

SAFETY AND SERVICES OVERSIGHT COMMISSION

Regular Meeting

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

Monday, March 25, 2019

6:30-9:00 p.m.

1 Frank H. Ogawa Plaza, Oakland, CA 94612

Hearing Room 1

Oversight Commission Members: Chairperson: Kevin McPherson (D-7), Jody Nunez (D-1), Dayna Rose (D-2), Rev. Curtis Flemming, Sr. (D-3), Vacant (D-4), Vacant (D-5), Vice Chair: Carlotta Brown (D-6), Troy Williams (Mayoral), Letitia Henderson Watts (At-Large),

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

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

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

| ITEM | TIME | TYPE | ATTACHMENTS |
|---|------------|------|--------------|
| 1. Call to Order | 6:30pm | AD | |
| 2. Roll Call | 2 Minutes | AD | |
| 3. Agenda Approval | 2 Minutes | AD | |
| 4. Approval of Minutes from February 25, 2019 | 5 Minutes | AD | Attachment 1 |
| 5. Open Forum | 10 Minutes | AD | |
| 6. Oakland Unite Services Evaluation - Mathematica | 30 Minutes | A | Attachment 2 |
| 7. Oakland Unite FY 2018-2019 Measure Z Q1 & Q2 Report | 15 Minutes | A | Attachment 3 |
| 8. Department of Violence Prevention and Human Services Department Update | 15 Minutes | I | Attachment 4 |
| 9. SSOC and City Council Joint Meeting Update | 5 Minutes | I | |
| 10. Schedule Planning and Pending Agenda Items | 10 Minutes | I | |
| 11. Adjournment | 1 Minute | | |

A = Action Item

I = Informational Item

AD = Administrative Item

A* = Action, if Needed

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING MINUTES
Monday, February 25, 2019
Council Chamber

ITEM 1: CALL TO ORDER

The meeting was called to order at 6:44 pm by Chairperson Kevin McPherson

ITEM 2: ROLL CALL –

Present: Chairperson Kevin McPherson
Commissioner Jody Nunez
Commissioner Carlotta Brown
Commissioner Dayna Rose
Commissioner Curtis Flemming

Excused: Commissioner Letitia Henderson Watts
Absent: Commissioner Troy Williams

ITEM 3: AGENDA APPROVAL

Commissioner Flemming motioned to approve the item; item approved by common consent

No public speakers

ITEM 4: Approval of Minutes from December 17, 2018

Item approved by common consent

No public speakers

ITEM 5: OPEN FORUM

No public speakers

ITEM 6: Nomination and Election of Vice Chair

Commissioner Flemming motion to recommend nominating Commissioner Brown as Vice Chair

Item was approved by common consent to elect Commissioner Brown as Vice Chair.

No public speakers

ITEM 7: RDA Measure Z OPD Evaluation

Research Development Associates presented the Year 2 Measure Z Policing Services Evaluation Report working on the plan set forth from last year. RDA looked at the role and activities of CRTs and of CROs.

The main questions of the evaluation:

- Roles and expectation of CROs & CRTs
- Furthering the goals of Measure Z
- Barriers or conflicts in implementing Measure Z

Building from last year's report, RDA looked at data collected during the summer and fall at what CROs and CRTs do daily. Also, RDA observed OPD for a week during a full work shift.

RDA reviewed data from the following to ensure that OPD goals are in-line with Measure Z:

- The SARANET database - CROs use SARANET to capture the different projects that they are doing
- Crime data - part 1 and part 2 crimes
- OPD strategic plan
- Draft CRO handbook
- OPD CRO survey – under the variables and challenges that CROs are facing and understanding job satisfaction

In addition, RDA looked at OPD's policing approaches:

- Community policing
 - o Ex: how CRO set up community projects using SARANET to meet the community needs
 - o Blight & safety identified by council members and officers
- Intelligence led policing
 - o Cultivate intelligence
 - o Activity is intel-based
- Geographic policing
 - o Type of policing that the public is familiar with
- Ceasefire
 - o Strategy taken by OPD as part of the legislation

CROs:

- Draft CRO policy – formal expectations
- Fund training – institute CRO school & have additional training on community policing; expectation that CROs use SARANET daily to share progress on their projects
- Increase level of collaboration between CROs and CRTs

CRTs:

- Departments way of proactive investigation
- Training & professional development through external providers; No CRTs school
- CRTs projects not tied to SARANET; more towards intelligence policing

Looking at all 5 Areas, blight calls were the highest.

Area 1 – blight, homeless encampment, operations; Part 1 and Part 2 crime rates were the highest

Area 2 – Patrol, homeless encampment, blight; violent crimes lower – Part 1 crime higher

Area 3 – Patrol, community outreach engagement, blight; Part 1 and Part 2 crime rates lower

Area 4 – Patrol, blight, business/property inquiries; Part 1 and Part 2 crime rates lower, violent crime rates slightly higher

Area 5 – Patrol, blight, business/property inquiries; Part 1 and Part 2 crime rates higher

Findings:

Like what was presented previously:

- Area 2 had the lowest crime rate, but with the most CRO projects
- Area 5 had the highest crime & lowest CRO projects

Recommendations:

Recommendation 1: Continue to broaden community policing philosophy by initiating regular internal communications that highlight successes

Recommendation 2: Hire an analyst to view data from CRTs and CROs

Recommendation 3: Increase operational coordination with CROs, CRTs, and Ceasefire; one example are the shooting reviews

Recommendation 4: Establish performance measures

Chairperson Flemming recommends that work, such as blight, should go to non-sworn staff

Vice-Chair Brown recommend that for Finding No. 10, that refers to the limitations of SARANET, that research be done to locate a different system to collect the data

Motion made by Commissioner Rose and seconded by Commissioner Flemming to approve and forward the item to the Public Safety Committee along with the recommendations that were made; Item approved by common consent.

No public speakers

ITEM 8: FY 2017-18 Measure Z Audit

Staff from the Finance Department presented a brief summary of the Measure Z Audit for FY 2017-18 that was performed by William Adley & Company.

For FY 2017-18, \$26.8 million was collected. \$16.5 million was from parcel tax and \$10.3 million from the parking surcharge tax. There was \$28.4 million in expenditures. As of June 30, 2018, the fund balance was \$4 million and was carry forwarded to FY18-19 from multi-year projects. No findings or deficiencies were found.

This item is an information report, no action required.

No public speakers

ITEM 9: Department of Violence Prevention and Human Services Department Update

Staff provided an update on the Department of Violence Prevention. Since the last Life Enrichment Committee meeting, USC provided an outline on their progress to date, they are meeting their deliverables. The 1st quantitative findings report will be provided at the end of February. And the 2nd qualitative report will be provided by the end of March that will include information from interviews, focus groups and research that has been performed.

The 1st report will be a landscape analysis and will look at cities like Oakland and the region around violence prevention and how the department would look like and operate. The 2nd report will analyze the research data that has been collected during the participatory research interviews (of 500 interviewees) of people at the center of violence, victims of violence and those who are living in it.

A summit will be scheduled for May 18th, so that the new Chief will be able to attend. The goal is to have the new Chief be introduced and hear from the community.

USC will present a final report after the summit on their visions for the DVP.

Update on search of the Chief:

- Past Friday was the date to start submitting application; those that submit will be considered first; deadline for the position is until filled

Oakland Unite Update:

In the middle of the RFP process.

- January 18th was the release
- February 28th – proposals were due
- March 25th – panel to review all proposals
- May 20th – provide recommendations to SSOC
- May 28th – forward to Public Safety Committee
- June 4th – Forward to City Council
- July 1st – Contract start date

March 25th – Oakland Unite to provide quarterly fiscal report; update on grant process; Mathematica to provide finding at April meeting

RFQ was released at end of December. Announcement of awards at the end of March and to begin April 1st.

Pilot program during the summer – Life coaching cohort certification; to have 30 people certified to provide life coaching

No public speakers

ITEM 10: OPD Report on Community Policing Policy and SSOC Area 5 concerns

Staff provided a summary to address the concerns that were raised previously re: Area 5. With spike in violence crimes in Area 5, CROs also must handle the concerns of the community. The top 3 complaints from the community meetings are: Abandoned cars; speeding; and blight/homeless.

Chairperson Flemming would like to better support OPD and come up with other resources that can help

OPD is finding a balance on how to reduce crime and build trust in the community

Commissioner Nunez would like to curb the removal of CROs to focus on violent crimes and change the distribution of CROs for Area 5 to have more coverage

The department would prefer CROs focus on their assigned area and not be removed to other areas

Vice-Chair Brown would like to see more creative partnerships with grassroots organization to have more man power. Would like to also discuss ideas on how to partner with the department

No public speakers

ITEM 11: Oakland Fire Department Spending Plan

Staff from the fire department presented their 3-year spending plan for 2018-2021. OFD is staying in alignment with Measure Z requirements

- Will continue to maintain personnel resource levels
- Increase investigative unit

Commissioner Nunez asked regarding the homeless encampment fires. Staff to provide data during their bi-annual report

Vice-Chair Brown motioned to approve spending plan; Commissioner Nunez seconded; approved by common consent

No public speakers

ITEM 12: SSOC and City Council Joint Meeting Update

- KTOP would prefer the meeting at City Hall to keep cost down and to be able to provide streaming
- Race & Equity will provide an equity lens on the items that will be presented at the meeting
- Joe DeVries will be the facilitator

No public speakers

ITEM 13: Schedule Planning and Pending Agenda Items

- RFP/RFQ update from Human Services
- Mathematica Year 3 Agency & Strategy report
- Joint SSOC Meeting update
- OPD & OFD FY 2018-2019 Measure Z Q1 & Q2 Report

ITEM 14: Adjournment

Adjournment at 8:53 pm by common consent.

MEMORANDUM

TO: Public Safety and Services Oversight Commission (SSOC)
FROM: Tonya Gilmore, City Administrator's Office
DATE: March 14, 2019
SUBJECT: Oakland Unite Evaluation: Year 3 Strategy Report by Mathematica Policy Research

SUMMARY AND BACKGROUND:

The attached report represents the third evaluation of Oakland Unite services funded through the Safety and Services Act of 2014 (Measure Z).

The Safety and Services Oversight Commission forwarded a recommendation to the City Council who subsequently approved a contract with Mathematica Policy Research to evaluate the Oakland Unite violence intervention programs and services annually and in a four-year comprehensive evaluation. Mathematica is an independent research organization, as required by the Measure Z legislation. The evaluation includes the following components as requested by the Commission and City Council:

- **Annual strategy-level report.** Each year, the strategy-level report assesses the effectiveness of a selection of Oakland Unite strategies.
- **Annual agency-level snapshots.** The agency-level evaluation summarizes descriptive findings for each Oakland Unite agency.
- **Comprehensive evaluation.** The comprehensive evaluation assesses the impact of select programs on individual delinquency, education, and employment outcomes over a four-year period.

The City selected two sub-strategies to be the focus of the Year 3 strategy evaluation: youth life coaching and youth employment/education support services. In future years, other sub-strategies will be selected for in-depth analysis.

In this report, Mathematica presents findings concerning the implementation and short-term impacts on arrests within these two selected sub-strategies.

NEXT STEPS:

The report is presented for SSOC discussion. Thereafter, it will be presented to the Public Safety Committee of the City Council. Feedback will be used to inform future evaluation activities. Evaluation results will be used to inform program implementation and strategy design. The next evaluation report, the Year 3 agency-level report, will be brought to the Commission in Fall 2019.

ATTACHMENTS:

Attachment A: Evaluation of Oakland Unite: Year 3 Strategy Report

MEMORANDUM

505 14th Street, Suite 800
Oakland, CA 94612-1475
Telephone (510) 830-3700
Fax (510) 830-3701
www.mathematica-mpr.com

TO: Josie Halpern-Finnerty and Tonya Gilmore

FROM: Johanna Laco

DATE: 3/14/2019

SUBJECT: Oakland Unite Comprehensive Evaluation Design

Oakland Unite administers and supports grants to agencies offering community-based violence prevention programs in Oakland, California. The Violence Prevention and Public Safety Act of 2004, also known as Measure Y, 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, Oakland residents voted to extend these levies through Measure Z, which now raises about \$27 million annually, to focus efforts on serious types of violence, including gun violence, family violence, and sex trafficking. Forty percent of Measure Z funds are invested in community-based violence prevention programs through Oakland Unite, which is part of the City of Oakland (the City) Human Services Department.

The Oakland Unite comprehensive evaluation will focus on the youth and adult life coaching strategies. This memo describes the research design for the comprehensive evaluation. Qualitative and quantitative data collection and analysis will be used to describe the life coaching model, identify implementation successes and challenges, and provide estimates of the impact of participation in life coaching on individual criminal involvement, victimization, and educational attainment – the critical intermediate outcomes that contribute to stable health, housing, and employment in the long term. The final section provides descriptive information about life coaching participants.

Focus of the comprehensive evaluation: life coaching

The Oakland Unite life coaching model uses a combination of coaching, case management, and motivational interviewing practices to help high-risk youth and young adults move toward stable and successful lives. Youth are referred to life coaching agencies through the Alameda County Probation Department, and adults are referred by community-based violence interrupters and through the Oakland Police Department’s Ceasefire program. Life coaches aim to help participants avoid involvement in violence and contact with the justice system and to meet other life goals they set for themselves, including completing education or finding employment. To support participants as they develop their own goals, life coaches build strong relationships,

MEMO TO: Josie Halpern-Finnerty and Tonya Gilmore
FROM: Johanna Lacoé
DATE: 3/14/2019
PAGE: 2

maintain frequent and intensive contact, and connect participants to support services. Youth life coaches also help high-risk youth to engage in school.

As of FY18-19, five agencies are funded to provide adult life coaching services and six agencies are funded to provide youth life coaching services. Oakland Unite provides a nine-month life coaching certification program focusing on coaching skills, mentorship, and building peer networks in the profession. The certification program aims to develop the skills of agency staff so they can more effectively support positive behavior change and life choices for their clients. As of February 2019, two cohorts of life coaches (18 individuals) had completed the certification program, and a third cohort of 10 people is underway.

In the first year of the evaluation, the Mathematica research team conducted a process analysis to understand the implementation of the adult life coaching model, and an impact analysis of outcomes for adult life coaching participants, relative to a matched comparison group of individuals who did not participate in Oakland Unite (Gonzalez et al. 2017). The analyses highlighted key elements of the life coaching model that make it unique compared to other case management approaches:

- **Serving high-risk clients.** Adult life coaching agencies consistently target the population recommended by Oakland Unite. Almost two-thirds of the participants had an arrest prior to enrollment, with 23 percent arrested for a violent offense and over one-third arrested for a gun offense. Additionally, the vast majority of participants (86 percent) report direct exposure to violence (such as losing a loved one to violence) and nearly half report being victims of violence.
- **Building a trusting relationship.** Staff's descriptions of their work were highly consistent with the life coaching model presented in the Oakland Unite trainings, including building strong relationships through frequent interactions and identifying actionable goals and meaningful incentive structures. Agencies value hiring life coaches who have both professional training and personal lived experience to foster these relationships.
- **Providing long-term intensive services.** Participants average 2.5 contacts per week and 39 hours of individual case management. Oakland Unite recommends service periods of 12 to 18 months, but agencies reported longer service periods of 18 months to two years as ideal.
- **Using incentives.** Financial incentives are used to motivate and reward clients as they work toward achieving their goals. Staff report that incentives are essential tools for engaging and supporting clients.
- **Making an impact.** Adult life coaching shows promising evidence of positive effects on participant outcomes in a short period of time following enrollment. Participating in adult life coaching decreases the likelihood of arrest for a violent offense in the six months after enrollment by 1 percentage point, relative to a comparison group. There are no

MEMO TO: Josie Halpern-Finnerty and Tonya Gilmore
 FROM: Johanna Lacoé
 DATE: 3/14/2019
 PAGE: 3

differences in the likelihood of arrest for any offense or a gun offense between the adult life coaching group and the comparison group. These results suggest that the programs help a very high risk participant group avoid future police contact. Agencies report that 27 percent of participants reach employment training milestones and 32 percent are placed in jobs following participation in the program.

While there is evidence about a range of case management models, little research exists on the life coaching model. The comprehensive evaluation will provide evidence of the implementation and impact of participation in life coaching to support the ongoing development of the Oakland Unite model and inform policymakers and practitioners throughout our nation’s urban centers about the Oakland Unite life coaching model.

Research questions and data sources

The comprehensive evaluation will: (1) document citywide trends in crime and other measures of wellbeing over a four-year period (2017-2020) of Oakland Unite implementation, (2) describe the Oakland Unite life coaching model, and (3) estimate the impact of participation in life coaching on individual outcomes. Table 1 lists the primary research questions guiding the comprehensive evaluation and the data sources that will be used to answer them.

Table 1. Research questions and data sources

| Research questions | Data source |
|--|--|
| Citywide | |
| - How has crime changed in Oakland, citywide and at the neighborhood level, during the study period? | Oakland Police Department |
| - What are the trends in other measures of health and well-being, citywide and at the neighborhood level? | U.S. Census |
| - Are participants in Oakland Unite programs geographically concentrated? | Cityspan |
| Life coaching strategy | |
| - What are the characteristics of life coaching participants, including demographic characteristics, level of risk, and pre-enrollment arrests, victimization, and educational attainment? | Individual-level database of linked records from Oakland Police Department, Alameda County Probation Department, Oakland Unified School District, and Cityspan |
| - Has participation in life coaching affected the outcomes of participants relative to other similar individuals, including arrest, victimization, and educational attainment? | Participant surveys |
| - For which subgroups is life coaching most effective? | Site visits |
| - How are the impacts of participation in life coaching distributed across neighborhoods? | Focus groups |

The comprehensive evaluation leverages data from multiple sources:

- *Linked individual-level database of Cityspan and administrative data.* The database includes individual service receipt information and measures of socio-emotional functioning from the Cityspan database, arrest and victimization records from the Oakland Police Department (OPD), Ceasefire call-in and custom notification information (OPD), probation records from

MEMO TO: Josie Halpern-Finnerty and Tonya Gilmore
FROM: Johanna Lacoé
DATE: 3/14/2019
PAGE: 4

the Alameda County Probation Department, and academic records from the Oakland Unified School District (OUSD) and the Alameda County Office of Education (ACOE).

- *Agency site visits.* We conducted site visits to the life coaching agencies in Years 1 and 2. Interviews during site visits were guided by a protocol designed to gain a deeper understanding of how the life coaching model is being implemented. We discussed facilitating factors and challenges and steps agencies have taken to overcome challenges.
- *Participant satisfaction surveys.* Program participants will be surveyed in Year 2 and 4 to learn about (1) their circumstances before they began receiving services; (2) their future expectations for positive life changes; and (3) their satisfaction with service quality, fit, and appropriateness.
- *Focus groups with participants, family members, community members, and life coaches.* To gather perspectives about the efficacy of the life coaching model, in Year 3 we will lead four focus groups with life coaching participants, two with family members, two with community members, and two with life coaches. We will ask program participants about their motivations for participating in Oakland Unite programs, the reasons for their completing or leaving the program, the aspects they do and do not find useful, the components they think are missing, and their thoughts on family engagement in the programs. Families and community members will discuss similar topics with an additional focus on how programs have engaged them. We will ask life coaches to reflect on their experiences and the life coaching model, including the components they do and do not find useful. Each focus group will last about one hour and include about eight members.
- *U.S. Census data.* We will use Census data to describe citywide and neighborhood level trends in well-being (such as housing affordability, vacancy rates, education levels, and population change) over the study period as context for the analysis.

Research design and analysis plan

The comprehensive evaluation design incorporates descriptive analysis of city and neighborhood-level trends during the study period, a process study to define the life coaching model, and a quantitative examination of the impact of participation in life coaching on individual outcomes. This approach balances the City's need for information about the broader context in which the Oakland Unite programs are operating and the desire to use the most rigorous research design possible to assess the impact of participation in life coaching.

Impact evaluation design

To estimate the impact of participation in life coaching, we will generate a comparison group of individuals who do not participate in Oakland Unite programs but are similarly at-risk along a number of measures using propensity score matching (PSM). A comparison group allows us to attribute any differences in outcomes we find between participants and nonparticipants to life coaching services provided by Oakland Unite, and not to other factors. Without a comparison group, we would not be able to say whether changes in outcomes for life coaching participants

MEMO TO: Josie Halpern-Finnerty and Tonya Gilmore
FROM: Johanna Lacoé
DATE: 3/14/2019
PAGE: 5

before and after participation would have occurred without the program. PSM is a well-established approach and has been found to approximate the results of experimental methods (Fortson et al. 2015; Gill et al. 2015). It is also the approach we have used in the year 1 and year 2 strategy reports (Gonzalez et al., 2017). Drawing the comparison groups from Oakland allow us to make comparisons between individuals who experience similar contexts, including neighborhoods, schools, and labor markets.

Analysis plan

The analysis plan for the comprehensive evaluation includes the following steps:

1. *Trends in crime and well-being.* Using Census and OPD data, we will describe trends in crime and well-being in Oakland over the study period, at the city and neighborhood levels.
2. *Process analysis.* We will describe the life coaching model and the results of the process analysis, including challenges and facilitators associated with implementing the life coaching model. We will conduct qualitative analysis of the data collected from site visits and focus groups of participants, family members, and community members who have had contact with the life coaching programs. We will also analyze participant survey data and socio-emotional function measures for the life coaching agencies.
3. *Initial sample and comparison group for the impact analysis.* We will identify the Oakland Unite life coaching participant sample and draw on the individual-level database using PSM methods to generate a matched comparison group of individuals who are similar to life coaching participants, but did not participate in Oakland Unite. Then, we will compare the Oakland Unite life coaching participants to the comparison group across measures of demographics, criminal justice involvement, violent victimization, and educational attainment prior to participation in the program. Any remaining differences observed in the available data between the groups at baseline will be controlled for in the impact models.
4. *Impact estimates.* Generate impact estimates by comparing Oakland Unite life coaching participants to comparison group members across all of the relevant outcome measures for the specific target population and age group (violent victimization, juvenile delinquency, criminal activity, and educational attainment). Impacts will be estimated using regression analyses that control for key matching variables and any differences between the participant group and comparison group at baseline, and will be estimated separately for youth and adults. We will track outcomes for both the participant and comparison groups up to three years following Oakland Unite program participation.
5. *Explore variation in impacts by subgroups.* As an extension of the impact analysis, we will explore whether the impact estimates vary across key subgroups of interest to the City. These may include individuals receiving life coaching services alone compared to those receiving services from multiple Oakland Unite strategies, Ceasefire referrals versus other referral sources, and youth versus young adults.

MEMO TO: Josie Halpern-Finnerty and Tonya Gilmore
 FROM: Johanna Lacoé
 DATE: 3/14/2019
 PAGE: 6

6. *Investigate neighborhood-level variation in impacts.* To explore neighborhood variation in the impact of Oakland Unite, we will first consider the geographic distribution of Oakland Unite life coaching participants (by residential zip code), and provide descriptive statistics about neighborhoods where life coaching participants live. Using this approach we can consider whether the investment in life coaching is concentrated in neighborhoods with high crime rates. Next, we can construct a geographic dissimilarity index (Brown and Chung, 2006), a technique often used to analyze segregation patterns, to understand whether or how program impacts are concentrated in particular neighborhoods. This approach builds from the individual-level database to describe how the impacts of Oakland Unite are distributed across neighborhoods throughout the City.

Description of life coaching participants

In the final section of the memo, we describe the characteristics of life coaching participants enrolled in Oakland Unite services between January 1, 2016 and August 15, 2018. The majority of participants enrolled in adult or youth life coaching services are African American/Black (78 percent and 69 percent, respectively), and less than 20 percent are Hispanic/Latinx (Table 1). Most adult participants are male (96 percent), while almost 30 percent of youth life coaching participants are female. The average age of adult participants is 27 and the average age of youth participants is 18. Participants reside in all parts of Oakland, with the largest proportion of both age groups living in East Oakland.

Table 1. Descriptive characteristics of life coaching participants

| Characteristics | Adult life coaching | Youth life coaching |
|---|---------------------|---------------------|
| Number of participants (January 2016 - December 2017) | 457 | 483 |
| Consent rate | 88% | 89% |
| Race and ethnicity | | |
| African American/Black | 78% | 69% |
| Hispanic/Latinx | 16% | 19% |
| White | 0% | 1% |
| Asian/Pacific Islander | 2% | 3% |
| Other race | 2% | 7% |
| Race information missing | 1% | 1% |
| Sex | | |
| Female | 3% | 29% |
| Male | 96% | 70% |
| Transgender/Other | 0% | 0% |
| Gender information missing | 1% | 0% |
| Age | | |
| Average age | 27 | 18 |
| Youth | 2% | 71% |
| Young adults | 46% | 28% |
| Adults | 51% | 1% |
| Age information missing | 1% | 0% |
| Residential location | | |
| West Oakland | 15% | 19% |
| Central Oakland | 26% | 22% |
| East Oakland | 37% | 43% |
| Other region | 9% | 4% |
| Region missing | 13% | 11% |

MEMO TO: Josie Halpern-Finnerty and Tonya Gilmore
 FROM: Johanna Lacoé
 DATE: 3/14/2019
 PAGE: 7

Source: Cityspan

Note. Race/ethnicity, age, and gender information are available for all participants, unless indicated as missing. Residential location was not available for non-consenters.

Oakland Unite life coaching participants come to the programs facing multiple challenges and risk factors for future involvement in violence. Table 2 describes both self-reported risk factors, gathered from life coaching participants by program staff when they enroll, as well as information from the Oakland Police Department and Oakland Unified School District. The vast majority of life coaching participants report that they been involved in or are at-risk of becoming involved in violent crime. In addition, the majority of adult life coaching participants have been victims of violence (or are at risk of victimization), and almost 90 percent have been exposed to violence (or are at risk of exposure). Youth life coaches have just begun asking about victimization or exposure to violence at the time of enrollment, and this data will be provided in future reports.

Table 2. Pre-Oakland Unite participation risk factors

| Risk factors | Adult life coaching | Youth life coaching |
|---|---------------------|---------------------|
| <i>Self-reported risk factors</i> | | |
| Involved or at risk of involvement in violence | 90% | 97% |
| Victim or at risk of being a victim of violence | 52% | n.a. |
| Exposed or at risk of exposure to violence | 89% | n.a. |
| <i>Prior arrest and victimization from OPD</i> | | |
| Any arrest by OPD before OU enrollment | 65% | 61% |
| Victim of a violent crime before OU enrollment | 43% | 39% |
| Any arrest by OPD (6 months before OU enrollment) | 11% | 30% |
| Victim of a violent crime (6 months before OU enrollment) | 8% | 7% |
| <i>Prior educational experiences from OUSD</i> | | |
| Not enrolled in an OUSD school in past 10 years | 64% | 24% |
| Enrolled in an OUSD school in past 10 years | 36% | 76% |
| General education school | 9% | 62% |
| Alternative school | 27% | 14% |
| Ever suspended in past 10 years | 12% | 36% |
| GPA over the past 10 years | 1.72 | 1.26 |
| Enrolled in school (6 months prior to OU enrollment) | 27% | 67% |
| Chronic absence rate (6 months prior to OU enrollment) | 40% | 66% |
| Any behavioral incident (6 months prior to OU enrollment) | 10% | 51% |

Source: Linked individual-level database of records from Citypan, OPD, and OUSD.

The administrative data from the OPD confirm that participants served by the life coaching programs have significant prior justice system involvement. Approximately two-thirds of adult and youth life coaching participants have been arrested by OPD in the past 10 years. This

MEMO TO: Josie Halpern-Finnerty and Tonya Gilmore
FROM: Johanna Lacoë
DATE: 3/14/2019
PAGE: 8

percentage is an underestimate of the full degree of justice system involvement, as it does not include arrests that occurred outside of the city of Oakland. Life coaching participants are also involved in violence as victims in the past 10 years – 43 percent of adult participants and 39 percent of youth participants have reported being a victim of a violent crime to the OPD. This percentage is also an underestimate of the true proportion of participants who have experienced violent victimization, as it only includes crimes that are reported to the OPD. In the six months directly preceding enrollment in Oakland Unite, 11 percent of adult participants and 30 percent of youth participants had been arrested by the OPD, and 7 percent had reported being a victim of a violent crime.

Oakland Unite participants also face significant educational challenges. Only 36 percent of adult participants had been enrolled in OUSD schools in the past 10 years, while over three-quarters of youth participants had been enrolled during that time. For youth participants, the majority were enrolled in general education public schools (62 percent) and 14 percent were enrolled in alternative schools. One-third of youth participants have been suspended from school prior to enrolling in Oakland Unite, and grade point averages prior to enrollment are low. In the six months preceding enrollment in Oakland Unite, 67 percent of youth participants were enrolled in school, and two-thirds of those enrollees were chronically absent from school. Over half (51 percent) of enrollees had a behavioral incident at school during the six months before Oakland Unite enrollment. Information about students enrolled in Alameda County Office of Education schools, which may include youth transitioning out of secure placement, are not included in Table 2.

References

- Fortson, Kenneth, Philip Gleason, Emma Kopa, and Natalya Verbitsky Savitz. “Horseshoes, Hand Grenades, and Treatment Effects? Reassessing Whether Nonexperimental Estimators Are Biased.” *Economics of Education Review*, vol. 44, 2015, pp. 100–113.
- Gonzalez, N., Lacoë, J., Dawson-Andoh, E., Yanez, A., Nicolai, N., & S. Crissey. Evaluation of Oakland Unite: Year 1 Strategy Report. *Oakland, CA: Mathematica Policy Research*. 2017.

Evaluation of Oakland Unite Services

2016-2020

SSOC Meeting
Oakland, CA

March 2019

Johanna Laco

Oakland Unite Background

- **Oakland Unite intends to interrupt and prevent violence by investing in strategies that focus on youth and young adults at highest risk of violence**
- **The impact of Oakland Unite can be challenging to evaluate**
 - **There are many other policies and changes in Oakland that coincide with Measure Z**
 - **Oakland Unite is a voluntary program, so participants may have already decided to make a change in their lives and may differ from other at-risk people who don't participate**

Evaluation Components

Purpose: To provide the City of Oakland and diverse stakeholders information about the performance and impact of Oakland Unite and inform decisions about how to properly allocate resources to reduce violence.

Annual snapshots of each grantee

- Summaries of program performance and participants
- Administrative data, site visits, interviews, and participant surveys
- Annual profiles designed for a wide audience

Annual strategy-level outcomes analysis

- Evaluation of the effectiveness of select sub-strategies in improving outcomes for participants
- Match Oakland Unite participants to similar comparison individuals
- Analyze qualitative data on implementation

Comprehensive impact evaluation

- Evaluation of participation in life coaching on individual justice involvement, violent victimization, and education outcomes over a four-year period
- Explore neighborhood-level variation in impacts
- Conduct focus groups with participants, families, and community members

Findings to date

- **Oakland Unite agencies serve people who experience violence, contact with the police, and disconnection from education**
- **Adult employment and education support services:**
 - Participation decreases the likelihood of arrest for any offense in the six months after enrollment by 6 percentage points and the likelihood of arrest for a violent offense by 1 percentage point, relative to a comparison group of similar individuals.
 - There was no difference between adult employment and education support services participants and the comparison group in arrests for gun offenses.
- **Adult life coaching:**
 - Participation decreases the likelihood of arrest for violent offenses in the six months after enrollment by 1 percentage point, relative to a comparison group of similar individuals.
 - There was no difference between adult life coaching participants and the comparison group in overall arrests or arrests for gun offenses.

Comprehensive evaluation

- Document the life coaching model and its implementation facilitators and challenges
- Match life coaching participants to similar individuals who did not participate in Oakland Unite life coaching services
- Estimate the impact of participation in life coaching on:

Justice involvement

- Arrest (OPD and ACPD)
- Violation of probation (ACPD)
- Conviction (ACPD)
- Incarceration (ACPD)

Victimization

- Reported a violent crime (OPD)

Educational outcomes

- Enrolled in school (OUSD and ACOE)
- Attendance (OUSD and ACOE)
- Completion (OUSD and ACOE)

- Explore variation in impacts by neighborhood and by subgroup

Deliverables

Year 1

- Network and cluster analyses (June 2017)
- Strategy report: Adult employment and education, adult life coaching (November 2017)

Year 2

- Agency report: 2016 and 2017 (April 2018)
- Comprehensive evaluation memo: design and summary statistics (July 2018)

Year 3

- Strategy report: Youth employment and education, youth life coaching (**April 2019**)
- Agency report: 2018 (**April 2019**)
- Comprehensive evaluation memo: focus groups (September 2019)
- Strategy report: CSEC (September 2019)

Year 4

- Agency report: 2019 (March 2020)
- Strategy report: Violence interrupters (March 2020)
- Comprehensive evaluation: final report (December 2020)

For More Information

- **Johanna Lacoë, Project Director**
 - jlacoë@mathematica-mpr.com
- **Naihobe Gonzalez, Deputy Project Director**
 - ngonzalez@mathematica-mpr.com

MEMORANDUM

TO: Public Safety and Services Oversight Committee
FROM: Peter Kim and Josie Halpern-Finnerty, Oakland Unite
DATE: March 13, 2019
SUBJECT: HSD Safety and Services Act Revenue and Expenditure Report

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 – December 2018 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:

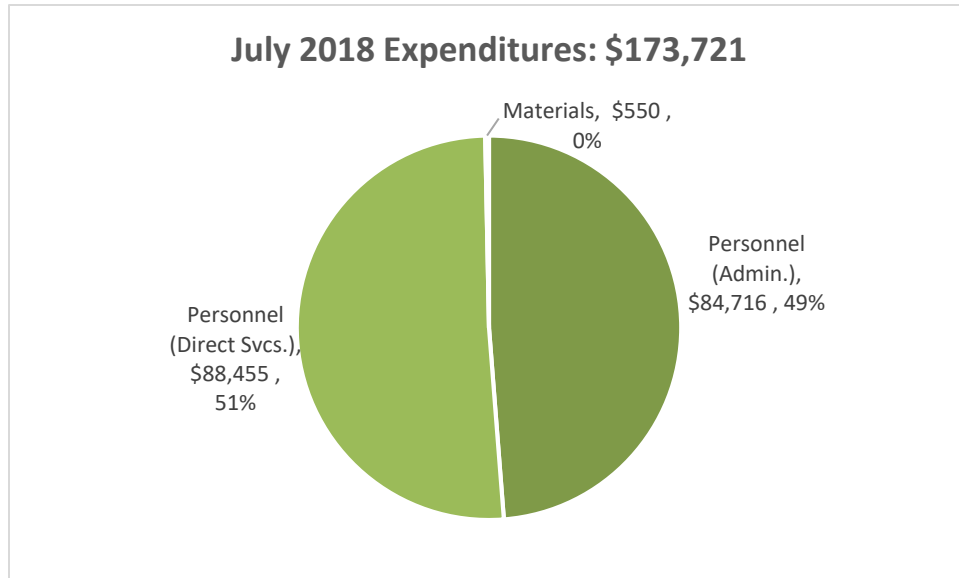
Josie Halpern-Finnerty, Oakland Unite
JHalpern-Finnerty@oaklandnet.com
510-238-2350

Violence Prevention and Public Safety Act of 2014 (Measure Z)
FY 2018-19 Budget & Year-to-Date Expenditures
for the Period Ending July 31, 2018

| | FTE | Budget | August | Encumbered | Year-to-Date [1 July 2017-30 June 2018] | (Uncollected)/ Unspent |
|--|--------------|----------------------|---------------------|---------------------|--|---------------------------|
| ANNUAL REVENUES | | | | | | |
| Voter Approved Special Tax | | 16,260,883 | 3,627,348 | - | 14,767,834 | (1,493,049) |
| Parking Tax | | 10,387,475 | 381,473 | - | 7,014,934 | (3,372,541) |
| Interest & Other Misc. | | - | 13,054 | - | 84,313 | 84,313 |
| Total ANNUAL REVENUES | | \$ 26,648,358 | \$ 4,021,875 | \$ - | \$ 21,867,081 | \$ (4,781,277) |
| ANNUAL EXPENDITURES | | | | | | |
| City Administrator | | | | | | |
| Contracts | | - | - | 211,067 | - | (211,067) |
| City Administrator Total | 0.00 | \$ - | \$ - | \$ 211,067 | \$ - | \$ (211,067) |
| Department of Violence Prevention | | | | | | |
| Personnel | | 153,976 | - | - | - | 153,976 |
| Materials | | - | - | - | - | - |
| Contracts | | 559,238 | - | - | - | 559,238 |
| Overheads and Prior Year Adjustments | | - | - | - | - | - |
| Violence Prevention Total | 1.50 | \$ 713,214 | \$ - | \$ - | \$ - | \$ 713,214 |
| Finance Department | | | | | | |
| Contracts | | 41,320 | - | 6,157 | - | 35,163 |
| Finance Department Total | 0.00 | \$ 41,320 | \$ - | \$ 6,157 | \$ - | \$ 35,163 |
| Fire Department | | | | | | |
| Personnel | | 2,000,000 | - | - | - | 2,000,000 |
| Fire Department Total | 0.00 | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ 2,000,000 |
| Human Services Department | | | | | | |
| Personnel | | 2,134,216 | 173,171 | - | 173,171 | 1,961,045 |
| Materials | | 249,327 | 550 | 19,380 | 550 | 229,397 |
| Contracts | | 7,535,106 | - | 1,426,417 | - | 6,108,686 |
| Human Services Department Total | 15.30 | \$ 9,918,649 | \$ 173,721 | \$ 1,445,797 | \$ 173,721 | \$ 8,299,128 |
| Mayor | | | | | | |
| Personnel | | - | - | - | - | - |
| Overheads and Prior Year Adjustments | | - | - | - | - | - |
| Mayor Total | 0.40 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Police Department | | | | | | |
| Personnel | | 14,225,013 | 1,117,917 | - | 1,117,917 | 13,107,096 |
| Materials | | 374,611 | - | 25,892 | - | 348,719 |
| Contracts | | 175,000 | - | 18,285 | - | 145,538 |
| Overheads and Prior Year Adjustments | | - | - | - | - | - |
| Police Department Total | 66.00 | \$ 14,774,624 | \$ 1,117,917 | \$ 44,177 | \$ 1,117,917 | \$ 13,601,353 |
| Parks and Recreation Department | | | | | | |
| Personnel | 0.00 | - | 1,408 | - | 1,408 | (1,408) |
| Parks and Recreation Department Total | 0.00 | \$ - | \$ 1,408 | \$ - | \$ 1,408 | \$ (1,408) |
| GRAND TOTAL EXPENDITURES | 83.20 | \$ 27,447,807 | \$ 1,293,046 | \$ 1,707,198 | \$ 1,293,046 | \$ 24,436,383 |

* NOTE: These are unaudited numbers

Safety and Services Act HSD Expenditure Summary



PERSONNEL

A total of **\$173,171** went towards personnel costs for the month. \$84,716 went towards (9) FTE administrative staff, the remaining \$88,455 went towards (8) FTE direct service staff.

MATERIALS

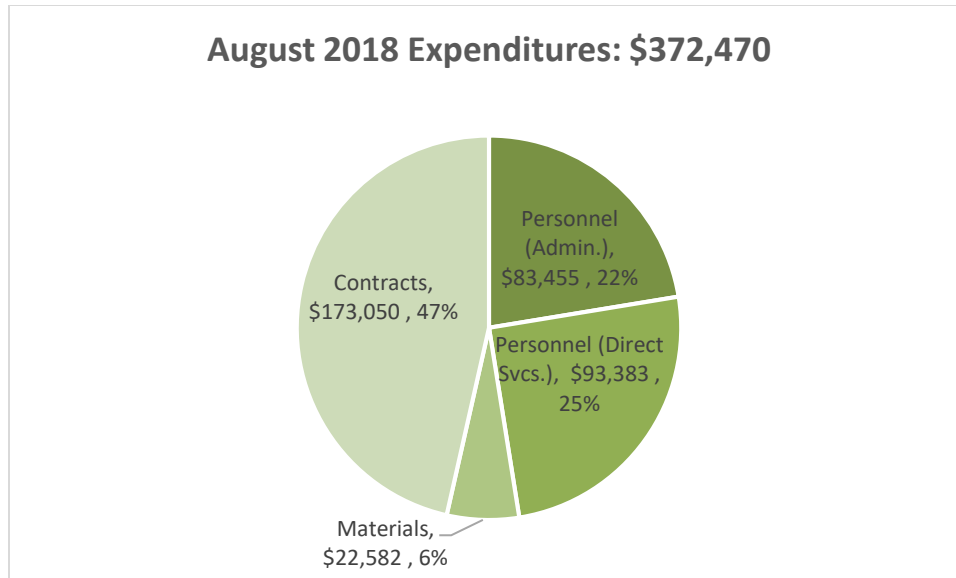
A total of **\$550** in materials costs went towards administrative expenses associated with space rental for trainings and convenings.

**Violence Prevention and Public Safety Act of 2014 (Measure Z)
FY 2018-19 Budget & Year-to-Date Expenditures
for the Period Ending August 31, 2018**

| | FTE | Budget | August | Encumbered | Year-to-Date [1 July 2017-30 June 2018] | (Uncollected)/ Unspent |
|--|--------------|----------------------|---------------------|---------------------|--|---------------------------|
| ANNUAL REVENUES | | | | | | |
| Voter Approved Special Tax | | 16,748,708 | 234,728 | - | - | (16,748,708) |
| Parking Tax | | 10,699,099 | 573,665 | - | 581,693 | (10,117,406) |
| Interest & Other Misc. | | - | 10,544 | - | 23,553 | 23,553 |
| Total ANNUAL REVENUES | | \$ 27,447,807 | \$ 818,937 | \$ - | \$ 605,245 | \$ (26,842,562) |
| ANNUAL EXPENDITURES | | | | | | |
| City Administrator | | | | | | |
| Personnel | | (30,988) | - | - | - | (30,988) |
| Materials | | 8,876 | - | - | - | 8,876 |
| Contracts | | 234,905 | - | 211,067 | - | 23,838 |
| City Administrator Total | 0.00 | \$ 212,793 | \$ - | \$ 211,067 | \$ - | \$ 1,726 |
| Department of Violence Prevention | | | | | | |
| Personnel | | 261,209 | - | - | - | 261,209 |
| Materials | | 3,537 | - | - | - | 3,537 |
| Contracts | | 1,068,688 | - | - | - | 1,068,688 |
| Overheads and Prior Year Adjustments | | 66,957 | - | - | - | 66,957 |
| Violence Prevention Total | 1.50 | \$ 1,400,391 | \$ - | \$ - | \$ - | \$ 1,400,391 |
| Finance Department | | | | | | |
| Contracts | | 58,758 | - | 6,157 | - | 52,601 |
| Finance Department Total | 0.00 | \$ 58,758 | \$ - | \$ 6,157 | \$ - | \$ 52,601 |
| Fire Department | | | | | | |
| Personnel | | 1,988,480 | - | - | - | 1,988,480 |
| Fire Department Total | 0.00 | \$ 1,988,480 | \$ - | \$ - | \$ - | \$ 1,988,480 |
| Human Services Department | | | | | | |
| Personnel | | 2,631,687 | 176,839 | - | 350,009 | 2,281,678 |
| Materials | | 464,708 | 22,581 | 7,120 | 23,131 | 434,457 |
| Contracts | | 10,816,787 | 173,050 | 5,932,530 | 173,050 | 2,191,147 |
| Overheads and Prior Year Adjustments | | (36) | - | - | - | (36) |
| Human Services Department Total | 15.30 | \$ 13,913,146 | \$ 372,470 | \$ 5,939,650 | \$ 546,190 | \$ 4,907,246 |
| Mayor | | | | | | |
| Personnel | | 140 | - | - | - | 140 |
| Mayor Total | 0.40 | \$ 140 | \$ - | \$ - | \$ - | \$ 140 |
| Police Department | | | | | | |
| Personnel | | 13,429,625 | 1,106,545 | - | 2,224,462 | 11,205,164 |
| Materials | | 404,975 | (492) | 24,681 | (492) | 380,786 |
| Contracts | | 343,382 | - | 18,285 | - | 313,922 |
| Police Department Total | 66.00 | \$ 14,177,982 | \$ 1,106,053 | \$ 42,966 | \$ 2,223,970 | \$ 11,899,872 |
| Parks and Recreation Department | | | | | | |
| Personnel | | - | 164 | - | 1,572 | (1,572) |
| Parks and Recreation Department Total | 0.00 | \$ - | \$ 164 | \$ - | \$ 1,572 | \$ (1,572) |
| GRAND TOTAL EXPENDITURES | 83.20 | \$ 31,751,690 | \$ 1,478,687 | \$ 6,199,840 | \$ 2,771,732 | \$ 20,248,884 |

* NOTE: These are unaudited numbers

Safety and Services Act HSD Expenditure Summary



PERSONNEL

A total of **\$176,839** went towards personnel costs for the month. \$83,455 went towards (9) FTE administrative staff, the remaining \$93,383 went towards (8) FTE direct service staff.

MATERIALS

A total of **\$22,582** in materials costs are made up of both administrative and programmatic expenses. \$625 went towards administrative expenses associated with parking and meeting costs. The remaining \$21,957 went towards approved programmatic expenses including: client support incentives and supplies for the summer parks program.

CONTRACTS

A total of **\$173,050** went towards grant payments for Fiscal Year 2018-2018 contracts.

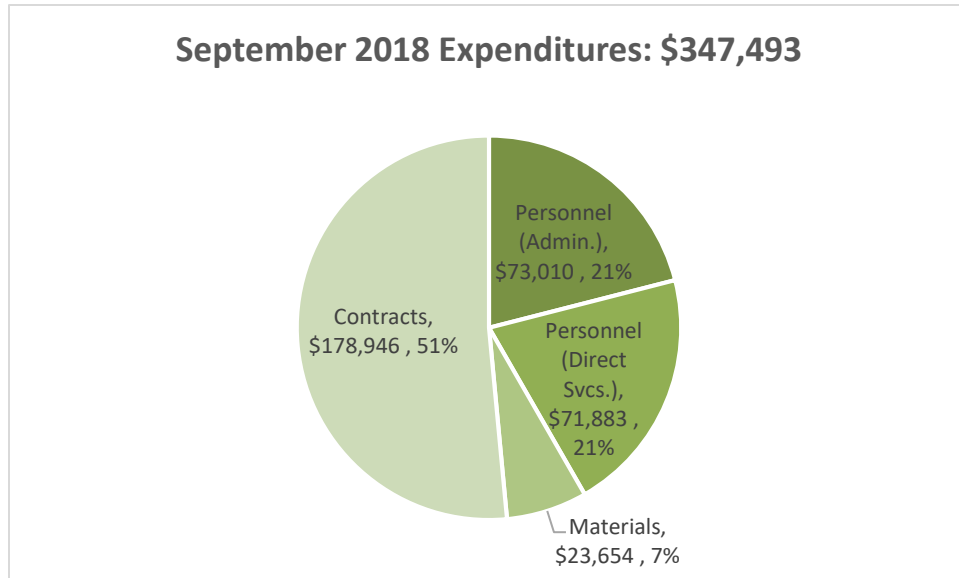
| FY 2018-19 Advance Grant Payments | | |
|--|----------------------------|---------------|
| Sub-Strategy | Grantee | Amount |
| Youth Education and Employment Support | YOUTH RADIO | \$26,750 |
| Adult Education and Employment Support | CIVICORPS | \$50,000 |
| Family Violence Response | FAMILY VIOLENCE LAW CENTER | \$96,300 |

**Violence Prevention and Public Safety Act of 2014 (Measure Z)
FY 2018-19 Budget & Year-to-Date Expenditures
for the Period Ending September 30, 2018**

| | FTE | Budget | September | Encumbered | Year-to-Date [1 July 2017-30 June 2018] | (Uncollected)/ Unspent |
|--|--------------|----------------------|---------------------|---------------------|--|---------------------------|
| ANNUAL REVENUES | | | | | | |
| Voter Approved Special Tax | | 16,748,708 | - | - | - | (16,748,708) |
| Parking Tax | | 10,699,099 | 1,011,599 | - | 1,593,292 | (9,105,807) |
| Interest & Other Misc. | | - | 8,809 | - | 32,362 | 32,362 |
| Total ANNUAL REVENUES | | \$ 27,447,807 | \$ 1,020,408 | \$ - | \$ 1,625,654 | \$ (25,822,153) |
| ANNUAL EXPENDITURES | | | | | | |
| City Administrator | | | | | | |
| Personnel | | (30,988) | - | - | - | (30,988) |
| Materials | | 8,876 | - | - | - | 8,876 |
| Contracts | | 234,905 | 19,931 | 191,136 | 19,931 | 23,838 |
| City Administrator Total | 0.00 | \$ 212,793 | \$ 19,931 | \$ 191,136 | \$ 19,931 | \$ 1,726 |
| Department of Violence Prevention | | | | | | |
| Personnel | | 261,209 | - | - | - | 261,209 |
| Materials | | 3,537 | - | - | - | 3,537 |
| Contracts | | 1,068,688 | - | - | - | 1,068,688 |
| Overheads and Prior Year Adjustments | | 66,957 | - | - | - | 66,957 |
| Violence Prevention Total | 1.50 | \$ 1,400,391 | \$ - | \$ - | \$ - | \$ 1,400,391 |
| Finance Department | | | | | | |
| Contracts | | 58,758 | - | 6,157 | - | 52,601 |
| Finance Department Total | 0.00 | \$ 58,758 | \$ - | \$ 6,157 | \$ - | \$ 52,601 |
| Fire Department | | | | | | |
| Personnel | | 1,988,480 | - | - | - | 1,988,480 |
| Fire Department Total | 0.00 | \$ 1,988,480 | \$ - | \$ - | \$ - | \$ 1,988,480 |
| Human Services Department | | | | | | |
| Personnel | | 2,631,687 | 144,893 | - | 494,902 | 2,136,785 |
| Materials | | 481,708 | 23,654 | 8,064 | 46,785 | 426,859 |
| Contracts | | 10,799,787 | 178,946 | 6,883,434 | 351,996 | 3,624,357 |
| Overheads and Prior Year Adjustments | | (36) | - | - | - | (36) |
| Human Services Department Total | 15.30 | \$ 13,913,146 | \$ 347,493 | \$ 6,891,498 | \$ 893,683 | \$ 6,187,965 |
| Mayor | | | | | | |
| Personnel | | 140 | - | - | - | 140 |
| Mayor Total | 0.40 | \$ 140 | \$ - | \$ - | \$ - | \$ 140 |
| Police Department | | | | | | |
| Personnel | | 13,429,625 | 1,052,149 | - | 3,276,611 | 10,153,014 |
| Materials | | 404,975 | 23,173 | 33,315 | 22,681 | 343,365 |
| Contracts | | 343,382 | - | 18,285 | - | 313,922 |
| Police Department Total | 66.00 | \$ 14,177,982 | \$ 1,075,322 | \$ 51,600 | \$ 3,299,292 | \$ 10,810,301 |
| Parks and Recreation Department | | | | | | |
| Personnel | | - | - | - | 1,572 | (1,572) |
| Parks and Recreation Department Total | 0.00 | \$ - | \$ - | \$ - | \$ 1,572 | \$ (1,572) |
| GRAND TOTAL EXPENDITURES | 83.20 | \$ 31,751,690 | \$ 1,442,746 | \$ 7,140,391 | \$ 4,214,478 | \$ 20,440,032 |

* NOTE: These are unaudited numbers

Safety and Services Act HSD Expenditure Summary



PERSONNEL

A total of **\$144,893** went towards personnel costs for the month. \$73,010 went towards (9) FTE administrative staff, the remaining \$71,883 went towards (8) FTE direct service staff.

MATERIALS

A total of **\$23,654** in materials costs are made up of both administrative and programmatic expenses. \$827 went towards administrative expenses including: postage and staff tuition benefits. The remaining \$22,827 went towards approved programmatic expenses including: client support incentives and supplies and activities for the summer parks program.

CONTRACTS

A total of **\$178,946** included \$167,990 in costs associated with issuing grant payments for Fiscal Year 2018-2019 contracts. The remaining \$10,956 was for costs associated with paying Bright Research Group to provide technical assistance on grantee skill development.

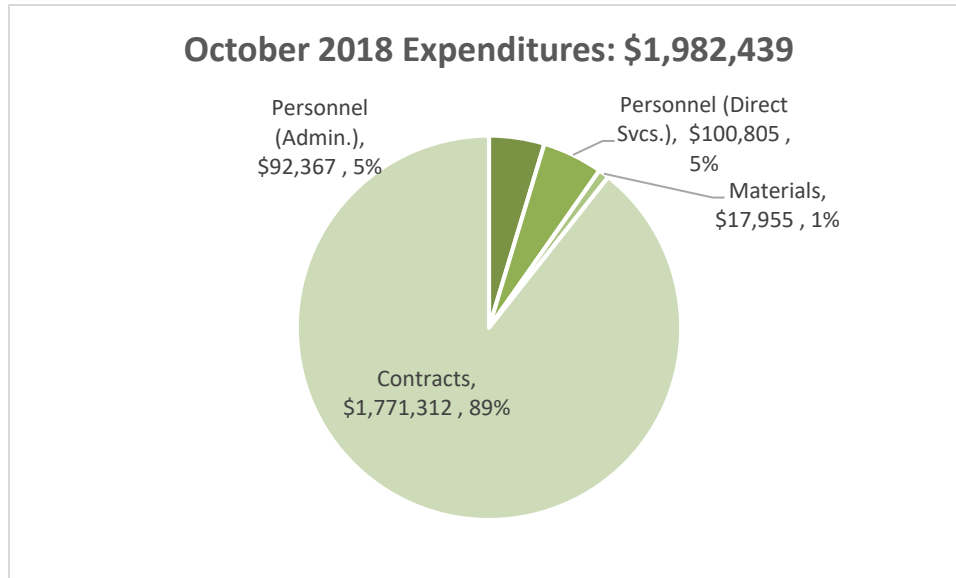
| FY 2018-19 Advance Grant Payments | | |
|--|----------------------------------|---------------|
| Sub-Strategy | Grantee | Amount |
| Youth Life Coaching | EAST BAY AGENCY FOR CHILDREN | \$42,800 |
| | EAST BAY ASIAN YOUTH CENTER | \$60,990 |
| Adult Education and Employment Support | OAKLAND PRIVATE INDUSTRY COUNCIL | \$42,800 |
| Innovation Fund | COMMUNITY WORKS WEST INC | \$21,400 |

Violence Prevention and Public Safety Act of 2014 (Measure Z)
FY 2018-19 Budget & Year-to-Date Expenditures
for the Period Ending October 31, 2018

| | FTE | Budget | October | Encumbered | Year-to-Date [1 July 2017-30 June 2018] | (Uncollected)/ Unspent |
|--|--------------|----------------------|---------------------|---------------------|--|---------------------------|
| ANNUAL REVENUES | | | | | | |
| Voter Approved Special Tax | | 16,748,708 | - | - | - | (16,748,708) |
| Parking Tax | | 10,699,099 | 914,841 | - | 2,508,132 | (8,190,967) |
| Interest & Other Misc. | | - | (7,134) | - | 25,228 | 25,228 |
| Total ANNUAL REVENUES | | \$ 27,447,807 | \$ 907,707 | \$ - | \$ 2,533,360 | \$ (24,914,447) |
| ANNUAL EXPENDITURES | | | | | | |
| City Administrator | | | | | | |
| Personnel | | (30,988) | - | - | - | (30,988) |
| Materials | | 8,876 | - | - | - | 8,876 |
| Contracts | | 234,905 | 48,241 | 142,896 | 68,171 | 23,838 |
| City Administrator Total | 0.00 | \$ 212,793 | \$ 48,241 | \$ 142,896 | \$ 68,171 | \$ 1,726 |
| Department of Violence Prevention | | | | | | |
| Personnel | | 261,209 | - | - | - | 261,209 |
| Materials | | 3,537 | - | - | - | 3,537 |
| Contracts | | 1,068,688 | - | - | - | 1,068,688 |
| Overheads and Prior Year Adjustments | | 66,957 | - | - | - | 66,957 |
| Violence Prevention Total | 1.50 | \$ 1,400,391 | \$ - | \$ - | \$ - | \$ 1,400,391 |
| Finance Department | | | | | | |
| Contracts | | 58,758 | 3,289 | 2,868 | 3,289 | 52,601 |
| Finance Department Total | 0.00 | \$ 58,758 | \$ 3,289 | \$ 2,868 | \$ 3,289 | \$ 52,601 |
| Fire Department | | | | | | |
| Personnel | | 1,988,480 | - | - | - | 1,988,480 |
| Fire Department Total | 0.00 | \$ 1,988,480 | \$ - | \$ - | \$ - | \$ 1,988,480 |
| Human Services Department | | | | | | |
| Personnel | | 2,631,687 | 193,172 | - | 688,075 | 1,943,613 |
| Materials | | 481,708 | 17,955 | 7,245 | 64,740 | 409,723 |
| Contracts | | 10,799,787 | 1,771,312 | 5,217,722 | 2,123,308 | 3,167,507 |
| Overheads and Prior Year Adjustments | | (36) | - | - | - | (36) |
| Human Services Department Total | 15.30 | \$ 13,913,146 | \$ 1,982,439 | \$ 5,224,967 | \$ 2,876,123 | \$ 5,520,807 |
| Mayor | | | | | | |
| Personnel | | 140 | - | - | - | 140 |
| Mayor Total | 0.40 | \$ 140 | \$ - | \$ - | \$ - | \$ 140 |
| Police Department | | | | | | |
| Personnel | | 13,429,625 | 1,231,393 | - | 4,508,004 | 8,921,621 |
| Materials | | 404,975 | 3,504 | 47,465 | 26,185 | 331,325 |
| Contracts | | 343,382 | - | 18,285 | - | 313,922 |
| Overheads and Prior Year Adjustments | | - | (7,142) | - | (7,142) | 7,142 |
| Police Department Total | 66.00 | \$ 14,177,982 | \$ 1,227,755 | \$ 65,750 | \$ 4,527,047 | \$ 9,574,010 |
| Parks and Recreation Department | | | | | | |
| Personnel | | - | - | - | 1,572 | (1,572) |
| Parks and Recreation Department Total | 0.00 | \$ - | \$ - | \$ - | \$ 1,572 | \$ (1,572) |
| GRAND TOTAL EXPENDITURES | 83.20 | \$ 31,751,690 | \$ 3,261,724 | \$ 5,436,481 | \$ 7,476,202 | \$ 18,536,583 |

* NOTE: These are unaudited numbers

Safety and Services Act HSD Expenditure Summary



PERSONNEL

A total of **\$193,172** went towards personnel costs for the month. \$92,367 went towards (9) FTE administrative staff, the remaining \$100,805 went towards (8) FTE direct service staff.

MATERIALS

A total of **\$17,955** in materials costs are made up of both administrative and programmatic expenses. \$623 went towards administrative expenses including: food for meetings, phone charges, and computers. The remaining \$17,332 went towards approved programmatic expenses including: client support incentives and supplies and activities for the summer parks program.

CONTRACTS

A total of **\$1,771,312** included \$1,753,040 in costs associated with issuing grant payments for Fiscal Year 2018-2019 contracts (shown below). The remaining \$18,272 was for costs associated with paying Bright Research Group to provide technical assistance on grantee skill development, for Life Coaching clinical support/supervision, and for Pathways Consultants to provide technical assistance on employer engagement strategies.

| FY 2018-19 Advance and Quarter 1 Grant Payments | | |
|--|---|---------------|
| Sub-Strategy | Grantee | Amount |
| Adult Education and Employment Support | BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY | \$42,800 |
| | CENTER FOR EMPLOYMENT OPPORTUNITIES | \$85,208 |
| | CIVICORPS | \$53,500 |
| | OAKLAND PRIVATE INDUSTRY COUNCIL | \$42,800 |
| Adult Life Coaching | CALIFORNIA YOUTH OUTREACH - OAKLAND INC | \$149,800 |
| | ROOTS COMMUNITY HEALTH CENTER | \$31,030 |
| | THE MENTORING CENTER | \$149,800 |

Safety and Services Act HSD Expenditure Summary

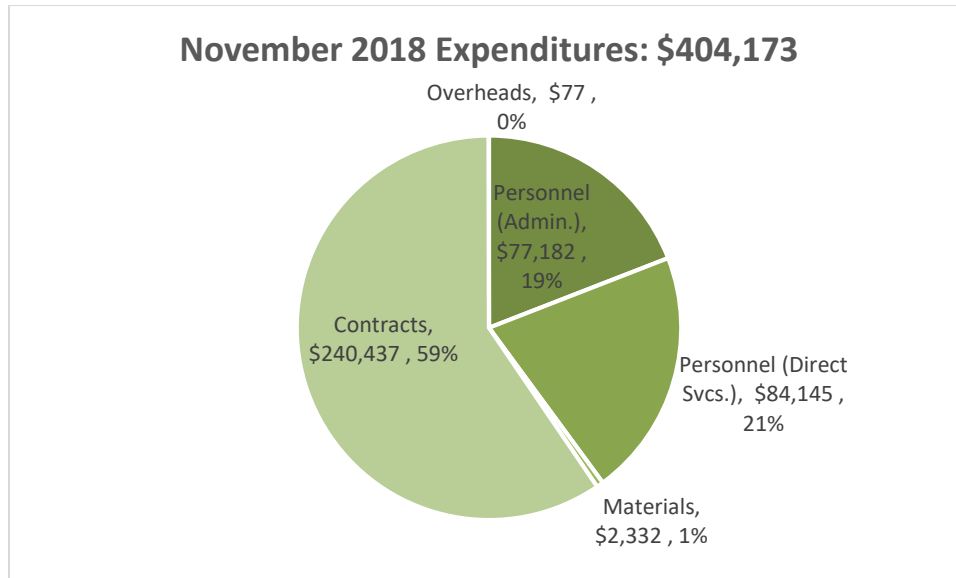
| FY 2018-19 Advance and Quarter 1 Grant Payments | | |
|--|---|---------------|
| Sub-Strategy | Grantee | Amount |
| Family Violence and CSEC Response | BAY AREA WOMEN AGAINST RAPE | \$19,527 |
| | COVENANT HOUSE CALIFORNIA | \$27,500 |
| | FAMILY VIOLENCE LAW CENTER | \$96,300 |
| | MISSEY INC | \$34,412 |
| Innovation Fund | SENECA CENTER FOR CHILDREN | \$25,831 |
| Shooting and Homicide Response | CALIFORNIA YOUTH OUTREACH - OAKLAND INC | \$42,800 |
| | CATHOLIC CHARITIES OF THE EAST BAY | \$64,200 |
| Street Outreach | BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY | \$139,100 |
| | YOUTH ALIVE! | \$210,104 |
| Youth Education and Employment Support | ALAMEDA COUNTY OFFICE OF EDUCATION | \$47,136 |
| | BAY AREA COMMUNITY RESOURCES | \$27,101 |
| | YOUTH EMPLOYMENT PARTNERSHIP | \$102,720 |
| | YOUTH RADIO DBA YR MEDIA | \$24,250 |
| Youth Life Coaching | EAST BAY AGENCY FOR CHILDREN | \$42,300 |
| | EAST BAY ASIAN YOUTH CENTER | \$60,990 |
| | MISSEY INC | \$66,340 |
| | OAKLAND UNIFIED SCHOOL DISTRICT | \$77,040 |
| | THE MENTORING CENTER | \$42,800 |
| | YOUTH ALIVE! | \$47,650 |

Violence Prevention and Public Safety Act of 2014 (Measure Z)
FY 2018-19 Budget & Year-to-Date Expenditures
for the Period Ending November 30, 2018

| | FTE | Budget | November | Encumbered | Year-to-Date [1 July 2017-30 June 2018] | (Uncollected)/ Unspent |
|--|--------------|----------------------|---------------------|---------------------|--|---------------------------|
| ANNUAL REVENUES | | | | | | |
| Voter Approved Special Tax | | 16,748,708 | 141,023 | - | 141,023 | (16,607,685) |
| Parking Tax | | 10,699,099 | 896,774 | - | 3,404,906 | (7,294,193) |
| Interest & Other Misc. | | - | 4,326 | - | 29,554 | 29,554 |
| Total ANNUAL REVENUES | | \$ 27,447,807 | \$ 1,042,123 | \$ - | \$ 3,575,483 | \$ (23,872,324) |
| ANNUAL EXPENDITURES | | | | | | |
| City Administrator | | | | | | |
| Personnel | | (30,988) | - | - | - | (30,988) |
| Materials | | 8,876 | - | - | - | 8,876 |
| Contracts | | 234,905 | 23,361 | 119,535 | 91,532 | 23,838 |
| City Administrator Total | 0.00 | \$ 212,793 | \$ 23,361 | \$ 119,535 | \$ 91,532 | \$ 1,726 |
| Department of Violence Prevention | | | | | | |
| Personnel | | 261,209 | - | - | - | 261,209 |
| Materials | | 3,537 | - | - | - | 3,537 |
| Contracts | | 1,068,688 | - | 66,750 | - | 1,001,938 |
| Overheads and Prior Year Adjustments | | 66,957 | - | - | - | 66,957 |
| Violence Prevention Total | 1.50 | \$ 1,400,391 | \$ - | \$ 66,750 | \$ - | \$ 1,333,641 |
| Finance Department | | | | | | |
| Contracts | | 58,758 | 6,876 | 32,638 | 10,165 | 15,955 |
| Finance Department Total | 0.00 | \$ 58,758 | \$ 6,876 | \$ 32,638 | \$ 10,165 | \$ 15,955 |
| Fire Department | | | | | | |
| Personnel | | 1,988,480 | - | - | - | 1,988,480 |
| Fire Department Total | 0.00 | \$ 1,988,480 | \$ - | \$ - | \$ - | \$ 1,988,480 |
| Human Services Department | | | | | | |
| Personnel | | 2,631,687 | 161,327 | - | 849,401 | 1,782,286 |
| Materials | | 507,808 | 2,332 | 8,069 | 67,072 | 432,668 |
| Contracts | | 10,773,687 | 240,437 | 5,222,334 | 2,363,745 | 3,297,607 |
| Overheads and Prior Year Adjustments | | (36) | 77 | - | 77 | (113) |
| Human Services Department Total | 15.30 | \$ 13,913,146 | \$ 404,173 | \$ 5,230,403 | \$ 3,280,295 | \$ 5,512,448 |
| Mayor | | | | | | |
| Personnel | | 140 | - | - | - | 140 |
| Mayor Total | 0.40 | \$ 140 | \$ - | \$ - | \$ - | \$ 140 |
| Police Department | | | | | | |
| Personnel | | 13,429,625 | 1,118,358 | - | 5,626,362 | 7,803,263 |
| Materials | | 404,975 | 16,101 | 33,260 | 42,286 | 329,429 |
| Contracts | | 343,382 | 62,212 | 18,285 | 62,212 | 251,710 |
| Overheads and Prior Year Adjustments | | - | - | - | (7,142) | 7,142 |
| Police Department Total | 66.00 | \$ 14,177,982 | \$ 1,196,671 | \$ 51,545 | \$ 5,723,718 | \$ 8,391,544 |
| Parks and Recreation Department | | | | | | |
| Personnel | | - | (107) | - | 1,465 | (1,465) |
| Parks and Recreation Department Total | 0.00 | \$ - | \$ (107) | \$ - | \$ 1,465 | \$ (1,465) |
| GRAND TOTAL EXPENDITURES | 83.20 | \$ 31,751,690 | \$ 1,630,974 | \$ 5,500,871 | \$ 9,107,175 | \$ 17,242,469 |

* NOTE: These are unaudited numbers

Safety and Services Act HSD Expenditure Summary



PERSONNEL

A total of **\$161,327** went towards personnel costs for the month. \$77,182 went towards (9) FTE administrative staff, the remaining \$84,145 went towards (8) FTE direct service staff.

MATERIALS

A total of **\$2,332** in materials costs are made up of both administrative and programmatic expenses. \$482 went towards administrative expenses including: office supplies and phone charges. The remaining \$1,850 went towards approved programmatic expenses including: client support supplies, space rental for participant events, and service staff phone charges.

CONTRACTS

A total of **\$240,437** included \$210,721 in costs associated with issuing grant payments for Fiscal Year 2018-2019 contracts (shown below). The remaining \$29,717 was for costs associated with paying Bright Research Group to provide technical assistance on grantee skill development, for Life Coaching clinical support/supervision and legal technical assistance.

| FY 2018-19 Quarter 1 Grant Payments | | |
|--|---|---------------|
| Sub-Strategy | Grantee | Amount |
| Adult Education and Employment Support | BEYOND EMANCIPATION | \$20,557 |
| | BUILDING OPPORTUNITIES FOR SELF SUFFICIENCY | \$41,800 |
| | CIVICORPS | \$3,500 |
| Adult Life Coaching | ABODE SERVICES | \$28,724 |
| Innovation Fund | COMMUNITY WORKS WEST INC | \$19,756 |
| Shooting and Homicide Response | CATHOLIC CHARITIES OF THE EAST BAY | \$64,200 |
| | YOUTH ALIVE! | \$32,184 |

OVERHEADS

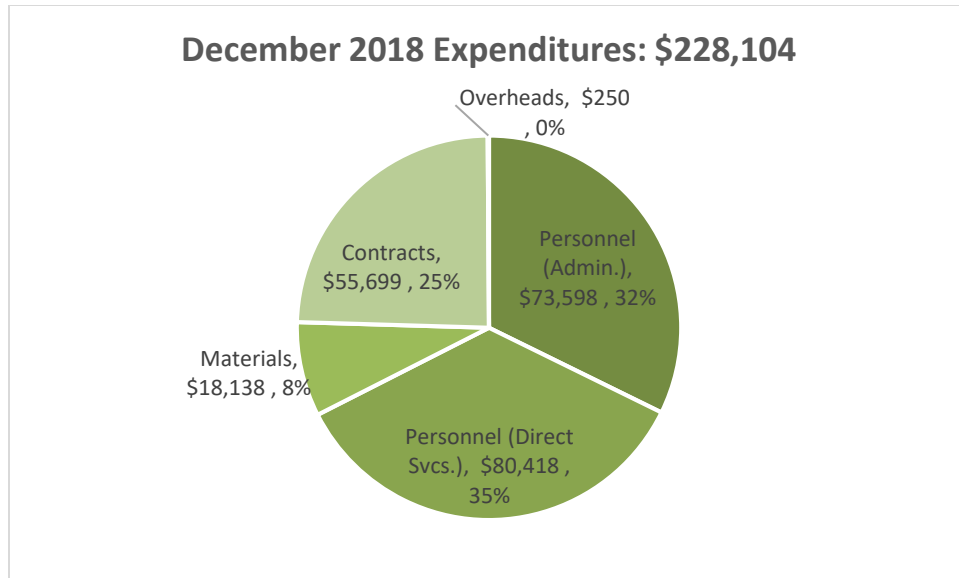
A total of **\$77** in overhead costs was charged; an adjustment has been requested to waive.

Violence Prevention and Public Safety Act of 2014 (Measure Z)
FY 2018-19 Budget & Year-to-Date Expenditures
for the Period Ending December 31, 2018

| | FTE | Budget | December | Encumbered | Year-to-Date [1 July 2017-30 June 2018] | (Uncollected)/ Unspent |
|--|--------------|----------------------|---------------------|---------------------|--|---------------------------|
| ANNUAL REVENUES | | | | | | |
| Voter Approved Special Tax | | 16,748,708 | 8,491,502 | - | 8,632,524 | (8,116,184) |
| Parking Tax | | 10,699,099 | 810,134 | - | 4,215,040 | (6,484,059) |
| Interest & Other Misc. | | - | 12,653 | - | 42,207 | 42,207 |
| Total ANNUAL REVENUES | | \$ 27,447,807 | \$ 9,314,289 | \$ - | \$ 12,889,771 | \$ (14,558,036) |
| ANNUAL EXPENDITURES | | | | | | |
| City Administrator | | | | | | |
| Personnel | | (30,988) | - | - | - | (30,988) |
| Materials | | 8,876 | - | - | - | 8,876 |
| Contracts | | 234,905 | 15,235 | 104,299 | 106,768 | 23,838 |
| City Administrator Total | 0.00 | \$ 212,793 | \$ 15,235 | \$ 104,299 | \$ 106,768 | \$ 1,726 |
| Department of Violence Prevention | | | | | | |
| Personnel | | 261,209 | - | - | - | 261,209 |
| Materials | | 3,537 | - | - | - | 3,537 |
| Contracts | | 1,068,688 | - | 66,750 | - | 1,001,938 |
| Overheads and Prior Year Adjustments | | 66,957 | - | - | - | 66,957 |
| Violence Prevention Total | 1.50 | \$ 1,400,391 | \$ - | \$ 66,750 | \$ - | \$ 1,333,641 |
| Finance Department | | | | | | |
| Contracts | | 58,758 | 141,943 | 32,638 | 152,108 | (125,987) |
| Finance Department Total | 0.00 | \$ 58,758 | \$ 141,943 | \$ 32,638 | \$ 152,108 | \$ (125,987) |
| Fire Department | | | | | | |
| Personnel | | 2,000,000 | - | - | - | 2,000,000 |
| Fire Department Total | 0.00 | \$ 2,000,000 | \$ - | \$ - | \$ - | \$ 2,000,000 |
| Human Services Department | | | | | | |
| Personnel | | 2,537,498 | 154,017 | - | 1,003,418 | 1,534,080 |
| Materials | | 609,415 | 18,138 | 8,743 | 85,209 | 515,463 |
| Contracts | | 10,766,269 | 55,699 | 5,186,635 | 2,419,445 | 3,270,189 |
| Overheads and Prior Year Adjustments | | (36) | 250 | - | 327 | (363) |
| Human Services Department Total | 15.30 | \$ 13,913,146 | \$ 228,104 | \$ 5,195,378 | \$ 3,508,399 | \$ 5,319,369 |
| Mayor | | | | | | |
| Personnel | | 140 | - | - | - | 140 |
| Mayor Total | 0.40 | \$ 140 | \$ - | \$ - | \$ - | \$ 140 |
| Police Department | | | | | | |
| Personnel | | 13,429,625 | 998,894 | - | 6,625,256 | 6,804,369 |
| Materials | | 404,975 | 11,067 | 87,932 | 53,353 | 239,120 |
| Contracts | | 343,382 | 23,732 | 18,285 | 85,944 | 227,977 |
| Overheads and Prior Year Adjustments | | - | - | - | (7,142) | 7,142 |
| Police Department Total | 66.00 | \$ 14,177,982 | \$ 1,033,693 | \$ 106,217 | \$ 6,757,411 | \$ 7,278,608 |
| Parks and Recreation Department | | | | | | |
| Personnel | | - | - | - | 1,465 | (1,465) |
| Parks and Recreation Department Total | 0.00 | \$ - | \$ - | \$ - | \$ 1,465 | \$ (1,465) |
| GRAND TOTAL EXPENDITURES | 83.20 | \$ 31,763,210 | \$ 1,418,975 | \$ 5,505,282 | \$ 10,526,151 | \$ 15,806,032 |

* NOTE: These are unaudited numbers

Safety and Services Act HSD Expenditure Summary



PERSONNEL

A total of **\$154,017** went towards personnel costs for the month. \$73,598 went towards (9) FTE administrative staff, the remaining \$80,418 went towards (8) FTE direct service staff.

MATERIALS

A total of **\$18,138** in materials costs are made up of both administrative and programmatic expenses. \$710 went towards administrative expenses including: rental for grantee convenings and phone charges. The remaining \$17,428 went towards approved programmatic expenses including: client support incentives and supplies, and service staff phone charges.

CONTRACTS

A total of **\$55,699** included costs associated with paying Bright Research Group to provide technical assistance on grantee skill development, for Life Coaching clinical support/supervision and legal technical assistance, for Pathways Consultants to provide technical assistance on employer engagement strategies, and for design of the Oakland Unite Spending Plan.

OVERHEADS

A total of **\$250** in overhead costs was charged; an adjustment has been requested to waive.



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MEMORANDUM

TO: Public Safety and Services Oversight Commission
FROM: Peter Kim, Interim Director, Department of Violence Prevention
DATE: March 25, 2019
SUBJECT: DVP update

The purpose of this memo is to update the Safety and Services Oversight Commission on progress of the Department of Violence Prevention (DVP).

As background, in July 2017, the City Council created the Department of Violence Prevention (DVP) with the desire to better align, amplify and elevate Oakland's violence prevention efforts. The City Administrator is charged with its implementation. The mission of the DVP is to work directly with victims of violent crime - and those who are most likely to be future victims or perpetrators of violent crime - to dramatically reduce violent crime and to serve communities impacted by violence to end the cycle of trauma. The DVP shall pursue a public health approach to violence prevention and will focus on the successful implementation of community-led violence prevention and intervention strategies to realize sustained safety and stability of the communities most-impacted by violence.

In June 2018, the City engaged Urban Strategies Council to coordinate and facilitate a robust and inclusive citywide community stakeholder engagement and convening process, including a community-based Participatory Research component, that will culminate in a community leadership summit. The themes and recommendations that come out of the Participatory Research process and community leadership summit will further inform the planning and implementation of DVP strategic planning and operations.

Attached is an update memo (*Attachment A*) that was submitted to Life Enrichment Committee (LEC) on 3/19/19 by David Harris, President of Urban Strategies Council (USC), that offers a status report on the Participatory Research process and community leadership summit.

In short, all of the Participatory Research activities, including one-on-one interviews, focus groups and surveys with over 500 Oakland residents directly impacted and affected by violence, have been completed. The accompanying quantitative and qualitative analysis and findings reports are forthcoming and expected to be submitted by the end of this month.

Meanwhile, the DVP Steering Committee has continued to meet regularly, as has a working group sub-committee that is focused on planning the Community Summit.

MEMO: Spending Plan Timeline and Preliminary Thoughts

Currently, June 8 is the new expected date of the Summit; the previous planned date of May 18 conflicts with other community events and the Steering Committee agreed to change the date to maximize community participation. An immediate next step is securing a professional event planner which USC, with advisement from the Steering Committee and the DVP Coalition, is in the process of now.

It's been collectively agreed upon that the Summit will prioritize the attendance of community members and loved ones that are and have been directly impacted by violence and trauma in Oakland, and provide a space of intentional dialogue that is healing, while informing the DVP Chief, who is anticipated to be on board by then, of a community vision for the DVP. The Summit will serve as a jumping off point for continued dialogue and conversation on how the community can be an integral part of violence prevention efforts that result in community transformation, be in direct communication with the DVP and its leadership, and hold up high the intersections of gun violence, sexual assault and exploitation, and intimate partner/domestic violence.

Finally, with respect to the status of the hiring of a new Chief of Violence Prevention. In November and December 2018, The Hawkins Company conducted multiple stakeholder engagement meetings and based on the information gathered released a job profile in January with the first review of applications starting in late February. Hawkins Company staff have already conducted preliminary interviews with selected applicants, and formal panel interviews are anticipated to begin soon.

Meanwhile, The City Administrator's Office has been working closely with Human Resources in creating a job description and job class for the Deputy Chief of Violence Prevention position. In this regards, reports requesting approval will be presented in April to the Finance & Management Committee, full Council and, assuming Council approval, the Civil Service Board.

Attachment A: Update memo by David Harris, President of Urban Strategies Council

MEMORANDUM

To: Stephanie Hom, Deputy City Administrator, City of Oakland
From: David Harris, President and CEO, Urban Strategies Council
Date: March 13, 2019
Re: Project Update – Department of Violence Prevention Community Research and Leadership Summit Planning Contract

BACKGROUND

In June 2019, the City of Oakland contracted with the Urban Strategies Council (USC) to coordinate an innovative and robust citywide community research, engagement and convening process to provide the City of Oakland policy and practice guidance and recommendations for the planning and startup implementation of the newly established Department of Violence Prevention (DVP).

The contract identified five (5) primary outcomes: 1) assembling quantitative data, re: gun and domestic violence, and commercially and sexually exploited children (CSEC) in Oakland; 2) identifying best practices and innovative efforts in violence prevention in Oakland and other comparable cities; 3) implementing a community-focused participatory action research process engaging Oakland residents most impacted by violence; 4) organizing a citywide community convening to provide program and policy recommendations for the DVP and new Chief; and, 5) facilitating and coordinating a DVP Project Steering Committee (consisting of representatives from the City, Brotherhood of Elders Network and DVP Community Coalition).

In summary, primary research activities (both quantitative and qualitative) have been completed. A project briefing was convened in November 2018 to update key project stakeholders on preliminary research findings. The DVP Project Steering Committee has met bi-weekly since September 2018 and recently set May 18th as the date for a community wide violence prevention summit. Planning for this date has paused, due to a potential conflict with the Malcolm X Jazz Festival. June 8th has been chosen as an alternate date (to be confirmed at a 3/15 planning meeting).

The Steering Committee will continue to meet, through May, to advise and assist Summit planning. A final contract report, including recommendations, will be presented to the City in June 2019. Interim reports, summarizing quantitative and qualitative research findings, will be completed in March and April 2019.

This update is divided into two sections: 1) a dashboard summarizing progress towards the contract outcomes, and 2) an activity review for each phase of the contract.

OUTCOMES DASHBOARD

| <u>Contract Deliverable</u> | <u>Off Target</u> | <u>Close to Target</u> | <u>Hitting Target</u> | <u>Comments</u> |
|---|--------------------------|-------------------------------|------------------------------|--|
| Quantitative Research (Data Review, Comparative Analysis) | | | X | Research activities completed. |
| Qualitative Research (Interviews/Focus Groups) | | | X | Research activities completed. |
| Citywide Violence Prevention Summit | | X | | New Summit date proposed (6/8/19). (Note 1) |
| DVP Project Steering Committee Support | | | X | Steering Committee actively engaged. |
| Quantitative Research Interim Report | X | | | Draft currently being edited. New completion date - 3/20. (Note 2) |
| Qualitative Research Interim Report | | | X | To be completed by the end of March. |
| Final Project Report (with recommendations) | | X | | To be completed 6/30. (Note 3) |

Note 1 – Original Summit date (2/19) pushed back to align with selection process for new DVP Chief. New date proposed – 6/8/19. A SC working group established for Summit planning. DVP Fellows will be deployed to recruit individuals interviewed for the research project and other community residents to attend Summit.

Note 2 – City request for research update reports added to contract 1/19. Originally proposed to be completed late-January; new projected completion date – end of March. There have been challenges obtaining open source domestic violence and CSEC data at a city level.

Note 3 – Dependent on Summit date.

ACTIVITY REVIEW (BY PROJECT PHASE)

The contract tasks are organized into four phases of work/activity: 1) Pre-Summit Research; 2) Summit and Convenings; 3) Post-Summit Reporting; and, 4) Ongoing Activities. Following is an update of the contract activities by phase.

Task Area 1 - Pre-Summit Research

- USC research staff has completed the literature review of violence prevention best practice policies and programs. A summary of the comparative analysis of select California and U.S. city efforts/investments in violence prevention has been presented to the DVP Project Steering Committee. The analysis of quantitative data for the City of Oakland and non-City jurisdictional districts is near completion. (Domestic violence and CSEC data is incomplete due to limited sources at the City level.)
- USC staff has completed an inventory of existing research reports on violence and community safety in Oakland.
- A report on the quantitative research findings will be presented to the City in March 2019.
- USC staff has attended four OU listening sessions to collect insights and feedback on current programming efforts and has provided OU staff initial project research findings to inform development of the OU Spending Plan.
- USC project Research Fellows has completed approximately 500 interviews with Oakland resident directly impacted by, or living in communities most impacted by, violence. Fellows have met regularly to review progress, and are assisting with: survey distribution, focus group facilitation, interviews with key stakeholders, and project coordination/research tasks.
- 13 community-based organizations have been selected for project mini-grants of \$750 - \$1500 to conduct focus groups of residents impacted by family/sexual/community violence. These organizations include: Adamika Village; Asian Prisoner Support Committee; Cata's Polished Act; Changing Criminal Behaviors; Community Christian Church; Center for Youth Opportunities; Global Communication Education and Arts; Men of Influence; No More Tears; Resident Action Council; Saving Shorty; Youth Alive; and, Young Women's Freedom. All mini-grantees have completed focus group outcomes.
- Three organizations have been selected for and completed mini-grants, conducting interviews and focus groups with special populations (domestic violence and CSEC victims/offenders). These organizations include: A Safe Place, Bay Area Women Against Rape, and MISSSEY.
- Three commissioned research papers are in production (G. Galvis – Restorative Justice; C. Dartis – CSEC/DV; T. Owens – Intersection of Community Violence and Housing Instability)

- A total of approximately 525 residents have attended/completed interviews, focus groups and resident surveys to inform the qualitative research component of the project. USC staff has transcribed approximately 95% of the interview/focus group recordings. Approximately 85% of the transcribed interviews have been analyzed by USC staff. A report on the qualitative research findings will be presented to the City in March/April 2019.

Task Area 2 - Summit and Convenings

- A research briefing for the Steering Committee was held in early November. Approximately 85 people attended the briefing, including: Steering Committee representatives; USC Research Fellows; mini-grant recipients; and, OU contract stakeholders.
- The Steering Committee and DVP Research Fellows met on January 16th to discuss the proposed citywide summit. The following recommendations were made regarding potential approaches to the summit:
 - Create a healing space for survivors, impacted individuals and family members to come together to process and share their experiences of trauma, loss and pain among allies and loved ones; build fellowship and community, with intentional healing activities
 - Facilitate political action that is strategically structured to secure commitments from system leaders or elected officials or the incoming Chief of VP
 - Similar to the barbershop forums, offer a venue and platform for community most impacted by an issue (in this instance, violence and trauma) to voice their concerns, describe their experiences and pose questions to a particular audience (i.e. law enforcement, system leaders, or the incoming Chief of VP)
 - Convene a peace summit aimed at truce-making between active groups in Oakland at the center of the violence; invite the leaders, influential figures and "hitters" who are organic to and embedded in the street dynamics of the community, and their close family members; hear directly from them their needs and ideas towards eliminating violence
 - A conference or summit that focuses on dialogue and workshops geared towards mining the community and stakeholders of ideas and concerns to produce concrete recommendations for the DVP
 - A kick-off event to signal the beginning of a movement and begin building a base of supporters and members, with goal of amassing collective power towards a goal

- Simply organize a celebration of love, resiliency and community
- The Steering Committee originally selected May 18, 2019 as the date for the citywide leadership summit. This date, however, conflicts with the Malcolm X Jazz Festival. June 8th was recommended as the alternative date, and the Oakland Museum of CA is available that date. Summit goals and outcomes will be identified at the next Steering Committee meeting.

Task Area 3 – Post-Summit Reporting

- There has been no activity towards this Task Area.

Task Area 4 – Ongoing Activities

- USC has convened ongoing meetings of the Steering Committee since the contract start date. The Steering Committee met bi-weekly from July to November 2018 and has been meeting weekly (since Thanksgiving).
- USC has provided project updates to the Measure Z Safety and Services Oversight Commission (SSOC), and Oakland City Council Life Enrichment Committee.

In March and April, USC will continue to focus on three activities: 1) analysis of qualitative research data; 2) organizing and documenting qualitative research findings; and 3) Summit planning and outreach activities. Research Fellows will be deployed to assist with Summit outreach and recruitment. Fellows will also participate in leadership development/training activities to strengthen their capacity for ongoing DVP community engagement. As previously reported, USC will prepare three reports of the research findings: 1) a quantitative analysis report (late-March); 2) a qualitative analysis report (late-March/early-April); and, 3) a project summary report (post-Summit).