, and crisis response through a process that brings together teachers, psychologists, case managers, and special education specialists. ACOE serves slightly more male than female participants, predominately from East and Central Oakland neighborhoods.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

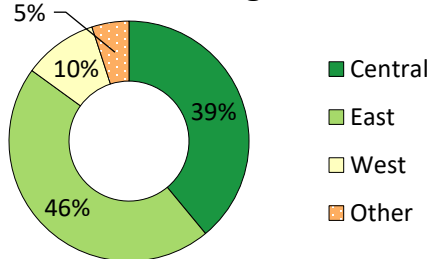
**Gender**



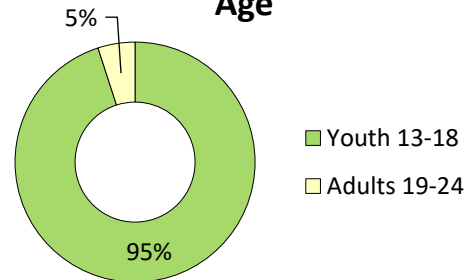
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**76%**

Chronically absent from school in the 12 months before receiving services

**13%**

Suspended from school before receiving services

**87%**

Had peer/family shot or seriously injured before receiving services

**47%**

Arrested before receiving services

**16%**

On probation supervision before receiving services

Notes: Alameda County Office of Education grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 136 participants who participated over this same period. Rates derived from matching to other data sources are based on the 88 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>9.2</b>	<b>11.3</b>	<b>8.4</b>	<b>9.4</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>96%</b>	<b>32%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>32.7</b>	<b>83.3</b>	<b>43.1</b>	<b>3.6</b>
Life skills/pre-employment training hours	Group work experience hours	Individual work experience hours	Case management hours

# Bay Area Community Resources, Inc.

Participants served: **90**

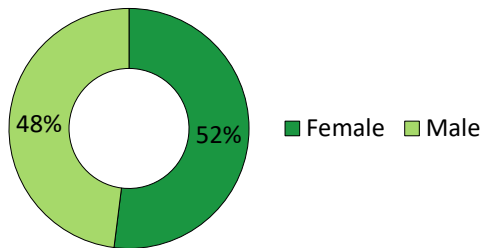
Youth EESS

Grant total: **\$428,400**

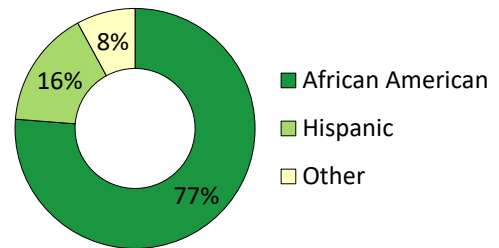
**Bay Area Community Resources, Inc. (BACR) provides school-based education and employment services, including case management, career coaching, employment training, experiential learning/internships, and paid work experience to high-risk youth.** BACR serves similar proportions of male and female youth aged 13 to 18. BACR relies on staff who range in age, work, and life experiences to provide a comprehensive support system and help prepare youth for postsecondary education or job placement. Although BACR provides skill-building trainings and career coaching to all participants, other services are tailored to participants' needs. For example, staff may offer case management sessions for youth who are at highest risk and meet off-site with them if they feel unsafe at certain locations or around other participants. This is particularly important because BACR provides services to undocumented youth.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

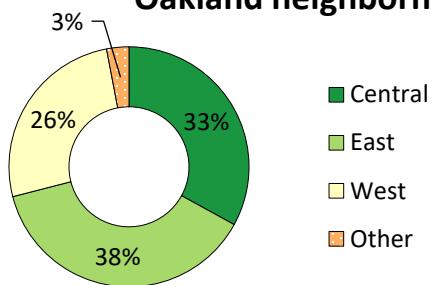
### Gender



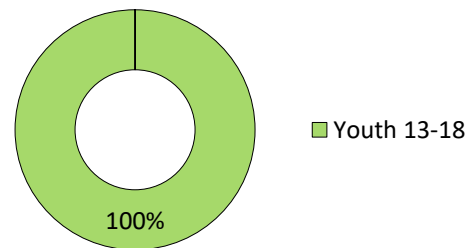
### Race and ethnicity



### Oakland neighborhood



### Age



## RISK FACTORS

**42%**

Chronically absent from school in the 12 months before receiving services

**11%**

Suspended from school before receiving services

**99%**

Had peer/family shot or seriously injured before receiving services

**22%**

Arrested before receiving services

**8%**

On probation supervision before receiving services

Notes: Bay Area Community Resources, Inc. grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 90 participants who participated over this same period. Rates derived from matching to other data sources are based on the 92 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>8.6</b>	<b>10.5</b>	<b>8.7</b>	<b>4.9</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>99%</b>	<b>43%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>45.1</b>	<b>76.8</b>	<b>114.1</b>
Life skills/pre-employment training hours	Group work experience hours	Case management hours

# Youth Employment Partnership

Participants served: **249**

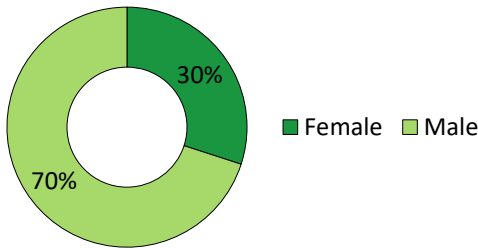
Youth EESS

Grant total: **\$856,800**

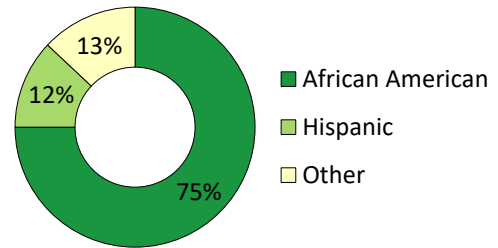
**Youth Employment Partnership (YEP) helps youth with multiple barriers to employment develop job readiness skills and connects them to employment opportunities during the summer and after school.** YEP aims to serve youth involved with the justice system and/or at risk of engaging in violence. The program serves the largest number of participants of the youth EESS agencies. YEP provides a range of on-the-job vocational training opportunities in high-demand fields like construction and warehouse logistics. Weekly job readiness trainings cover topics such as financial literacy, communication, and conflict management. The program relies on case managers' relationships with participants to identify their needs and interests and connect them to individualized services, such as accelerated credit recovery for youth who are court-involved and have fallen behind in school, or GED instruction for those who have dropped out.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

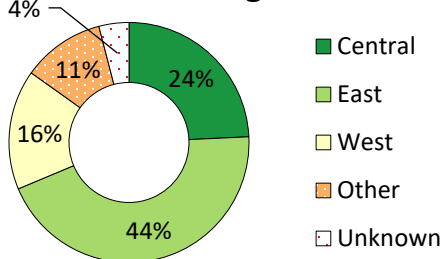
**Gender**



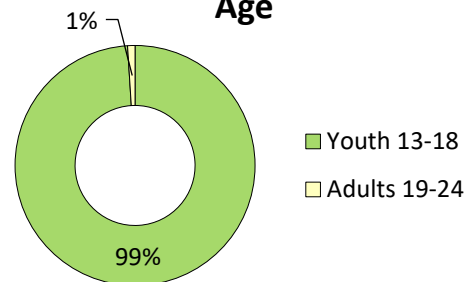
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**49%**

Chronically absent from school in the 12 months before receiving services

**30%**

Suspended from school before receiving services

**100%**

Had peer/family shot or seriously injured before receiving services

**76%**

Arrested before receiving services

**41%**

On probation supervision before receiving services

Notes: Youth Employment Partnership grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 249 participants who participated over this same period. Rates derived from matching to other data sources are based on the 92 percent of participants who consented to share their identifying information. Rates for consenting participants who were arrested before receiving services and who were on probation before receiving services are based on the 52 percent of consenting participants whose personally identifiable data was available at the time of our final analysis.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>8.9</b>	<b>8.8</b>	<b>9.5</b>	<b>5.4</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>93%</b>	<b>27%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>14.7</b>	<b>96.9</b>	<b>7.0</b>
Life skills/pre-employment training hours	Individual work experience hours	Case management hours



# Youth Radio

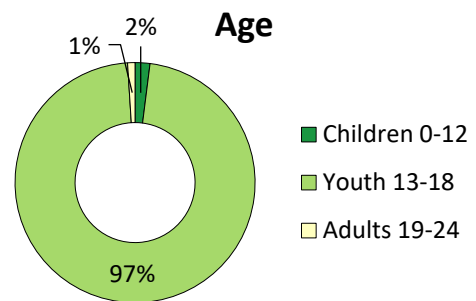
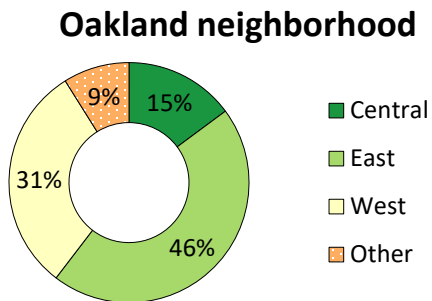
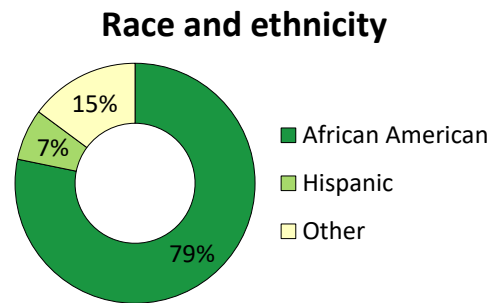
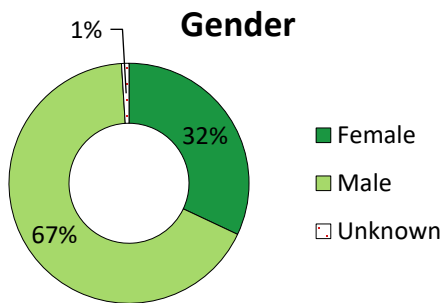
Participants served: **103**

Youth EESS

Grant total: **\$446,250**

**Youth Radio provides career exploration, experiential learning/internships, and paid work experiences through an afterschool job training program in media, technology, and the arts.** Youth Radio aims to serve Oakland youth involved with the justice system and/or at risk of engaging in violence. Two-thirds of participants are male and almost 50 percent of participants live in East Oakland. Participants receive hands-on media and arts education and must complete a six-month keystone project focused on developing job readiness and pre-employment life skills before applying to paid internships in fields such as journalism and music production. Youth Radio relies on staff with extensive backgrounds working with youth to guide participants through the program, offering regular touch points and wraparound support.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**53%**

Chronically absent from school in the 12 months before receiving services

**23%**

Suspended from school before receiving services

**91%**

Had peer/family shot or seriously injured before receiving services

**38%**

Arrested before receiving services

**17%**

On probation supervision before receiving services

Notes: Youth Radio grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 103 participants who participated over this same period. Rates derived from matching to other data sources are based on the 96 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>5.5</b>	<b>8.2</b>	<b>5.0</b>	<b>4.7</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>87%</b>	<b>27%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

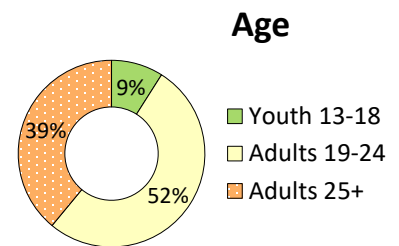
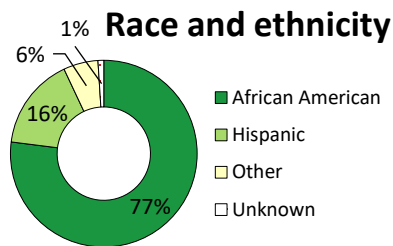
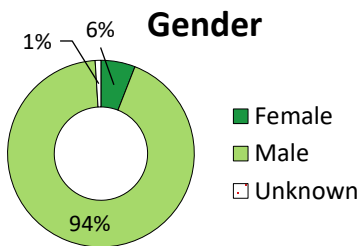
<b>29.8</b>	<b>32.4</b>	<b>2.5</b>
Life skills/pre-employment training hours	Individual work experience hours	Case management hours

# Adult Life Coaching

Agencies funded: **5** Grant total: **\$4,551,900** Participants served: **751** Percentage of budget used for participant support: **19%**

The **adult life coaching** strategy aims to redirect young adults from violence and toward making positive changes in their lives. Adult life coaching agencies aim to serve individuals at high risk of violence using coaching and mentoring approaches, to help participants navigate social systems, build advocacy skills, and connect with resources to meet their basic needs. The life coaching model includes five primary program standards of practice: establishing a trusting relationship, developing participant-centered goals, keeping participants safe and well, supporting sustainable change for participants, and building a professional practice for life coaches. Life coaches offer financial stipends to participants tied to the completion of milestones that participants define for themselves. Agencies use the Oakland Unite network to address participants' needs, and life coaches actively refer participants to support services such as education, employment, mental health, substance abuse, and housing (provided by Abode).

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**97%**

Had peer/family shot or seriously injured before receiving services

**42%**

Reported being a victim of violent crime to OPD before receiving services

**76%**

Arrested before receiving services

**56%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**40.3**

Life coaching hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.5</b>	<b>2.1</b>	<b>1.4</b>	<b>1.1</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>88%</b>	<b>46%</b>

Notes: Adult Life Coaching grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 751 participants who participated over this same period. Rates derived from matching to other data sources are based on the 83 percent of participants who consented to share their identifying information.

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# Abode Services

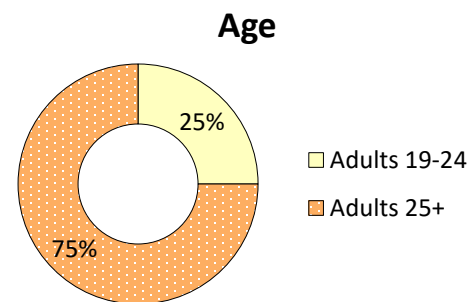
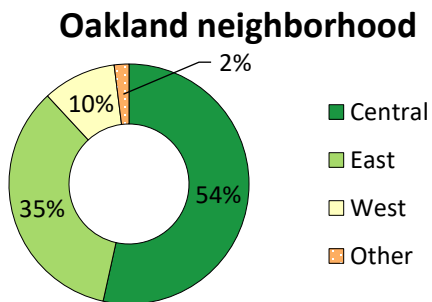
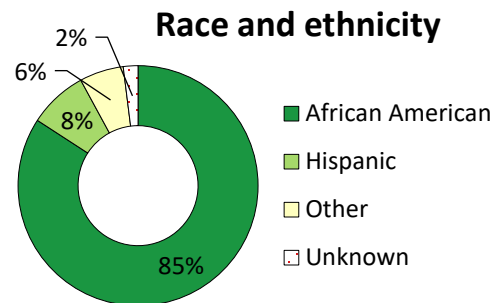
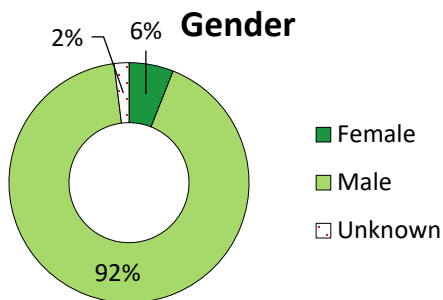
Participants served: **52**

Adult Life Coaching

Grant total: **\$240,100**

**Abode Services (Abode) assists individuals experiencing homelessness by providing housing-related case management services to help them obtain and maintain housing.** Abode is unique among the life coaching grantees in its focus on comprehensive housing support services in addition to life case management. To provide these services, Abode partners with Oakland Unite, HSD’s Community Housing Services, and the Oakland Housing Authority. The program aims to serve adults involved with the justice system or who are at high risk of engaging in violence and are chronically homeless or at risk of homelessness. The vast majority of Abode participants are male and African American, from Central and East Oakland. In addition to providing housing placement assistance, Abode supports participants in securing income through employment and/or public assistance, reducing their exposure to violence, obtaining medical and mental health support, and accessing educational, peer support, and leadership development opportunities upon release from incarceration.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**91%**

Had peer/family shot or seriously injured before receiving services

**33%**

Reported being a victim of violent crime to OPD before receiving services

**71%**

Arrested before receiving services

**39%**

On probation supervision before receiving services

Notes: Abode Services grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 52 participants who participated over this same period. Rates derived from matching to other data sources are based on the 98 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>0.6</b>	<b>0.8</b>	<b>0.6</b>	<b>0.6</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>87%</b>	<b>77%</b>

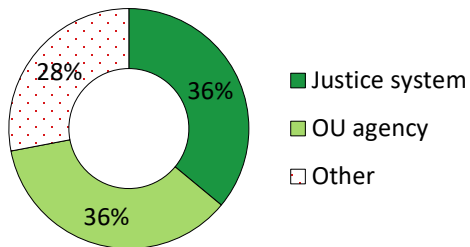
## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**38.9**

Life coaching hours

## PROGRAM DETAIL

### Referral sources



# Community & Youth Outreach

Participants served: **299**

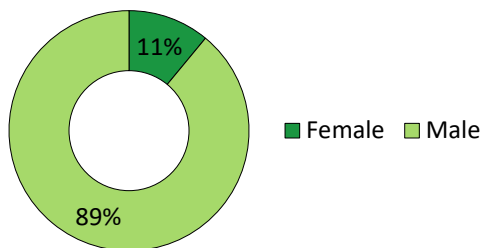
Adult Life Coaching

Grant total: **\$1,249,500**

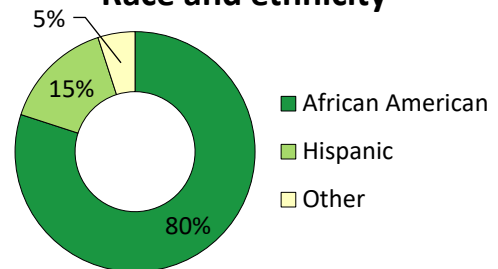
**Community & Youth Outreach (CYO) provides life coaching services to young adults with the ultimate goal of helping them lead stable, nonviolent lives.** CYO aims to serve adults involved with the justice system who are at high risk of engaging in violence. The program serves the largest number of adult life coaching participants, of whom almost 90 percent are male and 80 percent are African American. Life coaches, most of whom share backgrounds and experiences similar to those of participants, aim to build close relationships with participants, coordinate wraparound services, and advocate for participants to help them develop and reach their goals. Among other supports, CYO participants have access to career trade training at Laney College and cognitive behavioral treatment groups. CYO life coaches also work closely with street outreach and violence interrupters to exchange information about violence dynamics in the community, helping to keep both participants and staff safe.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

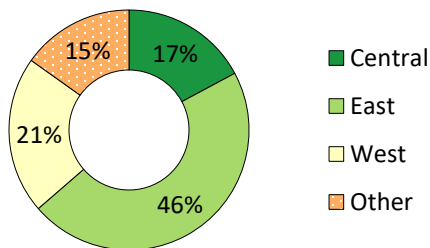
**Gender**



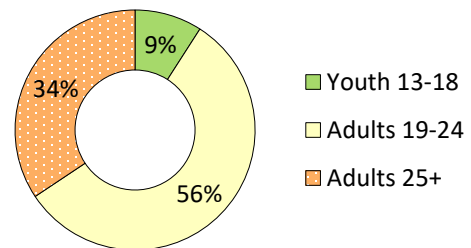
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**96%**

Had peer/family shot or seriously injured before receiving services

**47%**

Reported being a victim of violent crime to OPD before receiving services

**77%**

Arrested before receiving services

**62%**

On probation supervision before receiving services

Notes: Community & Youth Outreach grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 299 participants who participated over this same period. Rates derived from matching to other data sources are based on the 75 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.6</b>	<b>2.1</b>	<b>1.5</b>	<b>1.1</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>87%</b>	<b>42%</b>

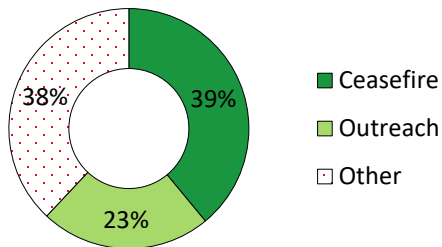
## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**33.2**

Life coaching hours

## PROGRAM DETAIL

### Referral sources





# Oakland Unite/Human Services Department Life Coaches

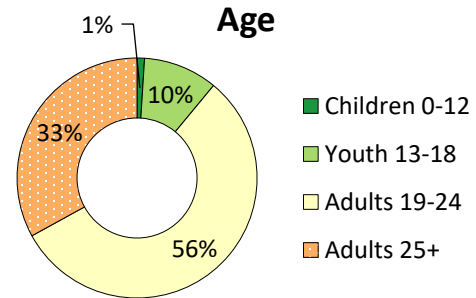
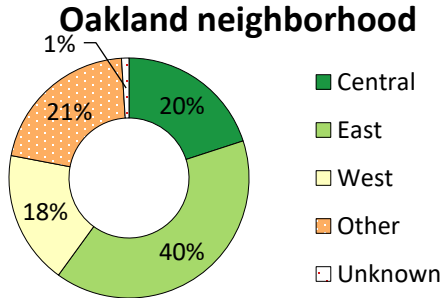
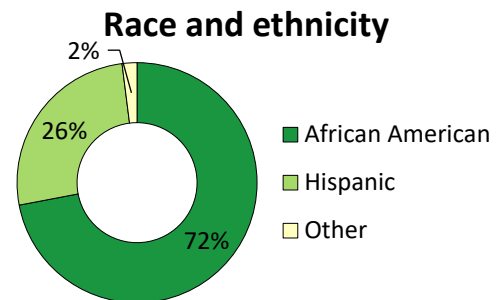
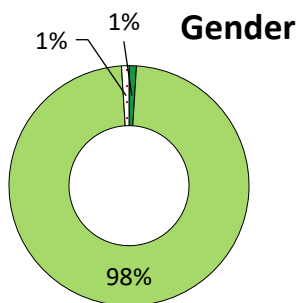
Participants served: **180**

Adult Life Coaching

Grant total: **\$1,398,700**

In addition to overseeing Oakland Unite, the *City of Oakland's Human Services Department (HSD)* employs life coaches who work directly with adults at highest risk of violence. HSD life coaches aim to work with adults involved with the justice system who are at high risk of engaging in violence to redirect them away from violence and toward making positive changes in their lives. Nearly all participants are male, and almost three-quarters of participants are African American and over one-quarter are Hispanic. HSD life coaches follow the Oakland Unite model of life coaching, which is based on building close relationships through coaching and mentoring, supporting participants through systems navigation and advocacy, and making referrals to needed services and resources. HSD life coaches work in partnership with the Ceasefire program and street outreach agencies to identify high-risk participants and will also refer participants to other Oakland Unite agencies based on their needs.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**100%**

Had peer/family shot or seriously injured before receiving services

**49%**

Reported being a victim of violent crime to OPD before receiving services

**85%**

Arrested before receiving services

**68%**

On probation supervision before receiving services

Notes: Human Services Department Life Coaches grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 180 participants who participated over this same period. Rates derived from matching to other data sources are based on the 94 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

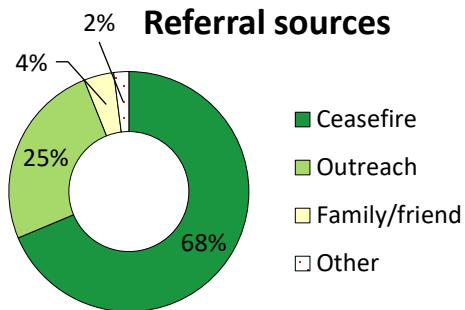
	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.2</b>	<b>1.8</b>	<b>1.1</b>	<b>1.0</b>
Total contacts per week	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>92%</b>	<b>43%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**37.7**

Life coaching hours

## PROGRAM DETAIL



# Roots Community Health Center

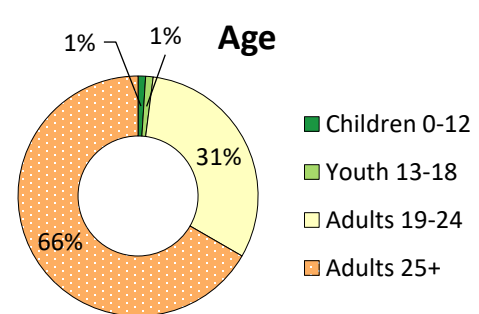
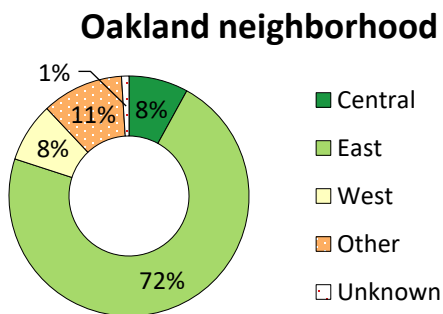
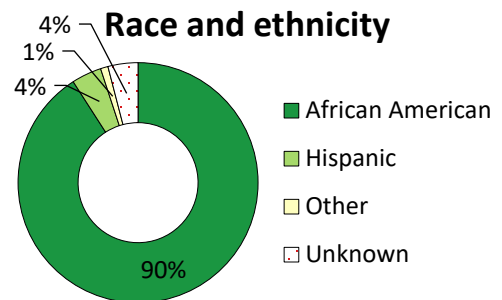
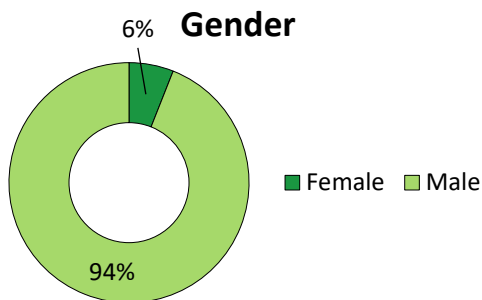
Participants served: **89**

Adult Life Coaching

Grant total: **\$414,100**

**Roots Community Health Center (Roots) supports residents of East Oakland through a suite of community services and education, training, and employment support.** Roots community services include health care, mental health support, rehabilitation, and legal aid. Roots aims to serve adults involved with the justice system who are at high risk of engaging in violence. Over 90 percent of Roots participants are male, and over 70 percent live in East Oakland. In working with individuals at high risk of violence, Roots life coaches build close relationships through coaching and mentoring, provide systems navigation and advocacy, and make referrals to needed services and resources. Because of the array of supports offered by Roots, life coaches often refer participants to other services within the agency, such as mental health support. Furthermore, Roots' mental health services are well known throughout Oakland Unite and the agency receives referrals from other Oakland Unite agencies. One-third of Roots participants are referred to the program through family members or friends.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**99%**

Had peer/family shot or seriously injured before receiving services

**44%**

Reported being a victim of violent crime to OPD before receiving services

**78%**

Arrested before receiving services

**42%**

On probation supervision before receiving services

Notes: Roots Community Health Center grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 89 participants who participated over this same period. Rates derived from matching to other data sources are based on the 56 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.2</b>	<b>1.7</b>	<b>1.1</b>	<b>0.9</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>72%</b>	<b>36%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**24.6**

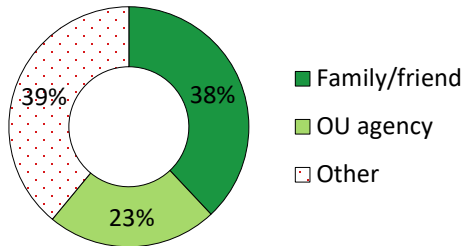
Life coaching hours

**1.5**

Individual mental health service hours

## PROGRAM DETAIL

### Referral sources



# The Mentoring Center

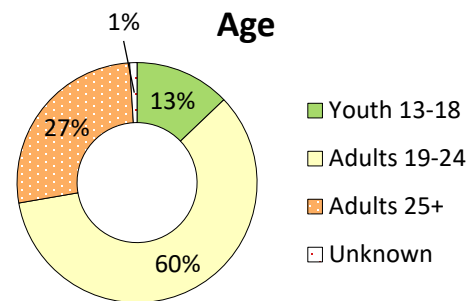
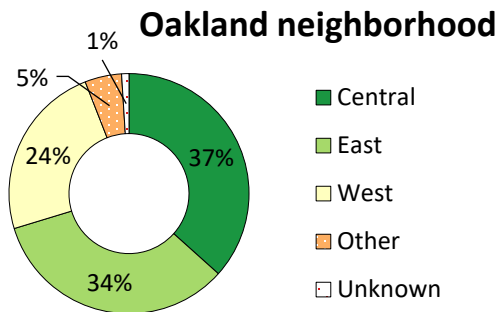
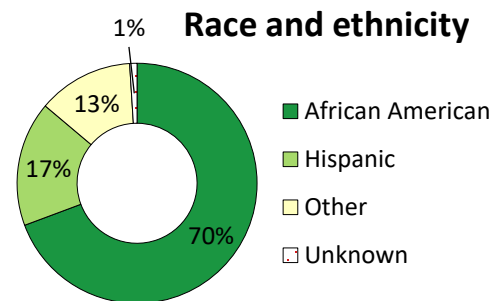
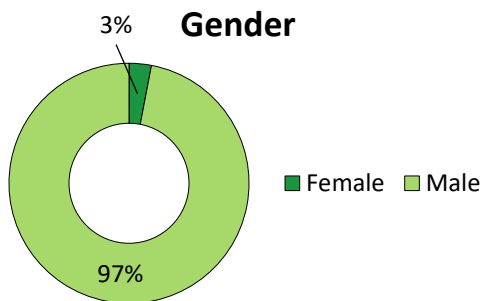
Participants served: **176**

Adult Life Coaching

Grant total: **\$1,249,500**

*The Mentoring Center (TMC) provides life coaching services to adults involved with the justice system or who are at high risk of engaging in violence.* TMC’s life coaching model draws on its mentoring curriculum, which is designed to encourage character development, cognitive restructuring, and spiritual development, and includes life skills, employment, and anger management training. TMC staff also offer life coaching and help connect participants to educational assistance, job placement, and referrals for substance abuse counseling and mental health therapy. Participants also have access to group mentoring beyond the individual case management life coaching and mentoring curriculum. Nearly all participants are male, with 60 percent of participants ages 19 to 24.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**97%**

Had peer/family shot or seriously injured before receiving services

**34%**

Reported being a victim of violent crime to OPD before receiving services

**71%**

Arrested before receiving services

**53%**

On probation supervision before receiving services

Notes: The Mentoring Center grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 176 participants who participated over this same period. Rates derived from matching to other data sources are based on the 99 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>2.0</b>	<b>3.0</b>	<b>1.8</b>	<b>1.5</b>
Total contacts per week	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>89%</b>	<b>44%</b>

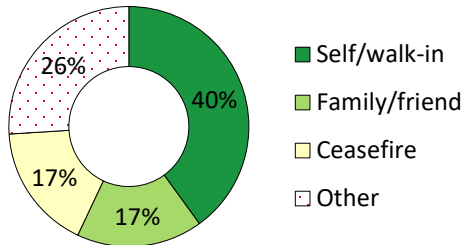
## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**51.1**

Life coaching hours

## PROGRAM DETAIL

### Referral sources

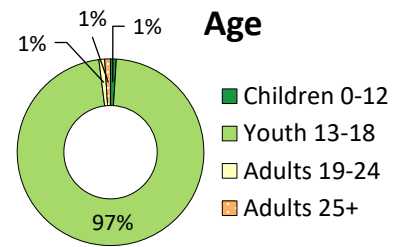
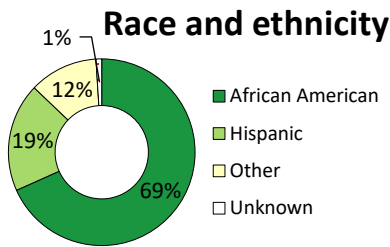
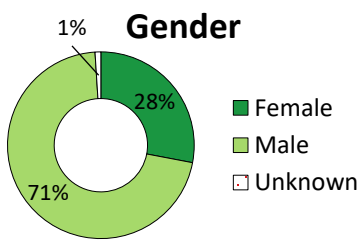


# Youth Life Coaching

Agencies funded: **6** Grant total: **\$3,998,400** Participants served: **681** Percentage of budget used for participant support: **13%**

The *youth life coaching* strategy aims to reengage high-risk youth in school and help them reduce their engagement with the juvenile justice system. This strategy is a partnership between Oakland Unite, Alameda County Probation Department, Alameda County Behavioral Health Care Services, Alameda County Office of Education (ACOE), Bay Area Legal Aid, District Attorney and the Oakland Unified School District (OUSD). The OUSD coordinator makes referrals to life coaching agencies for youth being released from the Alameda County Juvenile Justice Transition Center (JJTC). OUSD serves as a bridge between the agencies, courts, families, life coaches, and schools. The OUSD and ACOE coordinator support youth with school placements. Life coaching agencies also partner with Bay Area Legal Aid to connect participants to legal assistance.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**70%**

Chronically absent from school in the 12 months before receiving services

**37%**

Suspended from school before receiving services

**39%**

Reported being a victim of violent crime to OPD before receiving services

**85%**

Arrested before receiving services

**48%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**5.8**

Peer support counseling hours

**70.1**

Life coaching hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.8</b>	<b>2.3</b>	<b>1.9</b>	<b>1.7</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>85%</b>	<b>57%</b>

Notes: Youth Life Coaching grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 681 participants who participated over this same period. Rates derived from matching to other data sources are based on the 89 percent of participants who consented to share their identifying information.

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# East Bay Agency for Children

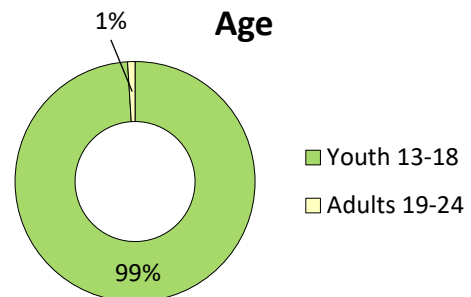
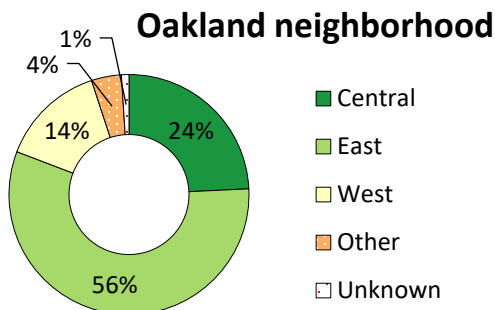
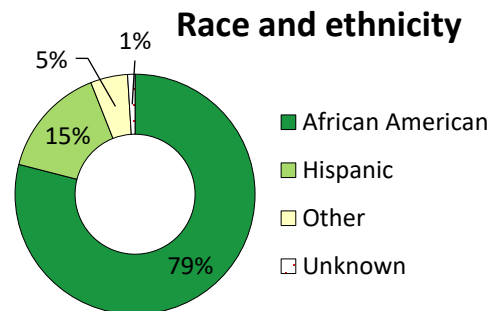
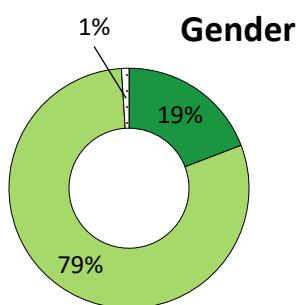
Participants served: **141**

Youth Life Coaching

Grant total: **\$714,000**

**East Bay Agency for Children (EBAC) specializes in addressing the mental health needs of youth who experience violence, marginalization, loss of loved ones, and other forms of trauma.** EBAC aims to serve youth at high risk of engaging in violence who are referred by the Alameda County Juvenile Justice Transition Center (JJTC). EBAC provides intensive life coaching services, with a focus on school placement, probation discharge, and brokering of local support services, as well as individual mental health support services. EBAC life coaches use life maps and support participants' progress through relationship building, brokering of other support services, and financial incentives to achieve milestones. EBAC is unique in the provision of mental health services through a part-time mental health clinician who works with participants and refers them to other in-house support programs (such as its Family Resource Centers).

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**1.2**

Average GPA in the school year before receiving services

**92%**

Arrested before receiving services

**76%**

Chronically absent from school in the 12 months before receiving services

**52%**

On probation supervision before receiving services

**41%**

Suspended from school before receiving services

**44%**

Reported being a victim of violent crime to OPD before receiving services

Notes: East Bay Agency for Children grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 141 participants who participated over this same period. Rates derived from matching to other data sources are based on the 81 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.7</b>	<b>2.3</b>	<b>1.8</b>	<b>1.9</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>89%</b>	<b>46%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**52.8**

Life coaching hours

**3.8**

Individual mental health service hours

## PROGRAM MILESTONES

**84%**

Reenrolled in school

# East Bay Asian Youth Center

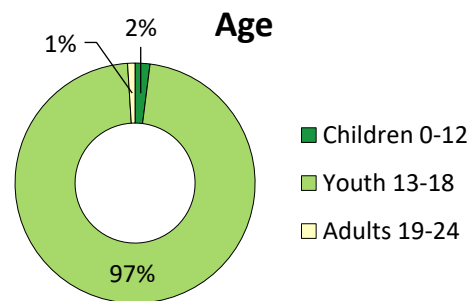
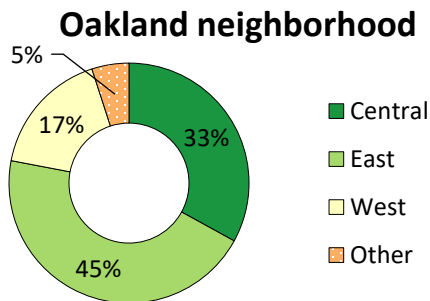
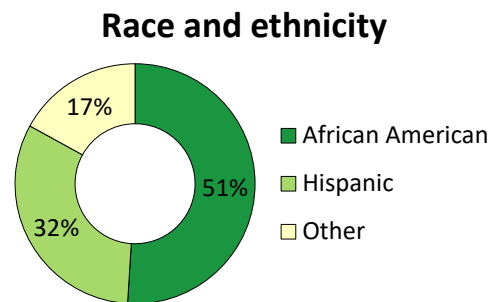
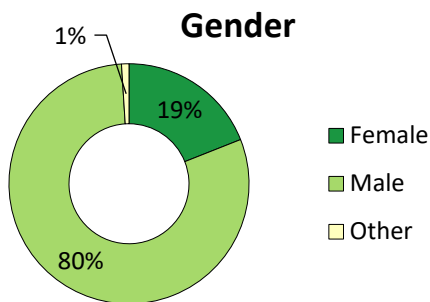
Participants served: **166**

Youth Life Coaching

Grant total: **\$1,017,450**

**East Bay Asian Youth Center (EBAYC) provides life coaching services, intensive case management support, and peer support work group services to youth.** EBAYC aims to serve youth at high risk of engaging in violence who are referred by the Alameda County Juvenile Justice Transition Center (JJTC). The program serves a diverse group of youth: over half are African American, almost one-third are Hispanic, and 17 percent identify as another group. Over three-quarters of participants live in Central or East Oakland neighborhoods. EBAYC staff work closely with participants, their families, and their school to support them in pursuing healthy and productive life goals. EBAYC life coaches use life maps and incentives to guide youth through the program and make referrals to other supportive services.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**1.2**

Average GPA in the school year before receiving services

**66%**

Chronically absent from school in the 12 months before receiving services

**29%**

Suspended from school before receiving services

**40%**

Reported being a victim of violent crime to OPD before receiving services

**87%**

Arrested before receiving services

**50%**

On probation supervision before receiving services

Notes: East Bay Asian Youth Center grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 166 participants who participated over this same period. Rates derived from matching to other data sources are based on the 96 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>2.1</b>	<b>2.7</b>	<b>2.3</b>	<b>2.1</b>
Total contacts per week	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>82%</b>	<b>55%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**6.4**

Peer support  
counseling hours

**89.8**

Life Coaching  
hours

## PROGRAM MILESTONES

**88%**

Reenrolled in  
school

# Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth

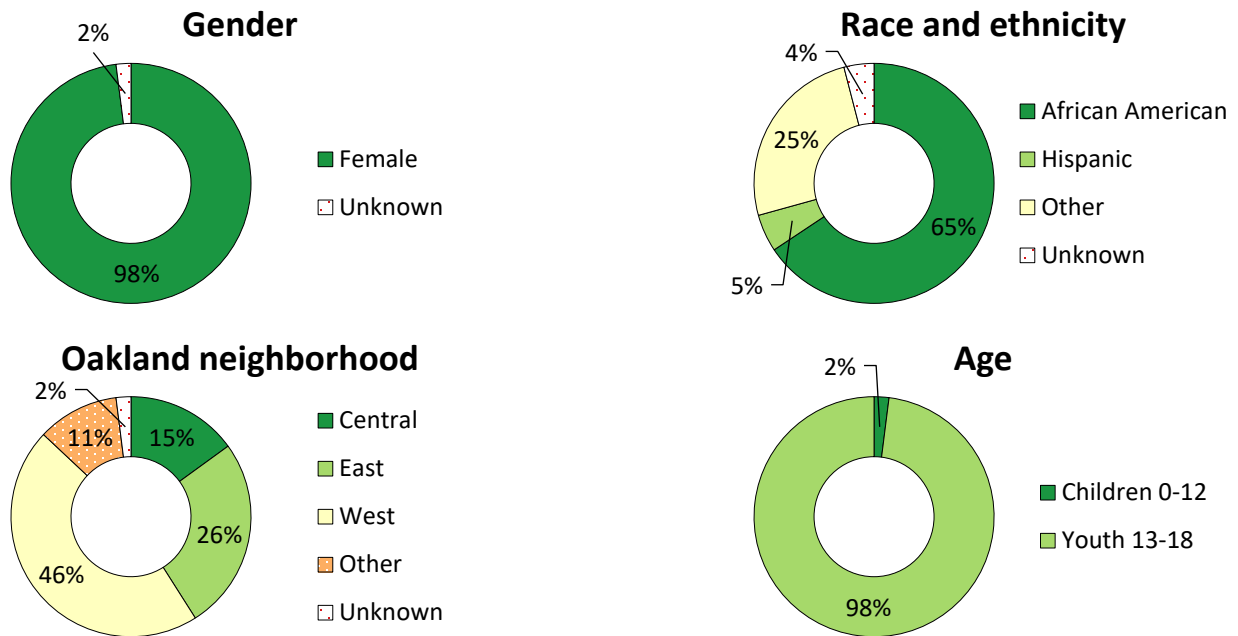
Participants served: **95**

Youth Life Coaching

Grant total: **\$553,350**

**Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth (MISSEY)** aims to support sexually exploited youth through ongoing individual life coaching and case management. Almost all of MISSEY participants identify as female and almost two-thirds are African American. MISSEY life coaches provide trauma-informed support and mentoring and connect youth to wraparound services to help them meet their individualized goals, which tend to include safety planning, linkage to safe housing, and an educational plan. Youth can also spend time in MISSEY's drop-in center, which provides a safe space for youth to hang out in, in the afternoon hours, and offers group activities and events that help build community.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**1.1**

Average GPA in the school year before receiving services

**88%**

Arrested before receiving services

**81%**

Chronically absent from school in the 12 months before receiving services

**57%**

On probation supervision before receiving services

**38%**

Suspended from school before receiving services

**57%**

Reported being a victim of violent crime to OPD before receiving services

Notes: Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 95 participants who participated over this same period. Rates derived from matching to other data sources are based on the 87 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.3</b>	<b>2.2</b>	<b>1.3</b>	<b>0.9</b>
Total contacts per week	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>91%</b>	<b>67%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**7.9**

Peer support  
counseling hours

**60.1**

Life Coaching  
hours

## PROGRAM MILESTONES

**67%**

Reenrolled in  
school

# Oakland Unified School District Alternative Education

Participants served: **149**

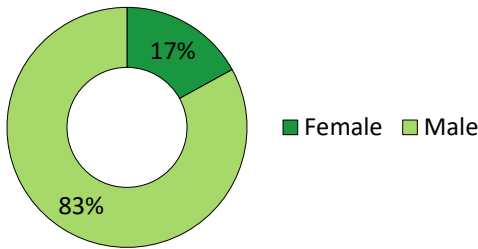
Youth Life Coaching

Grant total: **\$714,000**

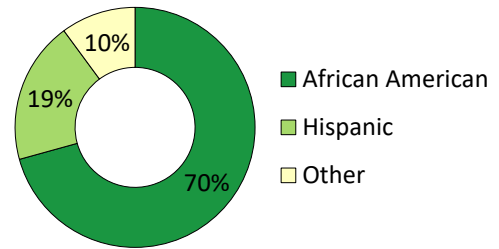
**Oakland Unified School District (OUSD) Alternative Education in partnership with sub-grantee CYO supports youth who live and/or attend school in Oakland with their transition back to school.** Youth are referred by the Alameda County Juvenile Justice Transition Center (JJTC) and are connected to life coaches based on their individual characteristics including race, sex, and language spoken, group associations, and geographic location. Staff work to place youth into an OUSD or Alameda County Office of Education alternative school. Once placed, youth receive ongoing mentoring, crisis intervention, and referrals to wraparound services. Over 80 percent of participants are male and 70 percent are African American.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

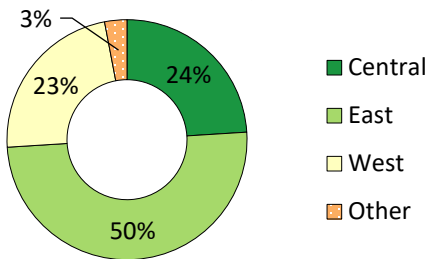
**Gender**



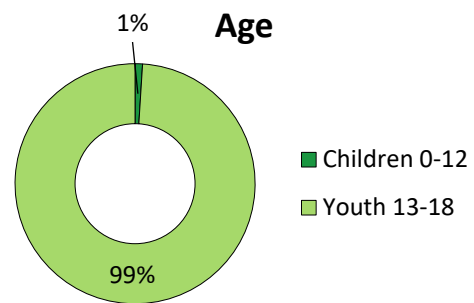
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**1.6**

Average GPA in the school year before receiving services

**75%**

Chronically absent from school in the 12 months before receiving services

**41%**

Suspended from school before receiving services

**41%**

Reported being a victim of violent crime to OPD before receiving services

**83%**

Arrested before receiving services

**42%**

On probation supervision before receiving services

Notes: Oakland Unified School District Alternative Education grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 149 participants who participated over this same period. Rates derived from matching to other data sources are based on the 87 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>2.0</b>	<b>2.1</b>	<b>2.1</b>	<b>1.9</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>77%</b>	<b>46%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**4.3**

Peer support counseling hours

**56.8**

Life coaching hours

## PROGRAM MILESTONES

**88%**

Reenrolled in school



# The Mentoring Center

Participants served: **72**

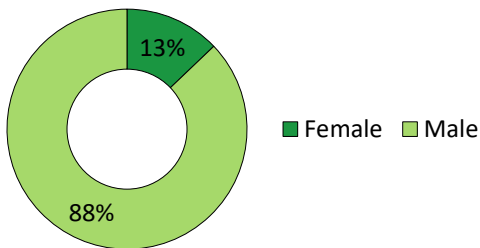
Youth Life Coaching

Grant total: **\$357,000**

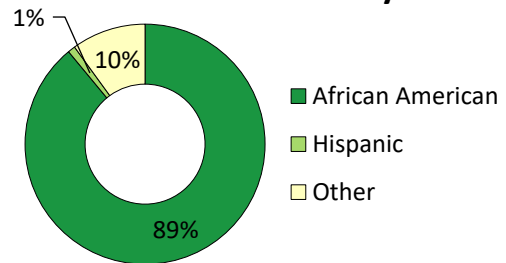
**The Mentoring Center (TMC) offers life coaching services to youth at high risk of engaging in violence.** TMC provides case management and mentoring, which includes developing life maps with youth, facilitating pro-social learning groups, and connecting youth to work experience and employment training. The vast majority of TMC youth life coaching participants are male and African American. TMC's life coaching model draws on its mentoring curriculum, which is designed to encourage character development, cognitive restructuring, and spiritual development and includes life skills, employment, and anger management training. Staff also offer case management and help connect participants to educational assistance, job placement, and referrals for substance abuse counseling and mental health therapy. Beyond individual case management and mentoring, participants receive group-based mentoring.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

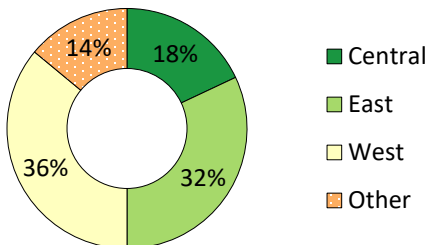
**Gender**



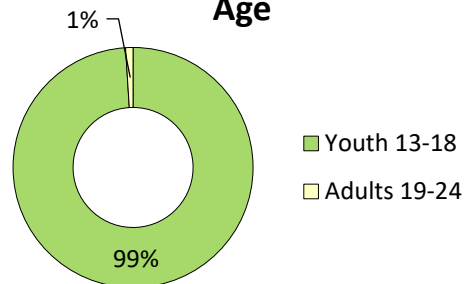
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**1.2**

Average GPA in the school year before receiving services

**67%**

Chronically absent from school in the 12 months before receiving services

**33%**

Suspended from school before receiving services

**20%**

Reported being a victim of violent crime to OPD before receiving services

**94%**

Arrested before receiving services

**69%**

On probation supervision before receiving services

Notes: The Mentoring Center grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 72 participants who participated over this same period. Rates derived from matching to other data sources are based on the 97 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.8</b>	<b>2.6</b>	<b>1.9</b>	<b>1.4</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>86%</b>	<b>47%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**7.8**

Peer support counseling hours

**55.0**

Life coaching hours

## PROGRAM MILESTONES

**83%**

Reenrolled in school

# Youth ALIVE!

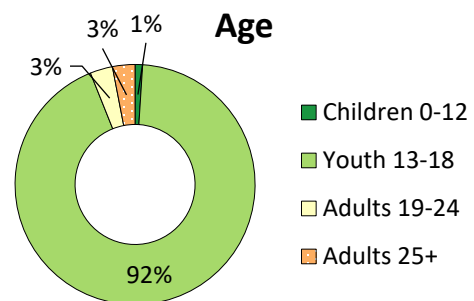
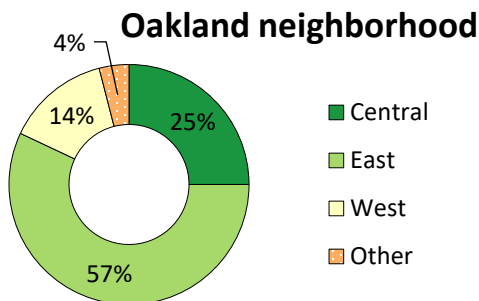
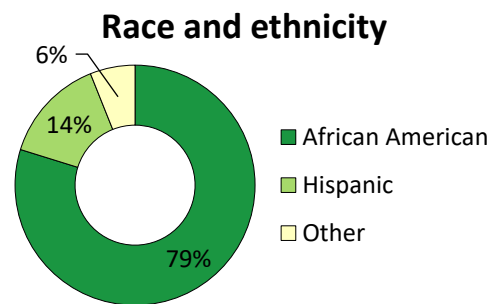
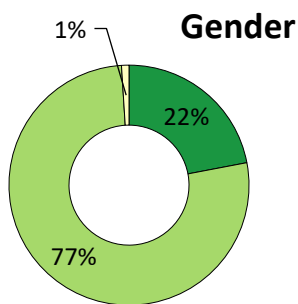
Participants served: **146**

Youth Life Coaching

Grant total: **\$642,600**

**Youth ALIVE!** aims to serve youth at high risk of engaging in violence by connecting them with life coaches who provide mentorship, connect youth to wraparound services, and support youth in meeting their goals. Youth ALIVE! provides intensive life coaching services, with a focus on school placement, probation discharge, and brokering of local support services, as well as group and individual mental health support services. Staff also assess participants' need for substance abuse and mental health counseling and offer clinically supported, gender-specific support groups and links to ongoing mental health services both in-house and through outside referrals. Life coaches are generally men and women who grew up in the communities they serve, including former victims of violence and members of gangs. Nearly 80 percent of Youth ALIVE! participants are African American and over half live in East Oakland.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**1.3**

Average GPA in the school year before receiving services

**73%**

Chronically absent from school in the 12 months before receiving services

**37%**

Suspended from school before receiving services

**34%**

Reported being a victim of violent crime to OPD before receiving services

**80%**

Arrested before receiving services

**49%**

On probation supervision before receiving services

Notes: Youth ALIVE! grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 146 participants who participated over this same period. Rates derived from matching to other data sources are based on the 93 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.9</b>	<b>2.4</b>	<b>1.8</b>	<b>1.6</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>76%</b>	<b>40%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**6.1**

Peer support counseling hours

**49.5**

Life coaching hours

## PROGRAM MILESTONES

**65%**

Reenrolled in school

# Commercially Sexually Exploited Children Intervention

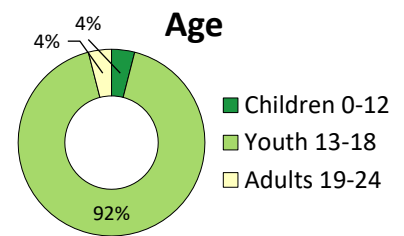
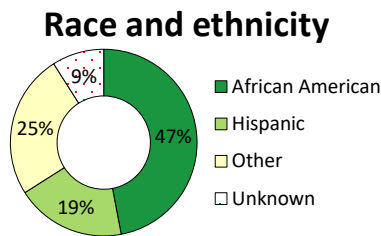
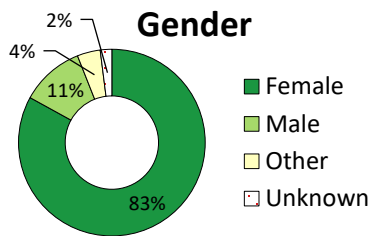
Agencies funded: **3**

Grant total: **\$1,086,210**

Participants served: **683**

The *Commercially Sexually Exploited Children (CSEC)* intervention strategy supports agencies to conduct outreach to youth and provide them with emergency shelter and crisis stabilization services with links to long-term support. CSEC agencies offer distinct types of services to provide a comprehensive system of support for youth, including connections with caring adults, wraparound support, and access to transitional or emergency housing, to promote healing and prevent future victimization. CSEC agencies also provide trainings for law enforcement and other community partners to increase awareness of CSEC issues and interventions. To build a sense of community, CSEC agencies provide opportunities for group services and interactions among peers, and safe spaces for youth such as drop-in centers.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**62%**

Chronically absent from school in the 12 months before receiving services

**21%**

Suspended from school before receiving services

**36%**

Reported being a victim of violent crime to OPD before receiving services

**48%**

Arrested before receiving services

**17%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**8.3**

Peer support counseling hours

**9.2**

Case management hours

**2.8**

Intensive outreach hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.3</b>	<b>1.6</b>	<b>1.2</b>	<b>0.6</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>59%</b>	<b>33%</b>

Notes: Commercially Sexually Exploited Children Intervention grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 683 participants who participated over this same period. Rates derived from matching to other data sources are based on the 76 percent of participants who consented to share their identifying information.

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# Bay Area Women Against Rape

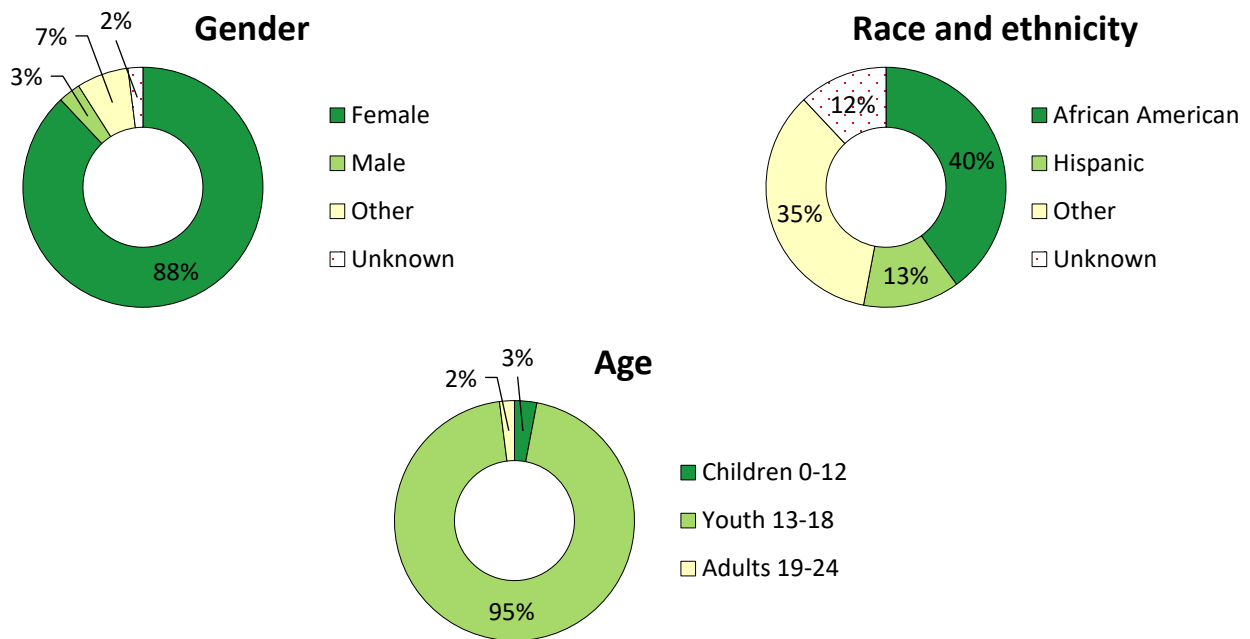
Participants served: **304**

CSEC Intervention

Grant total: **\$260,600**

The *Bay Area Women Against Rape (BAWAR) Sexually Exploited Minors* program offers crisis response services to youth who have been sexually exploited or are at risk of commercial sexual exploitation. BAWAR participants predominately identify as female and come from diverse racial and ethnic backgrounds. BAWAR staff conduct outreach in coordination with multiple community partners, including the Oakland Police Department’s CSEC Special Operations Unit, the Alameda County District Attorney’s Office, The Family Justice Center, Highland Hospital, and the Oakland Unified School District. BAWAR also conducts community trainings and outreach events for local agencies and schools to increase awareness of sexual assault and exploitation. Following outreach, staff provide first responder crisis intervention and stabilization services. Immediate crisis interventions typically last 24 hours, but staff continue to work with youth until they are in a stable situation. Frontline staff, called Sexually Exploited Minor Advocates, also connect youth to local resources.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**1.3**

Average GPA in the school year before receiving services

**75%**

Chronically absent from school in the 12 months before receiving services

**41%**

Suspended from school before receiving services

**44%**

Reported being a victim of violent crime to OPD before receiving services

Notes: Bay Area Women Against Rape grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 304 participants who participated over this same period. Rates derived from matching to other data sources are based on the 74 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>0.5</b>	<b>0.6</b>	<b>0.3</b>	<b>0.3</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>55%</b>	<b>31%</b>

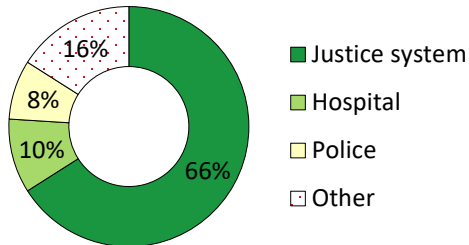
## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**5.6**

Intensive outreach hours

## PROGRAM DETAIL

### Referral sources



**45%**

Referred to mental health and other long-term support services



# DreamCatcher Youth Services

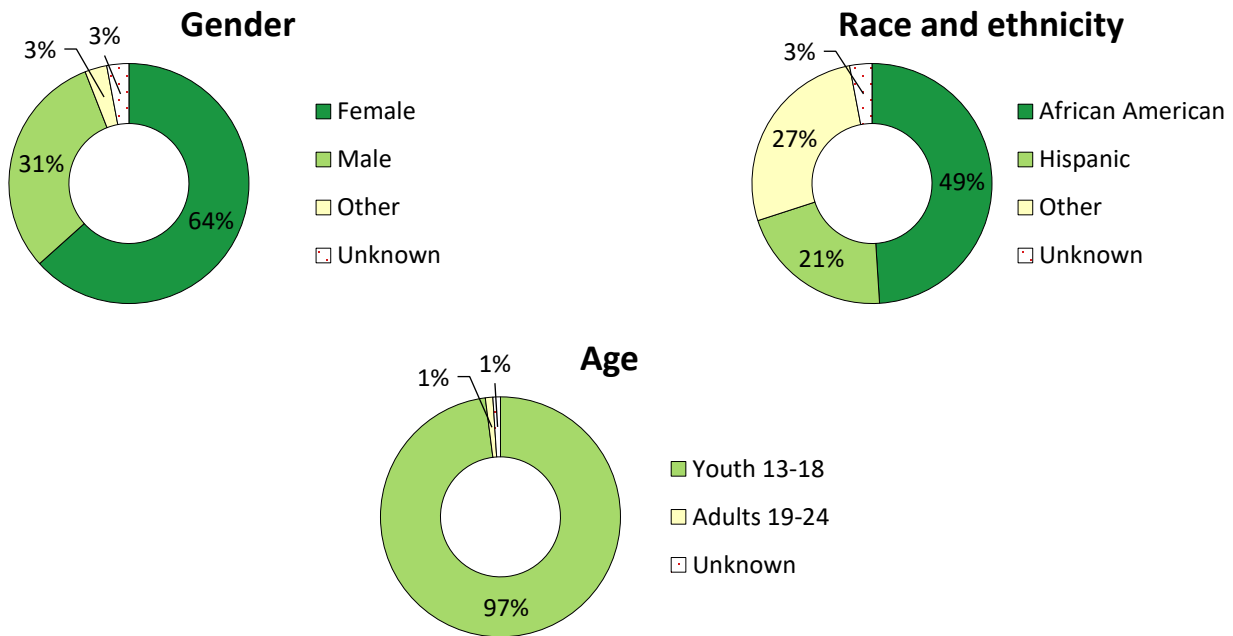
Participants served: **217**

CSEC Intervention

Grant total: **\$440,000**

**DreamCatcher Youth Services (DreamCatcher), a program run by Covenant House California, serves homeless youth in Oakland who are at high risk of commercial sexual exploitation, providing them with emergency shelter, crisis intervention, and stabilization support.** DreamCatcher has a youth homeless shelter with 16 beds, where youth can stay and work individually with case managers who connect them with other programs. Case managers work with youth staying at the shelter or using the drop-in center to develop a plan for securing stable housing and other resources to achieve personal goals. DreamCatcher also offers mental health services and group activities. The agency has a drop-in center where youth can hang out in a safe place, eat a free dinner, and access free hygiene products, basic clothing, and school supplies. The drop-in center also houses a medical clinic and a therapist. Close to two-thirds of participants identified as female, and close to half are African American.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**1.8**

Average GPA in the school year before receiving services

**65%**

Chronically absent from school in the 12 months before receiving services

**13%**

Suspended from school before receiving services

**27%**

Reported being a victim of violent crime to OPD before receiving services

Notes: DreamCatcher Youth Services grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 217 participants who participated over this same period. Rates derived from matching to other data sources are based on the 83 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

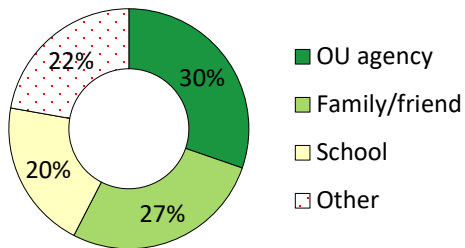
	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>2.0</b>	<b>2.3</b>	<b>1.9</b>	<b>0.4</b>
Total contacts per week	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>64%</b>	<b>30%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>2.5</b>	<b>1.5</b>	<b>14.0</b>	<b>0.1</b>
Group mental health service hours	Social service hours	Case management hours	Intensive outreach hours

## PROGRAM DETAIL

### Referral sources



# Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth

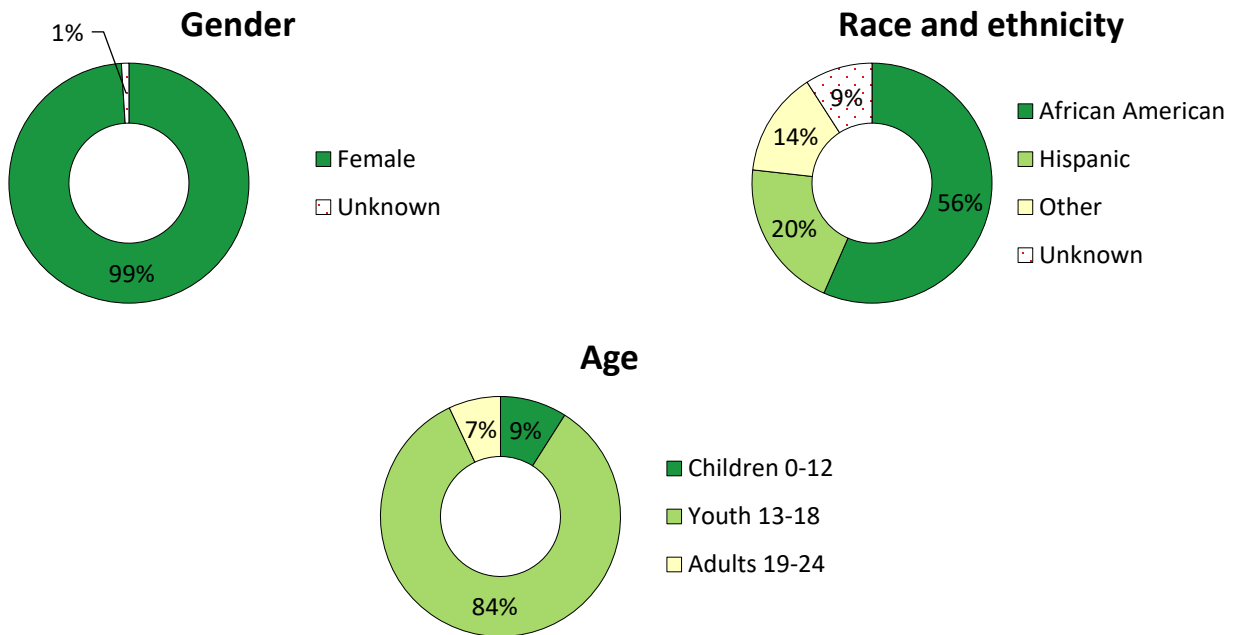
Participants served: **228**

CSEC Intervention

Grant total: **\$385,600**

**Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth (MISSEY)** aims to support sexually exploited youth through a drop-in center that is open five hours per day on weekdays. Almost all MISSEY participants identify as female and over half are African American. MISSEY's drop-in center offers group activities and events for youth as well as a space where youth can spend time during the afternoon and develop positive relationships with peers and adults. Additionally, the drop-in center acts as a crisis response center for youth who need immediate assistance with resource referrals or just need someone to talk to but are not engaging in case management. The drop-in coordinator oversees all programming and also offers support to youth through conversations and help meeting their goals.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**2.0**

Average GPA in the school year before receiving services

**55%**

Chronically absent from school in the 12 months before receiving services

**13%**

Suspended from school before receiving services

**43%**

Reported being a victim of violent crime to OPD before receiving services

Notes: Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 228 participants who participated over this same period. Rates derived from matching to other data sources are based on the 79 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

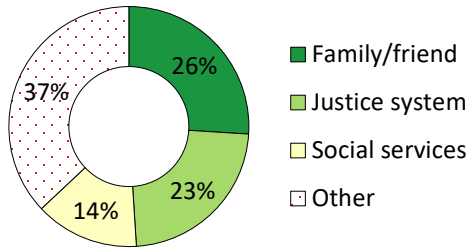
	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.8</b>	<b>2.2</b>	<b>1.4</b>	<b>0.9</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>63%</b>	<b>38%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>22.0</b>	<b>14.3</b>	<b>1.0</b>
Peer support counseling hours	Case management hours	Intensive outreach hours

## PROGRAM DETAIL

### Referral sources



# Family Violence Law Center

Participants served: **3,784**

Family Violence Intervention

Grant total: **\$1,606,500**

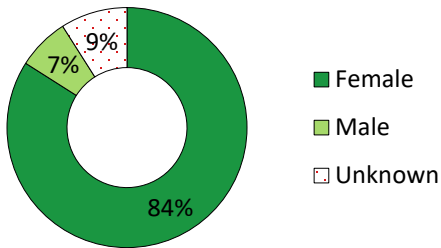
The *Family Violence Law Center (FVLC)* supports individuals experiencing domestic violence and sexual assault through legal services, case management, and support services such as housing and therapy. FVLC aims to support individuals experiencing or at risk of domestic violence and sexual assault in Alameda County. The vast majority of FVLC participants are women, 25 years or older, and people of color. Safety is the primary concern in the short term; once safety is addressed, case managers use an empowerment model that lets participants define their own goals and successes and work toward longer-term safety and stability. The length of participant contact with FVLC varies based on participants' needs. For some, it takes 24 hours to get to a stable situation, for others with short legal cases, it can be three to six months, and for those with more complex legal cases, it can be a year or more.

Participants can be referred from an in-house 24-hour hotline, OPD, other Oakland Unite agencies, and/or walk-in clinics. FVLC provides legal aid and also offers case management, assistance finding shelter and meeting immediate safety needs, and mental health services. FVLC provides family therapy and children under the age of 5 often attend with a parent.

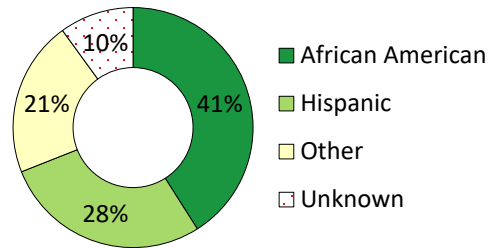
FVLC holds community trainings and outreach events, including trainings for OPD police officers on how to interact with and support victims of family violence.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

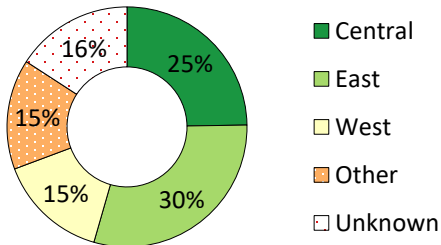
**Gender**



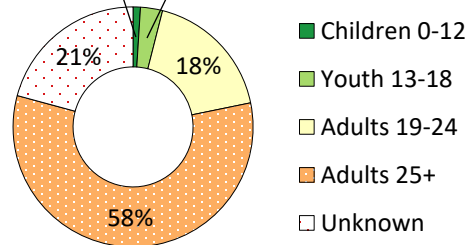
**Race and ethnicity**



**Oakland neighborhood**



**Age**



Notes: Family Violence Law Center grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 3,784 participants who participated over this same period. Rates derived from matching to other data sources are based on the 3 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

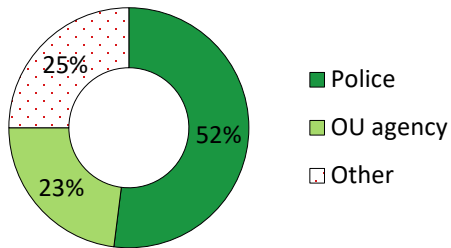
	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>0.4</b>	<b>0.6</b>	<b>0.9</b>	<b>0.2</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>35%</b>	<b>21%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>3.4</b>	<b>0.6</b>	<b>1.2</b>	<b>0.1</b>	<b>2.8</b>	<b>0.9</b>
Legal service hours	Psychotherapy session hours	Intensive care service hours	Housing service hours	Case management hours	Case consultation hours

## PROGRAM DETAIL

### Referral sources



# Homicide Support and Shooting Response

Agencies funded:

3

Grant total:

**\$1,874,250**

Participants served:

**1,838**

**The Homicide Support and Shooting Response strategy** funds agencies supporting two groups affected by gun violence: those who have been the victim of gun violence or serious assault and those who have lost a loved one to gun violence. Agencies funded through this strategy aim to address the immediate basic and social-emotional needs of shooting victims and their families, provide longer-term supports as they recover from injury or loss, and prevent retaliatory violence. The strategy also supports temporary emergency relocation to ensure safety for individuals and families in immediate danger of violence.

## COORDINATION AND COMMUNICATION AMONG CRISIS RESPONSE SUB-STRATEGIES

Homicide support, shooting response, and street outreach agencies work together through Oakland Unite to respond to and prevent violent incidents in Oakland and support those affected by them. Oakland Unite convenes and coordinates network providers and serves as the liaison between the network and law enforcement. Agencies maintain communication to share information and receive information from HSD about violent incidents and threats of retaliation through multiple channels, including weekly coordination meetings organized by HSD.

### *Notification*

A one-way flow of information from the Oakland Police Department to the City of Oakland Human Services Department (HSD) allows HSD to **provide agencies with relevant details about violent incidents**, including priority assessment for retaliation.

### *Shooting Response*

Agencies such as Youth ALIVE!, Caught in the Crossfire, and Violence Interrupters **provide support to victims** at Highland Hospital following a shooting. Community & Youth Outreach **provides emergency temporary relocation** to individuals at immediate risk of lethal gun violence.

### *Homicide Support*

Agencies such as the Youth ALIVE! Khadafy Washington Project and Catholic Charities of the East Bay **provide support to families of homicide victims including funeral planning, linkage to Victims of Crime Assistance, grief counseling and healing circles.**

### *Street Outreach*

Street Outreach workers from Community & Youth Outreach and Building Opportunities for Self-Sufficiency **canvass and walk 'hot spot' areas, organize community events, and make referrals for support services.** Youth ALIVE! violence interrupters **conduct hospital bedside visits and safety assessments, and provide conflict mediation to prevent retaliation.**

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# Youth ALIVE!

Participants served: **514**

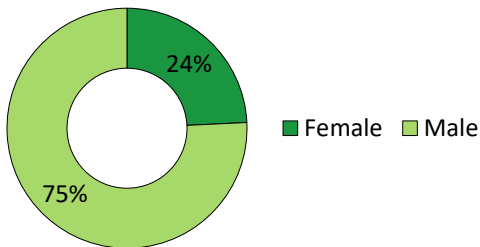
Shooting Response

Grant total: **\$446,250**

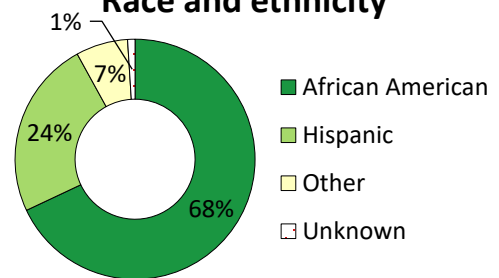
The Caught in the Crossfire program at *Youth ALIVE!* provides intensive outreach and case management to individuals in Oakland who have been treated for violent injuries at Highland Hospital, Children’s Hospital, and Eden Medical Center. Intervention specialists engage victims of gun violence and establish a connection and trusting relationship with them, provide emotional support, and address any immediate needs, such as relocation. In the hospital, staff review the incident with the participant, assess the risk of retaliation, and develop a plan to stay safe following discharge. Staff follow up with clients after they have been discharged from the hospital to provide further support, and work in tandem with Youth ALIVE! violence interrupters and participants’ families and associates to prevent retaliatory violence. Over three-quarters of participants are male, and over two-thirds are African American.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

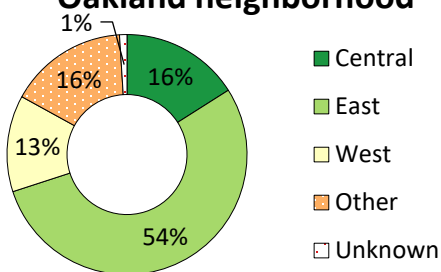
**Gender**



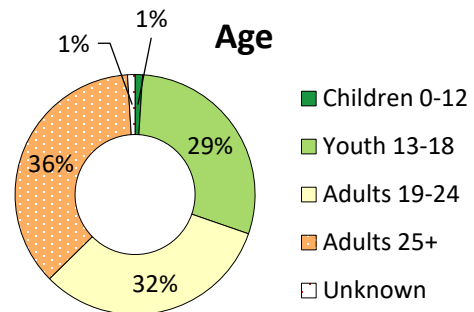
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**64%**

Reported being a victim of violent crime to OPD before receiving services

**48%**

Arrested before receiving services

**21%**

On probation supervision before receiving services

Notes: Youth ALIVE! grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 514 participants who participated over this same period. Rates derived from matching to other data sources are based on the 54 percent of participants who consented to share their identifying information.

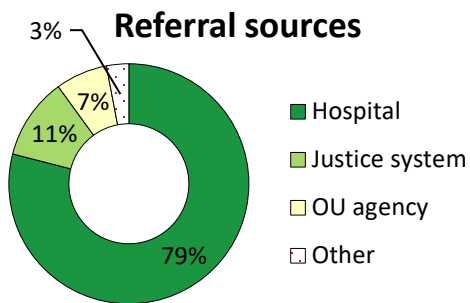
## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.2</b>	<b>1.4</b>	<b>1.1</b>	<b>0.9</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>46%</b>	<b>19%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

<b>14.0</b>	<b>3.2</b>	<b>0.9</b>
Case management hours	Individual mental health service hours	Intensive outreach hours

## PROGRAM DETAIL



# Catholic Charities of the East Bay

Participants served: **1,261**

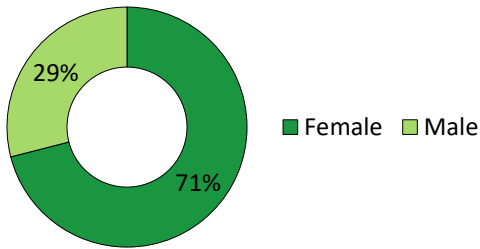
Homicide Support

Grant total: **\$1,071,000**

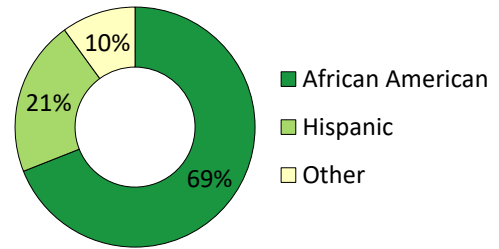
**Catholic Charities of the East Bay (CCEB), in partnership with subgrantee Youth ALIVE! and its Khadafy Washington Project, provides intensive outreach and mental health services to those directly affected by homicide in Oakland.** Youth ALIVE! staff assist families with funeral or vigil planning and costs, Victim of Crime applications, and other immediate needs in the days or weeks following a homicide. Families, friends, classmates, and other individuals can access CCEB to receive grief, trauma, and crisis counseling. CCEB also offers relocation support through the Victims of Crime assistance program to reduce the risk of exposure to additional violence if participants are in immediate risk. The individuals receiving services are typically female and people of color.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

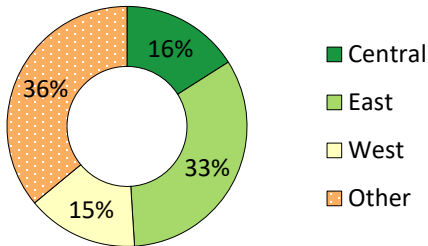
**Gender**



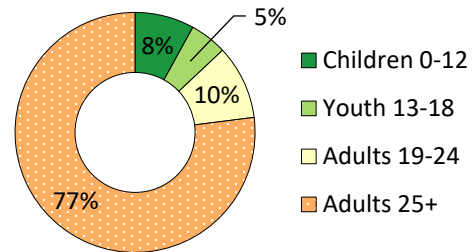
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**35%**

Reported being a victim of violent crime to OPD before receiving services

Notes: Catholic Charities of the East Bay grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 1,261 participants who participated over this same period. Rates derived from matching to other data sources are based on the 12 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.6</b>	<b>1.9</b>	<b>0.3</b>	<b>0.1</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>41%</b>	<b>27%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

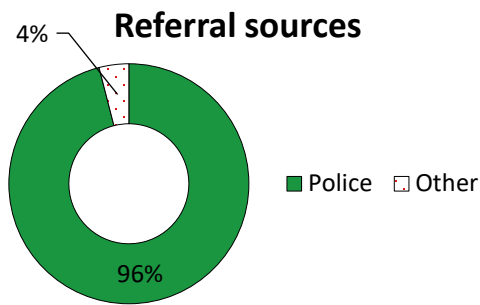
**2.3**

Individual mental health service hours

**3.5**

Intensive outreach hours

## PROGRAM DETAIL



**194**

Funeral services, quiet hours, and community healing events

# Community & Youth Outreach

Participants served: **66**

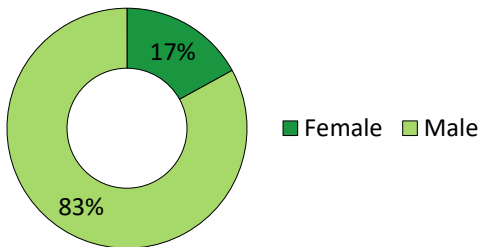
Shooting Response

Grant total: **\$357,000**

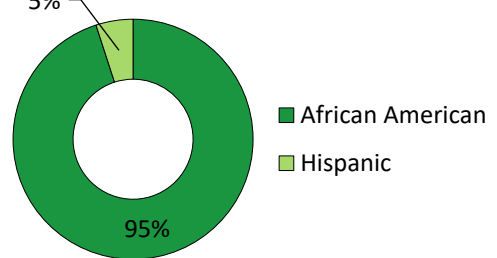
The *Community & Youth Outreach (CYO)* relocation support team works with people in immediate risk of injury or death to assist them and their families with services for temporary emergency relocation. Individuals may be referred by law enforcement or Oakland Unite partners, including other agencies working in the shooting/homicide response sub-strategy. Services begin with an initial meeting with the participant, the person referring the individual, and the relocation support team. Participants receive financial support for their relocation, assistance identifying safe places outside their area of immediate risk, and connections to other services such as mental health supports. In rare cases, CYO also supports permanent relocation to another area to reduce the risk of subsequent violence. Over 80 percent of participants are male, and 95 percent are African American.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

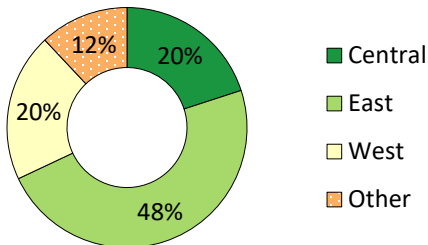
**Gender**



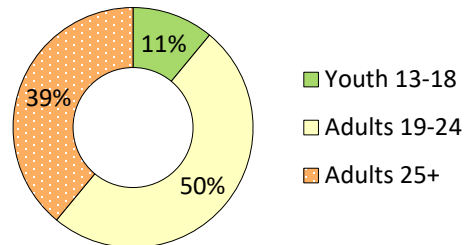
**Race and ethnicity**



**Oakland neighborhood**



**Age**



## RISK FACTORS

**74%**

Reported being a victim of violent crime to OPD before receiving services

**69%**

Arrested before receiving services

**49%**

On probation supervision before receiving services

Notes: Community & Youth Outreach grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 66 participants who participated over this same period. Rates derived from matching to other data sources are based on the 53 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.9</b>	<b>2.1</b>	<b>1.1</b>	<b>0.8</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>35%</b>	<b>6%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

### 9.7

Case management  
hours

# Street Outreach

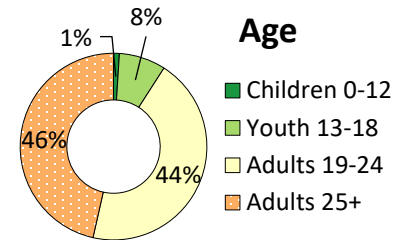
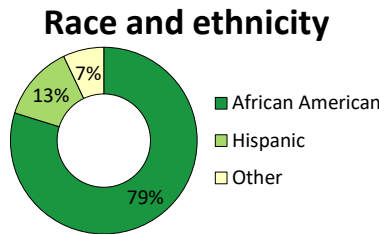
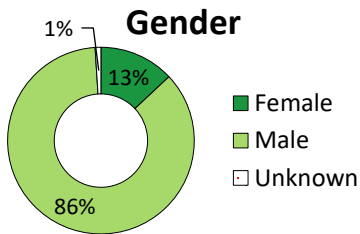
Agencies funded: **2**

Grant total: **\$3,899,300**

Participants served: **707**

The *street outreach* strategy aims to reduce retaliatory violence by helping high-risk youth and young adults mediate conflict. Street outreach approaches are designed to interrupt violence before it happens or to prevent incidents of retaliation following a violent event. Street-based outreach workers and violence interrupters aim to create meaningful relationships with community members. Community outreach workers maintain a consistent presence in communities with the highest violent crime rates in order to send a message of nonviolence and build relationships with youth and young adults and their families. Violence interrupters help mediate hostile situations, including by being present at the hospital directly following a violent crime.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**98%**

Had peer/family shot or seriously injured before receiving services

**25%**

Reported being a victim of violent crime to OPD before receiving services

**46%**

Arrested before receiving services

**30%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS AND TOTAL PROGRAM SERVICES

**10.8**

Intensive outreach hours

**1,377**

Total street outreach walks and events

**466**

Total conflict mediations

**19**

Total social and community events

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>2.4</b>	<b>2.6</b>	<b>1.1</b>	<b>0.6</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>50%</b>	<b>11%</b>

Notes: Street Outreach grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 707 participants who participated over this same period. Rates derived from matching to other data sources are based on the 96 percent of participants who consented to share their identifying information.

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# Building Opportunities for Self-Sufficiency

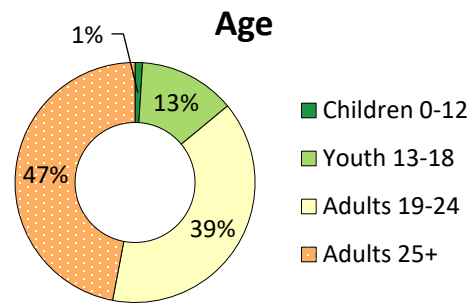
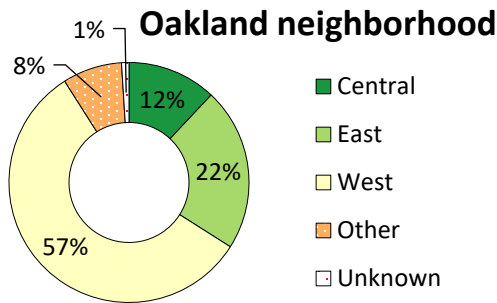
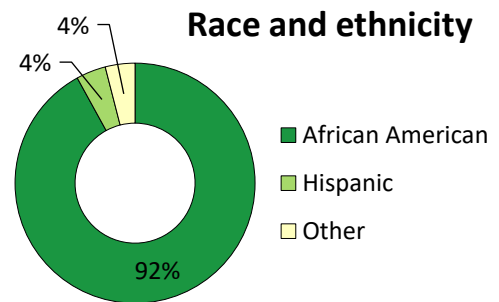
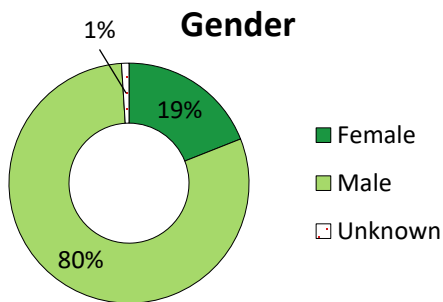
Participants served: **201**

Street Outreach

Grant total: **\$1,079,000**

**Building Opportunities for Self-Sufficiency (BOSS) provides conflict mediation and outreach services to high-risk youth and adults in West Oakland.** BOSS street outreach staff conduct general outreach activities, such as night walks every weekend around target areas and intensive outreach with individuals at greatest risk of engaging in violence. In addition, street outreach staff collaborate with the West Oakland violence interrupters at Youth ALIVE! (a subgrantee to BOSS) to share knowledge of violent incidents in the area and coordinate an approach to new mediations. Both agencies rely on skilled outreach workers who have connections to and understand the community they serve. Over 90 percent of participants are African American, and almost 60 percent are from West Oakland, though over a third of participants come from East or Central Oakland.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**94%**

Had peer/family shot or seriously injured before receiving services

**18%**

Reported being a victim of violent crime to OPD before receiving services

**30%**

Arrested before receiving services

**15%**

On probation supervision before receiving services

Notes: Building Opportunities for Self-Sufficiency grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 201 participants who participated over this same period. Rates derived from matching to other data sources are based on the 96 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>3.1</b>	<b>3.2</b>	<b>2.3</b>	<b>0.2</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>26%</b>	<b>11%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

### 5.4

Intensive outreach hours

## PROGRAM SERVICES

**385**

Total street outreach walks and events

**107**

Total conflict mediations

**10**

Total social and community events

# Youth ALIVE!

Participants served: **467**

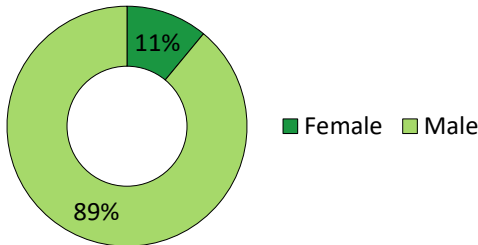
Street Outreach

Grant total: **\$2,820,300**

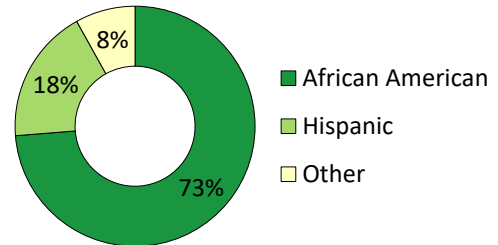
**Youth ALIVE!**, in partnership with subgrantee **CYO**, works to reduce street and retaliatory violence by **interrupting and mediating conflicts**. Youth ALIVE! offers intensive outreach to high-risk participants in target areas in Central and East Oakland, and conducting general outreach in high-crime areas. Youth ALIVE! violence interrupters mediate between hostile groups to negotiate truces and are on call to address immediate safety issues in their communities. CYO street outreach workers conduct general outreach activities, such as night walks every weekend around target areas, and intensive outreach with individuals at greatest risk of engaging in violence. Staff from the two agencies share knowledge of violent incidents in the area and coordinate an approach to new mediations. Over 70 percent of participants come from Central and East Oakland, and over 70 percent are African American.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

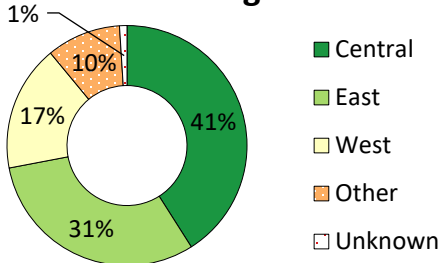
### Gender



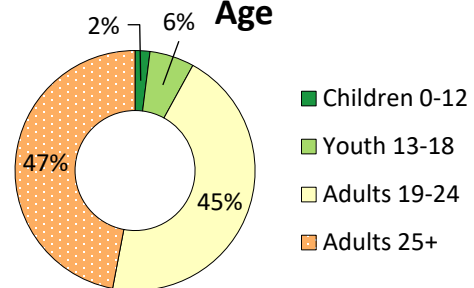
### Race and ethnicity



### Oakland neighborhood



### Age



## RISK FACTORS

**99%**

Had peer/family shot or seriously injured before receiving services

**27%**

Reported being a victim of violent crime to OPD before receiving services

**52%**

Arrested before receiving services

**37%**

On probation supervision before receiving services

Notes: Youth ALIVE! grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 467 participants who participated over this same period. Rates derived from matching to other data sources are based on the 96 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>2.1</b>	<b>2.4</b>	<b>1.0</b>	<b>0.7</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>64%</b>	<b>12%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**13.7**

Intensive outreach hours

## PROGRAM SERVICES

**992**

Total street outreach walks and events

**359**

Total conflict mediations

**9**

Total social and community events

# Innovation Fund

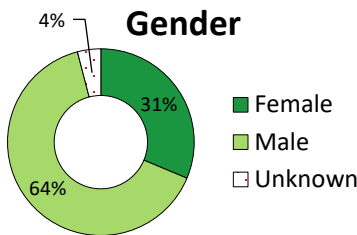
Agencies funded: **2** Grant total: **\$714,000** Participants served: **242**

The *Innovation Fund* provides seed funding to encourage and support the development of new and promising violence prevention programs or practices that are outside of the scope of the other Oakland Unite strategies. The Innovation Fund supports two agencies offering very different types of services and program models:

1. *Community Works West* offers pretrial diversion services to youth referred directly from law enforcement, providing them with outreach and case management as part of a restorative justice diversion model.
2. *Seneca Family of Agencies* supports school-wide adoption of a trauma-informed education model in two Oakland schools. Staff provide mental health services to students but also support school staff and parents more broadly.

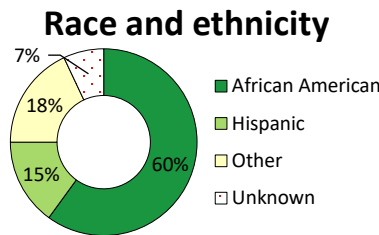
Staff from both of these agencies demonstrate an understanding of complex traumatic events that may influence youth behavior, and work to integrate diverse stakeholders into the process. Agency staff work through challenging events alongside youth and their families using goal-oriented frameworks that draw on principles like restorative justice and social-emotional learning.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



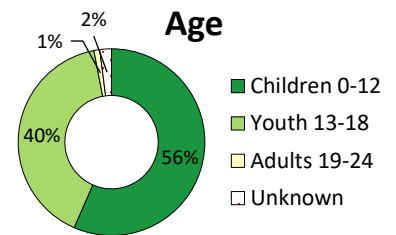
**1.7**

Average GPA in the school year before receiving services



**38%**

Chronically absent from school in the 12 months before receiving services



**21%**

Suspended from school before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**9.8**

Group mental health service hours

**4.7**

Case management hours

**1.6**

Intensive outreach hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.0</b>	<b>1.1</b>	<b>1.0</b>	<b>0.7</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>70%</b>	<b>29%</b>

Notes: Innovation Fund grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 242 participants who participated over this same period. Rates derived from matching to other data sources are based on the 80 percent of participants who consented to share their identifying information.

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# Community Works West

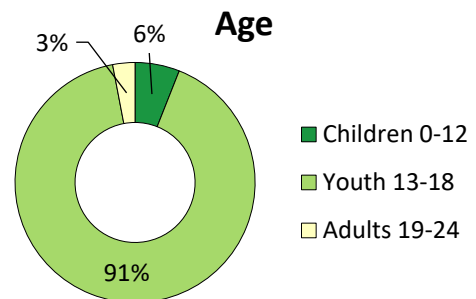
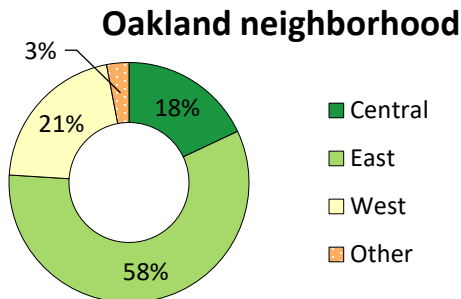
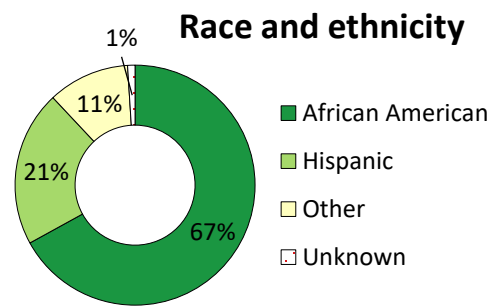
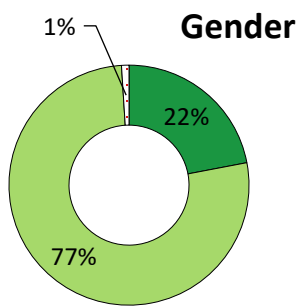
Participants served: **96**

Innovation Fund

Grant total: **\$357,000**

**Community Works West (CWW) provides pretrial diversion services to youth who have been arrested and are in danger of being charged with a high-level misdemeanor or low-level felony offense.** Following an arrest, youth are referred by the arresting officer or the Alameda County District Attorney's office to CWW, where they receive restorative justice services rather than going through the juvenile justice system. Restorative justice services include one-on-one case management that supports youth in developing and completing a restorative plan, which is agreed to during a community case conference with the victim. The program's goal is to help young people be accountable for crimes and develop empathy for those impacted. The program also aims to help the victims engage in a dialogue around healing. Over three-quarters of participants are male, and over two-thirds are African American.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**1.6**

Average GPA in the school year before receiving services

**57%**

Chronically absent from school in the 12 months before receiving services

**42%**

Suspended from school before receiving services

**24%**

Reported being a victim of violent crime to OPD before receiving services

**73%**

Arrested before receiving services

Notes: Community Works West grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 96 participants who participated over this same period. Rates derived from matching to other data sources are based on the 61 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>	<b>0.8</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>91%</b>	<b>31%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

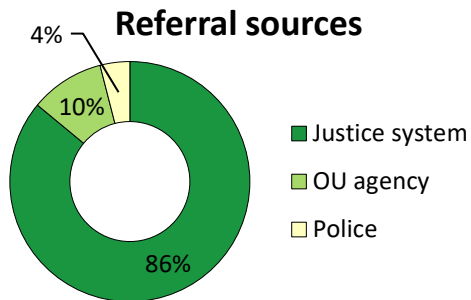
**11.8**

Case management  
hours

**4.0**

Intensive outreach  
hours

## PROGRAM DETAIL





# Seneca Family of Agencies

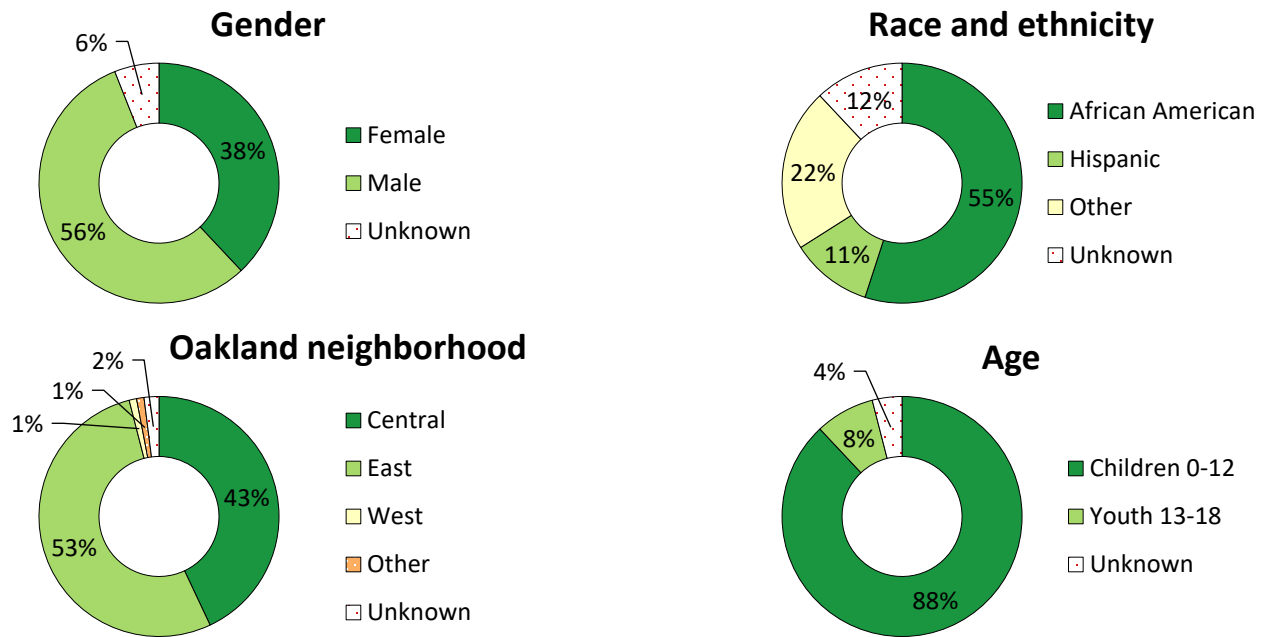
Participants served: **146**

Innovation Fund

Grant total: **\$357,000**

**Seneca Family of Agencies** supports school-wide adoption of a trauma-informed education model at two OUSD schools in East Oakland where a high share of children are exposed to trauma—**Horace Mann Elementary School and Elmhurst Community Prep (a middle school)**. The Seneca service team is integrated into the school community to provide support to students and families and train school staff on how to identify and address trauma. Children in need of additional support are referred to a school coordination of services team that develops a plan to help address students' needs. Depending on their level of trauma, children receive individual therapy or participate in therapeutic support groups run by Seneca. Those receiving services are predominantly children under the age of 12, who come from Central and East Oakland.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## RISK FACTORS

**2.0**

Average GPA in the school year before receiving services

**29%**

Chronically absent from school in the 12 months before receiving services

**10%**

Suspended from school before receiving services

Notes: Seneca Family of Agencies grant total covers January 1, 2016 through June 30, 2019. Participant demographic data is based on the 146 participants who participated over this same period. Rates derived from matching to other data sources are based on the 92 percent of participants who consented to share their identifying information.

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service	Weekly service intensity following participant's 6th month of service
Total hours per week	<b>1.1</b>	<b>1.2</b>	<b>1.2</b>	<b>0.7</b>
Total contacts per week	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>56%</b>	<b>27%</b>

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**16.2**

Group mental health service hours

## PROGRAM SERVICES

**207**

Total events

**69**

Total community events

**137**

Total community training events

## Community Asset Building

Agencies funded: **3**

Grant total: **\$1,742,650**

**The *community asset building* strategy has the broad aim of changing norms about violence through strengthening communities.** Within the strategy are two sub-strategies with diverse goals: community engagement and training and technical assistance. Both are led by the City of Oakland's Human Services Department (HSD) in collaboration with other partners.

The community engagement sub-strategy supports several approaches to strengthening communities, including creating safe spaces for community members in high-crime neighborhoods to convene and interact, providing holiday support for many families, and building the capacity of local leaders. Community engagement is detailed further in a following profile.

The training and technical assistance sub-strategy supports the Oakland Unite grantee network in serving participants effectively through various approaches, including certification opportunities in life coaching and career development, network-wide trainings for grantee staff, peer learning communities, one-on-one agency support, and employment engagement events. Training and technical assistance is detailed further in a following profile.

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# Community Engagement

Grant total: **\$862,650**

The *community engagement* sub-strategy supports the coordination of events and capacity building efforts to **boost community engagement, develop leadership skills, and create safe spaces within high-crime neighborhoods in East and West Oakland**. The sub-strategy is led by the City of Oakland’s Human Services Department (HSD) in collaboration with other partners, including Oakland Parks, Recreation & Youth Development; Alameda County Public Health Department; and faith-based community organizations.

## FRIDAY SUMMER NIGHTS

Friday Summer Nights offers weekly community events during the summer featuring free food, games, and entertainment to encourage community members to reclaim public spaces that have been considered unsafe and for reducing crime. Events are held on six consecutive Friday nights from 6 to 9 pm, July through August. The program, which has operated since 2011, is also known as Peace at the Park in East Oakland and Friday Night Live in West Oakland.

HSD employs a group of youth, referred to as the “Youth Squad,” to coordinate these events for ten-weeks each summer. Two part-time staff are also employed to train and supervise the Youth Squad. Youth Squad members participate in weekly workshops on topics such as leadership development, community building, and violence prevention. Youth Squad Leaders are referred through life coaching and street outreach agencies or community outreach.

## HOLIDAY SUPPORT

The community engagement sub-strategy provides support to families during the holiday season. With the help of faith-based partners, families of life coaching participants with the greatest need receive turkey dinners and food baskets for Thanksgiving and presents for the Christmas holiday. In addition, community engagement staff help distribute toys donated through the annual Mayor’s Toy Drive to families in Oakland.

## CITY-COUNTY NEIGHBORHOOD INITIATIVE

The goal of the *City-County Neighborhood Initiative* is to provide community leaders with the skills to promote change in their communities. Community leaders in the neighborhoods of Sobrante Park and Hoover Foster identify relevant issues they want to address and receive training from three community capacity builders, two of which are funded through Oakland Unite. The initiative also participates in community activities and events such as MLK Day of Service, Juneteenth Celebration, and Health Fair. The program is a partnership between Oakland Unite and Alameda County Public Health Department, which provides staffing and funding for leadership development.

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# Training and Technical Assistance

Grant total: **\$880,000**

**To facilitate collaboration, Oakland Unite regularly convenes network wide trainings for agencies to share information on best practices, discuss referrals, and troubleshoot challenges.** Since 2016, Oakland Unite has also funded a multicomponent grantee training and technical assistance program coordinated by contractors that are competitively selected (Bright Research Group and Pathways Consultants). Training and technical assistance include the following:

## CERTIFICATION OPPORTUNITIES IN LIFE COACHING AND CAREER DEVELOPMENT

The life coaching certification fellowship is a nine-month program for Oakland Unite grantees.

## NETWORK-WIDE TRAININGS FOR GRANTEE STAFF

Available to staff in all Oakland Unite grantee agencies, trainings aim to increase access to information and skill development in areas of need. Training topics have included street outreach and conflict mediation, harm reduction for service providers and program managers, management practices for self-care, surviving compassion fatigue, and motivational interviewing.

## PEER LEARNING COMMUNITIES

Oakland Unite supports several opportunities for grantees throughout the network to learn from one another. Fellows selected for the supervision learning community and motivational interviewing learning communities deepen their application, skills, and confidence using supervision and motivational interviewing approaches. Participants receive training, coaching, skill-based application, and feedback from an expert instructor.

## ONE-ON-ONE AGENCY SUPPORT

Oakland Unite technical assistance contractors provide individualized support primarily focused on organizational development and job development, as needed, to Oakland Unite grantees. Topics have included budget and financial review, organizational chart and model review, communication and development of board members, and employer engagement and recruitment.

## EMPLOYER ENGAGEMENT EVENTS

These events bring sector-specific employers together with employment-focused grantees for business tours, and other events aimed to facilitate relationship building between employers and grantee staff and sharing of information about workforce opportunities. In addition, job huddles allow Oakland Unite EESS grantees to learn more about specific sectors and their pathways.

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## Profile Measure Definitions

### Strategy and agency level measures

- **Agencies funded** – The number of agencies funded through Oakland Unite during the specified grant cycle. (*Source*: City of Oakland Human Services Department)
- **Grant total** – The total amount of grant funding from Oakland Unite for the specified grant cycle. (*Source*: City of Oakland Human Services Department)
- **Participants served** – The total number of participants served by an Oakland Unite funded agency, during the specified period (see profile or table footnotes). (*Source*: Oakland Unite agency data)
- **Percentage of budget used for participant support** – For agencies that dedicate a significant part of their grant budgets to wages, financial support, or incentives for participants, we show the percentage of the agency’s budget used for participant payments based on the agency’s budget for the specified grant cycle. Agencies are not typically allowed to shift funds from these line items, though a small number of agencies had unspent funds during the period. Agencies are required to secure a 20 percent match to Oakland Unite funds, and many match a larger percentage and apply those funds to financial transfers to participants. (*Source*: City of Oakland Human Services Department)

### Participant characteristics and risk factors

- **Age** – Participant age is recorded by agencies as of first date of service. Age categories are: children age 0 to 12, youth age 13 to 18, adults age 19 to 24, and adults age 25 or older. Observations without birth date information are coded as age unknown. (*Source*: Oakland Unite agency data)
- **Consent rate** – Data points that rely on linking Oakland Unite agency data to other administrative databases are based only on participants who consented to share their personally identifying information for the purposes of the evaluation. Each agency’s consent rate appears at the bottom of their profile’s first page. (*Source*: Oakland Unite agency data)
- **Gender** – The percent of participants identifying as female, male, or other (includes transgender participants and participants with gender listed as “other”). Participants with no gender recorded are marked as gender unknown. (*Source*: Oakland Unite agency data)
- **Race and ethnicity** – The percent of participants identifying as African American, Hispanic, or other race/ethnicity. Other includes Asian, White, Pacific Islander, Alaskan Native, and American Indian. If no race or ethnicity is recorded, participant race and ethnicity is marked as unknown. (*Source*: Oakland Unite agency data)
- **Oakland neighborhood** – Using home zip codes, we grouped participants into regions of Oakland. Home ZIP codes falling outside of Oakland city limits were classified as other. If participant ZIP code data was not reported, we show the region as unknown. (*Source*: Oakland Unite agency data)

- **Arrested before receiving services** – The percentage of consenting participants who were arrested prior to enrollment in Oakland Unite services. This measure combines information on arrests from the Oakland Police Department, which includes arrests that occurred within the City of Oakland since 2006, and the Alameda County Probation Department, which includes arrests that occurred in Alameda County (including the City of Oakland), since 2010. The ACPD data includes information on arrests for juveniles, but only includes conviction information for adults. Therefore, the measure will slightly undercount the percentage of adults arrested prior receiving services. (*Source:* Oakland Police Department, Alameda County Probation Department data)
- **Average GPA in the school year before receiving services** – The average grade point average (GPA) for consenting participants who were enrolled in the Oakland Unified School District or Alameda County Office of Education in the school year prior to enrollment in Oakland Unite services. Only youth in middle and high school have recorded GPAs. (*Source:* Oakland Unified School District, Alameda County Office of Education)
- **Chronically absent from school in the 12 months before receiving services** – The percent of consenting participants who were enrolled in the Oakland Unified School District or Alameda County Office of Education in the 12 months prior to enrollment in Oakland Unite services that were chronically absent from school, defined as missing 10 percent or more of school days during that period. (*Source:* Oakland Unified School District, Alameda County Office of Education)
- **Family or friend of homicide victim** – The percentage of participants who reported being a family or friend of a homicide victim. This information is collected during intake by Oakland Unite agency staff. (*Source:* Oakland Unite agency data)
- **Had peer/family shot or seriously injured before receiving services** – The percentage of participants who reported having a peer or family member shot or seriously injured by gun violence. This information is collected during intake by Oakland Unite agency staff. (*Source:* Oakland Unite agency data)
- **Percentage of school-aged youth enrolled in school before receiving services** – The percentage of consenting participants who were enrolled in the Oakland Unified School District or Alameda County Office of Education in the 12 months prior to enrollment in Oakland Unite services. (*Source:* Oakland Unified School District, Alameda County Office of Education)
- **On probation supervision before receiving services** – The percentage of consenting participants who were on formal probation supervision since 2010, prior to enrolling in Oakland Unite. The data include both juvenile and adult probation records. (*Source:* Alameda County Probation Department)
- **Suspended from school before receiving services** – The percentage of participants who were enrolled in the Oakland Unified School District or Alameda County Office of Education in the 12 months prior to enrollment in Oakland Unite services and who were

suspended from school during that period. (*Source*: Oakland Unified School District, Alameda County Office of Education)

- **Reported being a victim of violent crime to OPD before receiving services** – The percentage of consenting participants who reported being the victim of a violent crime or assault since 2006, prior to enrolling in Oakland Unite. Violent incidents include homicide, rape, robbery, assault, offenses against the family and children, prostitution, or sex offenses. (*Source*: Oakland Police Department)
- **Victim of violent injury (agency reported)** – The percentage of participants who were a victim of a violent injury. This information is collected during intake by Oakland Unite agency staff. (*Source*: Oakland Unite agency data)

### Program characteristics and milestones

- **Job placement** – The percentage of participants placed in a job following participation in program activities such as paid transitional employment/work experience. (*Source*: Oakland Unite agency data)
- **Job retention (30-day)** – The percentage of participants who reported being placed in a job following participation in program activities such as paid transitional employment/work experience and retaining the job for at least 30 days. (*Source*: Oakland Unite agency data)
- **Job retention (90-day)** – The percentage of participants who reported being placed in a job following participation in program activities such as paid transitional employment/work experience and retaining the job for at least 90 days. (*Source*: Oakland Unite agency data)
- **Job retention (180-day)** – The percentage of participants who reported being placed in a job following participation in program activities such as paid transitional employment/work experience and retaining the job for at least 180 days. (*Source*: Oakland Unite agency data)
- **Percentage of participants touched by the Ceasefire message** – The percentage of consenting participants appearing in Ceasefire records; this percentage is independent of Ceasefire referrals, which are entered by agencies. (*Source*: Oakland Unite agency and Ceasefire data)
- **Reenrolled in school** – The percentage of school-aged youth who reported reenrolling in school following participation in Oakland Unite. (*Source*: Oakland Unite agency data)
- **Referral sources** – Referral sources, as entered by agencies. When not specified, “other” referral sources may include any of the following: justice system, another OU agency, self/walk-in, school, family/friend, hospital, police, outreach, social services, Ceasefire, or other/unknown source. (*Source*: Oakland Unite agency data)
- **Referred to mental health and other long-term support services** – The percentage of participants referred by the Oakland Unite agency to mental health or other long-term support services. (*Source*: Oakland Unite agency data)
- **Total community events** – The number of community events provided by an Oakland Unite agency. (*Source*: Oakland Unite agency data)

- **Total community training events** – The number of community training events provided by Seneca Family of Agencies. (*Source:* Oakland Unite agency data)
- **Total conflict mediations** – The number of total conflict mediations provided by an Oakland Unite agency. (*Source:* Oakland Unite agency data)
- **Total social and community events** – The number of social and community events provided by an Oakland Unite agency. (*Source:* Oakland Unite agency data)
- **Total street outreach walks and events** – The number of street outreach walks and events provided by an Oakland Unite agency. (*Source:* Oakland Unite agency data)
- **Work experience – percent of all participants** – The percentage of all participants with at least one hour of work experience. (*Source:* Oakland Unite agency data)
- **Work experience – average hour of work experience** – The average number of hours of work experience for all participants with at least one hour of work experience. (*Source:* Oakland Unite agency data)
- **Work placement – percent of all participants** – The percentage of all participants with any work placement. (*Source:* Oakland Unite agency data)

### Average service hours

Average service hours represent the total number of hours each participant received for a given agency or strategy. Average service hours are shown for the following types of services:

- **Basic education training hours** – The average number of hours per participant of basic education training provided by Civicorps. (*Source:* Oakland Unite agency data)
- **Case consultation hours** – The average number of hours per participant of case consultation provided by Family Violence Law Center. (*Source:* Oakland Unite agency data)
- **Case management hours** – The average number of hours per participant of case management services provided by an agency. (*Source:* Oakland Unite agency data)
- **Group mental health service hours** – The average number of mental health service hours per participant provided in a group setting. (*Source:* Oakland Unite agency data)
- **Group work experience hours** – The average number of work experience hours per participant provided in a group setting. (*Source:* Oakland Unite agency data)
- **Housing service hours** – The average number of housing service hours per participant provided by Family Violence Law Center. (*Source:* Oakland Unite agency data)
- **Individual mental health service hours** – The average number of individual mental health service hours per participant provided by an Oakland Unite agency. (*Source:* Oakland Unite agency data)
- **Individual work experience hours** – The average number of individual work experience hours per participant provided by an Oakland Unite agency. Agencies vary in how they report work experience – some record hours as “individual” while others report “group” hours based on program design. (*Source:* Oakland Unite agency data)

- **Intensive care service hours** – The average number of intensive care service hours per participant provided by Family Violence Law Center. (*Source:* Oakland Unite agency data)
- **Intensive outreach hours** - The average number of intensive outreach hours per participant provided by an Oakland Unite agency. (*Source:* Oakland Unite agency data)
- **Legal service hours** – The average number of legal service hours per participant provided by Family Violence Law Center. (*Source:* Oakland Unite agency data)
- **Life coaching hours** – The average number of life coaching hours per participant provided by an Oakland Unite agency. (*Source:* Oakland Unite agency data)
- **Life skills/pre-employment training hours** – The average number of life skills and pre-employment training hours per participant provided by an Oakland Unite agency. (*Source:* Oakland Unite agency data)
- **Other service hours** – The average number of other service hours per participant provided by Dreamcatchers. (*Source:* Oakland Unite agency data)
- **Peer support counseling hours** – The average number of peer support counseling hours per participant provided by an Oakland Unite agency. (*Source:* Oakland Unite agency data)
- **Psychotherapy session hours** – The average number of psychotherapy session hours per participant provided by Family Violence Law Center. (*Source:* Oakland Unite agency data)
- **Social service hours** – The average number of social service hours per participant provided by Dreamcatchers. (*Source:* Oakland Unite agency data)

### Average service intensity

Average service intensity tables show the average weekly service hours and contacts received for all participants. Additionally, average weekly service hours and contacts are further broken out for all participants' first month of service, for all participants' second through sixth months of service, and for all weeks following a participant's sixth month of service.

- **Percent of all participants** – Percentage of all participants receiving at least 1 hour of services falling into each monthly breakout. (*Source:* Oakland Unite agency data)
- **Total hours per week** – The total number of average service hours per week for participants receiving at least 1 hour of services. Average weekly hours are shown for all participants and by month of service. (*Source:* Oakland Unite agency data)
- **Total contacts per week** – The total number of average service contacts per week for participants receiving at least 1 hour of services. Average weekly contacts are shown for all participants and by month of service. (*Source:* Oakland Unite agency data)
- **Weekly service intensity in participant's 1st month of service** – Average weekly service hours and contacts received in an individual's first month of service. Restricted to individuals receiving at least 1 hour of service. (*Source:* Oakland Unite agency data)
- **Weekly service intensity in participant's 2nd through 6th months of service** – Average weekly service hours and contacts received in an individual's second through sixth months of

service. Restricted to individuals receiving at least 1 hour of service. (*Source*: Oakland Unite agency data)

- **Weekly service intensity following participant's 6th month of service** – Average weekly service hours and contacts received after an individual's sixth month of service. Restricted to individuals receiving at least 1 hour of service. (*Source*: Oakland Unite agency data)

## **Appendix A**

### **Initial Six-Month Findings for the Agencies and Strategies Funded from July 1, 2019 through June 30, 2020**

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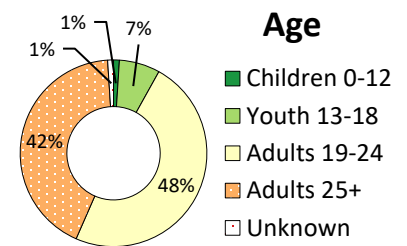
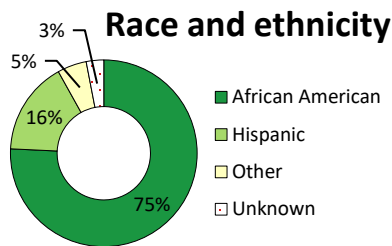
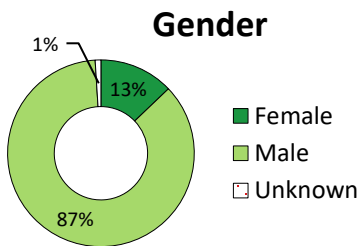


# Adult Life Coaching

Agencies funded: **5** Grant total: **\$1,525,850** Participants served: **232** Percentage of budget used for participant support: **26%**

The *adult life coaching* strategy aims to redirect young adults from violence and toward making positive changes in their lives. Adult life coaching agencies aim to serve individuals at high risk of violence using coaching and mentoring approaches, to help participants navigate social systems, build advocacy skills, and connect with resources to meet their basic needs. The life coaching model includes five primary program standards of practice: establishing a trusting relationship, developing participant-centered goals, keeping participants safe and well, supporting sustainable change for participants, and building a professional practice for life coaches. Life coaches offer financial stipends to participants tied to the completion of milestones that participants define for themselves. Life coaches conduct learning trips to expose participants to new experiences. Agencies use the Oakland Unite network to address participants' needs, and life coaches actively refer participants to support services such as education, employment, mental health, substance abuse, and housing (provided by Abode). Life coaching agencies also partner with Root and Rebound to connect life coaching participants to legal assistance.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**98%**

Had peer/family shot or seriously injured before receiving services

**40%**

Reported being a victim of violent crime to OPD before receiving services

**67%**

Arrested before receiving services

**49%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**18.6**

Life coaching hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service
Total hours per week	<b>1.8</b>	<b>2.2</b>	<b>1.5</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>79%</b>

Notes: Adult Life Coaching grant total covers July 1, 2019 through December 31, 2019. Participant demographic data is based on 232 participants who participated over this same period. Rates derived from matching to other data sources are based on the 88 percent of participants who consented to share their identifying information.

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### Adult life coaching grantees

***The Mentoring Center (TMC) provides life coaching services to adults involved with the justice system who are at high risk of engaging in violence.*** TMC's life coaching model draws on its mentoring curriculum, which is designed to encourage character development, cognitive restructuring, and spiritual development, and includes life skills, employment, and anger management training. TMC staff also offer case management and help connect participants to educational assistance, job placement, and referrals for substance abuse counseling and mental health therapy. Participants also have access to group mentoring beyond the individual case management and mentoring curriculum. For the six-month period covering July 1, 2019 through December 31, 2019, nearly all participants were male and over 70 percent were young adults ages 19 to 24.

***Community & Youth Outreach (CYO) provides life coaching services to young adults with the ultimate goal of helping them lead stable, nonviolent lives.*** CYO aims to serve adults involved with the justice system who are at high risk of engaging in violence. Life coaches, most of whom share backgrounds and experiences similar to those of participants, aim to build close relationships with participants, coordinate wrap-around services, and advocate for participants to help them develop and reach their goals. Among other supports, CYO participants have access to career trade training at Laney College and cognitive behavioral treatment groups. CYO life coaches also work closely with street outreach and violence interrupters to exchange information about violence dynamics in the community, helping to keep both participants and staff safe. For the six-month period covering July 1, 2019 through December 31, 2019, over 80 percent of CYO participants were male, 75 percent were African American, and over 90 percent were aged 19 or older.

***Roots Community Health Center (Roots) supports residents of East Oakland through a suite of community services and education, training, and employment support.*** Roots community services include health care, mental health support, rehabilitation, and legal aid. Roots aims to serve adults involved with the justice system who are at high risk of engaging in violence. In working with individuals at high risk of violence, Roots life coaches build close relationships through coaching and mentoring, provide systems navigation and advocacy, and make referrals to needed services and resources. Because of the array of supports offered by Roots, life coaches often refer participants to other services within the agency, such as mental health support. Furthermore, Roots' mental health services are well known throughout Oakland Unite and the agency receives referrals from other Oakland Unite agencies. For the six-month period covering July 1, 2019 through December 31, 2019, over 70 percent of participants were male, nearly all were African American, and over 80 percent were 19 or older.

***Abode Services (Abode) assists individuals experiencing homelessness by providing housing-related case management services to help them obtain and maintain housing.*** Abode is unique among the life coaching grantees in its focus on comprehensive housing support services in addition to case management services. To provide these services, Abode partners with Oakland Unite, HSD's Community Housing Services, and the Oakland Housing Authority. The program aims to serve adults involved with the justice system and those who are at high risk of engaging

in violence and are chronically homeless or at risk of homelessness. The vast majority of Abode participants were male and African American during the six-month period covering July 1, 2019 through December 31, 2019. In addition to providing housing placement assistance, Abode supports participants in securing income through employment and/or public assistance, reducing their exposure to violence, obtaining medical and mental health support, and accessing educational, peer support, and leadership development opportunities upon release from incarceration.

**In addition to overseeing Oakland Unite, the City of Oakland’s *Human Services Department (HSD)* employs life coaches who work directly with adults at highest risk of violence.** HSD life coaches aim to work with adults involved with the justice system who are at high risk of engaging in violence to redirect them away from violence and toward making positive changes in their lives. For the six-month period covering July 1, 2019 through December 31, 2019, nearly three-quarters of participants were African American, 20 percent were Hispanic, and all were male. Life coaches follow the Oakland Unite model of life coaching, which is based on building close relationships through coaching and mentoring, supporting participants through systems navigation and advocacy, and making referrals to needed services and resources. HSD life coaches work in partnership with the Ceasefire program and violence interrupters to identify high-risk participants and will also refer participants to other Oakland Unite agencies based on their needs.

**Table A.1. Participant and service information for Oakland Unite adult life coaching agencies**

Measure	Abode Services	Community & Youth Outreach	Oakland Unite/HSD Life Coaches	Roots Community Health Center	The Mentoring Center
<b>Grant Total</b>	\$150,000	\$450,000	\$225,850	\$250,000	\$450,000
<b>Participants Served</b>	26	100	42	31	49
<b>Participant Characteristics at Enrollment</b>					
<b>Gender</b>					
Female	12%	17%	0%	29%	6%
Male	88%	81%	100%	71%	94%
Other	0%	0%	0%	0%	0%
Unknown	0%	2%	0%	0%	0%
<b>Race and Ethnicity</b>					
African American	81%	75%	74%	94%	67%
Hispanic	15%	10%	21%	3%	29%
Other	4%	7%	5%	3%	4%
Unknown	0%	8%	0%	0%	0%
<b>Age</b>					
Children 0-12	0%	1%	5%	0%	0%
Youth 13-18	0%	5%	10%	6%	16%
Adult 19-24	42%	54%	45%	13%	65%
Adult 25+	58%	37%	40%	81%	18%
Unknown	0%	3%	0%	0%	0%
<b>Oakland Neighborhood</b>					
Central	35%	18%	29%	13%	35%
East	42%	27%	29%	71%	22%
West	12%	28%	12%	13%	33%
Other	12%	19%	31%	3%	10%
Unknown	0%	8%	0%	0%	0%
<b>Risk Factors</b>					
Arrested before receiving services	77%	71%	74%	61%	59%
Had peer/family shot or seriously injured before receiving services	100%	100%	100%	100%	92%
On probation supervision before receiving services	58%	58%	53%	32%	45%

Measure	Abode Services	Community & Youth Outreach	Oakland Unite/HSD Life Coaches	Roots Community Health Center	The Mentoring Center
Reported being a victim of violent crime to OPD before receiving services	42%	45%	39%	39%	41%
<b>Program Detail</b>					
<b>Referral sources</b>					
Agency	100%	33%	31%	0%	0%
Ceasefire	0%	27%	31%	0%	0%
Family friend	0%	9%	8%	100%	40%
Justice	0%	12%	0%	0%	40%
Outreach	0%	9%	31%	0%	0%
Self	0%	0%	0%	0%	20%
Unspecified	0%	9%	0%	0%	0%
<b>Average Service Intensity (Per Week)</b>					
<b>All participants</b>					
Total hours per week	1.1	1.9	1.1	1.7	2.5
Total contacts per week	1	1	2	1	1
Percent of all participants	100%	100%	100%	100%	100%
<b>Weekly service intensity in participant's 1st month of service</b>					
Total hours per week	1.2	2.2	1.4	2.9	2.8
Total contacts per week	1	1	2	1	1
Percent of all participants	100%	100%	100%	100%	100%
<b>Weekly service intensity in participant's 2nd through 6th months of service</b>					
Total hours per week	0.5	1.6	1.0	1.0	2.4
Total contacts per week	1	1	2	1	1
Percent of all participants	46%	80%	81%	84%	69%
<b>Average Service Hours (Total, by Type of Service)</b>					
<b>Individual Services</b>					
Case management hours	3.0	15.5	16.8	22.0	26.3
Mental health service hours	n.a.	n.a.	n.a.	1.2	n.a.

Notes: Grant totals covers July 1, 2019 through December 31, 2019. Participant demographic data is based on participants who participated over this same period. Rates derived from matching to other data sources are based on participants who consented to share their identifying information. See Table B.3 in Appendix B for agency consent rates.

n.a. indicates that measure is not applicable for agency.

NR indicates that there was no measure data reported for agency from July 1, 2019 through December 31, 2019.

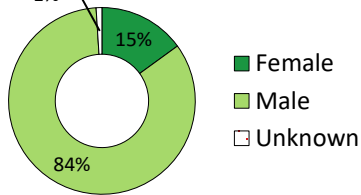
# Adult Employment and Education Support Services

Agencies funded: **3** Grant total: **\$900,000** Participants served: **150** Percentage of budget used for participant support: **23%**

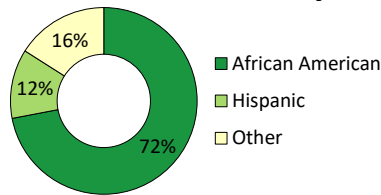
The *Adult Employment and Education Support Services (EESS)* strategy provides job skills training, educational support, and career development services to prepare participants to obtain and retain employment. Agencies within the Adult EESS strategy provide job readiness, transitional employment, and job placement services to transition-aged youth ages 18–24 and adults ages 25 and older. Each Adult EESS agency serves different populations, resulting in broad coverage of the at-risk population in Oakland.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

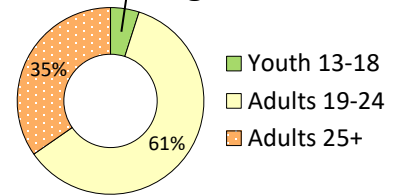
**Gender**



**Race and ethnicity**



**Age**



**91%**

Had peer/family shot or seriously injured before receiving services

**35%**

Reported being a victim of violent crime to OPD before receiving services

**60%**

Arrested before receiving services

**38%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**14.4**

Life skills/pre-employment training hours

**43.9**

Work experience hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service
Total hours per week	<b>12.5</b>	<b>13.3</b>	<b>9.4</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>62%</b>

Notes: Adult Employment and Education Support Services grant total covers July 1, 2019 through December 31, 2019. Participant demographic data is based on 150 participants who participated over this same period. Rates derived from matching to other data sources are based on the 85 percent of participants who consented to share their identifying information.

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### Adult employment and education support services grantees

***Center for Employment Opportunities (CEO) offers intensive employment support services to adults returning to Oakland from incarceration or who are at risk of engaging in violence.*** CEO participants receive life skills education, transitional work experience, job coaching and placement, and post-placement retention support. For the six-month period covering July 1, 2019 through December 31, 2019, over 80 percent of CEO participants were male, and over 70 percent were African American. The central component of CEO's employment model is a crew-based maintenance and labor services. To help participants develop job readiness skills, CEO holds them to the expectations associated with a real job, such as showing up to work daily and on time. CEO supports participants during transitional employment by offering transportation assistance and daily pay. Additionally, CEO provides incentives for job retention after participants obtain non-subsidized employment.

***Oakland Private Industry Council, Inc. (PIC) uses a combination of case management and clinical counseling to support participants through the process of job readiness and life skills training, transitional employment, and job placement.*** Oakland PIC aims to serve adults returning to Oakland after incarceration and/or who are at risk of engaging in violence. The program relies on skilled case managers to assess the needs of program participants and develop individualized employment plans. Participants receive on-the-job training through one of three external worksites—Saint Vincent de Paul's Champion's Workforce Program, Goodwill Industries, and the Bread Project's Bakery Bootcamp—where they can learn about warehousing logistics and culinary, janitorial, and security work. For the six-month period covering July 1, 2019 through December 31, 2019, over 90 percent of participants were male, and nearly 80 percent were African American.

***Youth Employment Partnership, Inc. (YEP) aims to improve career prospects and life outcomes for Oakland adults who are at the highest risk of engaging in, or becoming victims of, violence.*** In partnership with Cypress Mandela Training Center and West Oakland Job Resource Center, YEP serves reentry/systems-involved and Oakland Unite-referred young adults, aged 18-35, from West Oakland, Central Oakland/Fruitvale, and East Oakland. YEP and partners provide comprehensive pre-employment training, vocational skill building in warehousing and logistics, construction trade pre-apprenticeship, and internships (240+ hours), along with individualized education support (100+ hours) and ongoing case management support. For the six-month period covering July 1, 2019 through December 31, 2019, YEP participants were predominantly African American and over 60 percent were young adults ages 19 to 24.

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**Table A.2. Participant and service information for Oakland Unite adult employment and education support services agencies**

Measure	Center for Employment Opportunities	Oakland Private Industry Council	Youth Employment Partnership
<b>Grant Total</b>	\$345,000	\$300,000	\$255,000
<b>Participants Served</b>	109	23	19
<b>Participant Characteristics at Enrollment</b>			
<b>Gender</b>			
Female	13%	9%	37%
Male	86%	91%	63%
Other	0%	0%	0%
Unknown	1%	0%	0%
<b>Race and Ethnicity</b>			
African American	71%	78%	74%
Hispanic	10%	17%	16%
Other	19%	4%	11%
Unknown	0%	0%	0%
<b>Age</b>			
Children 0-12	0%	0%	0%
Youth 13-18	2%	9%	16%
Adult 19-24	62%	52%	63%
Adult 25+	36%	39%	21%
Unknown	0%	0%	0%
<b>Oakland Neighborhood</b>			
Central	25%	22%	53%
East	31%	22%	26%
West	40%	48%	21%
Other	4%	9%	0%
Unknown	0%	0%	0%
<b>Risk Factors</b>			
Arrested before receiving services	66%	70%	n.a.*
Had peer/family shot or seriously injured before receiving services	88%	100%	100%

Measure	Center for Employment Opportunities	Oakland Private Industry Council	Youth Employment Partnership
On probation supervision before receiving services	41%	48%	n.a.*
Reported being a victim of violent crime to OPD before receiving services	38%	48%	n.a.*
<b>Average Service Intensity (Per Week)</b>			
<b>All participants</b>			
Total hours per week	14.2	2.9	13.8
Percent of all participants	100%	100%	100%
<b>Weekly service intensity in participant's 1st month of service</b>			
Total hours per week	14.5	3.7	17.5
Percent of all participants	100%	100%	100%
<b>Weekly service intensity in participant's 2nd through 6th months of service</b>			
Total hours per week	11.3	2.4	8.1
Percent of all participants	58%	65%	84%
<b>Average Service Hours (Total, by Type of Service)</b>			
<b>Group Services</b>			
Life skills/pre-employment training hours	10.7	14.4	34.9
<b>Work Experience and Placement</b>			
<b>Participants with at least 1 hour of work experience</b>			
Average hours of work experience	44.7	70.2	24.5
Percent of all participants	76%	43%	95%
<b>Participants with any work placement</b>			
Percent of all participants	31%	48%	26%

Notes: Grant totals covers July 1, 2019 through December 31, 2019. Participant demographic data is based on participants who participated over this same period. Rates derived from matching to other data sources are based on participants who consented to share their identifying information. See Table B.3 in Appendix B for agency consent rates.

n.a.\* indicates that at the time of our final analysis we had insufficient data available to conduct matching across the data sets necessary to calculate these measures. Therefore, these measures are not available.

n.a. indicates that measure is not applicable for agency.

NR indicates that there was no measure data reported for agency from July 1, 2019 through December 31, 2019.

# Shooting and Homicide Response

Agencies funded: **2** Grant total: **\$1,400,000** Participants served: **317**

The *Shooting and Homicide Response sub-strategy* funds agencies supporting two groups affected by gun violence: those who have been the victim of gun violence or serious assault and those who have lost a loved one to gun violence. Agencies funded through this sub-strategy aim to address the immediate basic and social-emotional needs of shooting victims and their families, provide longer-term supports as they recover from injury or loss, and prevent retaliatory violence. The strategy also supports emergency temporary relocation to ensure safety for individuals and families in immediate danger of violence.

The agencies funded by this sub-strategy work together through Oakland Unite to respond to and prevent violent incidents in Oakland and support those affected by them. Oakland Unite convenes and coordinates a network providers and serves as the liaison between the network and law enforcement. Agencies maintain communication to share information and receive information from HSD about violent incidents and threats of retaliation through multiple channels, including weekly coordination meetings organized by HSD.

## *Notification*

A one-way flow of information from the Oakland Police Department to the City of Oakland Human Services Department (HSD) allows HSD to **provide agencies with relevant details about violent incidents**, including priority assessment for retaliation.

## *Shooting Response*

Through the Caught in the Crossfire and Violence Interrupters programs, Youth ALIVE! **provides support to victims** following a shooting or serious assault. Community & Youth Outreach **provides emergency temporary relocation** to individuals at immediate risk of gun violence.

## *Homicide Support*

Agencies such as the Youth ALIVE! Khadafy Washington Project, and Catholic Charities of the East Bay **provide support for families of victims and hold healing circles**.

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### Shooting and homicide response grantees

***Catholic Charities of the East Bay (CCEB) in partnership with subgrantee Youth ALIVE! and its Khadafy Washington Project, provides intensive outreach and mental health services to those directly affected by homicide in Oakland.*** Youth ALIVE! staff assist families with funeral or vigil planning and costs, Victim of Crime applications, and other immediate needs in the days or weeks following a homicide. Families, friends, classmates, and other individuals can access CCEB to receive grief, trauma, and crisis counseling. CCEB also offers relocation support through the Victims of Crime assistance program to reduce the risk of exposure to additional violence if participants are in immediate risk. The individuals receiving these services during the six-month period covering July 1, 2019 through December 31, 2019 were predominantly female and African American.

***Youth ALIVE! (YA!) provides violence interruption support and intensive outreach and case management to individuals in Oakland who have been treated for violent injuries at Highland Hospital, Children’s Hospital, and Eden Medical Center.*** Intervention specialists work with the Oakland Police Department and the Victim-Witness Assistance Division of the District Attorney’s Office to provide immediate outreach, stabilization, and healing support to engage victims of gun violence and establish a connection and trusting relationship with them, provide emotional support, and address any immediate needs, such as temporary emergency relocation. In the hospital, staff review the incident with the participant, assess the risk of retaliation, and develop a plan to stay safe following discharge. Staff follow up with clients after they have been discharged from the hospital to provide further support, and work in tandem with Youth ALIVE! violence interrupters and participants’ families and associates to prevent retaliatory violence. For the six-month period covering July 1, 2019 through December 31, 2019, over half of participants were from East Oakland, and just under 60 percent of participants were male.

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**Table A.3. Participant and service information for Oakland Unite shooting and homicide response agencies**

Measure	Catholic Charities of the East Bay	Youth ALIVE!
<b>Grant Total</b>	\$340,000	\$1,060,000
<b>Participants Served</b>	156	162
<b>Participant Characteristics at Enrollment</b>		
<b>Gender</b>		
Female	72%	41%
Male	28%	57%
Other	0%	0%
Unknown	0%	2%
<b>Race and Ethnicity</b>		
African American	71%	64%
Hispanic	18%	27%
Other	11%	7%
Unknown	0%	2%
<b>Age</b>		
Children 0-12	3%	4%
Youth 13-18	6%	23%
Adult 19-24	10%	20%
Adult 25+	81%	50%
Unknown	0%	2%
<b>Oakland Neighborhood</b>		
Central	20%	13%
East	29%	51%
West	10%	11%
Other	42%	22%
Unknown	0%	2%
<b>Program Detail</b>		
<b>Referral sources</b>		
Agency	0%	10%
Family friend	0%	7%
Hospital	0%	66%
Justice	0%	5%
Outreach	1%	1%

Measure	Catholic Charities of the East Bay	Youth ALIVE!
Police	98%	0%
School	0%	1%
Self	0%	3%
Unspecified	1%	6%
<b>Average Service Intensity (Per Week)</b>		
<b>All participants</b>		
Total hours per week	1.3	1.2
Total contacts per week	1	1
Percent of all participants	100%	100%
<b>Weekly service intensity in participant's 1st month of service</b>		
Total hours per week	1.4	1.2
Total contacts per week	1	1
Percent of all participants	100%	100%
<b>Weekly service intensity in participant's 2nd through 6th months of service</b>		
Total hours per week	0.5	1.0
Total contacts per week	1	1
Percent of all participants	36%	35%
<b>Average Service Hours (Total, by Type of Service)</b>		
<b>Group Services</b>		
Mental health service hours	NR	n.a.
<b>Individual Services</b>		
Case management hours	n.a.	1.7
Intensive outreach hours	2.2	0.5
Mental health service hours	2.6	3.2
<b>Program Services</b>		
Total events	n.a.	99
Total conflict mediations	n.a.	99

Notes: Grant totals covers July 1, 2019 through December 31, 2019. Participant demographic data is based on participants who participated over this same period. Rates derived from matching to other data sources are based on participants who consented to share their identifying information. See Table B.3 in Appendix B for agency consent rates.

n.a. indicates that measure is not applicable for agency.

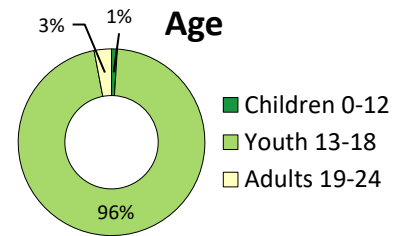
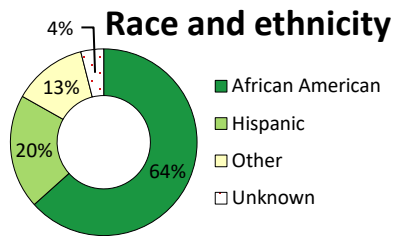
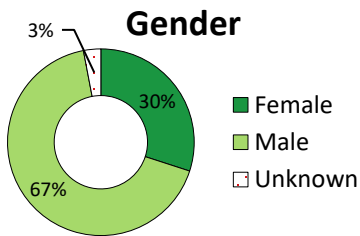
NR indicates that there was no measure data reported for agency from July 1, 2019 through December 31, 2019.

# Youth Diversion and Life Coaching

Agencies funded: **4** Grant total: **\$1,315,000** Participants served: **158** Percentage of budget used for participant support: **7%**

The *Youth Diversion and Life Coaching* strategy aims to reengage high-risk youth in school and help them reduce their engagement with the juvenile justice system. This strategy is a partnership between Oakland Unite, Alameda County Probation Department, Alameda County Behavioral Health Care Services, Alameda County Office of Education (ACOE), Bay Area Legal Aid, and the Oakland Unified School District (OUSD). Community Works West provides pretrial diversion services to youth so they can receive restorative justice services rather than go through the juvenile justice system. For youth being released from the Alameda County Juvenile Justice Transition Center (JJTC), the OUSD coordinator makes referrals to life coaching agencies and serves as a bridge between the agencies, courts, families, life coaches, and schools. Life coaching agencies provide intensive case management support and partner with Bay Area Legal Aid to connect participants to legal assistance.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



**81%**

Chronically absent from school in the 12 months before receiving services

**34%**

Suspended from school before receiving services

**35%**

Reported being a victim of violent crime to OPD before receiving services

**69%**

Arrested before receiving services

**32%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**23.3**

Case management hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service
Total hours per week	<b>1.7</b>	<b>2.1</b>	<b>1.5</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>80%</b>

Notes: Youth Diversion and Life Coaching grant total covers July 1, 2019 through December 31, 2019. Participant demographic data is based on 158 participants who participated over this same period. Rates derived from matching to other data sources are based on the 88 percent of participants who consented to share their identifying information.

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### Youth diversion and life coaching grantees

**Community Works West (CWW) provides pretrial diversion services to youth who have been arrested and are in danger of being charged with a high-level misdemeanor or low-level felony offense.** Following an arrest, youth are referred by the arresting officer or the Alameda County District Attorney's office to CWW, where they receive restorative justice services rather than going through the juvenile justice system. Restorative justice services include one-on-one case management that supports youth in developing and completing a restorative plan, which is agreed to during a community case conference with the victim. The program's goal is to help young people be accountable for crimes and develop empathy for those impacted. The program also aims to help the victims engage in a dialogue around healing. For the six-month period covering July 1, 2019 through December 31, 2019, nearly two-thirds of participants were male, and over 70 percent were African American.

**East Bay Asian Youth Center (EBAYC) provides life coaching services, intensive case management support, and peer support work group services to youth.** EBAYC aims to serve youth at high risk of engaging in violence who are referred by the Alameda County Juvenile Justice Transition Center (JJTC). For the six-month period covering July 1, 2019 through December 31, 2019, the program served a diverse group of youth: over half were African American, over one-quarter were Hispanic, and the remainder identified as another group. EBAYC staff work closely with participants, their families, and their school to support them in pursuing healthy and productive life goals. EBAYC life coaches use life maps and incentives to guide youth through the program and make referrals to other supportive services.

**The Young Women's Freedom Center (YWFC) provides life coaching support services to commercially sexually exploited young women and LGBTQ and gender non-conforming youth leaving the Juvenile Justice Transition Center.** In partnership with Alameda County Probation and education partners, YWFC provides comprehensive socio-emotional, employment and educational support to help young adults achieve economic independence and emotional stability. Over 70 percent of participants identified as female for the six-month period covering July 1, 2019 through December 31, 2019, though gender data were not available for the remainder.

**Youth ALIVE! (YA!) aims to serve youth at high risk of engaging in violence by connecting them with life coaches who provide mentorship, connect youth to wraparound services, and support youth in meeting their goals.** In partnership with Communities United for Restorative Youth Justice (CURYJ), YA! provides intensive case management services, with a focus on school placement, probation discharge, and brokering of local support services, as well as group and individual mental health support services. Staff also assess participants' need for substance abuse and mental health counseling and offer clinically supported, gender-specific support groups and links to ongoing mental health services both in-house and through outside referrals. Life coaches at YA! are generally men and women who grew up in the communities they serve, including former victims of violence and members of gangs.

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**Table A.4. Participant and service information for Oakland Unite youth diversion and life coaching agencies**

Measure	Community Works West	East Bay Asian Youth Center	Young Women's Freedom Center	Youth ALIVE!
<b>Grant Total</b>	\$200,000	\$445,000	\$200,000	\$270,000
<b>Participants Served</b>	26	55	17	66
<b>Participant Characteristics at Enrollment</b>				
<b>Gender</b>				
Female	35%	35%	71%	15%
Male	65%	65%	0%	85%
Other	0%	0%	0%	0%
Unknown	0%	0%	29%	0%
<b>Race and Ethnicity</b>				
African American	73%	51%	35%	77%
Hispanic	19%	27%	6%	17%
Other	8%	22%	24%	6%
Unknown	0%	0%	35%	0%
<b>Age</b>				
Children 0-12	0%	2%	0%	2%
Youth 13-18	96%	95%	100%	95%
Adult 19-24	4%	4%	0%	3%
Adult 25+	0%	0%	0%	0%
Unknown	0%	0%	0%	0%
<b>Oakland Neighborhood</b>				
Central	19%	31%	6%	38%
East	54%	51%	24%	42%
West	19%	13%	18%	14%
Other	8%	5%	18%	6%
Unknown	0%	0%	35%	0%
<b>Risk Factors</b>				
Average GPA in the school year before receiving services	1.3	1.4	1.0	1.4
Arrested before receiving services	43%	80%	89%	69%

Measure	Community Works West	East Bay Asian Youth Center	Young Women's Freedom Center	Youth ALIVE!
Chronically absent from school in the 12 months before receiving services	91%	75%	100%	89%
On probation supervision before receiving services	n.a.*	43%	67%	36%
Reported being a victim of violent crime to OPD before receiving services	14%	46%	56%	33%
Suspended from school before receiving services	36%	25%	71%	37%
<b>Average Service Intensity (Per Week)</b>				
<b>All participants</b>				
Total hours per week	0.8	1.9	1.8	1.8
Total contacts per week	1	2	2	2
Percent of all participants	100%	100%	100%	100%
<b>Weekly service intensity in participant's 1st month of service</b>				
Total hours per week	0.9	2.5	1.7	2.3
Total contacts per week	1	2	2	2
Percent of all participants	100%	100%	100%	100%
<b>Weekly service intensity in participant's 2nd through 6th months of service</b>				
Total hours per week	0.7	1.7	0.8	1.6
Total contacts per week	1	2	1	1
Percent of all participants	69%	95%	41%	79%
<b>Average Service Hours (Total, by Type of Service)</b>				
<b>Individual Services</b>				
Case management hours	8.3	31.4	2.0	26.0
Mental health service hours	n.a.	n.a.	n.a.	0.7
<b>Program Services</b>				
Total events	3	n.a.	n.a.	n.a.

Notes: Grant totals covers July 1, 2019 through December 31, 2019. Participant demographic data is based on participants who participated over this same period. Rates derived from matching to other data sources are based on participants who consented to share their identifying information. See Table B.3 in Appendix B for agency consent rates.

n.a.\* indicates that at the time of our final analysis we had insufficient data available to conduct matching across the data sets necessary to calculate these measures. Therefore, these measures are not available.

n.a. indicates that measure is not applicable for agency.

NR indicates that there was no measure data reported for agency from July 1, 2019 through December 31, 2019.



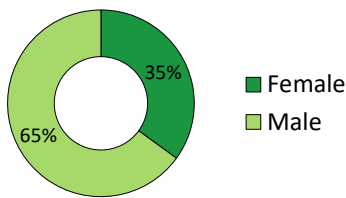
# Youth Career Exploration and Education Support

Agencies funded: **2** Grant total: **\$600,000** Participants served: **48** Percentage of budget used for participant support: **19%**

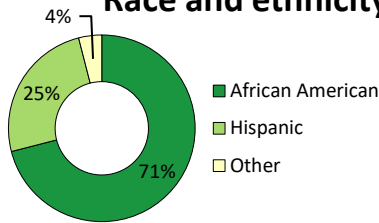
The *Youth Career Exploration and Education Support Services (CEESS)* strategy aims to strengthen the academic success and career readiness of youth at risk of violence. Youth CEESS agencies work to achieve this goal through academic support, community service, subsidized work experience, and employment. Staff across agencies report that youth are motivated by financial incentives that reward attendance, program accomplishments, and training certifications. Agency staff report that incentives provide youth with legal sources of income and help keep them engaged in skill-building activities and with case managers. Agencies also find that providing a variety of job opportunities allows youth to find jobs that match their interests.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

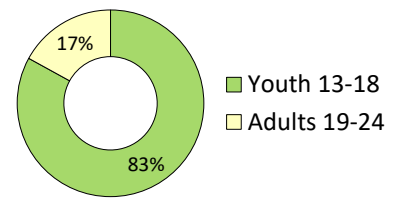
**Gender**



**Race and ethnicity**



**Age**



**57%**

Chronically absent from school in the 12 months before receiving services

**100%**

Had peer/family shot or seriously injured before receiving services

**23%**

Arrested before receiving services

**9%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**21.2**

Life skills/pre-employment training hours

**20.6**

Work experience hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service
Total hours per week	<b>3.8</b>	<b>5.3</b>	<b>3.0</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>92%</b>

Notes: Youth Career Exploration and Education Support grant total covers July 1, 2019 through December 31, 2019. Participant demographic data is based on 48 participants who participated over this same period. Rates derived from matching to other data sources are based on the 85 percent of participants who consented to share their identifying information. Rates for consenting participants who were arrested before receiving services and who were on probation before receiving services are based on the 22 percent of consenting participants whose personally identifiable data was available at the time of our final analysis.

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### Youth career exploration and education support grantees

***Youth Employment Partnership, Inc. (YEP), helps youth with multiple barriers to employment develop job readiness skills and connects them to employment opportunities during the summer and after school.*** YEP aims to serve youth involved with the justice system and/or at risk of engaging in violence. For the six-month period covering July 1, 2019 through December 31, 2019, nearly two-thirds of participants were male, and over three-quarters of were African American. YEP provides a range of on-the-job vocational training opportunities in high-demand fields like construction and culinary arts. Weekly job readiness trainings cover topics such as financial literacy, communication, and conflict management. The program relies on case managers' relationships with participants to identify their needs and interests and connect them to individualized services, such as accelerated credit recovery for youth who are court-involved and have fallen behind in school, or GED instruction for those who have dropped out.

***Safe Passages' Life and Career Roadmap Program provides support services such as life skills coaching, systems navigation, financial literacy, career exploration, and academic case management and support to youth at high risk of being involved in violence.*** Safe Passages aims to reduce violence and the adverse effects of poverty on Oakland youth living in low-income, high crime communities by improving education and resiliency outcomes and employment opportunities for all participants. Services are administered at Safe Passages' location in downtown Oakland, OUSD and ACOE high schools located in target communities, and at various internship and employment worksites throughout Oakland. For the six-month period covering July 1, 2019 through December 31, 2019, nearly two-thirds of participants were male, and over half were Hispanic.

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**Table A.5. Participant and service information for Oakland Unite youth career exploration and education support agencies**

Measure	Safe Passages	Youth Employment Partnership
<b>Grant Total</b>	\$200,000	\$400,000
<b>Participants Served</b>	9	39
<b>Participant Characteristics at Enrollment</b>		
<b>Gender</b>		
Female	33%	36%
Male	67%	64%
Other	0%	0%
Unknown	0%	0%
<b>Race and Ethnicity</b>		
African American	44%	77%
Hispanic	56%	18%
Other	0%	5%
Unknown	0%	0%
<b>Age</b>		
Children 0-12	0%	0%
Youth 13-18	89%	82%
Adult 19-24	11%	18%
Adult 25+	0%	0%
Unknown	0%	0%
<b>Oakland Neighborhood</b>		
Central	11%	33%
East	67%	44%
West	11%	5%
Other	11%	18%
Unknown	0%	0%
<b>Risk Factors</b>		
Arrested before receiving services	22%	28% <sup>a</sup>
Chronically absent from school in the 12 months before receiving services	57%	79%

Measure	Safe Passages	Youth Employment Partnership
Had peer/family shot or seriously injured before receiving services	100%	100%
On probation supervision before receiving services	11%	n.a.*
<b>Average Service Intensity (Per Week)</b>		
<b>All participants</b>		
Total hours per week	1.8	4.3
Percent of all participants	100%	100%
<b>Weekly service intensity in participant's 1st month of service</b>		
Total hours per week	2.6	5.9
Percent of all participants	100%	100%
<b>Weekly service intensity in participant's 2nd through 6th months of service</b>		
Total hours per week	1.6	3.3
Percent of all participants	78%	95%
<b>Average Service Hours (Total, by Type of Service)</b>		
<b>Group Services</b>		
Life skills/pre-employment training hours	13.3	23.1
<b>Work Experience and Placement</b>		
<b>Participants with at least 1 hour of work experience</b>		
Average hours of work experience	36.9	19.1
Percent of all participants	67%	97%

Notes: Grant totals covers July 1, 2019 through December 31, 2019. Participant demographic data is based on participants who participated over this same period. Rates derived from matching to other data sources are based on participants who consented to share their identifying information. See Table B.3 in Appendix B for agency consent rates.

<sup>a</sup> The percentage of YEP participants who were arrested before receiving services is based only on arrests from the Oakland Police Department because Alameda County Probation Department data was not available at the time of our final analysis.

n.a.\* indicates that at the time of our final analysis we had insufficient data available to conduct matching across the data sets necessary to calculate these measures. Therefore, these measures are not available.

n.a. indicates that measure is not applicable for agency.

NR indicates that there was no measure data reported for agency from July 1, 2019 through December 31, 2019.

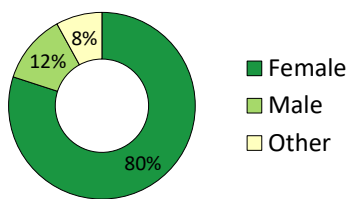
# Commercially Sexually Exploited Youth Intervention

Agencies funded: **3**      Grant total: **\$750,000**      Participants served: **171**      Percentage of budget used for participant support:

The *Commercially Sexually Exploited Youth (CSEY)* intervention strategy supports agencies to conduct outreach to youth and provide them with emergency shelter and crisis stabilization services with links to long-term support. CSEY agencies offer distinct types of services to provide a comprehensive system of support for youth, including connections with caring adults, wraparound support, and access to transitional or emergency housing, to promote healing and prevent future victimization. CSEY agencies also provide trainings for law enforcement and other community partners to increase awareness of CSEY issues and interventions. To build a sense of community, CSEY agencies provide opportunities for group services and interactions among peers, and safe spaces for youth such as drop-in centers.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT

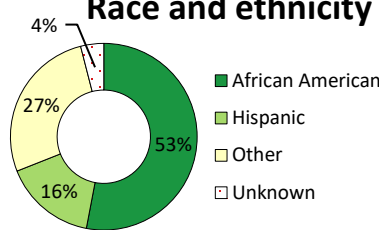
**Gender**



**80%**

Chronically absent from school in the 12 months before receiving services

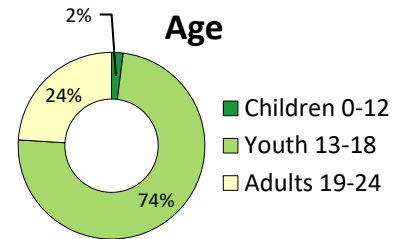
**Race and ethnicity**



**29%**

Suspended from school before receiving services

**Age**



**38%**

Reported being a victim of violent crime to OPD before receiving services

**13%**

On probation supervision before receiving services

## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**16.9**

Peer support counseling hours

**3.4**

Case management hours

**2.3**

Intensive outreach hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service
Total hours per week	<b>3.0</b>	<b>2.9</b>	<b>3.0</b>
Total contacts per week	<b>1</b>	<b>1</b>	<b>1</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>56%</b>

Notes: Commercially Sexually Exploited Youth Intervention grant total covers July 1, 2019 through December 31, 2019. Participant demographic data is based on 171 participants who participated over this same period. Rates derived from matching to other data sources are based on the 93 percent of participants who consented to share their identifying information.

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### Commercial sexually exploited youth intervention grantees

#### **The Bay Area Women Against Rape (BAWAR) Sexually Exploited Minors program offers crisis response services to youth who have been sexually exploited or are at risk of commercial sexual exploitation.**

BAWAR participants during the six-month period covering July 1, 2019 through December 31, 2019 predominately identified as female and came from diverse racial and ethnic backgrounds. BAWAR staff conduct outreach in coordination with multiple community partners, including the Oakland Police Department's CSEC special operations, the Alameda County District Attorney's Office, The Family Justice Center, Highland Hospital, and the Oakland Unified School District. BAWAR also conducts community trainings and outreach events for local agencies and schools to increase awareness of sexual assault and exploitation. Following outreach, staff provide first responder crisis intervention and stabilization services. Immediate crisis interventions typically last 24 hours, but staff continue to work with youth until they are in a stable situation. Frontline staff, called Sexually Exploited Minor Advocates, also connect youth to local resources.

#### ***DreamCatcher Youth Services (DreamCatcher), a program run by Covenant House California, serves homeless youth in Oakland who are at high risk of commercial sexual exploitation, providing them with emergency shelter, crisis intervention, and stabilization support.***

DreamCatcher has a youth homeless shelter with 16 beds, where youth can stay and work individually with case managers who connect them with other programs. Case managers work with youth staying at the shelter or using the drop-in center to develop a plan for securing stable housing and other resources to achieve personal goals. DreamCatcher also offers mental health services and group activities. The agency has a drop-in center where youth can hang out in a safe place, eat a free dinner, and access free hygiene products, basic clothing, and school supplies. The drop-in center also houses a medical clinic and a therapist. For the six-month period covering July 1, 2019 through December 31, 2019, 60 percent of participants were female, close to half were African American, and nearly one-third were Hispanic.

#### ***Motivating, Inspiring, Supporting & Serving Sexually Exploited Youth (MISSEY) aims to support sexually exploited youth through a drop-in center that is open five hours per day on weekdays.***

For the six-month period covering July 1, 2019 through December 31, 2019, almost all of MISSEY participants identified as female and over 80 percent were African American. MISSEY's drop-in center offers group activities and events for youth as well as a space where youth can spend time during the afternoon and develop positive relationships with peers and adults. Additionally, the drop-in center acts as a crisis response center for youth who need immediate assistance with resource referrals or just need someone to talk to but are not engaging in case management. The drop-in coordinator oversees all programming and also offers support to youth through conversations and help meeting their goals.

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**Table A.6. Participant and service information for Oakland Unite commercial sexually exploited youth intervention agencies**

Measure	Bay Area Women Against Rape	Covenant House (Dreamcatchers)	Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth
<b>Grant Total</b>	\$235,000	\$200,000	\$315,000
<b>Participants Served</b>	60	58	61
<b>Participant Characteristics at Enrollment</b>			
<b>Gender</b>			
Female	85%	60%	95%
Male	5%	31%	0%
Other	10%	9%	5%
Unknown	0%	0%	0%
<b>Race and Ethnicity</b>			
African American	33%	45%	82%
Hispanic	17%	29%	3%
Other	42%	26%	13%
Unknown	8%	0%	2%
<b>Age</b>			
Children 0-12	5%	0%	0%
Youth 13-18	90%	100%	39%
Adult 19-24	5%	0%	61%
Adult 25+	0%	0%	0%
Unknown	0%	0%	0%
<b>Oakland Neighborhood</b>			
Central	8%	0%	5%
East	10%	3%	13%
West	60%	88%	59%
Other	22%	9%	23%
Unknown	0%	0%	0%
<b>Risk Factors</b>			
Average GPA in the school year before receiving services	1.2	1.4	1.6
Chronically absent from school in the 12 months before receiving services	85%	87%	60%

Measure	Bay Area Women Against Rape	Covenant House (Dreamcatchers)	Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth
Reported being a victim of violent crime to OPD before receiving services	42%	31%	49%
Suspended from school before receiving services	45%	7%	20%

#### Program Detail

##### Referral sources

Agency	5%	NR	14%
Ceasefire	0%	NR	0%
Family friend	0%	NR	34%
Hospital	5%	NR	0%
Justice	86%	NR	7%
Outreach	0%	NR	7%
Police	0%	NR	0%
School	0%	NR	0%
Self	0%	NR	14%
Social services	0%	NR	10%
Unspecified	5%	NR	14%

#### Average Service Intensity (Per Week)

##### All participants

Total hours per week	0.7	2.3	6.0
Total contacts per week	1	2	1
Percent of all participants	100%	100%	100%

##### Weekly service intensity in participant's 1st month of service

Total hours per week	0.8	2.3	5.5
Total contacts per week	1	2	1
Percent of all participants	100%	100%	100%

##### Weekly service intensity in participant's 2nd through 6th months of service

Total hours per week	0.8	1.8	5.8
Total contacts per week	1	1	0
Percent of all participants	45%	62%	61%

#### Average Service Hours (Total, by Type of Service)

##### Group Services

Measure	Bay Area Women Against Rape	Covenant House (Dreamcatchers)	Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth
Peer support counseling hours	n.a.	n.a.	42.4
<b>Individual Services</b>			
Case management hours	n.a.	9.9	n.a.
Intensive outreach hours	6.2	n.a.	0.5
<b>Program Services</b>			
Total events	n.a.	n.a.	2

Notes: Grant totals covers July 1, 2019 through December 31, 2019. Participant demographic data is based on participants who participated over this same period. Rates derived from matching to other data sources are based on participants who consented to share their identifying information. See Table B.3 in Appendix B for agency consent rates.

n.a. indicates that measure is not applicable for agency.

NR indicates that there was no measure data reported for agency from July 1, 2019 through December 31, 2019.

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# Family Violence Intervention

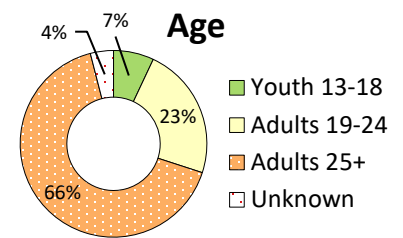
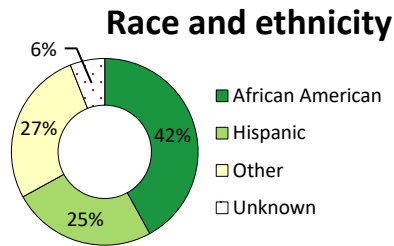
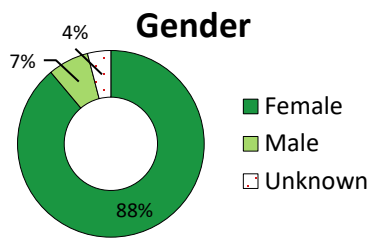
Agencies funded: **2**

Grant total: **\$800,000**

Participants served: **603**

The *Family Violence* intervention provides legal aid, case management, counseling, and housing relocation to survivors of family violence. The intervention provides a wide range of supportive services for domestic violence survivors and their loved ones, including crisis response, stabilization, legal, and emotional support services. The intervention also aims to meet the multiple legal and social needs of survivors with cultural and linguistic competence, and to empower survivors to avoid re-injury and end cyclical violence. Agencies within this sub-strategy also provide trainings for police officers to improve preparedness when interacting with survivors of family violence. From July 1, 2019 through December 31, 2019, agencies held a total of 3 events.

## PARTICIPANT CHARACTERISTICS AT ENROLLMENT



## AVERAGE SERVICE HOURS (TOTAL, BY TYPE OF SERVICE)

**0.2**

Housing service hours

**2.6**

Intensive care service hours

**8.3**

Legal service hours

**3.9**

Mental health service hours

**1.9**

Psychotherapy session hours

## AVERAGE SERVICE INTENSITY (PER WEEK)

	All participants	Weekly service intensity in participant's 1st month of service	Weekly service intensity in participant's 2nd through 6th months of service
Total hours per week	<b>0.8</b>	<b>2.1</b>	<b>1.8</b>
Total contacts per week	<b>2</b>	<b>2</b>	<b>2</b>
Percent of all participants	<b>100%</b>	<b>100%</b>	<b>43%</b>

Notes: Family Violence Intervention grant total covers July 1, 2019 through December 31, 2019. Participant demographic data is based on 603 participants who participated over this same period.

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### Family violence intervention grantees

#### ***Family Violence Law Center (FVLC) helps diverse communities in Alameda County heal from domestic violence and sexual assault, advocating for justice and healthy relationships.***

FVLC provides survivor-centered legal and crisis intervention services, offers prevention education for youth and other community members, and engages in policy work to create systemic change. FVLC provides 24-hour mobile crisis intervention services, including safety planning, crisis counseling, shelter placement and relocation assistance, and legal advocacy. FVLC also provides a wide range of other support services, including intensive case management, mental health support for young children, and targeted trainings for Oakland Police Department on FVLC services and domestic violence. For the six-month period covering July 1, 2019 through December 31, 2019, FVLC served mainly female participants from diverse racial and ethnic backgrounds.

***Asian Pacific Islander Legal Outreach's (APILO) Women & Queer Legal Wraparound Services project provides legal aid, case management, counseling, and housing relocation to survivors of family violence to increase survivor empowerment and access to the knowledge resources necessary to protect them from harm.*** The project aims to support immigrants, women and LGBTQ identifying individuals, South and Southeast Asians, and Pacific Islanders. The project also includes trainings for up to 90 law enforcement officers to increase preparedness among police officers to interact with survivors of family violence. For the six-month period covering July 1, 2019 through December 31, 2019, participants were predominantly female and all lived in West Oakland.

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**Table A.7. Participant and service information for Oakland Unite family violence intervention agencies**

Measure	Asian Pacific Islander Legal Outreach	Family Violence Law Center
<b>Grant Total</b>	\$200,000	\$600,000
<b>Participants Served</b>	58	545
<b>Participant Characteristics at Enrollment</b>		
<b>Gender</b>		
Female	83%	89%
Male	16%	7%
Other	2%	0%
Unknown	0%	4%
<b>Race and Ethnicity</b>		
African American	17%	45%
Hispanic	2%	27%
Asian	62%	4%
Other	12%	18%
Unknown	7%	6%
<b>Age</b>		
Children 0-12	0%	0%
Youth 13-18	48%	2%
Adult 19-24	52%	20%
Adult 25+	0%	73%
Unknown	0%	4%
<b>Oakland Neighborhood</b>		
Central	0%	28%
East	0%	31%
West	100%	15%
Other	0%	15%
Unknown	0%	12%
<b>Program Detail</b>		
<b>Referral sources</b>		
Agency	NR	17%
Ceasefire	NR	0%
Family friend	NR	3%
Hospital	NR	3%
Justice	NR	4%

Measure	Asian Pacific Islander Legal Outreach	Family Violence Law Center
Outreach	NR	0%
Police	NR	61%
School	NR	0%
Self	NR	1%
Social services	NR	1%
Unspecified	NR	9%
<b>Average Service Intensity (Per Week)</b>		
<b>All participants</b>		
Total hours per week	2.3	0.7
Total contacts per week	1	2
Percent of all participants	100%	100%
<b>Weekly service intensity in participant's 1st month of service</b>		
Total hours per week	2.3	2.1
Total contacts per week	1	3
Percent of all participants	100%	100%
<b>Weekly service intensity in participant's 2nd through 6th months of service</b>		
Total hours per week	1.0	1.9
Total contacts per week	1	3
Percent of all participants	21%	51%
<b>Average Service Hours (Total, by Type of Service)</b>		
<b>Individual Services</b>		
Case consultation hours	n.a.	2.8
Case management hours	NR	5.7
Housing service hours	n.a.	0.2
Intensive care service hours	n.a.	2.6
Legal service hours	n.a.	8.3
Mental health service hours	3.9	n.a.
Psychotherapy session hours	n.a.	1.9
<b>Program Services</b>		
Total events	NR	3

Notes: Grant totals covers July 1, 2019 through December 31, 2019. Participant demographic data is based on participants who participated over this same period. Rates derived from matching to other data sources are based on participants who consented to share their identifying information. See Table B.3 in Appendix B for agency consent rates.

n.a. indicates that measure is not applicable for agency.

NR indicates that there was no measure data reported for agency from July 1, 2019 through December 31, 2019.

# Community Healing

Agencies funded: **5**

Grant total: **\$1,725,000**

The *community healing* strategy has the broad aim of reaching those closest to violence, deepening their skills, and promoting healing through community-led outreach and events.

- *Community outreach* is led by residents from those neighborhoods most affected by violence and aims to strengthening communities through resident engagement, healing circles, vigils, summer parks programs, and other events designed to promote peace.
- *Grassroots mini-grants* support violence reduction efforts that take the form of community-building and education, peer support for survivors of violence, leadership development, or other activities designed to change norms around violence.

## COMMUNITY HEALING GRANTEES

- **Roots Community Health Center** (Roots) mobilizes residents to participate in community healing workshops and events that are responsive to violence occurring in the East Oakland neighborhoods of Brookfield Village, Sobrante Bark, Elmhurst, Brockhurst and Eastmont. Activities focus on understanding trauma, techniques for healing and building resiliency, and violence prevention strategies. Volunteers and paid residents engage in leadership development and work alongside staff on program design and implementation. Regularly scheduled Ubuntu workshops were developed to provide a drop-in space to engage local residents.
- **Urban Peace Movement** (UPM) engages community members from West Oakland who are most impacted by violence, with an emphasis on those affected by gun violence. UPM's efforts to increase community healing include a wide range of events, such as healing and wellness festivals, crisis response vigils, and community healing circles for families who have recently lost loved ones to homicide in Oakland. In addition, UPM partners with other Community Healing agencies to plan joint healing events including holding events at Roots' offices.
- **Communities United for Restorative Youth Justice** (CURYJ) aims to interrupt the cycles of violence and poverty affecting residents of Central East Oakland (including the San Antonio and Fruitvale Districts) by motivating and empowering young people that have been impacted by violence and the criminal justice system. CURYJ staff provide connection to indigenous, Native American healing practices and ceremonial spaces and offer healing spaces for Oakland's Latinx community, including family members of victims of violence.
- **Restorative Justice for Oakland Youth** (RJOY) works to increase community members' involvement in violence reduction efforts by providing restorative justice healing circles, conflict circles, and training in restorative justice practices for providers citywide. Through the organizing of these events, RJOY aims to shift community norms around violence in the community and allow residents to come together and connect in safe, positive spaces to promote peace.
- **Building Opportunities for Self-Sufficiency** (BOSS) aims to serve those community members who are most affected by multiple forms of violence through a variety of services, including advocacy for families in crisis, service navigation, assistance raising funds for funerals, advocacy to policy makers, and organizing victim-led events. In addition, BOSS' sub-grantees, Adamika Village and SAVE (Soldiers Against Violence Everywhere), coordinate healing events in the community. Services take place in parts of West and East Oakland.

## COMMUNITY HEALING EVENTS

**69**

Total events

**29**

Total mini-grant awards

## COMMUNITY HEALING MINI-GRANTS PROGRAM

In addition to holding their own Community Healing events and activities, each grantee agency supported the development and roll out of the first-ever community healing mini-grants program in fall 2019. These mini-grants support innovative homegrown, community-led projects developed by Oakland residents to address the impacts of violence in their community.

Community members throughout Oakland were engaged to support and publicize the September launch of the program, which sought to provide mini-grants to individuals (up to \$5,000) and small, emerging organizations (up to \$15,000) for community healing activities. Close to 150 applications were submitted for the first round of mini-grant awardees for FY 2019-20, and 29 projects were awarded approximately \$190,000.

The mini-grants are administered by the grantee agencies whose staff selected and guided the decision-making committees. Each committee was comprised of a community healing agency staff member and four community volunteers (25 in total) who selected which projects would be awarded by their agency. Oakland Unite staff and Youth Leadership Institute worked with the agencies to develop the application and selection guidelines and provided training and technical assistance to the agencies and the community volunteers. Each committee developed feedback to the applicants who were not selected for them to incorporate in their applications for the second round of mini-grants. This second round is slated to be administered in early 2020 and will award just over \$200,000 in remaining funds.

Highlights of a few selected projects include Rapid Response Healing Circles in North Oakland, Community Clean-up and Block Parties throughout West Oakland, Men Helping Men End Human Trafficking from Jingle Town to Sobrante Park, a Círculo de Mujeres in Fruitvale, culturally relevant mental health circles in Castlemont, and a Healing for Non-Profits project citywide.

## **Appendix B**

### **Data Collection and Processing**

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## Data collection and processing

The quantitative findings presented in this report are derived from six administrative data sources: Oakland Unite’s Cityspan database, the Oakland Police Department (OPD), the Oakland Unified School District (OUSD), the Alameda County Probation Department (ACPD), and the Alameda County Office of Education (ACOE). Table B.1 presents the total number of individual records retrieved from each of these data sources and the date ranges covered.

**Table B.1. Administrative data sources**

Data source	Total number of individual-level records retrieved	Date range
Alameda County Office of Education	1,693	August 1, 2014 to June 30, 2019
Alameda County Probation Department	30,570	January 1, 2010 to December 31, 2019
Oakland Unite Agency Data		January 1, 2016 to December 31, 2019
January 1, 2016 to June 30, 2019 funding cycle	10,755	January 1, 2016 to June 30, 2019
July 1, 2019 to December 31, 2019 funding cycle	1,787	July 1, 2019 to December 31, 2019
Oakland Police Department		
Arrest incidents	79,480	January 1, 2006 to December 31, 2019
Ceasefire	265	January 1, 2012 to December 31, 2018
Victimization incidents	423,958	January 1, 2006 to December 31, 2019
Oakland Unified School District	88,311	August 1, 2010 to June 30, 2019

## Oakland Unite data

All Oakland Unite agencies are required to maintain administrative records in a common database managed by Cityspan. Agencies use the database to record service contacts and hours, milestones reached, incentives received, referral sources, and demographic and risk information about each participant. The data extract we received from Cityspan included participants who received services between January 1, 2016, and December 31, 2019.<sup>5</sup> For the analyses in this report, we excluded 761 participants from the January 1, 2016 to June 30, 2019 funding cycle data and 66 participants from the July 1, 2019 to December 31, 2019 funding cycle data who had no recorded services during those respective periods.<sup>6</sup>

Tables B.2 and B.3 show the percentage of Oakland Unite participants in the data extract who consented to share their personal information for evaluation purposes. Consent rates tend to be lower in sub-strategies offering crisis response services because services consist of brief, one-time interactions. Accordingly, Cityspan did not provide names, dates of birth, or addresses for participants who did not consent. Although nonconsenting participants are included in most descriptive statistics about Oakland Unite, they are excluded from any analyses of arrests and

<sup>5</sup> The profiles presented in the main body of this report summarize participant and service information for the agencies and strategies funded by Oakland Unite from January 1, 2016 to June 30, 2019. Appendix A presents an initial view of the first six months of data collected for the agencies and strategies funded from July 1, 2019 through June 30, 2020.

<sup>6</sup> FVLC participants with no recorded services were not removed from either funding cycle data because of differences in how that agency tracks service data.

victimization, because the analyses require identifying information so participants can be linked to arrest and victimization records.

**Table B.2. Participant consent rates by sub-strategy, January 1, 2016 to June 30, 2019**

Sub-strategy	Number of participants	Consent rate (%)
Adult EESS	1,500	97
Beyond Emancipation	115	85
Building Opportunities for Self-Sufficiency	205	97
Center for Employment Opportunities	939	99
Civicorps Schools	154	90
Oakland Private Industry Council	144	99
Street outreach	707	96
Building Opportunities for Self-Sufficiency	201	96
Youth ALIVE!	467	96
Youth EESS	556	91
Alameda County Office of Education	136	88
Bay Area Community Resources, Inc.	90	92
Youth Employment Partnership	249	92
Youth Radio	103	96
Youth life coaching	681	89
East Bay Agency for Children	141	81
East Bay Asian Youth Center	166	96
MISSEY	95	87
OUSD Alternative Education	149	87
The Mentoring Center	72	97
Youth ALIVE!	146	93
Adult life coaching	751	83
Abode Services	52	98
Community & Youth Outreach	299	75
Oakland Unite/Human Services Department Life Coaches	180	94
Roots Community Health Center	89	56
The Mentoring Center	176	99
Innovation fund	242	80
Community Works West, Inc.	96	61
Seneca Family of Agencies	146	92
CSEC intervention	683	76
Covenant House California	217	83
Bay Area Women Against Rape	304	74
MISSEY	228	79
Shooting/homicide response	1,838	25
Catholic Charities of the East Bay	1,261	12
Community & Youth Outreach	66	53
Youth ALIVE!	514	54
Family violence intervention	3,784	3

Source: Oakland Unite administrative data.

**Table B.3. Participant consent rates by sub-strategy, July 1, 2019 through June 30, 2020**

Sub-strategy	Number of participants	Consent rate (%)
Adult EESS	150	85
Center for Employment Opportunities, Inc.	109	84
Oakland Private Industry Council, Inc.	23	100
The Youth Employment Partnership, Inc.	19	68
Youth Career Exploration and Education Support	48	85
Safe Passages	9	100
The Youth Employment Partnership, Inc.	39	82
Youth Diversion & Life Coaching	158	88
Young Women's Freedom Center	17	53
Community Works West, Inc.	26	81
East Bay Asian Youth Center	55	98
Youth ALIVE!	66	92
Adult life coaching	232	88
Abode Services	26	100
Community & Youth Outreach, Inc.	100	76
Oakland Unite/Human Services Department Life Coaches	42	90
Roots Community Health Center	31	100
The Mentoring Center	49	100
CSEY intervention	171	93
Bay Area Women Against Rape	60	83
Covenant House California	58	100
Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth, Inc.	61	97
Shooting/homicide response	317	39
Catholic Charities of the East Bay	156	32
Youth ALIVE!	162	47
Family violence intervention	603	1
Asian Pacific Islander Legal Outreach	58	0
The Family Violence Law Center	545	2

Source: Oakland Unite administrative data.

### OPD data

OPD provided data on arrests and victimization incidents that occurred between January 1, 2006, and December 31, 2019. The arrest data included information about each arrest incident, including its location, statute code, and Uniform Crime Reporting (UCR) statute category code, as well as information about the arrestee, including name, date of birth, address, and demographics. The victimization data included similar information for each incident involving a victim of a crime. We used the UCR statute categories and statute codes to determine each arrest or victimization incident's type. For example, we classified incidents by whether they involved a gun or other weapon, public order, property, drugs, a violent offense, or a violation of probation. For victimization incidents, we also identified a broader category of violent incidents, including whether they involved homicide, rape, robbery, assault, offenses against the family and children,

prostitution, or sex offenses. For arrest or victimization incidents with multiple offenses, we used the most serious offense to determine the severity. OPD also provided data on individuals who participated in the Ceasefire program from January 1, 2012 to December 31, 2018, either through call-ins or custom notifications. Ceasefire is a partnership between OPD, Oakland Unite, and community leaders aimed at identifying individuals involved in gun violence and offering them support services.

### ACPD data

ACPD provided data on state and local Criminal Offender Record Information for individuals age 13 and older served through the Juvenile Division between 2010 and 2019, and records for individuals age 18 to 40 served through the Adult Division, including realigned populations, between 2010 and 2019. The Juvenile Division data files include arrest date and arrested offenses, sustained offenses, disposition, and facility information. These files include juveniles arrested throughout Alameda County, including the City of Oakland. The Adult Division file includes only information on sustained offenses for individuals who are on formal probation. The ACPD data was matched to the other data sources using first and last name, date of birth, race and ethnicity, and gender. Mathematica conducted the match onsite at ACPD and removed identifying information from the matched file before conducting the analysis.

### OUSD data

OUSD provided data on all individuals enrolled in the district at any point between August 1, 2010, and June 30, 2019. For each academic year, the data included information about the student's school, days enrolled, days absent, days suspended, and academic performance. In addition, the data contained demographic and identifying information about each student.

### ACOE data

ACOE provided data on all individuals enrolled in the county's community schools at any point between August 1, 2014, and June 30, 2019. For each academic year, the data included information about the student's days enrolled, days absent, days suspended, and academic performance. In addition, the data contained demographic and identifying information about each student.

### Data matching

To conduct the analyses, we needed to link individuals within and across datasets. To conduct these matches, we used an algorithm to assign individuals a unique identifier both within and across datasets. The algorithm used consenting individuals' identifying information, including their first and last name, date of birth, gender, and address, to perform matches. All data points did not have to be available or match exactly for records to be matched. Instead, the algorithm was designed to consider the likelihood that two or more records represented the same person, even if there were minor differences across records (such as in the spelling of the name). The algorithm placed the most weight on name and date of birth, but also used gender and address if available. These weights were carefully calibrated to avoid erroneous matches while still allowing flexibility.

### Data security

Mathematica exercises due care to protect all data provided for this evaluation from unauthorized physical and electronic access. Per our current data sharing agreements, we do not share identifiable data with Oakland Unite or any other entity. All data are stored in an encrypted project-specific folder in a secure server. Access to this folder is restricted to authorized users through access control lists that require approval from the evaluation's project director. Only staff members needed to complete the evaluation objectives were granted access to the restricted data folder. These staff members have all completed data security training and background checks and are up to date on Mathematica's data storage and security policies.

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## MEMORANDUM

**TO:** Public Safety and Services Oversight Committee  
**FROM:** Peter Kim and Mailee Wang, Oakland Unite  
**DATE:** March 23, 2020  
**SUBJECT:** HSD Safety and Services Act Revenue and Expenditure Report

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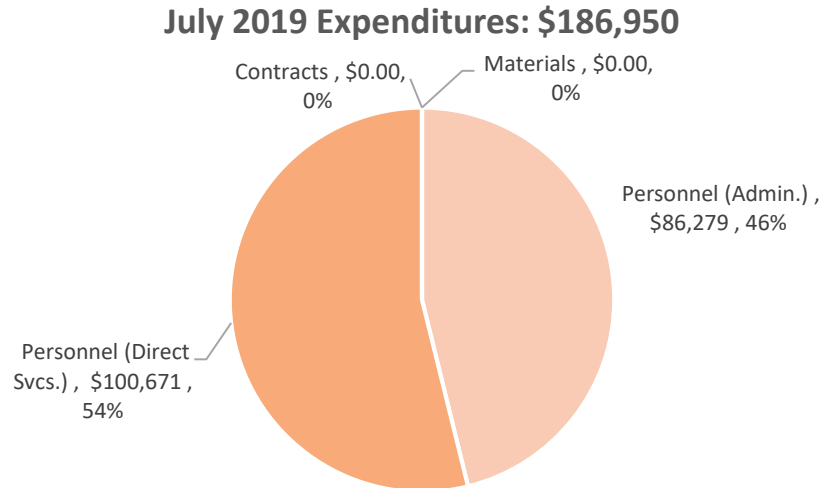
The purpose of this report is to provide the Public Safety and Services Oversight Committee (SSOC) with information regarding Human Services Department (HSD) Safety and Services Act expenditures for the previous period.

Narratives for HSD's Safety and Services Act expenditures during the months of July – September 2019 are attached. These narratives correspond to the *Budget and Year-to-Date Expenditures* report provided by the Controller's Office for those months.

For questions regarding this memo and attached narratives, please contact:

Peter Kim, Oakland Unite  
[Pkim@oaklandnet.com](mailto:Pkim@oaklandnet.com)  
510-238-2374

## Safety and Services Act HSD Expenditure Summary



### **PERSONNEL**

A total of **\$186,950** went towards personnel costs for the month. \$86,279 went towards (9.15) FTE administrative staff, the remaining \$100,671 went towards (7) FTE direct service staff.

### **MATERIALS**

Zero expenses for materials during the month of July 2019.

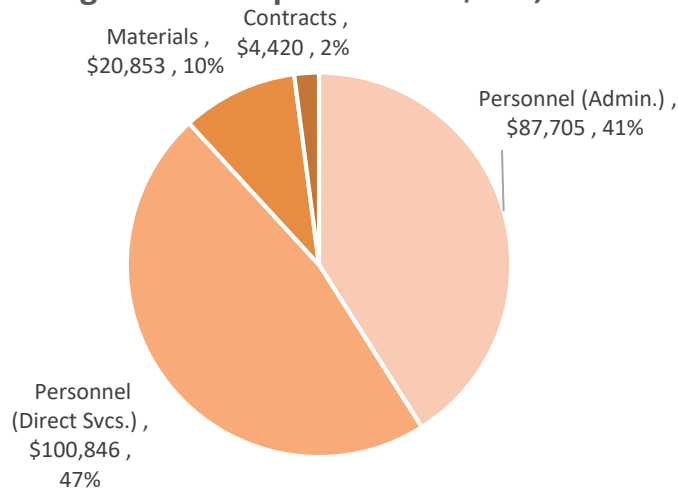
### **CONTRACTS**

Zero contract expenses for the monthly of July 2019.



## Safety and Services Act HSD Expenditure Summary

### August 2019 Expenditures: \$213,824



#### **PERSONNEL**

A total of **\$188,551** went towards personnel costs for the month. \$87,705 went towards (9.15) FTE administrative staff, the remaining \$100,846 went towards (7) FTE direct service staff.

#### **MATERIALS**

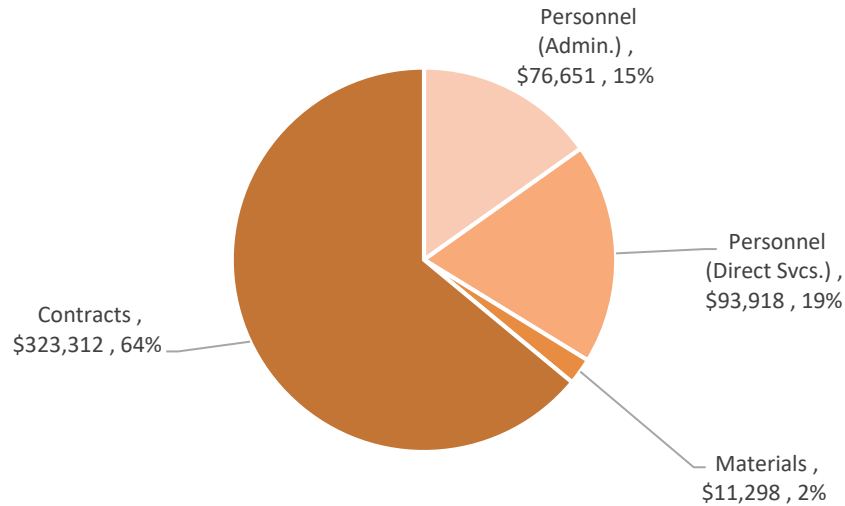
A total of **\$20,853** in materials costs are made up of both administrative and programmatic expenses. \$2,253 went towards administrative expenses including: meeting expenses, computer/office supplies and phone charges. The remaining \$18,600 went towards approved programmatic expenses including: client support supplies and travel reimbursements.

#### **CONTRACTS**

A total of **\$4,420** was for costs associated with paying for life coaching clinical support and a communications consultant.

## Safety and Services Act HSD Expenditure Summary

### September 2019 Expenditures: \$505,179



### **PERSONNEL**

A total of **\$170,569** went towards personnel costs for the month. \$76,651 went towards (9.15) FTE administrative staff, the remaining \$93,918 went towards (7) FTE direct service staff.

### **MATERIALS**

A total of **\$11,298** in materials costs are made up of both administrative and programmatic expenses. \$2,253 went towards administrative expenses including: office supplies and equipment, meeting expenses and phone charges. The remaining \$9,045 went towards approved programmatic expenses including: client support incentives and supplies, meeting expenses and travel expenses.

### **CONTRACTS**

A total of **\$323,312** included \$13,412 in costs associated with issuing grant payments for Fiscal Year 2018-2019 and \$309,000 for Fiscal Year 2019-2020 (shown below) and \$900 for life coaching clinical support.

<b>FY 2018-2019 Grantee Payments</b>		
<b>Sub-Strategy</b>	<b>Grantee</b>	<b>Amount</b>
COMMUNITY ASSET BUILDING	THE MENTORING CENTER	\$13,412
<b>FY 2019-2020 Grantee Payments</b>		
FAMILY VIOLENCE AND CSEC RESPONSE	FAMILY VIOLENCE LAW CENTER	\$120,000
	MISSEY INC	\$63,000
YOUTH EDUCATION & EMPLOYMENT SUPPORT	Safe Passages	\$40,000
YOUTH LIFE COACHING	EAST BAY ASIAN YOUTH CENTER	\$86,000

**Violence Prevention and Public Safety Act of 2014 (Measure Z)**  
**FY 2019-20 Budget & Year-to-Date Expenditures**  
**for the Period Ending October 31, 2019**

	FTE	Budget	October	Encumbered	Year-to-Date [1 JUL 2019 - 30 JUN 2020]	(Uncollected)/ Unspent
<b>ANNUAL REVENUES</b>						
Voter Approved Special Tax		17,500,000	(20,441)	-	(24,650)	(17,524,650)
Parking Tax		10,860,000	956,687	-	2,711,788	(8,148,212)
Interest & Other Misc.		-	9,519	-	55,826	55,826
Transfers From Fund Balance		951,626	-	-	-	(951,626)
<b>Total ANNUAL REVENUES</b>		<b>\$ 29,311,626</b>	<b>\$ 945,765</b>	<b>\$ -</b>	<b>\$ 2,742,964</b>	<b>\$ (26,568,662)</b>
<b>ANNUAL EXPENDITURES</b>						
<b>City Administrator</b>						
Personnel		82,034	13,437	-	47,136	34,898
Materials		22,856	12,028	621	12,028	10,208
Contracts		498,960	44,977	9,119	51,977	437,865
<b>City Administrator Total</b>	<b>0.50</b>	<b>\$ 603,851</b>	<b>\$ 70,441</b>	<b>\$ 9,740</b>	<b>\$ 111,141</b>	<b>\$ 482,971</b>
<b>Department of Violence Prevention</b>						
Personnel		146,320	-	-	-	146,320
Materials		770	164	-	164	606
Contracts		398,086	-	-	-	398,086
<b>Violence Prevention Total</b>	<b>1.00</b>	<b>\$ 545,176</b>	<b>\$ 164</b>	<b>\$ -</b>	<b>\$ 164</b>	<b>\$ 545,012</b>
<b>Finance Department</b>						
Contracts		349,804	-	27,978	-	321,825
<b>Finance Department Total</b>	<b>0.00</b>	<b>\$ 349,804</b>	<b>\$ -</b>	<b>\$ 27,978</b>	<b>\$ -</b>	<b>\$ 321,825</b>
<b>Fire Department</b>						
Personnel		2,000,000	-	-	-	2,000,000
<b>Fire Department Total</b>	<b>0.00</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>
<b>Human Services Department</b>						
Personnel		2,422,709	220,284	-	766,353	1,656,355
Materials		641,261	58,969	2,451	91,121	547,690
Contracts		11,075,812	682,339	4,371,282	1,010,072	5,804,458
Overheads and Prior Year Adjustments		186	216	-	391	(205)
<b>Human Services Department Total</b>	<b>16.15</b>	<b>\$ 14,139,968</b>	<b>\$ 961,809</b>	<b>\$ 4,373,733</b>	<b>\$ 1,867,937</b>	<b>\$ 8,008,299</b>
<b>Mayor</b>						
Personnel		140	-	-	-	140
<b>Mayor Total</b>	<b>0.00</b>	<b>\$ 140</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140</b>
<b>Police Department</b>						
Personnel		15,529,021	1,598,856	-	5,610,253	9,918,768
Materials		420,694	10,050	45,555	30,742	344,397
Contracts		196,701	56,945	18,285	59,795	118,621
Overheads and Prior Year Adjustments		7,142	-	-	74	7,068
<b>Police Department Total</b>	<b>61.81</b>	<b>\$ 16,153,558</b>	<b>\$ 1,665,851</b>	<b>\$ 63,840</b>	<b>\$ 5,700,863</b>	<b>\$ 10,388,855</b>
<b>GRAND TOTAL EXPENDITURES</b>	<b>79.46</b>	<b>\$ 33,792,496</b>	<b>\$ 2,698,265</b>	<b>\$ 4,475,291</b>	<b>\$ 7,680,104</b>	<b>\$ 21,747,101</b>

\* NOTE: These are unaudited numbers

**Violence Prevention and Public Safety Act of 2014 (Measure Z)**  
**FY 2019-20 Budget & Year-to-Date Expenditures**  
**for the Period Ending November 30, 2019**

	FTE	Budget	November	Encumbered	Year-to-Date [1 JUL 2019 - 30 JUN 2020]	(Uncollected)/ Unspent
<b>ANNUAL REVENUES</b>						
Voter Approved Special Tax		17,500,000	177,170	-	152,520	(17,347,480)
Parking Tax		10,860,000	835,897	-	3,547,685	(7,312,315)
Interest & Other Misc.		-	5,983	-	61,809	61,809
Transfers From Fund Balance		951,626	-	-	-	(951,626)
<b>Total ANNUAL REVENUES</b>		<b>\$ 29,311,626</b>	<b>\$ 1,019,050</b>	<b>\$ -</b>	<b>\$ 3,762,013</b>	<b>\$ (25,549,613)</b>
<b>ANNUAL EXPENDITURES</b>						
<b>City Administrator</b>						
Personnel		82,034	8,568	-	55,704	26,330
Materials		22,856	-	621	12,028	10,208
Contracts		498,960	28,289	9,119	80,266	409,575
<b>City Administrator Total</b>	<b>0.50</b>	<b>\$ 603,851</b>	<b>\$ 36,858</b>	<b>\$ 9,740</b>	<b>\$ 147,998</b>	<b>\$ 446,113</b>
<b>Department of Violence Prevention</b>						
Personnel		146,320	-	-	-	146,320
Materials		770	-	-	164	606
Contracts		398,086	-	-	-	398,086
<b>Violence Prevention Total</b>	<b>1.00</b>	<b>\$ 545,176</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 164</b>	<b>\$ 545,012</b>
<b>Finance Department</b>						
Contracts		349,804	8,631	25,892	8,631	315,280
<b>Finance Department Total</b>	<b>0.00</b>	<b>\$ 349,804</b>	<b>\$ 8,631</b>	<b>\$ 25,892</b>	<b>\$ 8,631</b>	<b>\$ 315,280</b>
<b>Fire Department</b>						
Personnel		2,000,000	500,000	-	500,000	1,500,000
<b>Fire Department Total</b>	<b>0.00</b>	<b>\$ 2,000,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 1,500,000</b>
<b>Human Services Department</b>						
Personnel		2,422,709	148,326	-	914,680	1,508,029
Materials		641,261	15,289	2,451	106,410	532,401
Contracts		11,075,812	1,046,503	6,154,779	2,056,575	2,974,458
Overheads and Prior Year Adjustments		186	119	-	510	(324)
<b>Human Services Department Total</b>	<b>16.15</b>	<b>\$ 14,139,968</b>	<b>\$ 1,210,238</b>	<b>\$ 6,157,230</b>	<b>\$ 3,078,175</b>	<b>\$ 5,014,564</b>
<b>Mayor</b>						
Personnel		140	-	-	-	140
<b>Mayor Total</b>	<b>0.00</b>	<b>\$ 140</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140</b>
<b>Police Department</b>						
Personnel		15,529,021	1,234,308	-	6,844,561	8,684,460
Materials		420,694	1,934	56,734	32,676	331,284
Contracts		196,701	1,350	18,285	61,145	117,271
Overheads and Prior Year Adjustments		7,142	-	-	74	7,068
<b>Police Department Total</b>	<b>61.81</b>	<b>\$ 16,153,558</b>	<b>\$ 1,237,592</b>	<b>\$ 75,019</b>	<b>\$ 6,938,455</b>	<b>\$ 9,140,084</b>
<b>GRAND TOTAL EXPENDITURES</b>	<b>79.46</b>	<b>\$ 33,792,496</b>	<b>\$ 2,993,319</b>	<b>\$ 6,267,880</b>	<b>\$ 10,673,423</b>	<b>\$ 16,961,193</b>

\* NOTE: These are unaudited numbers

**Violence Prevention and Public Safety Act of 2014 (Measure Z)**  
**FY 2019-20 Budget & Year-to-Date Expenditures**  
**for the Period Ending December 31, 2019**

	FTE	Budget	December	Encumbered	Year-to-Date [1 JUL 2019 - 30 JUN 2020]	(Uncollected)/ Unspent
<b>ANNUAL REVENUES</b>						
Voter Approved Special Tax		17,500,000	8,909,303	-	9,061,823	(8,438,177)
Parking Tax		10,860,000	834,973	-	4,382,658	(6,477,342)
Interest & Other Misc.		-	11,992	-	73,801	73,801
Transfers From Fund Balance		951,626	-	-	-	(951,626)
<b>Total ANNUAL REVENUES</b>		<b>\$ 29,311,626</b>	<b>\$ 9,756,269</b>	<b>\$ -</b>	<b>\$ 13,518,282</b>	<b>\$ (15,793,344)</b>
<b>ANNUAL EXPENDITURES</b>						
<b>City Administrator</b>						
Personnel		82,034	8,841	-	64,545	17,489
Materials		22,856	-	887	12,028	9,941
Contracts		498,960	22,773	53,760	103,039	316,708
<b>City Administrator Total</b>	<b>0.50</b>	<b>\$ 603,851</b>	<b>\$ 31,614</b>	<b>\$ 54,647</b>	<b>\$ 179,612</b>	<b>\$ 344,139</b>
<b>Department of Violence Prevention</b>						
Personnel		146,320	-	-	-	146,320
Materials		770	-	-	164	606
Contracts		398,086	-	-	-	398,086
<b>Violence Prevention Total</b>	<b>1.00</b>	<b>\$ 545,176</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 164</b>	<b>\$ 545,012</b>
<b>Finance Department</b>						
Contracts		349,804	155,159	19,702	163,790	166,312
<b>Finance Department Total</b>	<b>0.00</b>	<b>\$ 349,804</b>	<b>\$ 155,159</b>	<b>\$ 19,702</b>	<b>\$ 163,790</b>	<b>\$ 166,312</b>
<b>Fire Department</b>						
Personnel		2,000,000	500,000	-	1,000,000	1,000,000
<b>Fire Department Total</b>	<b>0.00</b>	<b>\$ 2,000,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>
<b>Human Services Department</b>						
Personnel		2,422,709	140,233	-	1,054,913	1,367,796
Materials		641,261	7,242	2,867	113,651	524,743
Contracts		11,075,812	534,518	5,640,813	2,591,094	2,843,905
Overheads and Prior Year Adjustments		186	(454)	-	57	130
<b>Human Services Department Total</b>	<b>16.15</b>	<b>\$ 14,139,968</b>	<b>\$ 681,540</b>	<b>\$ 5,643,680</b>	<b>\$ 3,759,715</b>	<b>\$ 4,736,573</b>
<b>Mayor</b>						
Personnel		140	-	-	-	140
<b>Mayor Total</b>	<b>0.00</b>	<b>\$ 140</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 140</b>
<b>Police Department</b>						
Personnel		15,529,021	1,351,139	-	8,195,700	7,333,321
Materials		420,694	12,570	47,128	45,246	328,319
Contracts		196,701	9,900	18,285	71,045	107,371
Overheads and Prior Year Adjustments		7,142	-	-	74	7,068
<b>Police Department Total</b>	<b>61.81</b>	<b>\$ 16,153,558</b>	<b>\$ 1,373,610</b>	<b>\$ 65,413</b>	<b>\$ 8,312,065</b>	<b>\$ 7,776,080</b>
<b>Parks and Recreation Department</b>						
Personnel		-	239	-	239	(239)
<b>Parks and Recreation Department Total</b>	<b>0.00</b>	<b>\$ -</b>	<b>\$ 239</b>	<b>\$ -</b>	<b>\$ 239</b>	<b>\$ (239)</b>
<b>GRAND TOTAL EXPENDITURES</b>	<b>79.46</b>	<b>\$ 33,792,496</b>	<b>\$ 2,742,162</b>	<b>\$ 5,783,442</b>	<b>\$ 13,415,585</b>	<b>\$ 14,568,017</b>

\* NOTE: These are unaudited numbers



# AGENDA REPORT

**TO:** Public Safety and Services Oversight Commission

**FROM:** Melinda Drayton  
Interim Fire Chief

**SUBJECT:** OFD Semi-Annual Report Covering July 2019 – December 2019

**DATE:** July 16, 2020

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Approval

Date:

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## RECOMMENDATION

**Staff recommends the Public Safety Services Oversight Committee (SSOC) Accept The Oakland Fire Department's Semi-Annual Report On Fire Department Activities To Achieve Measure Z Goals.**

## BACKGROUND / LEGISLATIVE HISTORY

In 2014, voters approved funding to augment basic police and fire services and funded violence prevention and intervention programs. The 2014 Oakland Public Safety and Services Violence Prevention Act (Measure Z) as it relates to the Oakland Fire Department (OFD) provides for:

- **Maintain adequate personnel resources to respond to fire and medical emergencies** through the hiring of sworn personnel and maintaining of staffing as identified in the International Association of Firefighters (IAFF), Local 55 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 the Oakland Police Department (OPD) to violent incidents, medical training centered on treatments to stop the bleeding i.e. tourniquets, sucking chest wound seals, and TXA intravenous drugs.

Measure Z provides two million dollars (\$2,000,000) for OFD.

## **ANALYSIS AND POLICY ALTERNATIVES**

### ***Purpose, Objectives and Authorized Uses of Measure Z Funds***

The taxes imposed under Measure Z are “solely for the purpose of raising revenue necessary to maintain police and fire services and violence prevention strategies, to address violent crime and to improve public safety in the City of Oakland.” (Measure Z: Section 1, Part B).

The Measure Z authorizing ordinance further states “the tax proceeds raised by these special taxes may be used only to pay for any costs or expenses to or arising from efforts to achieve the following objectives and desired outcomes:

- Reduce homicides, robberies, burglaries, and gun-related violence;
- Improve police and fire emergency 911 response times and other police services; and
- 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. (Measure Z: Section 3, Part A)

With respect to Fire Services, Measure Z states that funds shall be used to “maintain 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”.

### ***Maintain Adequate Personnel Resources***

OFD operates twenty-five (25) fire stations located throughout the city, twenty-four (24) hours per day, seven (7) days per week. OFD is responsible for fire and medical dispatch, fire prevention, fire suppression, mitigation, emergency medical response, specialized rescue operations, fire investigation, emergency management, and fire code inspection within the city.

In Fiscal Year 2019-20, OFD was authorized five hundred and nine (509) full time equivalent sworn personnel and one hundred forty-two and twenty-three hundredths (142.23) civilian personnel, for a total of six hundred fifty-one and twenty-three hundredths (651.23) full time equivalents.

Section 4.2.4 of the Memorandum of Understanding (MOU) between the City and Local 55 identified through the year 2027 daily minimum staffing levels for "Fire Suppression Staffing" of OFD sworn members. The MOU minimum staffing sets a daily number of sworn staff, broken out by specific ranks, which must be in the field at any given time. The total suppression staffing equates to one hundred and thirty-seven (137) sworn members per shift and four hundred and eleven (411) members to cover all three (3) shifts. Also, OFD operates under a MOU with the Port of Oakland which guides the Aircraft Rescue Fire Fighting (ARFF) Services provided at the Oakland International Airport. This staffing level includes the ARFF daily staffing requirements of a minimum of six (6) sworn personnel (one (1) Officer and five (5) Firefighters).

Below is the fire suppression minimum staffing by rank:

**Table 1. Fire Suppression Minimum Staffing**

<b>Rank</b>	<b>Daily Staffing</b>	<b>A, B, C Shift Staffing</b>
Battalion Chief	3	9
Captain of Fire Department	13	39
Lieutenant of Fire Department	19	57
Engineer of Fire Department	24	72
Fire Investigator	1	3
Firefighter Paramedic	26	78
Firefighter	51	153
<b>Total Minimum Staffing</b>	<b>137</b>	<b>411</b>

Below are filled and vacant sworn positions by rank as of December 31, 2019:

**Table 2. Fiscal Year 2019-20 Sworn Staffing as of December 31, 2019**

<b>Rank</b>	<b>Funded Positions for Suppression FY 2019-20</b>	<b>Filled Sworn Staffing As of 7/31/19</b>	<b>Filled Sworn Staffing As of 12/31/19</b>
Chief	1	1	1
Deputy Chief	2	2	2
Assistant Chief	3	1	1
Fire Marshal	1	1	1
Battalion Chief	12	10	11
Assistant Fire Marshal	1	1	1
Captain	57	45	41
Lieutenant	67	57	60
Fire Investigator	3	3	3
Engineer	85	78	67



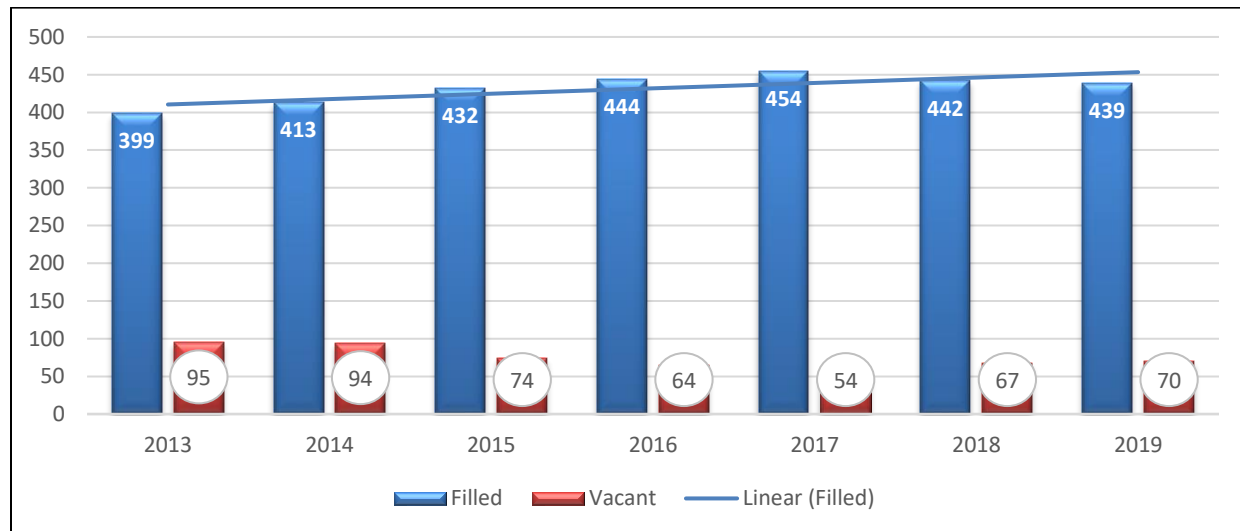
Firefighter Paramedic	<b>93</b>	79	80
Firefighter	<b>184</b>	161	171
<b>Total Funded</b>	<b>509</b>	<b>509</b>	<b>509</b>
Total Filled Positions		439	439
Total Vacant Positions		70	70

OFD did not hold an Academy in 2009. In 2010, six (6) Firefighter Trainee recruits in Academy 1-2010 were separated from city service due to budget constraints. Based on a lack of funding, OFD did not hold an Academy in 2011. Lateral Academies were held in 2012 (11 recruits) and 2013 (8 recruits). To replenish the firefighter ranks, recruitment efforts were doubled graduating two academies each Fiscal Year in 2014-15, 2015-16 and 2016-17. One small academy graduated in Fiscal Year 2017-18.

In July 2018, the Human Resources Management (HRM) Department established two (2) Eligible Lists containing five hundred and forty-six (546) Firefighter Trainee Candidates and forty-nine (49) Firefighter Paramedic Trainee Candidates. A twenty (20) week Academy began on July 8, 2019 comprised of twenty-six recruits: five (5) Fire Fighter Paramedic Trainees and twenty-one (21) Fire Fighter Trainees. Seventeen (17) Trainees (2 Firefighters Paramedics and 15 Firefighters) graduated from Academy 1-2019 on November 22, 2019.

Below are authorized filled and vacant sworn positions by calendar year.

**Table 3. Authorized Sworn Personnel Resources by Calendar Year**



### ***Improving 9-1-1 Response Times***

1. Does the Oakland Fire Turnout and Response time target goal include/factor the NFPA Recommendations?

Yes, the Oakland Fire Department follows the NFPA 1710 recommendations regarding response times.

2. Does the NFPA recommendations for Turnout & Response Time factor in various Departments or cities with similar infrastructure and capacity?

Please refer to the supplemental attachment NFPA 1710

3. To identify 8:30 as the target response time and you already are majorly meeting that target time, it appears that you are setting the bar low. Why is that?

The Oakland Fire Department has adopted the prescribed response times that are directly in accordance with NFPA 1710.

### **Turnout Time**

- 60 sec EMS      • 80 sec Fire
- First Engine Arrive on Scene Time      • 240 sec (4 min)
- Initial Full Alarm (Low and Medium Hazard) Time      • 480 sec (8 min)
- Initial Full Alarm – High Hazard/ High-Rise Time      • 610 sec (10 min 10 sec)

4. What is the projected time frame for the CAD project, and response infrastructure improvement?

**CAD** – Computer Automated Dispatch, project is tentatively scheduled to be complete in June 2021

**First Watch** - presently active, the software is used to provide real-time data reports to Battalion Chiefs, Deputy Chiefs, and the Fire Chief reflecting the departments turn-out and response times.

**Locution** – In process, the software simplifies the dispatch process by removing human delivery of dispatch call which can be a contributor to increased turnout and response times. The system generates a computerized dispatch for the nearest emergency resource to the prescribed emergency. This removes the delay in time for turnout and response by no

longer waiting for a phone call at the station prior to responding to the emergency. **Project scheduled for completion in June 2021**

**Live Mum** – presently active, the software identifies when a specific still/call response area has a reduction in resources the software automatically generates a recommendation to Fire Dispatch on the most efficient resource redeployment. In repositioning the resources, the department increases the probability of maintaining a fast emergency response.

5. Can you provide the annual statistics for the Turn-out and Response times from 2014 – 2019 showing the annual statistics not the overall average?

Please refer to Table 3 for the requested information

**Table 3. Turnout Time, Travel Time, and Total Response Times 2014 - 2019**

District 1	2014	2015	2016	2017	2018	Jan-Oct 2019
Turnout Time	3:32	3:24	3:12	3:13	3:13	3:20
Travel Time	5:32	5:51	6:28	6:49	6:36	6:53
Total Response	8:07	8:22	8:45	9:07	9:07	9:19

District 2	2014	2015	2016	2017	2018	Jan-Oct 2019
Turnout Time	3:08	2:53	2:50	2:54	3:05	3:15
Travel Time	4:50	4:19	5:13	5:23	5:29	5:28
Total Response	7:12	7:07	7:15	7:29	7:39	7:39

District 3	2014	2015	2016	2017	2018	Jan-Oct 2019
Turnout Time	2:56	2:47	2:44	2:47	2:54	3:00
Travel Time	4:28	4:41	4:42	4:54	4:58	5:12
Total Response	6:38	6:36	6:37	6:50	7:01	7:10

District 4	2014	2015	2016	2017	2018	Jan-Oct 2019
Turnout Time	3:14	2:57	3:02	3:01	3:11	3:14
Travel Time	5:45	5:51	6:07	6:20	6:19	6:24
Total Response	8:12	8:04	8:18	8:24	8:39	8:45

District 5	2014	2015	2016	2017	2018	Jan-Oct 2019
Turnout Time	2:58	2:56	2:47	2:49	3:00	3:06

Travel Time	4:58	5:10	5:25	5:36	5:48	5:59
Total Response	7:19	7:17	7:29	7:35	7:49	8:10

District 6	2014	2015	2016	2017	2018	Jan-Oct 2019
Turnout Time	3:11	2:56	2:50	2:56	3:10	3:11
Travel Time	5:23	5:34	5:28	5:45	5:53	5:57
Total Response	7:49	7:38	7:28	7:47	8:06	8:16

District 7	2014	2015	2016	2017	2018	Jan-Oct 2019
Turnout Time	3:06	2:55	2:42	2:48	3:00	3:04
Travel Time	5:40	5:54	6:08	6:10	6:10	6:14
Total Response	7:59	7:58	8:01	8:02	8:20	8:25

Year	2014	2015	2016	2017	2018	Jan-Oct 2019
Total Calls	70,007	72,803	71,304	69,221	69,597	56,774

**Investigation of Fire Causes**

**Table 4. Fire Investigation Information**

Type	Cause	Injury	Fatality	Battalion	Total
Encampment	X	YES	3	2, 3, 4	12
Structure	X	YES	3	2, 3, 4	40
Vehicle	X	NO	N	2, 3, 4	15
Wildland	X	NO	N	3, 4	3
Other	X	YES	3	2,3,4	10
X	Illegal/ Cooking	YES	X	X	3
X	Undetermined	YES	X	X	60

X	Incendiary	YES	X	X	18
X	Accidental	YES	X	X	15
X	Fireworks	NO	X	X	2
X	Electrical	NO	X	X	13
X	Burn	YES	X	X	1
X	Arson	YES	X	X	9
X	Smoking	YES	X	X	5

**Type:** S – Structure  
 V – Vehicle  
 E – Encampment  
 W – Wildland  
 O - Other

***OFD C.A.R.E.S***

Envision Summer Camp – Fire Safety and CPR awareness training – 450 youth

On Fire for Reading

Madison Park Elementary – 318 contacts

New Highland Elementary – 324 contacts

Oakland High – Career Pathway

CPR certification – 66 students

Firefighter Physical Challenge – 56 students

Fire Explorers – Youth Ages 14-21 years old

- 96 Fire Explorer Contacts

**CONCLUSION**

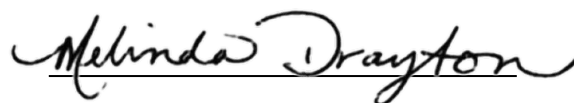
Measure Z funds will support the Department’s efforts to achieve its operation goals, which are to:

- Maintain staffing levels to meet emergency response requirements as well as provisions of MOU between the city and local 55;
- Deliver high quality services when responding to emergency calls within 7 minutes, 90 percent of the time from when Fire Dispatch first receives the call to arrival on-scene;
- Create 911 records in the Fire Dispatch record system for the annual call volume of 60,000 emergency calls;
- Effectively manage vegetation in wildfire assessment district to improve safety and defensibility;
- Provide commercial inspection service to maintain integrity of building stock and to better protect residents;
- Participate in training exercises and regional drills to hone skills and be aware of best practices in the profession; and
- Improved district familiarization with the fire companies so they know the best routes/alternate routes within their response areas.

As identified in the 2014 Oakland Public Safety and Services Violence Prevention Act, twice each year, OFD will submit a report updating the Safety and Services Oversight Commission on the status of sworn personnel resources; review of turnout times of fire companies; relevant policy and practice changes within Fire Dispatch; training of personnel; and other activity such as response to homicides, gun related violence and investigation of fire causes.

For questions regarding this report, please contact Lt. Charleton D. Lightfoot, Community Liaison Officer, by phone at 510-238-7805.

Respectfully submitted,



MELINDA DRAYTON  
Interim Fire Chief

# NFPA Standard 1710

## Organization and Deployment of Fire Suppression Operations, EMS and Special Operations in Career Fire Departments

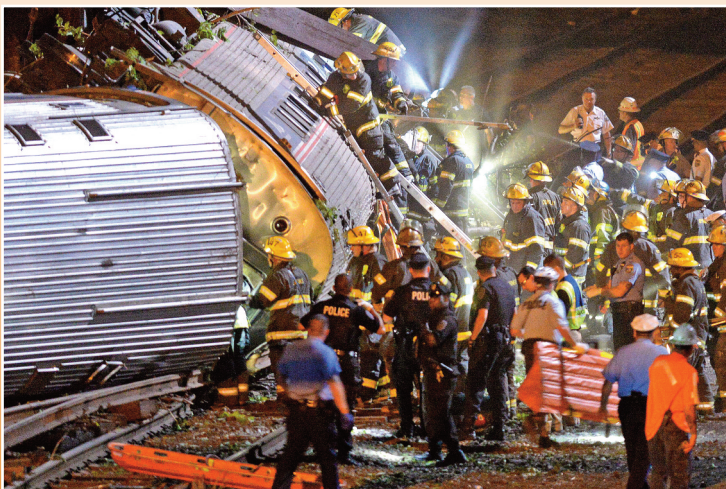
### History and Purpose

- The 1710 Standard for was originally released in 2001. Following, there have been three revisions (2004, 2010, 2016) with the most recent released in September 2016.
- The standard is applicable to substantially all CAREER fire departments and provides the MINIMUM requirements for resource deployment for fire suppression, EMS and Special Operations while also addressing fire fighter occupational health and safety.
- The 1710 Standard addresses structure fire in three hazard levels. These included low hazard (residential single-family dwellings), medium hazard (three story garden apartments or strip malls), and high hazard structures (high-rise buildings).
- The Standard addresses fire suppression, EMS, Aircraft Rescue and Firefighting, Marine Rescue and Firefighting, Wildland Firefighting, and Mutual and Auto Aid.

### Fire Suppression and Special Operations Provisions

- "Company" is defined as:
  - Group of members under direct supervision
  - Trained and equipped to perform assigned tasks
  - Organized and identified as engine, ladder, rescue, squad or multi-functional companies
  - Group of members who arrive at scene and operate with one apparatus
- EXCEPTION to company arriving on one apparatus:
  - Multiple apparatuses are assigned, dispatched and arrive together
  - Continuously operate together
  - Managed by a single officer

- An Initial Alarm is personnel, equipment and resources originally dispatched upon notification of a structure fire.
- Performance Objectives
  - Alarm Answering Time
    - 15 sec 95%
    - 40 sec 99%
  - Alarm Processing Time
    - 64 sec 90%
    - 106 sec 95%
  - Turnout Time =
    - 60 sec EMS
    - 80 sec Fire
  - First Engine Arrive on Scene Time
    - 240 sec (4 min)
  - Initial Full Alarm (Low and Medium Hazard) Time
    - 480 sec (8 min)
  - Initial Full Alarm – High Hazard/ High-Rise Time
    - 610 sec (10 min 10 sec)
- Fire departments shall set forth criteria for various types of incidents to which they are required/expected to respond. These types of incidents should include but not be limited to the following:
  - Natural disaster
  - Acts of terrorism
  - WMD
  - Large-scale mass casualty





■ Given expected firefighting conditions, the number of on-duty members shall be determined through task analysis considering the following criteria:

- Life hazard protected population
- Safe and effective performance
- Potential property loss
- Hazard levels of properties
- Fireground tactics employed

■ Company Staffing (Crew Size)

- Engine = minimum 4 on duty
  - High volume/geographic restrictions = 5 minimum on duty
  - Tactical hazards dense urban area = 6 minimum on duty
- Truck = minimum 4 on duty
  - High volume/geographic restrictions = 5 minimum on duty
  - Tactical hazards dense urban area = 6 minimum on duty

■ Initial Alarm Deployment (\*number of fire fighters including officers)

- Low hazard = 15 Fire fighters
- Medium hazard = 28 Fire fighters
- High hazard = 43 Fire fighters

## EMS Provisions

■ The fire department shall clearly document its role, responsibilities, functions and objectives for the delivery of EMS. EMS operations shall be organized to ensure the fire department's capability and includes members, equipment and resources to deploy the initial arriving company and additional alarm assignments.

■ EMS Treatment Levels include:

- First Responder
- Basic Life Support (BLS)
- Advanced Life Support (ALS)

■ MINIMUM EMS Provision = First responder/AED

■ Authority-Having Jurisdiction (AHJ) should determine if Fire Department provides BLS, ALS services, and/or transport. Patient treatment associated with each level of EMS should be determined by the AHJ based on requirements and licensing within each state/province.

■ On-duty EMS units shall be staffed with the minimum members necessary for emergency medical care relative to the level of EMS provided by the fire department.

■ Personnel deployed to ALS emergency responses shall include:

- A minimum of two members trained at the emergency medical technician–paramedic level
- AND two members trained at the BLS level arriving on scene within the established travel time.

■ All fire departments with ALS services shall have a named **medical director** with the responsibility to oversee and ensure quality medical care in accordance with state or provincial laws or regulations and must have a mechanism for immediate communication with EMS supervision and medical oversight.







# Reimagining Public Safety

Operationalizing the Oakland City Council's Commitment to Enhancing Public Safety Through More Appropriate, Efficient & Equitable Allocation of Resources

7/21/2020

Submitted for Council and Community Review/Feedback By  
Councilmembers Loren Taylor and Nikki Fortunato Bas

# CONTENTS

- Background/ Context
- Operationalizing The Taskforce
- How You Can Get Involved
- Next Steps



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# Background/ Context

# The Problem: Our Public Safety System Doesn't Work for All

- **INADEQUATE SERVICE LEVELS**
  - Current Response Times and Service Levels are inadequate
  - Many residents feel less safe in the presence of OPD
- **INEQUITABLE OUTCOMES**
  - Oakland scored 17.3 of 100 on equity scorecard for Public Safety
- **INAPPROPRIATE TYPE OF RESPONSE**
  - Police and Community members agree that many of the calls police respond to are best answered by an alternative response team (e.g., homelessness, mental health, etc.)
- **INESCAPABLE PAST**
  - After 17 years under the Negotiated Settlement Agreement, OPD still has 7 of 51 tasks that are in complete
  - Police Commission is helping improve accountability, but must continue to be supported
- **INEFFICIENT SPENDING**
  - Significant investment is being made into less effective Punitive Enforcement versus more effective Community Empowerment & Crime Prevention

## Oakland's Equity Scores Related To Public Safety

Topics	Scores	Indicators	Scores
<b>Incarceration</b>	<b>1.0</b>	Adult Felony Arrests	<b>1</b>
		Jail Incarceration	<b>1</b>
		Prison Incarceration	<b>1</b>
<b>Law Enforcement</b>	<b>18.3</b>	Police Response Times	<b>48</b>
		Stops	<b>6</b>
		Use of Force	<b>1</b>
<b>Staffing</b>	<b>48.3</b>	Representation	<b>45</b>
		Attrition from Academy	<b>63</b>
		Attrition from Field Training	<b>37</b>
<b>Community Stressors</b>	<b>1.7</b>	Domestic Violence	<b>3</b>
		Homicides	<b>1</b>
		Juvenile Felony Arrests	<b>1</b>

SOURCE: Oakland's 2018 Equity Indicators Report  
 (<https://cao-94612.s3.amazonaws.com/documents/2018-Equity-Indicators-Full-Report.pdf>)

# Oakland City Council Is Initiating A Taskforce To Reimagine Public Safety

## Taskforce Purpose & Goals

The purpose of the reimagining public safety taskforce is to rapidly reimagine and reconstruct the public safety system in Oakland by developing a recommendation for Council consideration to increase community safety through alternative responses to calls for assistance, and investments in programs that address the root causes of violence and crime (such as health services, housing, jobs, etc), with a goal of a 50% reduction in the OPD General Purpose Fund (GFP) budget allocation.

# Other Complementary Efforts Outside of Taskforce's Scope

How do we stop negative, deadly, and inequitable outcomes that result from police interactions (e.g., use of force, abuse of power, loss of life, etc.)?

1. Addressing State policies and legislation to improve Police Officer Transparency & Accountability (including POBAR) - State Legislators
2. Enhancing Oversight & Accountability for Police Officer Misconduct - Oakland Police Commission
3. Establishing Alternative Response Models to Armed Law Enforcement - MACRO Working Group, Alameda County Health Department, and Other Community Based Organizations
4. Increasing investment into prevention and community empowerment - Department of Violence Prevention, Human Services Department, Oakland Parks, Rec, and Youth Development, OFCY Partners, and other Community Based Organizations
5. Improved selection and training of first responders - Oakland Police Department Leadership, Others

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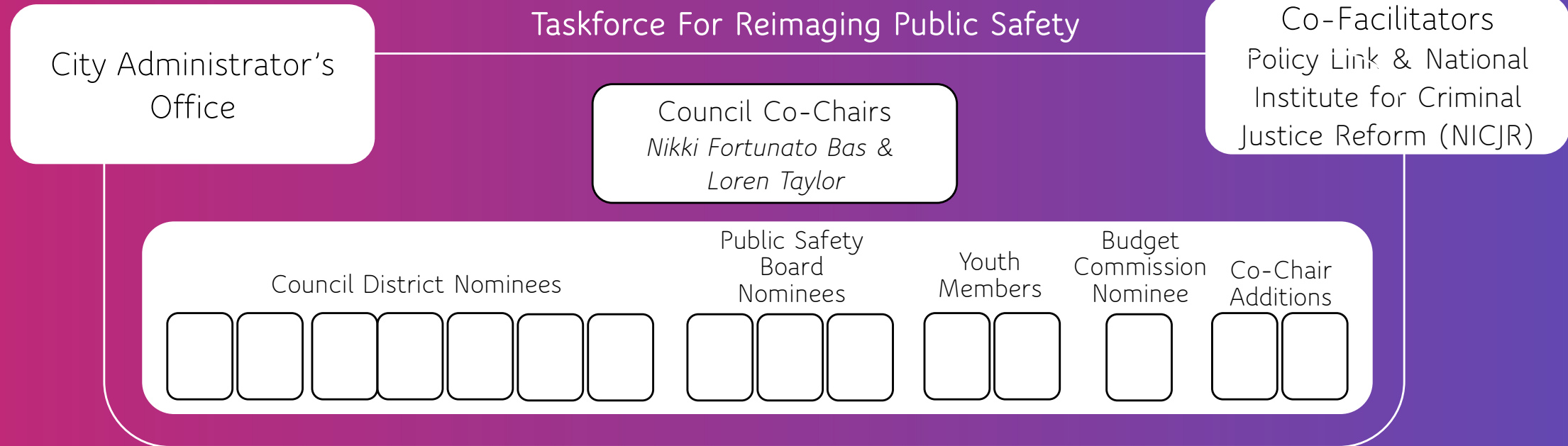


# Operationalizing The Taskforce

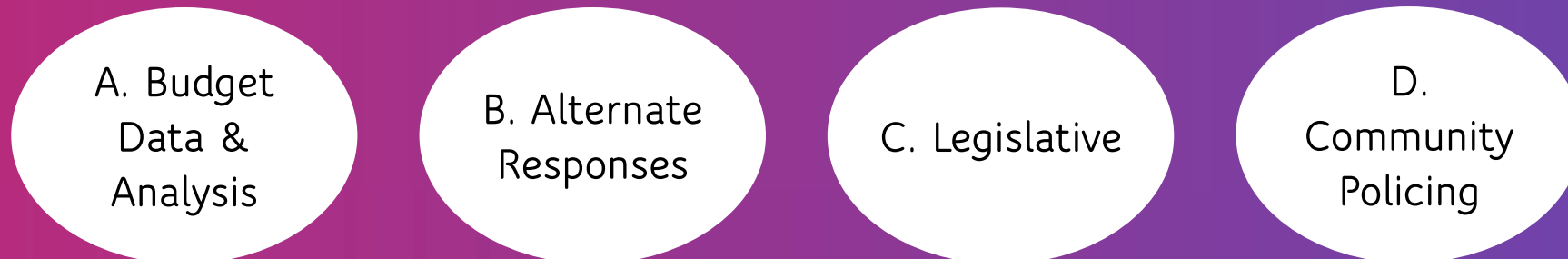


# Proposed Team/Advisory Group Structure

## Taskforce For Reimagining Public Safety



### Advisory Boards





# Taskforce Membership

## KNOWLEDGE, EXPERIENCE, & EXPERTISE NEEDED ON TASKFORCE

- Active Members of Oakland Community (Required of all)
- Formerly incarcerated individuals
- Victims of violent crime and their family members
- Immigrant community
- From Community Impacted by police violence
- Historically underrepresented populations
- Health/ Public Health Professional
- Membership in union that represents city workers
- Law Enforcement Background

	Who Nominates?	Additional Criteria	Total Positions
1	Each Councilmember	Representative from each district	7
2	Each of three public safety related citizen commissions <ul style="list-style-type: none"> <li>• Community Policing Advisory Board (CPAB)</li> <li>• Safety Services Oversight Committee (SSOC)</li> <li>• Police Commission</li> </ul>	Knowledge of Oakland’s Public Safety System	3
3	Budget Advisory Commission	Knowledge and Familiarity with Oakland City Budget	1
4	Youth Advisory Commission	Youth Voice	2
5	Taskforce Co-Chairs (Bas & Taylor)	Knowledge/expertise/ experience not already represented by other nominees	2
<b>TOTAL MEMBERS</b>			<b>15</b>

# Taskforce Member Responsibilities

## Active Membership & Participation Required of Selected Taskforce Members

- *Thorough preparation for and active participation in all taskforce meetings*
- *Active participation in at least one Advisory Board (Each Advisory Board to be co-chaired by a taskforce member)*
- *Participate in and support community engagement efforts*
- *Other?*

# Facilitator Selection

## Possible Criteria:

- **Facilitator that builds confidence in the process** - Facilitator who has the experience and values to advance the goal of shifting policing resources from enforcement and punishment to prevention and wellness; who values transparency and accountability; and who is able to engender the trust and confidence of diverse stakeholders from those who have been impacted by police violence to law enforcement.
- **Oakland Knowledge and History** - with knowledge/ experience/ relationships here that will be leveraged to ensure greater impact
- **Proven History of Deep Community Engagement/ Collaboration** - Experience/expertise leading difficult conversations and engaging large, broad, and diverse stakeholder groups
- **Open to Something Novel** - someone who is not stuck in one way of thinking, but instead open to new possibilities to come out of the process. Analysis around why punitive policing and incarceration is not always the answer and a belief that investing in root causes rather than just police will achieve safety. Working knowledge of alternative models as well as a grounding in transformative justice.
- **Public Safety System** - knowledge of the history of policing in Oakland, but not a current sworn officer

## Possible Facilitators

- *National Institute of Criminal Justice Reform - David Muhammad (CEO)*
- *PolicyLink - Michael McAfee (CEO), Anand Subramanian & Marc Philpart*

# Key Activities & Timeline

Date	Deliverable
July 28, 2020	<ul style="list-style-type: none"> <li>Council vote on authorization of Taskforce</li> </ul>
September 29, 2020	<ul style="list-style-type: none"> <li>Introduction of Task Force to Joint Meeting of Community Policing Advisory Board (CPAB), the Public Safety Services Oversight Commission (SSOC) and the Police Commission</li> </ul>
December 31, 2020	<ul style="list-style-type: none"> <li>Draft Task Force Recommendations Presented to City Council, after discussion at Public Safety Committee</li> </ul>
March 31, 2021	<ul style="list-style-type: none"> <li>Final Task Force Recommendations Presented to City Council, after discussion at Public Safety Committee</li> </ul>
June 30, 2021	<ul style="list-style-type: none"> <li>Final Day for City Council Adoption of FY2021-2023 Budget</li> </ul>

**Community Engagement To Occur Throughout Process and To Include:**

- Open Meetings
- Town Halls
- Open Data Access
- Citywide Surveys
- Quarterly Updates/ Newsletters
- Other?



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# Moving Forward

- Interest in participating as member of the Taskforce or Advisory Board?
- Interest in staying informed on the latest developments related to the taskforce and effort to reimagine public safety?

Email [district6@oaklandca.gov](mailto:district6@oaklandca.gov) or [district2@oaklandca.gov](mailto:district2@oaklandca.gov)