

SAFETY AND SERVICES OVERSIGHT COMMISSION

Regular Meeting

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

Monday, May 20, 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	6:30 pm	AD	
2. Roll Call	2 Minutes	AD	
3. Agenda Approval	2 Minutes	AD	
4. Approval of Minutes from April 22, 2019	5 Minutes	AD	Attachment 1
5. Open Forum	10 Minutes	AD	
6. OFD 2018-2019 Measure Z Q1 & Q2 Report	10 Minutes	A	Attachment 2
7. Oakland Unite Grant Recommendations	30 Minutes	A	Attachment 3
8. Department of Violence Prevention Update	15 Minutes	I	Attachment 4
9. SSOC and City Council Joint Meeting Recap	10 Minutes	I	
10. Schedule Planning and Pending Agenda Items	1 Minute	I	
11. Adjournment			

A = Action Item

I = Informational Item

AD = Administrative Item

A* = Action, if Needed

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING MINUTES
Monday, April 22, 2019
Hearing Room #1

ITEM 1: CALL TO ORDER

The meeting was called to order at 6:33 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 Nunez motioned to approve the item, Seconded by Commissioner Fleming; item approved by common consent.

No public speakers

ITEM 4: Approval of Minutes from March 25, 2019

Due to a lack of a quorum, there are no official minutes.

No public speakers

ITEM 5: OPEN FORUM

No public speakers

ITEM 6: OAKLAND UNITE AGENCY EVALUATION – MATHEMATICA

2016 2018 Oakland Unite Agency Report PowerPoint presentation by Johanna Lacoé, Esa Eslami from Mathematica Policy Research.

Adult Employment and Education Support Services - 1,357 participants were served through Oakland Unite from January 1, 2016 through December 31, 2018

Youth Employment and Education Support Services - 503 participants were served through Oakland Unite from January 1, 2016 through December 31, 2018

Commissioner Nunez asked about the # of consent to low # of surveys, Ms. Lacoé explained that this was a participation satisfaction survey. Will evaluate how to do it better during the next review period.

Commissioner Fleming asked about the length of participation for services, average length of participation of clients 2 – 3 months? Ms. Lacoë responded on how to read the data in the report by looking at the beginning number and the 6-month number.

Commissioner Nunez requested information tracking participation in more than one service. Overlap of services may be helpful. Ms. Lacoë noted that it would be useful to look at that information during the Strategy Report.

No public speakers

A motion was made to approve the item and move it to the Public Safety Committee by Commissioner Brown and seconded by Commissioner Fleming.

Item was approved by common consent.

No public speakers

ITEM 7: DEPARTMENT OF VIOLENCE PREVENTION AND OAKLAND UNITE UPDATE

Department of Violence Prevention - Peter Kim, Interim Director

Staff provided an update on the Department of Violence Prevention and noted that 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. Their quantitative and qualitative analysis and findings reports are complete. Report to be submitted by the end of April.

The DVP Steering Committee has continued to meet regularly, as has a working group sub-committee that is focused on planning the Community Summit, which will take place on Saturday, June 8 from 9:00 AM – 4:00 PM at the Oakland Museum, the day's agenda will consist of discussion groups along four topic areas: gun violence, domestic/intimate partner violence, commercial sexual exploitation/sexual violence, and family/victim support.

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 aimed at developing a community vision for the DVP.

The status of the hiring of a new Chief of Violence Prevention. The Hawkins Company conducted a first review of applications in late February, conducted preliminary interviews with selected applicants, and formal panel interviews are anticipated to begin soon in early May. Commissioner Nunez requested that a SSOC Commissioner be allowed to sit on the panel.

Oakland Unite Update: - Josie Halpern-Finnerty, Acting Manager

Provided an update on the Oakland Unite 2019-2021 Request for Proposals (RFP) process. Oakland Unite seeks to answer SSOC's questions related to the process in advance of bringing grant recommendations in May 2019. Grant recommendations would need to be approved by May for contracts to begin July 1, 2019, without service interruption.

Grant recommendations will be brought to the SSOC's May meeting for discussion and approval. Oakland Unite staff will then bring the recommendations to the Public Safety Committee and City Council for consideration in May/June. Pending approval, new contracts resulting from the RFP will begin July 1, 2019.

No public speakers

ITEM 8: OPD 2018-2019 MEASURE Z Q1 & Q2 REPORT

Donneshia Nell Wallington presented the OPD FY 18-19 Financial Quarters 1 & 2 Report and Community Resource Officer training.

Commissioner Nunez asked about the number of officers who attended the training, Captain Bolton responded that all officers were invited, and 50 officers attended.

Motion made to approve item and move to the Public Safety Committee by Commissioner Brown and seconded by Commissioner Nunez.

Approved by common consent.

No public speakers.

ITEM 9: SSOC AND CITY COUNCIL JOINT MEETING UPDATE

Assistant to the City Administrator, Tonya Gilmore provided an update on the upcoming Joint SSOC meeting.

Public Speakers – Bruce Nye of Make Oakland Better Now wanted to share his thoughts on how his organization would like the Joint meetings to be held. And he provided a letter, attached with details.

Commissioner Nunez asked about additional Commissioners being appointed to the SSOC.

Commissioner Fleming wanted to consider how to maintain contact with the other Boards and Commissions that will continue the conversation.

ITEM 10: Schedule Planning and Pending Agenda Items

- OFD FY 2018-2019 Measure Z Q1 & Q2 Report
- Oakland Unite RFP - Grant recommendations

ITEM 11: Adjournment

Motion to adjourn made by Commissioner Brown and seconded by Commissioner Nunez.

Adjournment at 7:45pm by common consent.



AGENDA REPORT

TO: Public Safety and Services Oversight Commission

FROM: Darin White
Fire Chief

SUBJECT: OFD Quarterly Report Covering July – March 2019 2019

DATE: April 15, 2019

Approval

Date:

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 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.

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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 “[t]he 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 “[m]aintain 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

The National Fire Protection Association (NFPA) is regarded by the Fire Service as a leading authority on fire prevention and suppression. In 2001, the NFPA released NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments. NFPA 1710 recommends that each company be staffed with a minimum of four (4) firefighters, including a company officer (a member with a rank of Lieutenant or Captain).

For more complex incidents, it will take more firefighters to attack the fire. NFPA 1710 acknowledged this fact, and recommends five to six personnel for high tactical hazards such as high-rises, large commercial occupancies, industrial complexes, large multi-family dwellings, etc. As a result, OFD staffs several of its aerial trucks with five (5) crew members. In addition, National Institute of Standards and Technology (NIST) issued a Report on Residential Fireground Field Experiments. As part of its study, NIST tested crew staffing levels from two (2) to five (5) persons and confirmed that efficacy of four-person staffing.

The Memorandum of Understanding (MOU) between the City and International Associations of Firefighters (IAFF), Local 55 guides working conditions of the represented OFD sworn members. Section 4.2.4 – Fire Suppression Staffing identifies through the year 2027 daily minimum staffing levels.

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 to staff the city’s twenty-five (25) fire stations. The

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total suppression staffing equates to one hundred and thirty-seven (137) sworn members per 24-hour shift and four hundred and eleven (411) members to cover all three (3) shifts. This mutually agreed upon minimum staffing number was based upon standards given by the NFPA and analysis conducted by the NIST.

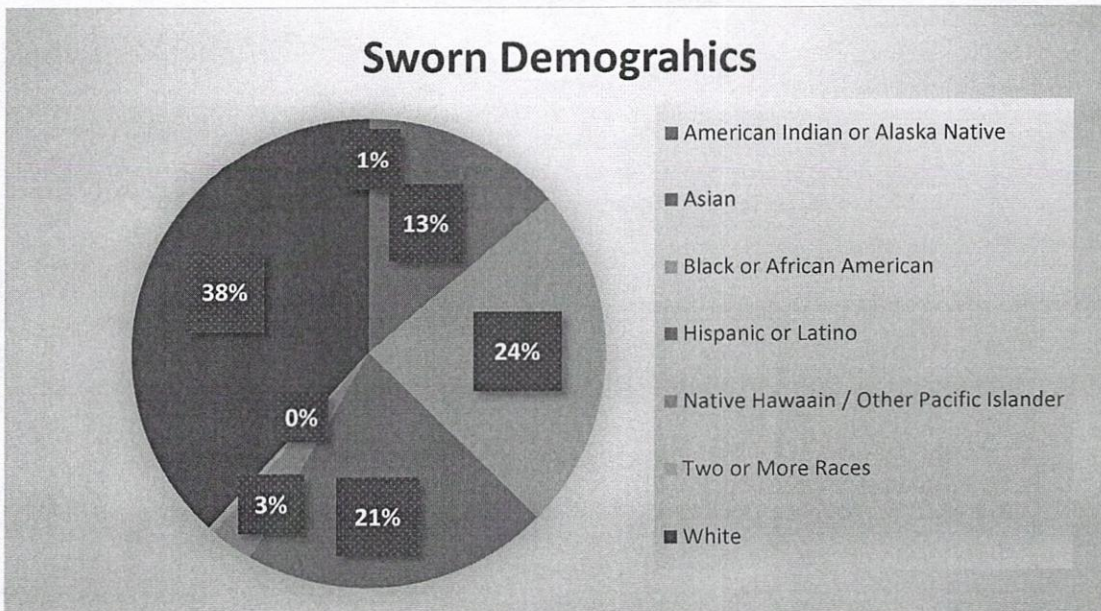
Below is the fire suppression minimum staffing by rank:

Table 1. Fire Suppression Minimum Staffing

Rank	Daily Staffing	A, B, C Shift Staffing
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
Total Minimum Staffing	137	411

Table 2. Sworn Demographics

Below is a summary of sworn member demographics as of December 31, 2018:



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Sworn members are approximately ninety-one percent (91%) male and nine (9%) female. Nationwide only about four percent (4%) of firefighters are women.

Below are filled and vacant sworn positions by rank as of December 31, 2018:

Table 3. Sworn Staffing as of March 31, 2018

Rank	Funded Sworn Positions for FY 18-19	Filled Sworn Staffing as of 3/31/19	Vacant Sworn Staffing as of 3/31/19
Chief	1	1	0
Deputy Chief	2	2	0
Assistant Chief*	1	1	0
Battalion Chief	12	12	0
Assistant Fire Marshal	1	0	1
Captain	57	46	6
Lieutenant	67	55	17
Fire Investigator	3	2	1
Engineer	85	75	10
Firefighter Paramedic	93	85	8
Firefighter	187	165	22
Total	509	444	65

*Underfilled by Battalion Chief

Department overtime expenditures are largely the result of backfill to meet the minimum staffing due to temporary vacancies (training, special assignments, injuries, other leaves of absence) and unfilled vacancies.

In Fiscal Year (FY) 2016-17 and FY 2017-18 OFD sworn overtime costs from all funds were \$19,244,102 and \$17,959,339 respectively. Measure Z provides partial funding to maintain staffing personnel resources to respond to fire and medical emergencies including, but not limited to, response to homicides and gun-related violence and investigate fire causes. The OFD spending plan aligns Measure Z funding with the Fiscal Years 2017-19 Council Budget Adopted which funds sworn backfill coverage.

Status on Hiring Entry Level Firefighter Trainees and Firefighter Paramedics Trainees

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. Fire Chief's interviews occurred in September and October 2018. Sixty-Eight (68) Firefighter Trainee Candidates and forty-nine (49) Firefighter Paramedic Trainee Candidates were moved to the background investigation

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phase. The Background Phase was completed March 2019. The remaining steps for the Recruit Academy selections are as follows:

- Personality Trait Assessment
- Pre-Employment Medical Examination

At this time, it is anticipated that each of these steps will be completed and a Recruit Academy of up to thirty (30) persons will begin in Summer 2019. The Firefighter Recruit Academy has increased to twenty (20) weeks. After successful completion of the Recruit Academy, the graduates enter an eighteen (18) month probationary period.

Improving 9-1-1 Calls

Turnout and response times are monitored by the Operations Bureau monthly. The current legacy alerting system has limitations that required a follow up phone call from Fire Communications after sending the dispatch alert to the fire station. This results in an increase in Turnout Time.

There are several enhancements the Department is implementing to improve information, data analysis, and improved response times. These include:

Locution (PrimeAlert) Fire Station Alerting System

The current legacy alerting system is being replaced with a state-of-the-art alerting system (Locution PrimeAlert) that has shown reductions in turnout and overall response times in several cities that have implemented the system. Los Angeles City Fire Department reported a reduction of 35-37 seconds on average, Spokane Fire Department had their one-minute call processing time improve from sixty-three percent (63%) to ninety-four percent (94%), Palm Beach County saw their 1 minute 15 second standard improve from eighty-five percent (85%) to ninety-seven percent (97%). In addition to the efficiency of the new Locution system, the current need for a phone call to fire stations following an emergency dispatch will be eliminated with a corresponding reduction in Turnout Time. To add to a more stable alerting system, outdated T-1 copper network lines to all fire stations have been replaced with more reliable optical fiber connections.

The Locution system will provide the alert notification at the fire stations and uses an auto-generated voice to provide the detailed information needed for responding firefighters (EMS call, structure fire, etc.) while they are moving to their fire apparatus. Locution will also provide added capacity in Fire Communications by the alerting system taking on the role previously requiring a dispatcher to provide a phone call and announcement.

Locution is scheduled as the first major component to be installed and implemented in the CAD replacement project. Another advantage is the ability of the new system to simultaneously dispatch and notify multiple stations when several emergency calls are received at Fire Communications at the same time. Seattle Fire Department reported to Locution they had a situation where twelve (12) emergency dispatches to twelve (12) different locations were completed by the system in less than one-tenth (1/10) of a second. Prior to Locution each call

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would need to be processed, dispatched, and announced in sequence, thus delaying the stacked calls. It's anticipated to have the Locution alerting system online within the next six (6) - nine (9) months.

Deccan LiveMUM (Move-up Module)

This software makes recommendations on moving fire apparatus to cover service voids based on sophisticated algorithms that include call frequency in the area not currently covered, coverage provided by contiguous service areas, likelihood of another emergency call occurring (based on historical CAD data), etc. The software has been installed and is being evaluated for its recommendations during surge activity that creates service voids. It is anticipated to be fully implemented within 3-4 months. This will reduce the time currently taken to identify required move ups of fire companies with a resulting decrease in response time for moved up units that receive emergency calls.

Deccan BARB and DIVA Software

This software provides boundaries around planned and unplanned events and incidents that can delay emergency response (i.e. parades, civil unrest, etc.). The software was not in the original scope of work for the new CAD project but is expected to be purchased within the next 3-6 months.

The DIVA software is an application that will allow dispatchers to continue to use their computers to identify the appropriate units to assign to emergency calls should the CAD system go offline. Without this software, when the CAD goes offline the dispatchers resort to using binders with run cards based on addresses. This delays dispatch and increases response times. DIVA should help to mitigate the potential for increased response times during CAD outages.

Deccan CAD Analyst Software

CAD Analyst is a "what is" strategic analysis tool that allows the Department to utilize historical information and evaluate performance based on response criteria (what units get dispatched to what types of incidents). It allows the Department to analyze different response time targets and display the results on a color-coded map of the city. It graphically displays predicted response performance based on the scenarios inputted by the Department.

AVL Dispatch (Closest Unit Response)

The current response model for the Department is by fire station first-due districts. When an emergency call is received at the Communications Center, the CAD recommends the fire company in that particular first due response district.

When AVL Dispatch is implemented, the closest fire unit meeting the operational requirements of the emergency call will be assigned to respond. This could be a fire engine driving through another fire station's area. For example, if Engine-3 is driving through Engine-1's district and an emergency call comes in that Engine-3 is closer to, it will be assigned the call instead of Engine-1 (currently engine 1 would be assigned).

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AVL Dispatch relies on a robust wireless network that accurately reports the location of fire companies to the CAD in the Communications Center and is also displayed on a map. The current wireless hotspots on all fire apparatus are nearing end of life and beginning to fail. The Department along with the Information Technology Department is testing replacement devices and will decide on a replacement within the next 3-6 months. Funding must be identified to make the fleet-wide replacement.

It's unlikely AVL Dispatch will be implemented before the new CAD system is in place and operational, sometime in 2020, due to the significant change in work process that includes extensive training and acclimatization by dispatchers and firefighters. Implementing before the new CAD would also require training the Department on two different systems (the current legacy CAD and the new CAD). The Departments' fire apparatus will also need significant upgrading in GPS hardware to assure a reliable system. The AVL servers and "backbone" will also need analysis and may need upgrading to support seamless AVL utilization by the Fire Department. These needs are being evaluated and determined by the Information Technology Division within the city.

FirstWatch Software

This software monitors CAD data and displays near real-time information related to turnout, travel and overall response times. It also monitors and displays performance related to call processing in the Communications Center. The intent is to have the ability for supervisors to have the ability to track near real-time performance of fire crews and dispatchers in order to follow up on outliers while the information is fresh. The Department is working with FirstWatch to create dashboards for each Battalion Chief to monitor the fire companies within their battalion, a dashboard for the Fire Chief and Deputy Chief that will track the performance of all three (3) battalions. This improves accountability and ultimately should result in reduced turnout times. It's anticipated these dashboards will be available within 2-3 months.

Reducing Homicides

The Fire Department has worked with the Police Department to improve on-scene communications between the departments regarding emergency calls involving weapons and scene security issues. The goal is for the Police Department to alert the Fire Department as soon as the scene is secure so firefighters can safely enter and provide emergency medical care.

Fire Department paramedics carry the drug Tranexamic acid (TXA). It's used to stop internal hemorrhage (bleeding). It is generally believed the sooner the drug is administered for hemorrhage, the more likely it will have a beneficial effect. By reducing the time for firefighter/paramedics to reach trauma victims (including gunshot and stabbing patients), and the time required to administer TXA, when indicated, chances of survival improve.

CONCLUSION

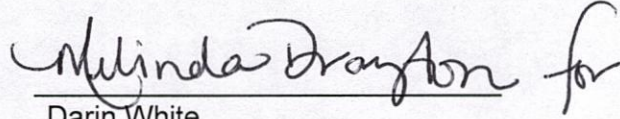
The Fire Department will report semi-annually to the Safety and Services Oversight Commission the status of sworn personnel resources; review of turnout times of fire companies; relevant

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policy and practice changes within Fire Dispatch; training of personnel and other activity which specifically addresses the Department's activities to reduce homicides.

Respectfully submitted,

A handwritten signature in cursive script that reads "Melinda Drayton for". The signature is written in black ink and is positioned above a horizontal line.

Darin White
Fire Chief

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150 FRANK OGAWA PLAZA • 4TH FLOOR • OAKLAND, CA 94612

MEMORANDUM

TO: Public Safety and Services Oversight Commission (SSOC)
FROM: Peter Kim, Interim Director, Department of Violence Prevention
 Josie Halpern-Finnerty, Acting Manager, Oakland Unite Programs
DATE: May 15, 2019
SUBJECT: Recommendations for the Oakland Unite Fiscal Year 2019-2021 Funding Cycle

PURPOSE

This memo includes the funding recommendations for Oakland Unite grantees to be funded in Fiscal Year 2019-2020 (with a one-year option to renew). Grant recommendations need to be approved at this meeting for contracts to begin July 1, 2019, without service interruption.

TIMELINE OF KEY DECISIONS AND REPORTS

Meeting Date	Item	Action Requested
November 26	• Oakland Unite 2019-2021 Spending Plan	SSOC approved Plan
April 22	• Update on 2019-2021 RFP Process	For discussion
May 20	• 2019-2021 Grant Recommendations	Discussion and approval requested to enable July start
Pending Safety and Services Oversight Commission conversation, grant recommendations are anticipated to go to Public Safety Committee May 28 and Full Council on June 4.		

OAKLAND UNITE 2019-2021 SPENDING PLAN

Every two-to-three years, Oakland Unite prepares a spending plan to outline the strategies and services recommended for the next funding cycle. Oakland Unite worked with community members and public partners to develop the framework and allocations in the 2019-2021 Spending Plan (**Attachment A**). The Spending Plan was informed by and aligned with the larger citywide planning process related to the Department of Violence Prevention (DVP). SSOC and City Council approved the Spending Plan in winter 2018 (Resolution No. 87477 C.M.S.).

Highlights and shifts in the Spending Plan include the following:

- Dedicate the bulk of funds to people and families at the center of gun violence;
- Prioritize diversion and reentry for youth to help them avoid deeper system involvement;
- Increase funding for gender-based violence response services (e.g., domestic violence and commercial sexual exploitation);
- Launch a community healing strategy to support resident-led initiatives; and
- Support provider success by funding fewer grants, at larger amounts.

MEMO: Recommendations for the Oakland Unite Fiscal Year 2019-2020 Funding Cycle

The strategies in the Oakland Unite 2019-2021 Spending Plan center on the belief that Oakland can move towards safety, healing, and growth by working in close partnership with people and communities at the center of violence.

Table 1 outlines the four strategic investment areas that form the foundation of the Spending Plan, along with associated goals and intended outcomes. These strategy areas are aligned with the City’s racial equity approach to violence reduction; services and outcomes will be disaggregated by race. By working to fulfill these goals, Oakland Unite also seeks to contribute to broader citywide reductions in racial disparities related to gun violence, family violence, and commercial sexual exploitation of young people.

Table 1 – Oakland Unite 2019-21 Spending Plan Strategy Area

Strategy Areas	Goal	Estimated Service Amount	Intended Outcomes
Gun Violence Response <i>~48% of funds</i>	Intervene in gun violence to save lives and support healing	1000 people at the center of gun violence and their loved ones	<ul style="list-style-type: none"> Stay alive & free Meet basic needs Strengthen socio-emotional skills Increase job skills Improve education & career outcomes
Youth Diversion and Reentry <i>~19% of funds</i>	Divert youth from involvement in violence and the justice system	250 youth involved or at risk of justice-system involvement and their loved ones	<ul style="list-style-type: none"> Eliminate justice system contact Avoid violence Strengthen socio-emotional skills Improve education & career outcomes
Gender-Based Violence Response <i>~15% of funds</i>	Help people experiencing family violence and commercial sexual exploitation find safety and access support	1000 survivors and their loved ones	<ul style="list-style-type: none"> Transition out of danger Avoid re-injury and exploitation Access supports for long-term safety and healing
Community Healing <i>~18% of funds</i>	Lift up the wisdom of people closest to violence and deepen their skills to promote community healing	1800 of community members engaged and staff trained	<ul style="list-style-type: none"> More safe spaces Deeper community involvement Stronger norms against or around anti-violence Stronger violence reduction network

MEMO: Recommendations for the Oakland Unite Fiscal Year 2019-2020 Funding Cycle

Funding Cycles: The Safety and Services Act sunsets in December 2024. Following the previously awarded three and half year funding cycle, the approved Spending Plan will cover a two-year period to be followed by at least one additional funding cycle.

Awarded: January 2016 – Fiscal Year 2017-18 (2.5 years; Resolution No. 85720 C.M.S.)
Fiscal Year 2018-19 (1-year extension; Resolution No. 87195 C.M.S.)
Current: Fiscal Year 2019-20 – Fiscal Year 2021-21 (2 years)
Future: Fiscal Year 2021-22 – December 2024 (3.5 years; subject to a future spending plan, with additional 6 months to be awarded dependent on availability of funds)

RECOMMENDATIONS FOR FUNDING

Oakland Unite recommends entering grant agreements with the non-profit and public agencies named below and described in detail in **Attachment B**. Funding recommendations are the results of a competitive request for proposals (RFP) process and will support the implementation of strategies outlined in the Spending Plan. A list of all agencies that submitted proposals in each sub-strategy is included in **Attachment C**, and a summary of the RFP process (as was previously shared with SSOC at the April meeting) is included in **Attachment D**.

Oakland Unite further recommends enhancing available services by accepting an estimated \$100,000 annually from Alameda County Probation Department (ACPD), derived from a Juvenile Justice and Delinquency Prevention (OJJDP) Second Chance Act grant for a juvenile gang intervention pilot program and awarding to a selected youth life coaching grantee. Lastly, Oakland Unite recommends expanding the reach of the Community Healing and Adult Life Coaching sub-strategies with \$1,000,000 in one-time funds available due to receipt of delinquent payments under the Public Safety Act of 2004 (Measure Y).

STRATEGY AREA 1: GUN VIOLENCE RESPONSE

Adult Life Coaching: This sub-strategy centers on transformative relationships between people involved in gun violence and trained peer professionals with similar life experiences. It aims to help young adults at the center of gun violence access opportunity and stay safe and free.

Table 2. Adult Life Coaching Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Community & Youth Outreach, Inc.	\$450,000	75	Citywide, based D7
The Mentoring Center	\$450,000	75	Citywide, based D2 & D3
Roots Community Health Center	\$250,000	40	East, based D7
Abode Services	\$150,000	30	Citywide, based D7
Total	\$1,300,000	220	

Life coaches at The Mentoring Center (TMC) and Community & Youth Outreach (CYO), as well as four HSD-based Life Coaches, will provide advocacy, systems navigation, family engagement, connection to resources such as housing and mental health, and socio-emotional skill

MEMO: Recommendations for the Oakland Unite Fiscal Year 2019-2020 Funding Cycle

development. Financial incentives reinforce positive lifestyle changes. The Mentoring Center will work in partnership with their sub-grantee Communities United for Restorative Youth Justice (CURYJ) focused on West, North, and Central Oakland, but with citywide capacity. Program elements include mentoring, and leadership development opportunities in partnership with the Urban Strategy Council. CYO will provide life coaching based in Central and East Oakland, with citywide capacity. CYO will also provide CBT groups for participants.

Based on revised revenue and reserve projections, including one-time funds available due to receipt of delinquent payments under the Public Safety Act of 2004 (Measure Y), Oakland Unite recommends awarding two additional grants to meet urgent needs. In response to escalating serious violence in deep East Oakland, Roots will provide intensive life coaching and wraparound services to young adults at the center of violence at their East-Oakland-based site. As housing has been identified as a top need for Oakland Unite participants, Abode will provide housing-focused coaching and placement support to participants placed in transitional housing through the Oakland PATH Re-Housing Initiative (OPRI).

Adult Employment and Education Support: This sub-strategy aims to improve the ability of participants referred from the Oakland Unite Network and their loved ones to attain and retain employment. Employment programming seeks to meet participants' immediate job-seeking needs and enhance their long-term job prospects through skills development and education.

Table 3. Adult Employment and Education Support Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Center for Employment Opportunities	\$345,000	80	Citywide, based D3
Oakland Private Industry Council, Inc.	\$300,000	50	Citywide, based D3
Youth Employment Partnership, Inc.	\$255,000	30	Citywide, based D5
Total	\$900,000	160	

Programs will emphasize paid work experience/transitional employment, certifications or educational advancement, as well as job placement and retention. Center for Employment Opportunities (CEO) will offer a crew-based model that provides immediate attachment to income (daily pay) while participating in job coaching and job placement with a wide range of employers. Oakland Private Industry Council (OPIC) will offer soft skills and coaching support along with transitional employment to prepare participants for work along with additional mental health supports in a group and individual setting. Youth Employment Partnership (YEP) will provide linkage to training partners at Cypress Mandela and West Oakland Job Resource Center and serve a limited number of transition-age youth.

In addition, the City's Workforce Development Board (WDB) is working to secure state Prison to Employment Funds. In partnership with Oakland Unite, the WDB intends to award an estimated \$400,000 over two-years to two agencies who applied for Oakland Unite Adult Employment funding: Building Opportunities for Self-Sufficiency and Lao Family Community Development. These leveraged funds will expand the availability of services for Oakland Unite participants; the WDB is expected to bring recommended grant awards to City Council over the summer.

MEMO: Recommendations for the Oakland Unite Fiscal Year 2019-2020 Funding Cycle

Shooting & Homicide Response: This sub-strategy will support a community-based shooting and homicide response network that serves survivors and their families and works to prevent retaliatory violence. Community-based responders will meet people where they are – be it at the hospital or in their homes – and walk with them as they navigate crisis.

Table 4. Shooting and Homicide Response Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Youth ALIVE!	\$1,060,000	505	Citywide, based D3 & D7
Catholic Charities of the East Bay	\$340,000	180	Citywide, based D3 & D7
Total	\$1,400,000	685	

Youth ALIVE! (YA!), in partnership with sub-grantee CYO, will serve as the City’s anchor institution for shooting and homicide response. Agency staff will provide immediate outreach to violently injured people referred through local hospitals. Violence interrupters will assess situations for risk of retaliatory violence and work to interrupt conflicts between groups and individuals. Interrupters will rely on their community credibility and knowledge of Oakland street violence to form relationships that allow them to intervene in volatile situations. Emergency, temporary relocation provided by CYO will be available for those in immediate danger. Catholic Charities of the East Bay (CCEB), in partnership with YA!’s Khadafy Washington Project, will provide citywide homicide response services. Families and individuals will be connected to immediate resources and longer-term mental health and healing supports. YA! and CCEB will work closely with each other, and with Oakland Unite staff, convening at least once a week to coordinate efforts.

STRATEGY AREA 2: YOUTH DIVERSION AND REENTRY

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

Table 5. Youth Diversion and Life Coaching Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
East Bay Asian Youth Center	\$430,000	65	Citywide, based D5
Youth ALIVE!	\$370,000	68	Citywide, based D2 & D3
Young Women’s Freedom Center	\$200,000	40	Citywide, based D2
Community Works West	\$200,000	50	Citywide, based D3
Alameda County Probation Department	\$100,000	NA- Coordination	Citywide
Oakland Unified School District	\$100,000	NA- Coordination	Citywide
Total	\$1,400,000	223	

MEMO: Recommendations for the Oakland Unite Fiscal Year 2019-2020 Funding Cycle

Life coaching is centered on transformative relationships and provides advocacy, systems navigation, family engagement, incentives, and socio-emotional skill development. YA!, East Bay Asian Youth Center (EBAYC), Young Women’s Freedom Center (YWFC) will provide life coaching and support services for youth transitioning from the Alameda County Juvenile Justice Center. Two staff at Alameda County Probation Department (ACPD) and Oakland Unified School District (OUSD) will support rapid school placement and referrals to life coaching.

EBAYC will provide life coaching services that include dedicated staff to work with commercially sexually exploited (CSE) youth, language capacity, access to career pathways employment program and expanded learning academic support in house. YA! will provide life coaching in partnership with sub-grantee CURYJ; services include paid internships, a culturally-centered approach tailored to the Latinx community, mental health counseling and family and peer support programs. The YWFC will provide life coaching services focused on commercially sexually exploited (CSE) youth and lesbian, gay, bisexual, trans, queer (LGBTQ) and gender-nonconforming youth.

Oakland Unite recommends enhancing youth life coaching services at YA! with funds (an estimated \$85,000 annually) from ACPD, derived from a Juvenile Justice and Delinquency Prevention (OJJDP) Second Chance Act grant for a juvenile gang intervention pilot program. The pilot program involves pre-release life coaching and multi-disciplinary team meetings to coordinate wraparound services and improve outcomes for gang-involved youth.

Diversion programming offered by Community Works West will use restorative justice practices to support youth referred by the Alameda County District Attorney’s Office who have been arrested, but not sentenced, with the goal of having charges dropped.

Youth Career Exploration and Education Support: This sub-strategy aims to strengthen educational outcomes and career exploration and readiness for youth at high risk for violence through subsidized work experience and academic support.

Table 6. Youth Career Exploration and Education Support Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Youth Employment Partnership	\$400,000	75	Citywide, based D5
Safe Passages	\$200,000	30	West, Central, based D2 & D3
Total	\$600,000	105	

Education and career exploration programs must support academic achievement and offer a range of opportunities to explore work and career options, both afterschool and in the summer. Youth Employment Partnership (YEP), in partnership with the Alameda County Office of Education and Fresh Lifelines for Youth, will provide employment training, internships and education support to high-risk youth between 14 and 18. Safe Passages will provide life skills coaching, financial literacy, career exploration and academic case management and support to high risk youth, including undocumented and multilingual Latinx youth, between 16 and 21.

MEMO: Recommendations for the Oakland Unite Fiscal Year 2019-2020 Funding Cycle

STRATEGY AREA 3: GENDER-BASED VIOLENCE RESPONSE

Commercially Sexually Exploited Youth Intervention: Programs in this sub-strategy engage CSE youth, promote their safety and stabilization, and ultimately work to end their exploitation.

Table 7. CSE Youth Intervention Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
MISSEY	\$315,000	70	Citywide, based D3
Bay Area Women Against Rape	\$235,000	350	Citywide, based D3
Covenant House California	\$200,000	100	Citywide, based D3
Total	\$750,000	520	

Funded agencies will provide a continuum of support for CSE youth ages 12 to 25 years old. Bay Area Women Against Rape (BAWAR) will provide crisis response services and linkage to wraparound supports. MISSEY will provide a drop-in center with programming and peer support, crisis support, and healing spaces. Covenant House California will provide emergency transitional housing and wraparound support that help CSE youth move from crisis to stability. Working together, these agencies will support CSE youth in Oakland to work through crisis, create safe and supportive relationships, and find the stability needed to be successful in leaving a life of exploitation and begin the healing process.

Family Violence Intervention: This sub-strategy supports programs that provide crisis response, stabilization, legal, and emotional support services to survivors of family/domestic violence and their loved ones.

Table 8. Family Violence Intervention Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Family Violence Law Center	\$600,000	900	Citywide, based D3
Asian Pacific Islander Legal Outreach	\$200,000	300	Citywide, based D2
Total	\$800,000	1,200	

Family Violence Law Center (FVLC) will provide citywide crisis response, legal support, and comprehensive wraparound services to survivors of family violence, including a 24-hour hotline and mobile response team that works in partnership with OPD. Asian Pacific Islander Legal Outreach will provide legal aid, case management, counseling, and housing relocation with a focus on serving immigrant, LGBTQ, and South, Southeast Asian and Asian Pacific Islander communities. Both programs will work to facilitate survivor healing and resiliency and increase safety, mental and physical health, and financial and housing stability.

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STRATEGY AREA 4: COMMUNITY HEALING

Community Healing: This sub-strategy aims to lift-up the wisdom of people closest to violence and deepen their skills to promote healing through community-led outreach and events.

Table 9. Community Healing Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Urban Peace Movement	\$350,000	648	West, based D3
Roots Community Health Center	\$325,000	600	East, based D7
Restorative Justice for Oakland Youth	\$325,000	600	Citywide, based D3
Communities United for Restorative Youth Justice	\$175,000	325	Central, based D2
Building Opportunities for Self-Sufficiency	\$250,000	450	Parts of West/East, based D3 & D7
Total	\$1,425,000	2,623	

Common themes in the Oakland Unite and the DVP participatory planning process listening campaign included the need for integration of healing-centered principles in systems and practices, and more funding for grassroots, resident-led ideas and innovations. Community Healing programs will employ restorative and trauma-informed approaches that are rooted in the identity and culture of the community to be served. Programs will incorporate grassroots mini-grants to support innovative resident-led violence reduction projects. Roots will focus efforts in East Oakland and connect residents to health, mental health, along with healing events and other supports. Urban Peace Movement will focus on West Oakland and emphasize non-traditional healing events led by community members. Restorative Justice for Oakland Youth (RJOY) will play a citywide role in promoting healing, supporting community members, staff and volunteers around healing practices and restorative techniques.

Oakland Unite also recommends awarding \$425,000 annually from one-time funds available due to receipt of delinquent payments under the Public Safety Act of 2004 (Measure Y) to expand the reach of the Community Healing strategy by funding two additional agencies able to meet specific needs that will benefit the pilot. Communities United for Restorative Youth Justice (CURYJ) will serve Central Oakland with a focus on a culturally-grounded approach to working with the Latinx community. BOSS, with sub-grantees SAVE and Adamika Village, will serve parts of West and East Oakland with a focus on involving grassroots and faith-based partners.

Capacity Building: This sub-strategy aims to strengthen the Oakland Unite network through tailored training opportunities and learning communities for frontline staff working to help people heal from violence. Training may include life coaching, conflict mediation, gender responsive approaches, cognitive behavioral techniques, and trauma-informed practices. Training will include certifications and take place in cross-agency cohorts.

MEMO: Recommendations for the Oakland Unite Fiscal Year 2019-2020 Funding Cycle

Table 10. Capacity-Building Recommendations

Agency Name	Rec Amount	Strategy Supported
Bay Area Legal Aid	\$15,000	Life Coaching Providers
Root & Rebound	\$15,000	Life Coaching Providers
Contractor TBD – General TA	\$245,000	All Providers
Contractor TBD – Workforce TA	\$50,000	Employment Providers
Total	\$325,000	

Two initial grant awards are recommended to support life coaching practices in the community. Bay Area Legal Aid and Root & Rebound will strengthen community-based services by offering training and technical assistance to life coaches on how to navigate the legal system, and by providing limited direct support to participants. As authorized in the Spending Plan, the Oakland Unite team will also contract with two additional providers identified through a competitive request for qualifications (RFQ) process to assist the City in developing a comprehensive capacity-building program for the Oakland Unite network. The capacity-building program will train providers on the skills necessary to implement the Oakland Unite standards of practice outlined in the 2019-2021 RFP, and seek to develop a robust employer engagement strategy that builds connections between employment providers in the Oakland Unite network and local employers.

FISCAL IMPACT

The total projected cost of all these direct service efforts in FY 2019-2020 is \$8,605,000 and estimated to be similar for FY 2020-21 (staff will bring a renewal request to SSOC and Council for year two). The recommended awards will be supported primarily by restricted funds collected for violence prevention programs as authorized by the Safety and Services Act.

As approved in the Oakland Unite 2019-2021 Spending Plan, one-time funding in the amount of approximately \$1,000,000 will be kept in reserve to support future Department of Violence Prevention implementation activities, where such activities constitute an eligible use of the tax revenue collected pursuant to the Safety and Services Act.

Additional funding sources are also directed to expand services available through the Safety and Services Act. Specifically, one-time funds recently available in the issued Fiscal Year 2019-2021 baseline budget due to receipt of delinquent payments under the Public Safety Act of 2004 (Measure Y); will expand the reach of the Community Healing sub-strategy using \$1,000,000 (\$500,000 annually) of Measure Y funds. Additionally, as part of a federally awarded Second Chance Act grant, funds will support implementation of a juvenile gang intervention pilot program. A small portion (estimated at \$10,000-15,000 annually) will be used to support HSD grant administration; the remainder will be granted to Youth ALIVE! to enhance youth life coaching services.

Staff recommends, as in previous years, that any unexpended balances due to grantees not meeting their deliverables shall be placed into the reserve fund in Measure Z.

MEMO: Recommendations for the Oakland Unite Fiscal Year 2019-2020 Funding Cycle

NEXT STEPS

Following discussion and approval by the SSOC, grant recommendations will be brought to the Public Safety Committee and City Council for consideration on May 28, 2019 and June 4, 2019. Pending approval, new contracts will begin July 1, 2019.

ATTACHMENTS:

- A** – Oakland Unite Spending Plan 2019-2021
- B** – Program Descriptions: Agencies Recommended for Funding
- C** – List of All Applicants
- D** – Overview of RFP Process

OAKLAND UNITE SPENDING PLAN 2019-2021



EXECUTIVE SUMMARY

Oakland Unite is proud to present its proposed 2019-2021 Spending Plan.

To develop the framework and recommendations in this plan, residents living at the center of violence shared insights about what they need, and where existing supports fall short. Local and national experts also shared knowledge about effective models. Oakland Unite engaged deeply with this information, building on years of local experience and evaluation, and recommends the following investments to address trauma, support healing, and reduce violence.

Oakland needs to focus on gun violence. We know that young adults in Oakland Unite programs are less likely to be arrested for violence. And through coordinated City and community effort, homicides are lower than in past years. This is good; but it is not enough. There is more work to be done. Oakland must continue to act with urgency to reduce violence, save lives and strengthen communities. Half of available funds will support interventions that serve people and families at the center of gun violence.

The City also needs strategies that help young people steer clear of violence.

Community members and system leaders value programs that divert youth from arrest or prosecution, and help them transition home after incarceration. These interventions must include family members, community-based coaching, and school and career supports. Funding diversion and reentry efforts will support youth to achieve their goals and avoid harm.

Ending the cycle of violence means addressing violence against women and girls.

We heard repeatedly the need for a more intersectional approach to violence. Oakland Unite recommends increasing current funding to serve survivors of domestic violence and commercial sexual exploitation, and more intentionally engaging with women, girls, and people who identify as LGBTQI.

Oakland must support community leadership to promote healing. Where violence occurs most frequently, residents don't necessarily feel the impact of citywide reductions. Community members want spaces to connect and resources to lead further violence reduction efforts. Oakland Unite will launch a community healing strategy that supports grassroots neighborhood efforts to reduce violence and heal trauma.

Oakland Unite aims to bring together a network of community providers and system partners who strive together to support people at the center of violence.

This network relies on skilled workers with a personal understanding of trauma, who meet people where they are and form strong relationships. But Oakland Unite and its network of service providers cannot achieve safety and healing alone. The recent creation of a Department of Violence Prevention presents an important opportunity to re-articulate and improve how Oakland works to eliminate violence. This spending plan offers a framework to build upon, fueled by a community-centered vision of healing and transformation. When people and families most affected by violence are supported through crisis and have access to opportunity, they can lead the way to ending the cycle of violence in our communities.

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INTRODUCTION

TOWARDS SAFETY AND HEALING IN OAKLAND

When it comes to promoting safety and healing in Oakland, residents have supported a shared approach: one that strengthens people and communities at the center of violence through a combination of intensive services and focused policing practices. In 2014, Oakland voters passed Measure Z, the Public Safety and Services Violence Prevention Act (Safety and Services Act). The Act built on the lessons learned from the previous Measure Y, the Violence Prevention and Public Safety Act of 2004, to bolster a shared safety approach for the City. The Safety and Services Act raises over \$27 million annually – out of this, \$2 million is set aside to improve fire response services, \$14.8 million goes to the police department for specific violence reduction efforts, and \$9.8 million goes toward community-based violence intervention programs. The Act establishes a Safety and Services Oversight Commission (SSOC) to ensure proper spending of the funds and evaluation. Collectively, these funds represent a major investment by Oakland residents in strategies to promote safety and healing in the City.

OAKLAND UNITE

Oakland Unite is the division in the City of Oakland Human Services Department charged with implementing violence intervention programs. Oakland Unite provides direct services and funding to community-based organizations to serve people and families at the center of violence. Oakland Unite focuses on the three forms of violence named in the Safety and Services Act: gun violence, family/domestic violence, and commercial sexual exploitation. In the four years since the Act was passed, Oakland Unite programs have provided intensive interventions to over 3,000 people each year and reached thousands more through community events.

Every two-to-three years, Oakland Unite prepares a spending plan to outline the strategies and services recommended for the next funding cycle. Recommendations are based on community input and local and national evidence about what works to reduce violence.

COMMUNITY APPROACHES TO VIOLENCE INTERVENTION

Community approaches to violence intervention start with people at the center of serious violence and extend outwards to their loved ones and the broader community. When experiencing trauma, people and communities often move through phases in which they first react, seek to recover, and then work to rebuild.¹ Oakland Unite aims to bring together a network of community providers and system partners to support people as they move through these stages. The network relies on skilled workers with a personal understanding of trauma, who meet people where they are and form strong relationships.

Oakland Unite's *Framework for Safety and Healing*, shown on the following page, offers a public health approach to violence reduction that begins by engaging people experiencing serious violence to help them find safety, and supports them as they heal and grow.



MISSION

Bring together and fund community-driven support for people at the center of violence in Oakland to seek safety, healing, and growth through transformative relationships and opportunities.

VISION

People at the center of violence are safe and have access to opportunity. They lead the way to ending the cycle of violence in our community.

OAKLAND UNITE FRAMEWORK FOR SAFETY AND HEALING

PEOPLE AT CENTER

ENGAGEMENT & SAFETY

HEALING & GROWTH

People at the center of gun violence and their loved ones

When someone is killed, their loved ones get grief support including funeral planning and help accessing victim assistance funds.

When a shooting or serious injury occurs, victims are met at hospital bedside and connected to resources including conflict mediation when needed.

Street-credible violence interrupters work with groups/gangs to mediate conflicts.

Life coaching helps people involved in gun violence address safety concerns and work towards their personal goals.

Victims of violence are offered longer-term healing and mental health services, and links to other needed resources.

Interrupters help people involved in groups/gangs identify alternatives to violence, and connect them to life coaches for support when ready.

Life coaching is based on transformative relationships and includes mentoring, systems advocacy, and connection to job supports, housing or other resources.

Young people involved or at risk of justice-system involvement and their loved ones

Youth get support to move away from violence and out of the justice-system, such as help reentering school and the community after incarceration.

Diversion programs use restorative techniques to help youth repair harm instead of facing charges.

Life coaching supports young people to navigate their situation and strengthen socio-emotional skills.

Education and career exploration programs help young people work towards their future.

Survivors of family violence or commercial sexual exploitation and their loved ones

Survivors have access to 24-hour support to find a way out of immediate danger.

Interventions involve crisis response hotlines, drop-in "safe space" centers, and reaching out to people identified by law enforcement. Emergency housing helps people stay safe in the short-term.

Longer-term support includes transitional housing, legal assistance, healing, coaching and mental health supports.

Providers bring specialized experience of working with family violence survivors and commercially sexually exploited young people.

Communities that experience most of the serious violence in Oakland

Activities and events such as vigils, healing circles, and support groups offer people a way to connect with one another after violence occurs.

Block parties, barbeques or parks events led by community members provide safe spaces to gather, celebrate, and transform norms around violence.

VALUES-BASED INVESTING

To fulfill its mission, Oakland Unite holds the following values in mind:

EQUITY

People who have experienced violence must be at the center.

To Oakland Unite, equity means that people and communities most impacted by violence receive the most resources and organizations based in those communities are prioritized. This also means valuing service providers who have similar life experiences as the people they serve.

COMMUNITY & COLLABORATION

We are stronger together.

Government and community-based service systems must work hand in hand with community members most affected by trauma and violence. Funding streams and service systems should be aligned with one another to have the greatest impact.



INDIVIDUAL & COMMUNITY RESILIENCE

All people have the power to heal.

Oakland is full of strong, resilient people. Support at the right time can help people at the center of violence move through pain and create solutions for themselves and their loved ones. Stronger, healthier individuals build stronger, healthier communities.

ACTION

Learn and do; repeat.

Oakland must continue to act with urgency to reduce violence, save lives, and support communities. Action should be guided by ongoing learning about what works, which requires looking carefully at outcomes and listening to participants' own reflections. The challenges are persistent and dynamic; the solutions must be even more so.

SYSTEM APPROACHES TO VIOLENCE PREVENTION

Oakland Unite and its network of service providers cannot achieve safety and healing alone. Disparities in wealth, health, education, and housing are all forms of structural violence – and they perpetuate the cycle of individual violence.² The City of Oakland has embraced an explicit equity narrative that highlights the need to change its own systems and institutions that contribute to inequitable outcomes.³

Oakland Unite's success relies on larger efforts to undo root causes of violence and must help drive those efforts forward. The people most affected by unequal systems have the most insight into how they function. By working in partnership with people and communities at the center of violence, Oakland Unite seeks to identify solutions that improve public systems, reduce disparities, and decrease violence in all its forms.⁴



DEVELOPING THE 2019-2021 SPENDING PLAN

The framework and strategy recommendations in this report were informed by a community listening campaign, review of local and national lessons from the field, and emerging themes from a citywide participatory planning process focused on violence prevention. Most importantly, recommendations are directly informed by the people and neighborhoods most impacted by violence.

COMMUNITY LISTENING CAMPAIGN

Oakland Unite worked with Be The Change Consulting, a local women-of-color led business, to hold five community listening sessions with: young adults at highest risk for gun violence, families of homicide victims, young people impacted by commercial sexual exploitation, community advocacy groups and faith leaders, and Oakland Unite service providers. Additional listening sessions were held with established family violence survivor support groups and the Safety and Services Oversight Commission. Altogether, over 100 people participated in conversations about Oakland's current violence intervention strategies to explore what's working, what can be improved, and to answer specific questions such as how community members can play a greater role.



LISTENING CAMPAIGN THEMES

Those that are closest to the problem are closest to the solution;

strategies should uplift the wisdom of the community, individuals with lived experience, and grassroots, community organizations.

Closer coordination with other local and regional service systems is critical to meet needs related to housing, substance abuse treatment, mental health, family support and jobs.

Urgent action is needed

to further reduce gun violence, sustain existing reductions, and for the community to actually feel safer.

Preventative diversion programs

should help young people avoid deeper involvement in violence and the justice system.

Services for women who experience violence should be expanded, and less disconnected from service offerings for men.

Service providers with personal understanding of violence

are trusted and help demonstrate opportunities for growth and transformation.

People need support and advocacy when interacting with law enforcement. There must be clear boundaries between Oakland Unite and law enforcement.

Reducing violence requires more than immediate response; community healing is necessary to address ongoing experiences of loss and trauma.



WHAT'S WORKING: LESSONS FROM THE FIELD

Oakland has had significant reductions in gun violence in recent years -- though much work remains to be done. Oakland Unite works with an independent evaluator, Mathematica Policy Research, to better understand what services and strategies are most effective for people affected by different forms of violence. In the two years since launching new strategies, Oakland Unite learned that:

People are better off. Adults who received life coaching or employment and education support services had fewer short-term arrests for a violent offense, relative to a comparison group of similar individuals. Participants across strategies benefited from direct use of grant funds for incentive stipends and wages, and from connection to resources like conflict mediation and job placement.⁵

The Oakland Unite network serves people at high-risk of violence. Program participants have experienced violence, contact with local law enforcement, and are often disconnected from education. Most people are between 14-35 years-old, live in West, Central, and Deep-East Oakland, and the majority identify as African American (61%) and Latino/a (20%). Programs focused on gun and gang violence serve mostly men and boys, while programs focused on sex trafficking and family violence primarily serve women and girls.⁶

Agencies have shared values and shared practices. Oakland Unite grantees value hiring peer providers with similar lived experience and agree that training and support -- including livable salaries -- for providers is necessary for program success. Oakland Unite coordination has increased use of best practices such as small caseload ratios, longer service duration, case planning, and incentives.

DEPARTMENT OF VIOLENCE PREVENTION LEARNING PROCESS

On June 20, 2017, Oakland City Council created a new Department of Violence Prevention (DVP). The mission of the DVP is to dramatically reduce violent crime and serve communities impacted by violence to end the cycle of trauma. To inform the development of the DVP, Urban Strategies Council (USC) is leading a participatory planning process informed by a Steering Committee of community and City stakeholders. Oakland Unite staff is engaged with their community-led process, and USC and Steering Committee members also attended Oakland Unite listening sessions.

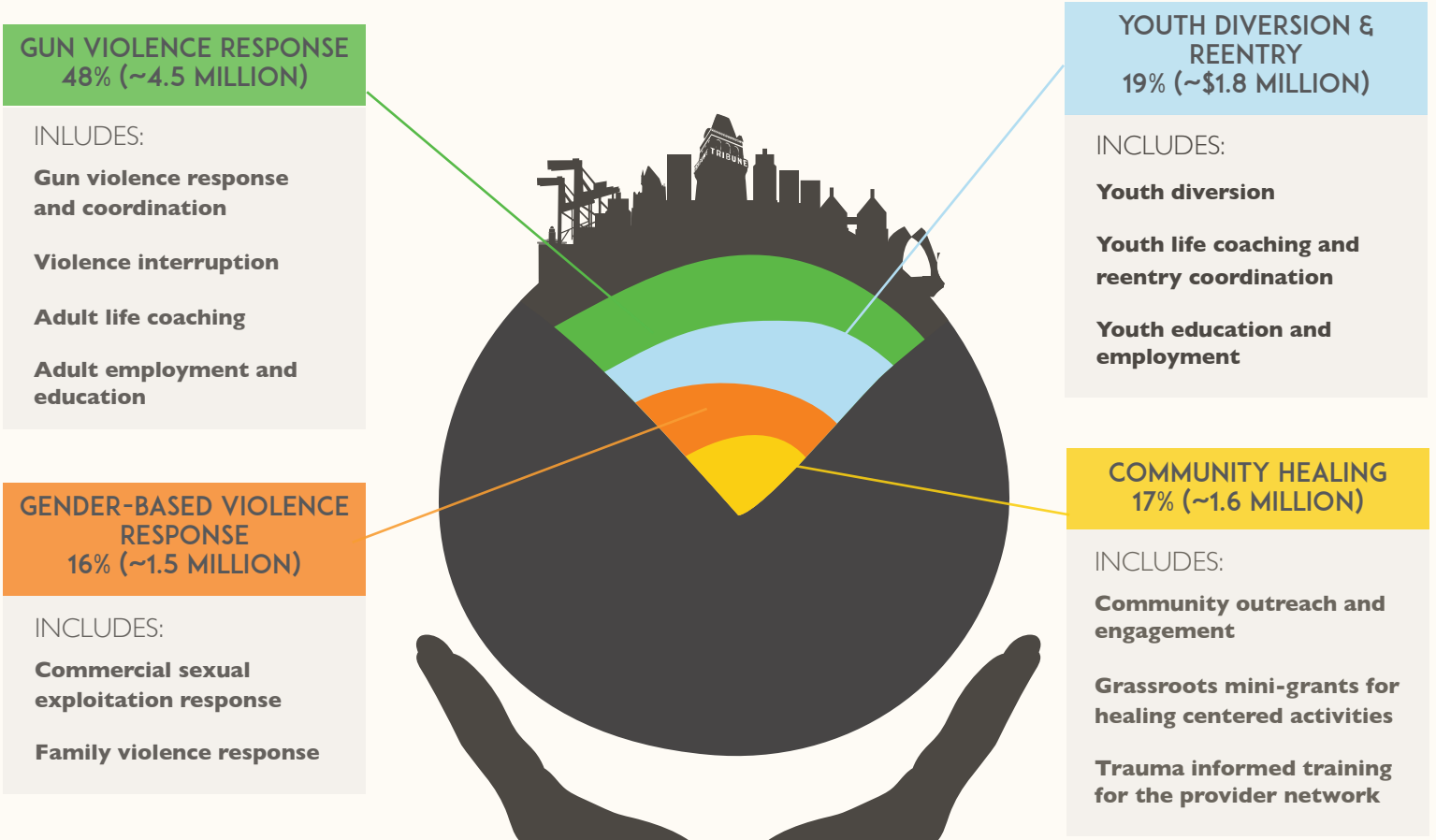
Through ongoing dialogue to share what was learned in each process, common themes were identified. Central among these was the desire for a balanced approach to intervention and prevention that prioritizes the people at the center of violence, both victims and perpetrators, while also meeting the needs of youth at-risk of becoming involved in violence. In addition, both processes lifted-up the need for integration of trauma-informed/healing-centered principles in systems and practices, and more funding for grassroots, resident-led ideas and innovations.





OVERVIEW OF 2019-2021 STRATEGIES

Oakland Unite's recommendations for strategic investments in the 2019-2021 funding cycle center on the belief that Oakland can move towards safety, healing, and growth by working in close partnership with people and communities at the center of violence.



HIGHLIGHTS AND SHIFTS

1

Focus on gun violence. Half of funds are dedicated to individuals and families at the center of gun violence. This will include an increase in homicide and shooting response funding, and additional emphasis on violence interruption. Women and girls who are connected to incidents of gun violence will be more intentionally integrated into life coaching and employment services.

2

Prioritize diversion and reentry for youth. Services will help youth avoid deeper system involvement through partnership with the juvenile justice system. For youth at high-risk for violence or returning to Oakland after incarceration, continue to provide community-based life coaching with educational and career exploration supports.

3

Increase funding for services that respond to gender-based violence. Emphasize crisis response and safety planning, in addition to transitional housing and wraparound supports, such as counseling, for people who experience family violence and youth/transition-age youth who experience commercial sexual exploitation.

4

Launch a community healing strategy. Fund community partners to host outreach events and healing activities that transform community norms around violence. Develop a mini-grant program to support small grassroots organizations and individuals working to reduce violence in their own neighborhoods.

5

Support provider success. Fund fewer grants for larger amounts, with increases in indirect cost allowances and emphasis on higher salaries for direct service staff. Continue to provide coordination and training to enhance peer professionals' ability to support growth and transformation in program participants.



STRATEGY AREA

GUN VIOLENCE RESPONSE

800 ESTIMATED SERVED
9-10 ESTIMATED GRANTS
48 % OF FUNDS

AIM & SUMMARY

This strategy aims to intervene in the cycle of gun violence to save lives and support healing. It will ensure that people who are shot, and family members of homicide victims get support. The strategy will build a system of support for people involved in gun violence, particularly people connected with groups and gangs. It will help them mediate their conflicts, and offer coaching and resources as they move towards positive goals. Central partners in this strategy include Highland Hospital, Oakland Police Department, Workforce Development Board, Probation, and state criminal justice agencies.

SUPPORTED PROGRAMMING

Shooting and homicide response starts with community-based responders who meet people where they are – be it at the hospital or in their homes – and walk with them as they navigate crisis. Families and individuals will be connected to immediate resources and longer-term mental healthcare and healing supports. Programs may advocate with law enforcement on participants' behalf.

Violence interruption that is designed to interrupt conflicts between groups and individuals, with a focus on reducing retaliatory violence whenever possible. Interrupters rely on their community credibility and knowledge of Oakland street violence to form relationships that allow them to intervene in volatile situations. Emergency, temporary relocation is available for those in immediate danger.

Life coaching is centered on transformative relationships between people involved in gun violence and trained peer professionals with similar life experiences. Life coaches provide advocacy, systems navigation, family engagement, connection to resources such as housing and mental health, and socio-emotional skill development. Financial incentives reinforce positive lifestyle changes.

Employment programming that meets participants' immediate needs and enhances their long-term job prospects through the development of skills and education. Programs should emphasize paid work experience, certifications or educational advancement, as well as job placement and retention.

Coordination by City of Oakland staff will ensure strong communication between community-based providers to better serve participants in need of cross strategy support. City staff will also maintain one-way communication to providers about violent incidents, while protecting participants' privacy and service providers' credibility.

PRIORITY POPULATIONS

This strategy serves youth, adults, and families at the center of gun violence. As such, it primarily (though not exclusively) focuses on young men of color between the ages of 18-35 and their loved ones.



Referrals will come through local hospitals, community partners, and law enforcement.

People involved in gun violence will be identified by data-driven risk factors such as prior violent injury, prior arrest, and gang/group involvement.

Services should address the cultural or linguistic needs of specific subgroups.

RATIONALE

Oakland has a long-term, serious epidemic of gun violence. Despite recent reductions in shootings and homicides, far too many people lose their lives and are injured by gun violence each year. Dedicated focus is needed to seriously halt the spread of gun violence. Most homicides in Oakland (57-72%) involve group members as suspects, victims, or both. The majority of people involved in gun violence are African American and Latino men between ages 18-34 who have been involved in the criminal justice system. Many have been injured before and previous violent injury is a strong risk factor for future injury.⁷

When people involved in gun violence are communicated with directly, have the chance to form meaningful positive relationships and connect to longer-term supports, gun violence goes down: cities such as Richmond, Stockton, New Orleans, and Boston have seen homicide reductions of between 30%-80%.^{8,9} Recent gun violence reductions in Oakland have been linked in part to the Ceasefire strategy, which, like other models, emphasizes a shared focus on young men at the center of gun violence.¹⁰ Oakland Unite's role in the strategy is to advocate for and serve these young men through coaching and resources that help them stay alive and free.

When the worst has happened and a family has lost someone to gun violence, offering coordinated support is both the right thing to do and necessary to reduce violence. Shootings and homicide can lead rapidly to retaliation, with brief windows of opportunity where trained, credible interrupters can intervene.¹¹ A strong response following crisis incidents supports the development of relationships, prevents retaliation, and helps people move through grief and towards healing.^{12,13}

Intervention and interruption by themselves are not enough – people at the center of gun violence need longer-term support to repair and rebuild their lives. Life coaches who share similar experiences can build trust with people involved in gun violence, and use techniques such as coaching and motivational interviewing paired with financial incentives to help move people toward their goals.¹⁴ Support finding a job is often at the top of the list of goals, and includes job coaching, readiness classes, retention incentives, and subsidized employment. Participating in Oakland Unite adult life coaching and employment programs decreased arrests for a violent crime in the six months after enrollment.¹⁵

In response to community input, this strategy will intentionally leverage mental health and substance abuse resources, family support services, and housing options through local and regional partnerships. Services will also be extended to women and girls at the center of violence along with a more intentional focus on strengthening family structures.

EXPECTED OUTCOMES

Participants and families feel supported during crisis and their basic needs are met

Participants and families transition out of immediate danger

Participants and families avoid violent injury/re-injury

Participants reduce risk behaviors related to violence (e.g. carrying a weapon)

Participants and families begin to heal from trauma

Participants reduce or cease contact with the justice system

Participants and families have healthy relationships with each other

Participants strengthen their socio-emotional skills (e.g. resilience)

Participants are employed and prepared to pursue longer-term goals

STRATEGY AREA YOUTH DIVERSION & REENTRY

280 ESTIMATED SERVED
5-6 ESTIMATED GRANTS
19 % OF FUNDS

AIM & SUMMARY

This strategy aims to help youth move away from deeper involvement in violence and the juvenile justice system through coordinated interventions. Programs will divert youth from arrest or prosecution, and help them transition back to school and community after incarceration through life coaching and education and career exploration. Central partners in this strategy include Oakland Unified School District, Alameda County Office of Education, Alameda County District Attorney's Office, Oakland Police Department, Alameda County Probation Department, and Alameda County Health Care Services Agency.

SUPPORTED PROGRAMMING

Diversion programming that uses restorative justice practices with youth who have been arrested, but not sentenced, with the goal of having charges dropped, or that provides OPD with an alternative option for youth facing arrest.

Life coaching and reentry services for youth transitioning from the Alameda County Juvenile Justice Center. Services include rapid school placement support, health care services, and referrals to community-based life coaching. Life coaching is centered on transformative relationships and provides advocacy, systems navigation, family engagement, incentives, and socio-emotional skill development.

Education and career exploration services that improve young people's education outcomes and career readiness. Programs must support academic achievement and offer a range of work opportunities afterschool and in the summer.

PRIORITY POPULATIONS

This strategy serves Oakland youth ages 14 to 18 who are identified as at high-risk for violence or system-involvement.



Referrals will come through schools, community partners, or the juvenile justice system.

Data-driven risk factors include chronic absenteeism, violent injury, arrest, gang/group involvement or exploitation.

Services will be available to multi-lingual youth and for young women and girls as well as young men and boys of color.

RATIONALE

An African American youth was 112 times more likely to be arrested on felony charges than a White juvenile in Oakland in 2017, a disparity called out as “the most extreme” among the indicators compiled in Oakland’s recent Equity Indicator’s Report.¹⁶ As of October 2018, 275 Oakland youth were on probation, with African American and Latino youth representing the greatest percentage.¹⁷ Community members and City and County leaders share the goal of reducing contact between young people and the juvenile justice system. Probation has reduced the number of young people held in detention, and the District Attorney’s office has engaged in a successful diversion program for youth supported by Oakland Unite.¹⁸

Early intervention and diversion help young people avoid deeper system involvement -- restorative techniques are used to help youth repair harm and successful completion results in charges being dropped.¹⁹ Participants in Oakland Unite’s community listening sessions also expressed a need to offer life coaching and other services to youth who have not been arrested, but who are clearly in need of support.

For youth already involved in the juvenile justice system, local evaluation of Oakland Unite programs has shown that youth have better outcomes when they get wrap-around life coaching and support reconnecting to school.²⁰ Coordination by Oakland Unite ensures a more seamless transition for youth from detention back to the community, and creates a space for providers to problem-solve and share resources.²¹ Participating in career exploration and employment programs has been shown to significantly reduce violent arrests for youth by 33%-42%, and to increase education completion and college or training program enrollment.^{22,23}

EXPECTED OUTCOMES:

Diverted youth have charges dropped and no further justice system contact

Youth successfully complete probation without re-arrest

Youth have increased awareness of educational and job/career options

Youth avoid violent injury

Youth transitioning from incarceration are connected to school within 48 hours

Youth increase socio-emotional skills (e.g. resilience)

Youth have improved educational outcomes

Youth have caring relationships with positive adults and peers

STRATEGY AREA

GENDER-BASED VIOLENCE RESPONSE SERVICES

1200 ESTIMATED
SERVED
3-4 ESTIMATED
GRANTS
15 % OF
FUNDS

AIM & SUMMARY

This strategy directs funding towards interventions that support people experiencing family/domestic violence and commercial sexual exploitation (CSE). It aims to help survivors meet their immediate safety needs and provides resources that aid them in their journey towards healing and stability. Central partners in this strategy include the District Attorney's Office and Family Justice Center, the Oakland Police Department, Probation, and Alameda County Healthcare Services Agency.

SUPPORTED PROGRAMMING

Outreach and crisis response that connects people experiencing gender-based violence to support as they transition out of immediate danger. This may include crisis response hotlines, drop-in centers, outreach following incidents of violence, and emergency housing that provides a temporary safe place for survivors to stabilize and access resources.

Wraparound supports such as legal advocacy, systems navigation, coaching, family support, mental health services, and other resources that support healing, stability, and socio-emotional strength.

Training by community-based experts in family and sexual violence to the Oakland Unite network or to law enforcement agencies will strengthen capacity to identify and respond to gender-based violence.

PRIORITY POPULATIONS

This strategy serves youth, adults, and families affected by family violence, dating violence, and/or commercial sexual exploitation. As such, it primarily (though not exclusively) focuses on women, girls, and people who identify as LGBTQI.



Referrals will come through hotlines, drop-in centers, community partners, or from law enforcement.

Youth up to age 25 experiencing CSE will be prioritized. Family violence support addresses the needs of the whole family.

Services should address the cultural or linguistic needs of specific subgroups.

RATIONALE

One in three California women report experiencing domestic violence at some point in their lifetimes, and among African American women the self-reported rate increases to 42%.²⁴ From January 2016-June 2017, there were 17 homicides related to domestic violence in Oakland.²⁵ In 2017, 3,070 calls were made to OPD for family violence – and only a quarter of all physical assaults by an intimate partner are reported to the police.^{26,27} Oakland accounts for over 50% of emergency department domestic assault visits in Alameda County.²⁸ Oakland is also known as a hub for commercial sexual exploitation of children. Between 2011 and 2016, OPD intervened in youth CSE 273 times, an average of 45 per year.²⁹

Gender-based violence has serious immediate and long-term consequences for individuals, families, and communities in Oakland. Women and children who experience family violence are at higher risk for long-term health challenges.^{30,31} Gender-based violence also intersects with violence in the streets – children who experience family violence are more likely to participate in multiple forms of violence as adults.³²

Strategies to help survivors of family violence typically include opportunities for people to access confidential support through services such as 24-hour hotlines. Family violence intervention specialists help people move out of immediate danger through safety plans, legal support, and emergency housing. Longer-term supports such as mental health services, access to social and family supports, and links to employment resources and housing are also critical components of serving survivors of family violence.³³

Interventions that serve young people impacted by CSE similarly require safety planning and relationship-building to foster trust. Best practices include having CSE survivors involved in program development and implementation.³⁴ CSE survivors often relapse to exploitation before they permanently leave their exploiters, and interventions must take this cycle into account. Long-term services and supports are essential in addressing the needs of CSE young people and their families or caregivers.³⁵

In Oakland Unite's community listening sessions, people expressed that the needs of women and girls were not fully addressed by existing services. In response, Oakland Unite seeks to increase funding for this strategy, while also emphasizing the needs of women and girls in each strategy.

EXPECTED OUTCOMES

Survivors transition out of immediate danger

Survivors access resources to increase longer-term safety (e.g. protection orders)

Survivors are not re-injured and/or exploited

Survivors feel safe and have a positive outlook on their lives

Survivors develop healthy relationships with positive adults and peers

Survivors access tools and knowledge that help them begin to heal from trauma

STRATEGY AREA COMMUNITY HEALING

1800 ESTIMATED
SERVED
2-3 ESTIMATED
GRANTS
18 % OF
FUNDS

AIM & SUMMARY

This strategy aims to lift up the wisdom of people closest to violence and deepen their skills to promote healing through community-led outreach activities and events. A grassroots mini-grant program will be launched to support innovative community-based violence reduction projects. The strategy also supports the development of a trauma-informed network of peer professionals through ongoing training and learning opportunities.

SUPPORTED PROGRAMMING

Community outreach led by people from neighborhoods most affected by violence. Outreach may take the form of resident engagement, healing circles, vigils, summer parks programs, or other events intended to promote peace. Outreach providers will serve as ambassadors for the violence prevention network.

Grassroots mini-grants that support the violence reduction efforts of smaller organizations and individuals who have experienced violence. Grants will range in size and in focus area, but may include community-building and education, peer support for survivors of violence, leadership development, or other activities to change norms around violence.

Strengthening the Oakland Unite network through tailored training opportunities and learning communities for frontline staff working to help people heal from violence. Training may include life coaching, conflict mediation, gender responsive approaches, cognitive behavioral techniques, and trauma-informed practices. Training will include certifications and take place in cross-agency cohorts.

PRIORITY POPULATIONS

Community outreach and grassroots mini-grants will be focused on neighborhoods in West, Central, and Deep East Oakland that are most affected by multiple forms of violence.

Training efforts will focus on direct service staff, including grassroots mini-grant recipients, working for funded violence intervention programs. By design, these individuals often have lived experiences of violence and share characteristics with their participants.



RATIONALE

Participants in the Oakland Unite listening campaign stated that community healing and restoration is necessary for violence reduction. In neighborhoods where violence occurs most frequently, residents don't necessarily feel the impact of citywide reductions. Community members want spaces to connect, heal, and lead further violence reduction efforts in sustainable ways.

When community members strengthen connections with one another, they strengthen their collective resilience and change norms around violence. This process is supported by the creation of safe parks, thriving arts and culture spaces, and healing circles, marches and vigils.³⁶ To reclaim shared spaces and foster community among residents in neighborhoods at the center of violence, Oakland Unite has hosted free, family-friendly summer events in parks in Oakland on Friday nights since 2011. A 2015 study found that crime in the areas in and around the event was reduced during the weeks the events take place.³⁷ This strategy seeks community partners to run similar community events and activities to promote community building and collective healing.

Outreach and engagement by community leaders to their own networks are another way to strengthen community connections and change norms around violence. Community members who participated in the Oakland Unite listening campaign had many ideas – some of which they were already putting into practice – about ways to reduce violence and support healing in their neighborhood. Community outreach that engages with, supports, and builds links between these innovative, grassroots approaches creates a stronger citywide violence prevention network.

In addition to community-based efforts, training in healing strategies and trauma-informed practices is needed for the Oakland Unite network of peer providers, who are rooted in Oakland and have often experienced violence themselves, to be ready to support and serve others. Direct service staff participation in skill development and healing circles to process vicarious trauma they may experience through their jobs enables staff to provide better services for their participants.³⁸

EXPECTED OUTCOMES

Communities have safe spaces to gather, heal and stand against violence

Community members are more involved in reducing violence

People working to reduce violence are connected in positive ways

Communities establish stronger shared norms against all forms of violence

Community leaders are supported in their efforts to heal their own communities

Providers have strong skills that enhance their work and support their growth



APPENDIX A: PARTNERS CONSULTED

Community and Public Partners

Akonadi Foundation
Alameda County Behavioral Health
Care Services
Alameda County District Attorney's Office
Alameda County Health Services-
Highland Hospital
Alameda County Office of Education
Alameda County Probation Department
Alameda County Public Defender's Office
Alameda County Public Health Department
Alameda County Superior Court
Alameda County Violence Prevention Initiative
AC United Against Trafficking
Asian Prisoner Support Committee
Be The Change Consulting
Brady Campaign to Prevent Gun Violence
Bright Research Group
Brotherhood of Elders Network
CA Department of Corrections and Rehabilitation
CA Board of State and Community Corrections
California Partnership for Safe Communities
Californians for Safety and Justice- Alliance for Safety
and Justice
Communities United for Restorative Youth Justice
Department of Violence Prevention Coalition
East Bay Community Foundation
Ella Baker Center for Human Rights
Gifford Law Center
Joint Powers Authority, Safety Impact Table
Mathematica Policy Research
Oakland Community Organizations

Oakland Unified School District
PICO California
Prevention Institute
Urban Strategies Council

City of Oakland

Department of Race and Equity
Oakland Fund for Children and Youth
Oakland Parks, Recreation and Youth Development
Oakland Police Department
Oakland ReCAST (Resilience in Communities After
Stress and Trauma)
Safety and Services Oversight Commission (SSOC)
Workforce Development Board

Expertise from Outside of Oakland

Advance Peace, Richmond, CA
Chicago CRED, Chicago, IL
City of Los Angeles, Office of Gang Reduction and
Youth Development
City of Milwaukee, Health Department Office of
Violence Prevention
City of Richmond, Office of Neighborhood Safety
City of Sacramento, Gang Prevention and
Intervention Task Force
City of San Francisco, Department of Children Youth
and Families
Urban Institute, Washington, D.C.
Urban Peace Institute, Los Angeles, CA

CITATIONS

¹ National Child Traumatic Stress Network-Child Trauma. The 3R's of School Crises and Disasters: Readiness, Response, and Recovery. (<http://nctsn.org>) Available: https://www.tfec.org/wp-content/uploads/Murk_3Rs-ofSchoolCrises.pdf; Presentation to Oakland ReCAST on RWG Learning and Exploratory Session: Crisis Readiness, Response and Recovery by Wolf-Prusan, L. and Woodland, E. (June 4, 2018), which included a fourth R for restoring the community through efforts to repair the harm caused by trauma.

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ABOUT OAKLAND UNITE

Oakland Unite is the division in the City of Oakland Human Services Department charged with implementing violence intervention programs. With proceeds from the 2014 Public Safety and Services Violence Prevention Act as well as leveraged funds, Oakland Unite provides direct services and funding to community-based organizations to serve people and families at the center of violence. In the four years since the Act was passed, Oakland Unite programs have provided intensive interventions to over 3,000 people each year and reached thousands more through community events.

ABOUT THE SAFETY AND SERVICES OVERSIGHT COMMISSION

The Safety and Services Oversight Commission is a body established by the 2014 Public Safety and Services Violence Prevention Act to ensure the proper revenue collection, spending and implementation of the programs mandated by the Act. Members must live in Oakland and are appointed by the Mayor and confirmed by City Council. The Commission's duties include reviewing spending plans for funds received through the Act, overseeing the evaluation of efforts funded by the Act, and making recommendations to the Mayor and City Council on the spending plans prior to Council approval. As part of the 2019-2021 Oakland Unite spending plan development process, Commission members reviewed evaluations of existing services, took part in a planning retreat, and gave input on how themes articulated by community members informed strategy direction.

Design by: Eva Silverman at Pushcart Design (pushcartdesign.com)



ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Sub-Strategy / Agency Name	Rec. Annual Award	Rec. # Served
Community Healing	1,455,000	2,623
Community Healing	1,425,000	2,623
Building Opportunities for Self-Sufficiency	250,000	450
Roots Community Health Center	325,000	600
Communities United for Restorative Youth Justice	175,000	325
Restorative Justice for Oakland Youth	325,000	600
Urban Peace Movement	350,000	648
Training & Capacity Building	30,000	NA
Bay Area Legal Aid	15,000	NA
Root & Rebound	15,000	NA
Gender-Based Violence Response	1,550,000	1,720
Commercially Sexually Exploited Youth Intervention	750,000	520
Bay Area Women Against Rape	235,000	350
Covenant House California	200,000	100
Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth, Inc.	315,000	70
Family Violence Intervention	800,000	1,200
The Family Violence Law Center	600,000	900
Asian Pacific Islander Legal Outreach	200,000	300
Gun Violence Response	3,600,000	1,065
Adult Employment and Education Support Services	900,000	160
Oakland Private Industry Council, Inc.	300,000	50
Center for Employment Opportunities, Inc.	345,000	80
The Youth Employment Partnership, Inc.	255,000	30
Adult Life Coaching	1,300,000	220
Roots Community Health Center	250,000	40
The Mentoring Center	450,000	75
Abode Services	150,000	30
Community & Youth Outreach, Inc.	450,000	75
Shooting and Homicide Response	1,400,000	685
Youth ALIVE!	1,060,000	505
Catholic Charities of the Diocese of Oakland	340,000	180
Youth Diversion & Reentry	2,000,000	328
Youth Career Exploration and Education Support	600,000	105
Safe Passages	200,000	30
The Youth Employment Partnership, Inc.	400,000	75
Youth Diversion & Life Coaching	1,400,000	223
Oakland Unified School District	100,000	NA
Youth ALIVE!	370,000	68
Alameda County Probation Department	100,000	NA
Community Works West, Inc.	200,000	50
East Bay Asian Youth Center	430,000	65
Young Women's Freedom Center	200,000	40
Grand Total	8,605,000	5,736

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Gun Violence Response

Adult Life Coaching

This sub-strategy centers on transformative relationships between people involved in gun violence and trained peer professionals with similar life experiences. It aims to help young adults at the center of gun violence access opportunity and stay safe and free. Coaches will develop detailed Life Plans with participants and families that identify needs and strengths and guide connections to services and supports, and use incentives to support positive action.

Adult Life Coaching Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Community & Youth Outreach, Inc.	\$450,000	75	Citywide, based D7
The Mentoring Center	\$450,000	75	Citywide, based D2 & D3
Roots Community Health Center	\$250,000	40	East, based D7
Abode Services	\$150,000	30	Citywide, based D7
Total	\$1,300,000	220	

The Mentoring Center - The Mentoring Center (TMC) will work in partnership with sub-grantee Communities United for Restorative Youth Justice (CURYJ) to serve highest risk young adult men and women. Life Coaching will be complimented with transformative peer mentor groups, leadership development, learning trips and critical support. Activities will take place at TMC in West Oakland and CURYJ in Central Oakland, services will be provided to individuals citywide. Our outcomes to be achieved are reduced recidivism, reduced exposure to or participation in violence, increased employment and other components that lead to increased stability, increased resiliency and leadership skills.

Community & Youth Outreach - Oakland Inc. – Community & Youth Outreach, Inc. (CYO) will serve highest risk young adult men and women. Life Coaching will be complimented with motivational interviewing and Cognitive Behavioral Treatment (CBT) peer support groups to shift negative thinking, improve decision-making, and increase motivation. Through this work, CYO will support high risk young people in accessing opportunities to increase educational and employment achievement, while reducing their risk for violence and justice system involvement. Activities will be delivered in East Oakland; services will be provided to individuals citywide.

Roots Community Health Center – Roots will provide intensive life coaching services to young adults engaged in or impacted by serious violence in East Oakland through face-to-face coaching and daily phone/text contact. A variety of wraparound services will be available to participants through Roots, including physical and behavioral health care, employment resources, and barrier removal services.

Abode Services – Abode will provide case management and housing placement support for life coach participants who are eligible for subsidized housing placement through the Oakland PATH Rehousing Initiative (OPRI). OPRI is a partnership developed by the City of Oakland's Community Housing Services division in HSD and the Oakland Housing Authority. Through the partnership, the Oakland Housing Authority provides ongoing rental assistance for participants who are case managed by a mix of community-based providers funded by the City. The Abode case manager will work in partnership with Adult Life Coaches to provide housing support, which includes helping participants to identify and maintain stable housing, secure income through employment and/or public assistance and access flexible funds for housing needs.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Gun Violence Response

Adult Employment and Education Support Services

This sub-strategy aims to improve the ability of participants referred from the Oakland Unite Network and their loved ones to attain and retain employment. Employment programming will aim to meet participants' immediate needs and enhance their long-term job prospects through the development of skills and education.

Adult Employment and Education Support Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Center for Employment Opportunities	\$345,000	80	Citywide, based D3
Oakland Private Industry Council, Inc.	\$300,000	50	Citywide, based D3
Youth Employment Partnership, Inc.	\$255,000	30	Citywide, based D5
Total	\$900,000	160	

Center for Employment Opportunities (CEO) - CEO's program is designed to intervene during the critical moments in participants' lives, providing support, when people need it most, to meet basic needs by offering paid transitional jobs and supporting participants in their efforts to chart a path toward permanent employment and desistance from crime. Since 2011, CEO Oakland has served more than 3,000 individuals involved or at risk for violence and/or returning to the community from jail or prison. CEO's evidence-based employment model consists of four phases specifically designed to engage participants involved in violence, at risk of violence, and recently released from incarceration to become self-sufficient: an introductory workforce readiness course, paid transitional work operating alongside job coaching and job development services, permanent job placement, and 12 months of individualized retention services. While this core model has been proven to have statistically significant impacts on recidivism, CEO has been focused on continuous improvement; particularly in terms of participants' access to career pathways and middle skill jobs, young adult engagement, and integration of participant feedback into overall programming. Participants will have access to ongoing training in stackable, industry recognized credentials that have shown a positive correlation with better employment outcomes and financial empowerment services to help manage their finances (workshops, coaching, and access to responsible products). Young adults in this program have the support of CEO's Young Adult Navigator who gives an extra layer of resources to participants, offering training, stipends, mentorship, and loyalty incentives, providing participants an additional means of structure.

Oakland Private Industry Council, Inc. - Hustle and Grow is a case management-centered employment training and job placement program for justice-involved young adults ages 18 to 35. The program aims to help participants develop foundational employment skills, identify and pursue a self-sustaining career, secure and maintain employment, and in turn, reintegrate into the community and prevent recidivism. The program will enroll at least 50 unduplicated participants annually, with at least 45 completing comprehensive job readiness training, 40 completing work experience and/or vocational or post-secondary education, and 35 securing and retaining gainful employment for at least six months. Services will also include wraparound support, peer support groups, informational workshops and individual counseling as needed. PIC's services will be centered at 268 Grand Avenue, Oakland with participants placed with partners throughout Oakland. We do not target any geography, gender, or race/ethnicity.

Youth Employment Partnership, Inc. (YEP) - Youth Employment Partnership, Cypress Mandela Training Center, and West Oakland Job Resource Center are partnering to deliver Career Advancement, an Oakland Unite program designed to improve career prospects and life outcomes for Oakland adults who are at the highest risk of engaging in, or becoming victims of, violence. Career Advancement will serve reentry/systems-involved and Oakland Unite-referred

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

young adults, aged 18-35, from West, Central/Fruitvale, and East Oakland. Career Advancement will provide comprehensive pre-employment training, vocational skill building, and internships (240+ hours), along with individualized education support (100+ hours) and ongoing case management support. Through this expert partnership, Career Advancement will help Oakland young adults build a path to promising employment in high-growth, high-demand local sectors, including construction, culinary, customer service, document processing, and warehouse/distribution/logistics. Career Advancement will be delivered at YEP's centrally located training facility at 2300 International Blvd. in the lower San Antonio neighborhood for participants aged 18-25, at Cypress Mandela's East Oakland training facility at 977 66th Ave. for participants aged 25-35, or at West Oakland Job Resource Center at 1801 Adeline St. in West Oakland for participants aged 25-35.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Gun Violence Response

Shooting and Homicide Response

This sub-strategy will support a community-based shooting and homicide response network that serves survivors and their families and works to prevent retaliatory violence. Community-based responders will meet people where they are – be it at the hospital or in their homes – and walk with them as they navigate crisis.

Shooting and Homicide Response Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Youth ALIVE!	\$1,060,000	505	Citywide, based D3 & D7
Catholic Charities of the East Bay	\$340,000	180	Citywide, based D3 & D7
Total	\$1,400,000	685	

Catholic Charities of the East Bay – Catholic Charities of the East Bay (CCEB) will partner with sub-grantee Youth ALIVE! (YA!) Khadafy Washington Project to provide support services to families and friends of every homicide victim in Oakland. Homicide support includes assistance with funeral expenses and planning, case management, mental health and grief support for individuals and families. Psychoeducation groups and restorative retelling groups will be offered to teach coping skills and help individuals process grief and heal in a group setting. CCEB will convene weekly case conference meetings with YA! to coordinate homicide support services and will participate in weekly shooting and homicide meetings with the Oakland Unite Gun Violence Response Network.

Youth ALIVE! - Youth ALIVE! (YA!) will work with local hospitals, 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 victims and families of shootings and serious physical assault. Crisis response services will be provided by Violence Interrupter and hospital-based Intervention 24 hours a day, 7 days a week. Services include intensive outreach bedside visits immediately after a shooting, case management, mentoring, mental health counselling, support accessing victim of crime resources and safety assessments that may lead to conflict mediations or emergency relocation for individuals in imminent danger. Interrupters will leverage their relationships to mediate incident-specific conflict, address immediate safety concerns, and work on long range truce-negotiation. YA! will lead weekly relocation committee meetings with sub-grantee CYO to provide emergency temporary relocation for families in imminent danger and will participate in weekly shooting and homicide response meetings with the Oakland Unite Gun Violence Response Network.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Youth Diversion and Reentry

Youth Diversion and Life Coaching

This sub-strategy involves partnerships with juvenile justice and education partners that helps youth re-engage in school and reduce contact with the justice system. It depends on transformative relationships between young people and trained peer professionals with similar life experiences. Life Coaches will develop detailed Life Plans with participants and families that identify needs and strengths and guide connections to services and supports, and use incentives to support positive action.

Youth Diversion and Life Coaching Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
East Bay Asian Youth Center	\$430,000	65	Citywide, based D5
Youth ALIVE!	\$370,000	68	Citywide, based D2 & D3
Young Women's Freedom Center	\$200,000	40	Citywide, based D2
Community Works West	\$200,000	50	Citywide, based D3
Alameda County Probation Department	\$100,000	NA- Coordination	Citywide
Oakland Unified School District	\$100,000	NA- Coordination	Citywide
<i>Total</i>	\$1,400,000	223	

Community Works West – Community Works West (CWW) will partner with the Alameda County District Attorney's Office (DA) to deliver Restorative Community Conferencing (RCC), a pre-charge diversion program to prevent youth and young adults from deeper involvement in the justice system. RCC staff will use restorative justice practices to support youth in developing a restorative plan to make amends with the victim and others impacted by the offense. The plan is informed by the young person's strengths, challenges and needs and is agreed upon by all parties, wherein the youth takes steps toward healing the harm they caused. Charges are dropped by the DA once the restorative plan is complete.

East Bay Asian Youth Center – East Bay Asian Youth Center (EBAYC) will work in partnership with Alameda County Probation and education partners to prioritize service for highest risk youth leaving the Juvenile Justice Transition Center. EBAYC will provide life coaching services with an emphasis on enrollment, terms of probation completion and connection to a supportive adult, connection to career pathways employment program and expanded academic learning support. One staff person will be dedicated to work with community sexually exploited (CSE) youth. Activities will take place at EBAYC in Central Oakland.

Young Women's Freedom Center – The Young Women's Freedom Center (YWFC) will work in partnership with Alameda County Probation and education partners to prioritize commercially sexually exploited young women, LGBTQ and gender non-conforming youth leaving the Juvenile Justice Transition Center. Life coaching support services will include comprehensive socio-emotional, employment and educational support to achieve economic independence and emotional stability. Activities will take place at the YWFC office in West Oakland and at neighborhood program sites.

Youth ALIVE! - Youth ALIVE! (YA!) will partner with sub-grantee Communities United for Restorative Youth Justice (CURYJ) to work in partnership with Alameda County Probation and education partners to prioritize service for highest risk youth leaving the Juvenile Justice Transition Center. Services include culturally-sensitive, trauma-informed life coaching, mental

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

health counseling, and family and peer support groups. Activities will take place at the YA! office in West Oakland and CURYJ in Central.

Oakland Unified School District – Oakland Unified School District (OUSD) will dedicate an Enrollment Coordinator to place youth leaving the Juvenile Justice Center (JJC) in an OUSD school or other educational institution, refer eligible youth to the life coaching network, and assist with facilitation and coordination of multi-disciplinary team meetings to reintroduced youth back into school.

Alameda County Probation – Alameda County Probation (ACP) will dedicate a Transition Center Supervisor at the Juvenile Justice Center to facilitate cross-system collaboration with stakeholders including Alameda County Office of Education, Oakland Unified School District, Alameda County Health Care Services, the City of Oakland Human Services Department and youth life coaching network. The Transition Center Supervisor will coordinate multi-disciplinary team meetings for youth processed at the JJC to receive a comprehensive intake assessment, treatment and reentry support for youth returning to Oakland in partnership with stakeholders.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Youth Diversion and Reentry

Youth Career Exploration and Education Support

This sub-strategy aims to strengthen educational outcomes and career exploration and readiness for youth at high risk for violence through subsidized work experience and academic support.

Youth Career Exploration and Education Support Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Youth Employment Partnership, Inc.	\$400,000	75	Citywide, based D5
Safe Passages	\$200,000	30	West, Central, based D2 & D3
Total	\$600,000	105	

Youth Employment Partnership, Inc. (YEP) - Youth Employment Partnership, Alameda County Office of Education Student Services & Programs, and Fresh Lifelines for Youth are partnering to deliver Career Exploration And Successful Education (CEASE) to reduce violence amongst, and remove life barriers for, Oakland youth. CEASE will serve justice system-involved and Oakland Unite-referred youth, aged 14-18, from West, Central/Fruitvale, and East Oakland. CEASE will provide comprehensive employment training and internships (100+ hours), individualized education support (50+ hours), and critical life skills development (24+ hours) for Oakland's highest-risk young people. Through this expert partnership, CEASE will help struggling Oakland youth re-engage in school, develop employable soft skills and work experience, and better their communication, problem-solving, and anger-management skills to succeed in life. CEASE will be delivered at YEP's centrally located training facility at 2300 International Blvd. in the lower San Antonio neighborhood.

Safe Passages - The Life and Career Roadmap Program will serve 30 high-risk youth, including Opportunity Youth, systems involved and gang involved participants from West Oakland, Fruitvale and Havenscourt communities, ages 16-21. Program activities and services include year-round Life Skills Coaching, systems navigation, financial literacy, career exploration and academic case management and support. The program adheres to Oakland Unite Standards of Practice, National Youth Development Principles and proven best practices. Services will be 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. This program is designed to address serious violence and the adverse effects of poverty on youth in low-income, high crime communities in Oakland by improving education and resiliency outcomes and employment opportunities for participants.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Gender-Based Violence Response

Commercial Sexually Exploited Youth Intervention

Programs in this sub-strategy engage CSE youth, promote their safety and stabilization, and ultimately work to end their exploitation.

CSE Youth Intervention Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
MISSEY	\$315,000	70	Citywide, based D3
Bay Area Women Against Rape	\$235,000	350	Citywide, based D3
Covenant House California	\$200,000	100	Citywide, based D3
Total	\$750,000	520	

Bay Area Women Against Rape – BAWAR’s Sexually Exploited Minors Program staff will provide crisis stabilization and intervention services for minors 18 and under who identify as victims of or individuals at-risk for sexual exploitation. The SEM Program team administers an assessment to determine if a youth identifies as a victim of or is at risk for sexual exploitation. Staff will provide needed crisis intervention, crisis counseling, advocacy, accompaniment, and referrals for extended wraparound services as needed. Staff will refer participants with needs of intensive case management and life coaching to community partners such as M.I.S.S.E.Y, West Coast Children’s Clinic, SHADE, or Progressive Transitions. SEM Program staff refers clients in need of mental health counseling to West Coast Children’s Clinic, Lincoln Child Center, or BAWAR’s clinical program. SEM Program staff will coordinate community education and outreach efforts to 300 people per year by partnering with local schools, sports programs, faith-based organizations, chambers of commerce, sororities and fraternities, and other community-based organizations serving youth. BAWAR provides community education on the intersection of sexual violence, domestic violence, and sexual exploitation. Staff will provide general outreach to educate youth and the public on sexual exploitation and community resources for prevention and intervention.

Covenant House California – Covenant House California’s (CHC) DreamCatcher and Nika’s Place sites are located in downtown Oakland and is opened 24 hours a day, 7 days a week. On the first floor there are 12 DreamCatcher shelter beds, an adolescent medical clinic and a Youth Wellness Center (drop-in) which is opened seven days a week from 12-7pm. The upstairs shelter area, Nika’s Place, is a two-bedroom, 8 beds ‘apartment’, for female identified youth that are being directly impacted by commercial sex exploitation. Together the two programs offer a comprehensive system of crisis response and stabilization supports for CSE youth. These programs in tandem meet the immediate needs of CSEC ages 13-17 by providing emergency shelter, food, clothing, counseling, case management, legal services and referrals for health care and other appropriate services. The overall goal of these programs is to provide youth who have experienced maltreatment, exposure to violence and/or trauma with a safe and stable environment in which they can work with their families to begin to reduce conflict, strengthen relationships or participate in a plan that will provide them with a safe stable long-term placement. Both programs facilitate healing and recovery and promotes the social and emotional well-being - insuring effective interventions are in place to build skills and capacities that contribute to the healthy, positive and productive functioning of youth into adulthood. Youth are served from all of Oakland with a major focus (80%) in East Oakland.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

MISSEY – MISSEY’s Sisters Transforming and Rising (STAR) Center is a daily drop-in center that serves as a safe space for female, femme, and non-binary youth ages 12 to 25 impacted by commercial sexual exploitation in Oakland. The STAR Center is located in West/downtown Oakland and will provide youth with access to resources and supports that are trauma-informed, gender responsive, and culturally relevant. The center is a core part of wraparound services that link youth to support with food, clothing, transportation, emergency housing, healthcare, and mental health services and additionally offers crisis interventions, support groups, prevention sessions, work readiness training and connections, enrichment activities, and leadership development opportunities. Each youth is estimated to receive an average dosage of 20 group hours and can participate in program activities for as long as they meet eligibility criteria and feel the program benefits them. Drop-in staff will collaborate with participating youth and community support systems to create positive outcomes in the lives of youth, including reduced safety risks, increased long-term safety, increased access to tools and knowledge that facilitate healing from trauma, increased ability and access to building healthy relationships with positive adults and peers, and decreased involvement with exploitation.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Gender-Based Violence Response

Family Violence Intervention

This sub-strategy supports programs that provide crisis response, stabilization, legal, and emotional support services to survivors of family/domestic violence and their loved ones.

Family Violence Intervention Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Family Violence Law Center	\$600,000	900	Citywide, based D3
Asian Pacific Islander Legal Outreach	\$200,000	300	Citywide, based D2
Total	\$800,000	1,200	

Family Violence Law Center - 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, offer prevention education for youth and other community members, and engage in policy work to create systemic change. FVLC will provide a wide range of supportive services for domestic violence survivors throughout Oakland: 1) 24-hour, mobile crisis intervention services, include safety planning, crisis counseling, shelter placement and relocation assistance, and legal advocacy; 2) intensive case management; 3) mental health support for young children; and 4) Training for OPD officers on FVLC's services and domestic violence. FVLC serves a diverse range of Oakland survivors: 48% African American, 30% Latinx, 7% Asian American, 4% mixed race, and 1% Native American. Most clients are low income. 83% of FVLC direct services staff are people of color. FVLC's direct services help reduce re-victimization and reduce the effects of exposure to violence through safety planning, obtaining restraining orders, assisting with relocation, preventing survivors from being displaced, and preventing family disintegration. Additionally, FVLC disrupts the intergenerational cycle of abuse by providing therapy for children aged 0-5 who have been exposed to domestic violence. FVLC's holistic service delivery model empowers survivors, increases their mental and physical safety, improves their mental health, and promotes their financial and housing stability.

Asian Pacific Islander Legal Outreach - The API Women & Queer Legal Wraparound Services project will provide legal aid, case management, counseling, and housing relocation to survivors of family violence, including immigrants, women and LGBTQ identifying individuals, South and Southeast Asians, and Pacific Islanders. The project will also include trainings for 90 law enforcement officers. Services will be provided at APILO's Oakland Office in the Asian Resource Center. The purpose of this program is 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. The intended outcomes among clients of the program include: increased empowerment to decide whether or not to pursue protective orders, increased access to knowledge that protects survivors from harm, and increased preparedness among police officers to interact with survivors.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Community Healing

Community Healing

This sub-strategy aims to lift-up the wisdom of people closest to violence and deepen their skills to promote healing through community-led outreach and events.

Community Healing Recommendations

Agency Name	Rec Amount	Rec # Served	City Focus
Urban Peace Movement	\$350,000	648	West, based D3
Roots Community Health Center	\$325,000	600	East, based D7
Restorative Justice for Oakland Youth	\$325,000	600	Citywide, based D3
Communities United for Restorative Youth Justice	\$175,000	325	Central, based D2
Building Opportunities for Self-Sufficiency	\$250,000	450	Parts of West/East, based D3 & D7
Total	\$1,425,000	2,623	

Roots Community Health Center (Roots) - Roots will mobilize residents to participate in community healing events that are responsive to violence occurring in East Oakland, and leverage the resilience and assets within our community. Participants will be multigenerational and ~80% African American. Through ongoing outreach and venues/events hosted by Roots and partners, residents will be encouraged to join quarterly engagements that focus on healing, building resiliency, and violence prevention strategies. Volunteers and paid residents will engage in leadership development, and work alongside staff on program design and implementation. Roots will develop and disburse mini-grant opportunities to support innovative and effective grassroots healing work. An annual event bringing together the work of Roots and partners will be held at an East Oakland park and will promote healing, resilience and strengthening of community.

Urban Peace Movement (UPM, Sponsored by Movement Strategy Center) - Urban Peace Movement is a youth and young adult leadership organization with a long track record of community engagement in Oakland around the issues of community safety and healing. UPM is proposing a community healing project with a goal of engaging community members from West Oakland who are most impacted by violence, with an emphasis on gun violence, in order to increase involvement in violence reduction efforts, increase community capacity for healing, increase the number of spaces for community members to heal and stand up for peace together, and shift community norms toward a culture of peace. We are proposing a range of healing events including healing and wellness festivals, crisis response vigils, and community healing circles. Some of these activities are more proactive and about healing, wellness, and self-care, and others are more responsive and about being able to be nimble enough to support the community when a crisis occurs. In addition, we are proposing a range of ways to draw in people who may be in different places on the spectrum when it comes to the idea of healing. Healing circles may attract those who acknowledge the need for healing, community vigils are opportunities to build community support and honor those lost to violence, and our “scratch and fade” healing and wellness pop-ups are designed to draw in community members who may or may not yet be comfortable with or ascribe stigma to the idea of healing, vulnerability and wellness. The mini-grants program will support the leadership and creativity of the community to build increased indigenous capacity for community healing.

ATTACHMENT B – Program Descriptions: Agencies Recommended for Funding

Restorative Justice for Oakland Youth (RJOY, Sponsored by Community Initiatives) -

Through RJOY's Restorative Justice and Community Healing Project, RJOY will work with the Oakland community to: 1) increase community members' involvement in violence reduction efforts by providing Community Engagement in Restorative Justice (RJ) Healing Circles, Conflict Circles, and training in RJ practices for providers in the Oakland community 2) engage community members in their own RJ indigenous healing practices and make linkages to broader macro community healing 3) create more safe spaces to gather, heal and stand against violence, both locally in Oakland and through the Ubuntu Healing Center, an RJ Community Healing Center based in Oakland with a future retreat site 4) have increased support for participants' efforts to heal their own communities through Community Healing Events, and through Mini Grants to organizations and individuals doing RJ and Community Healing 5) increase and strengthen our community's shared norms and values against all forms of violence. Through the organizing of RJ Community Healing events and Dialogues, RJOY will shift community norms around violence in the community, allowing community members to come together and connect in safe, positive spaces to promote peace.

Building Opportunities for Self-Sufficiency (BOSS) - BOSS seeks to serve community members who are most affected by multiple forms of violence – all ages, gender identities, and predominantly persons of color. Services will be provided in collaboration with SAVE and Adamika Village by staff with lived experiences of violence. Services will include advocacy for families in crisis, service navigation, healing circles, candlelight vigils/drumming ceremonies/stand-ins, help raising funds for funerals, advocacy to policy makers, distribution of resources/information, and organizing victim-led events. Services will take place in parts of West and East Oakland.

Communities United for Restorative Youth Justice (CURYJ) – CURYJ's Community Healing Program will focus on Central East Oakland including the San Antonio and Fruitvale Districts (2nd Avenue to High Street). CURYJ's mission is to interrupt the cycles of violence and poverty by motivating and empowering young people that have been impacted by violence and the criminal justice system. Working locally and with advocates across the state, CURYJ is at the forefront of culturally-rooted innovations in violence prevention and Restorative Justice models, particularly for the Latinx community. Through its program strategies, partnerships, and the promotion of a comprehensive, culturally-based, violence prevention framework or Spectrum of Prevention, CURYJ seeks to advance a more complete infrastructure that aligns institutional and community resources to provide a pathway for youth and young adults to heal, recapture their cultural center, develop knowledge, skills, and achieve a sustainable capacity for healthy lives in relation to family, community, and full participation in society.

ATTACHMENT C -- SUMMARY OF ALL PROPOSALS SUBMITTED

Strategy / Agency	# Proposals
Community Healing	9
Community Healing	9
Building Opportunities for Self-Sufficiency	1
CURYJ	1
Downs Community Development Corporation	1
East Bay Asian Local Development Corporation	1
Lincoln	1
Movement Strategy Center	1
Roots Community Health Center	1
Urban Strategies Council	1
Restorative Justice for Oakland Youth	1
Gender-Based Violence	8
Commercially Sexually Exploited Youth Intervention	4
Bay Area Women Against Rape	1
Covenant House California	1
MISSEY	1
Young Womens Freedom Center	1
Family Violence Intervention	4
Asian Pacific Islander Legal Outreach	1
Family Violence Law Center	1
Love Never Fails	1
Youth Uprising	1
Gun Violence Response	13
Adult Employment and Education Support Services	7
Building Opportunities for Self-Sufficiency	1
Center for Employment Opportunities	1
Center for Media Change, Inc., DBA Hack the Hood	1
Lao Family Community Development, Inc.	1
Oakland Private Industry Council, Inc.	1
Samasource d/b/a Samaschool	1
Youth Employment Partnership, Inc.	1
Adult Life Coaching	4
California Youth Outreach - Oakland Inc.	1
Oakland Private Industry Council, Inc.	1
Roots Community Health Center	1
The Mentoring Center	1
Shooting and Homicide Response	2
Catholic Charities of the East Bay	1
Youth ALIVE!	1

ATTACHMENT C -- SUMMARY OF ALL PROPOSALS SUBMITTED

Strategy / Agency	# Proposals
Youth Diversion & Re-Entry	23
Youth Career Exploration and Education Support	13
Bay Area Community Resources	1
Beyond Emancipation	1
Center for Media Change, Inc., DBA Hack the Hood	1
Civicorps	1
Love from Margot Foundation	1
Love Never Fails	1
New Door Ventures	1
Oakland Public Education Fund	1
Safe Passages	1
SPAAT (Student Program for Academic & Athletic Transitioning)	1
Young Womens Freedom Center	1
Youth Employment Partnership, Inc.	1
Youth Radio	1
Youth Diversion & Life Coaching	10
California Youth Outreach - Oakland Inc.	1
Community Works West	1
East Bay Agency for Children (EBAC)	1
EBAYC	1
Love from Margot Foundation	1
MISSEY	1
The Mentoring Center	1
Young Womens Freedom Center	1
Youth ALIVE!	1
Restorative Justice for Oakland Youth	1
Grand Total	53

ATTACHMENT D – Overview of Oakland Unite 2019-2021 RFP Process

Developing the 2019-2021 Request for Proposals (RFP): Oakland Unite staff conducted an intensive public input and planning process to develop the approved Oakland Unite 2019-2021 Spending Plan, which formed the basis of the 2019-2021 RFP.

A central part of this process was a series of community listening sessions hosted in partnership with Be The Change Consulting, a local women-of-color led business. Listening sessions were held with over 100 people, including: young adults at highest risk for gun violence, families of homicide victims, young people impacted by commercial sexual exploitation, community advocacy groups and faith leaders, and Oakland Unite service providers. Additional listening sessions were held with established family violence survivor support groups. Be The Change developed a 2.5-hour interactive format for the listening sessions designed to gather qualitative data about current violence intervention strategies – what’s working, what can be improved, and to answer specific inquiries such as how can community members play a greater role.

Oakland Unite staff also participated in the DVP participatory planning process led by the Urban Strategies Council (USC) as part of the Steering Committee. To increase alignment USC and Steering Committee members attended Oakland Unite listening sessions, with ongoing dialogue to share findings. Findings from both processes were shared at a November 10, 2018, community briefing convened by USC, and informed the 2019-2021 Spending Plan and RFP.

Summary of RFP Timeline and Proposals Submitted: Oakland Unite released the 2019-2021 RFP on January 18, 2019. The RFP was widely distributed including direct email to over 3,500 recipients. Oakland Unite held a pre-proposal meeting which representatives from over 40 agencies attended, as well as an in-person applicant networking session that had proposal technical assistance available (a new offering this cycle) which over 40 people attended, and answered applicant questions via email. Proposals were due on February 28, 2019.

Oakland Unite received 53 proposals requesting \$16.9 million in grant funds, with an anticipated \$8.6 million available. Table 2 shows the number of proposals submitted in each strategy, along with recommended number of awards and funding based on the RFP. A list of all agencies that submitted proposals in each sub-strategy is included in **Attachment C**.

Table D-1. Summary of Proposals Submitted with Recommended Awards and Funding

Strategy Area/Sub-Strategy	# Proposals Received	Rec. # Awards	Rec. Funding
GUN VIOLENCE RESPONSE			
Adult Life Coaching	4	4	\$1.3 million
Adult Employment & Education Support Services	7	3	\$900,000
Shooting and Homicide Response	2	2	\$1.4 million
YOUTH DIVERSION & REENTRY			
Youth Career Exploration and Education Support	13	2	\$600,000
Youth Diversion & Life Coaching	10	6	\$1.4 million
GENDER-BASED VIOLENCE RESPONSE			
Commercially Sexually Exploited Youth Intervention	4	3	\$750,000
Family Violence Intervention	4	2	\$800,000
COMMUNITY HEALING			
Community Healing	9	5	\$1.4 million
Capacity-Building	NA	2	\$30,000
GRAND TOTAL	53	29	\$8.6 million

ATTACHMENT D – Overview of Oakland Unite 2019-2021 RFP Process

Proposal Review Process: Oakland Unite recruited 42 panelists for 6 different review panels corresponding to RFP sub-strategies. Each review panel consisted of individuals with personal experience and/or professional experience relevant to the program strategies. Panels included community members, public partner representatives, violence prevention staff from other local governments, and others with skills or experience related to the proposed sub-strategy services. Review panels were diverse in terms of race, gender, and professional background.

All review panelists were trained via two webinars to orient them to the RFP and review process. Panelists were required to sign a conflict of interest form for each proposal reviewed, and used the scoring criteria provided in the RFP to assign each proposal a score up to 100 points. Oakland Unite staff did not score proposals. Contract Compliance reviewed agency's applications for preference points related to certification as a Local, Small or Very Small Local Business Enterprise, demonstration of Oakland resident work force, and length of time in Oakland. Preference points assigned by Contract Compliance were incorporated in the process.

During the review panel meetings, facilitated by Oakland Unite staff, panelists were provided with information on current Oakland Unite grantees who had applied including: performance data; timeliness of progress reports; site visit findings and resolution, if any. Panelists were asked to share feedback on proposals and come to consensus on recommendations.

Notification and Appeals: Following review panel meetings, staff compiled review panel funding recommendations, and analyzed geographic distribution of services, the distribution of services to priority populations outlined in the RFP, how collaborations might maximize the use of resources, and funding amounts recommended to agencies applying in more than one area.

Preliminary recommendations were sent to applicants the week of April 15. Applicants who were not recommended for funding were offered the opportunity to receive feedback on their proposal, and given a week to file an appeal if they felt their proposal was reviewed unfairly, was not reviewed in the strategy applied for (or a similar mistake of fact occurred), and/or a financial conflict of interest among a reviewer was missed during the process. The HSD Director reviewed the two appeals filed, and determined that neither met the specified appeal criteria.



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MEMORANDUM

TO: Safety and Services Oversight Commission (SSOC)
FROM: Peter Kim, Interim Director, Department of Violence Prevention
DATE: May 15, 2019
SUBJECT: DVP Update

The purpose of this memo is to update the Safety and Services Oversight Commission (SSOC) 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 5/9/19 that offers a status report on the Participatory Research process and community leadership summit.

Since the last SSOC report in April, the DVP Steering Committee has continued to meet regularly, as has a working group sub-committee that is focused on planning the Community Summit, which will take place on Saturday, June 8 from 9:00 AM – 4:00 PM

MEMO: Spending Plan Timeline and Preliminary Thoughts

at the Oakland Museum. USC has secured Deanna Roberts to serve as professional event planner, who is project managing the logistics of the event and vendor management, while the Steering Committee is currently planning the overall program development of the day's events, participant recruitment, and supportive services. In addition to opening and closing ceremonies, the day's agenda will consist of discussion groups along four topic areas: gun violence, domestic/intimate partner violence, commercial sexual exploitation/sexual violence, and family/victim support.

As a reminder, 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 aimed at developing 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 violence.

Finally, with respect to the status of the hiring of a new Chief of Violence Prevention. The Hawkins Company conducted a first review of applications in late February, conducted preliminary interviews with selected applicants, and formal panel interviews were conducted in early May.

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.

MEMORANDUM

To: Stephanie Hom, Deputy City Administrator, City of Oakland
From: David Harris, President and CEO, Urban Strategies Council
Date: May 7, 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 June 8th as the date for a community wide violence prevention summit.

The Steering Committee will continue to meet weekly, through June, 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 have been completed and will be reviewed by the DVP Project Steering Committee.

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			Completed – awaiting Steering Committee review.
Qualitative Research Interim Report			X	Completed – awaiting Steering Committee review.
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. 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; completed – April. There have been challenges obtaining open source domestic violence and CSEC data at a city level.

Note 3 – To be completed after the 6/19 Summit

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 has been completed and will be presented to the City, pending Steering Committee review.
- 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.
- 14 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; Positive Communications Inc.; 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 MISSEY.
- Two commissioned research papers are in production (G. Galvis – Restorative Justice; 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. All of the transcribed interviews have been analyzed by USC staff. A report on the qualitative research findings has been completed and will be presented to the City, pending Steering Committee review.

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 recommended the following Summit goals:
 - 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 convening 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, conflicted with the Malcolm X Jazz Festival; therefore, the new date for the summit is June 8th. The Safe Oakland Summit will be held at the Oakland Museum of CA. The contract has been signed for the museum. Summit program goals and activities are being planned by the Steering Committee.

- Facilitation training for DVP Fellows and DVP Coalition members was held on May 4th.
- The Steering Committee has approved the selection of Deanna Roberts to coordinate event planning. Her firm will be responsible for pre-conference registration, logistics coordination and vendor management. The Steering Committee is responsible for participant recruitment, program development, conference-day volunteer support, and coordinating support service for participants (childcare, translation, healing supports, and resource fair management). Childcare and translation has been secured. Once the registration begins, USC will identify if additional childcare and translation is needed.
- The Steering Committee has identified the 4 tracks for the summit:
 - Gun Violence
 - Domestic Violence
 - Commercial Sexual Exploitation of Children
 - Family Support
 Each track is being lead by a member of the Steering Committee and the DVP fellows will help facilitate each one of the above mentioned tracks
- The proposed summit schedule is :
 - 9-9:45 Registration
 - 10-10:15 Opening Ceremony
 - 10:15 – 11:15 – Welcome, Framing, Research Review
 - 11:30 – 12:45 – Discussion Groups
 - 1:00 – 1:30 – Lunch
 - 1:45 – 3:00 – Discussion Groups
 - 3:15 – 3:35 – DVP Chief introduction
 - 3:35 – 4:00 Call to Action, Closing

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.

- USC has contacted the mini-grantees to assist with outreach; solicit volunteers from their organization to assist at the summit, for facilitation, hosting a table in the resource fair, Event planner assistance, set up and breakdown, if necessary.
- The Hope and Heal Fund have provided a \$5,000 sponsorship for the Summit. USC has reached out to the following organizations for Summit sponsorship: East Bay Community Foundation, The San Francisco Foundation, The California Endowment, Wells Fargo, Bank of America, Union Bank and the United Lutheran Church of Oakland. USC will continue to identify additional sponsors.

YOUR VOICE MATTERS

SAFE OAKLAND

SUMMIT

TO ESTABLISH THE DEPARTMENT OF VIOLENCE PREVENTION



JUNE 8TH

9am - 4pm

Oakland Museum of CA
1000 Oak Street, Oakland

COMMUNITY CONVERSATIONS

If you or a loved one has been impacted by violence, we invite you to join our conversation on how to:

- Eradicate Gun Violence
- End Commercial Sexual Exploitation of Youth
- End Domestic Intimate Partner Violence
- Enhance Family Support Services

Complimentary Breakfast & Lunch

Supervised Activities for Children
 Ages 2 - 11

Hosted by:



Free Registration: www.safeoakland.eventbrite.com

Safe Oakland Summit