



**SAFETY AND SERVICES OVERSIGHT COMMISSION (SSOC)**  
SSOC created by the Public Safety and Services Violence Prevention Act of 2014 (Measure Z)

**Regular Meeting**  
**Monday, August 26, 2024 at 6:30pm**

**1 Frank H. Ogawa Plaza, Oakland, CA 94612**  
**City Council Chamber, 3rd Floor**

**Oversight Commission Members:**

*Kelly Cure (D-1), Chair: Omar Farmer (D-2), Paula Hawthorn (D-3),*  
**Vice Chair:** *Yoana Tchoukleva (D-4), VACANT (D-5), Samuel Dawit, (D6), VACANT*  
*(D-7), Michael Wallace (Mayoral), Sonya Mehta (At-Large)*

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**1 Frank H. Ogawa Plaza, Oakland, CA 94612 in Council Chamber**

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- 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.
- Comment in advance. To send your comment directly to the Commissioner’s and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Felicia Verdin at [fverdin@oaklandca.gov](mailto:fverdin@oaklandca.gov).

Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Commissioners prior to the meeting.

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***Each person wishing to speak on items must complete a Speaker Card  
Persons addressing the Safety and Services Oversight Commission shall state their names and the  
organization they are representing, if any.***

ITEM	TIME	TYPE	ATTACHMENTS
<b>1. Call to Order</b>	6:30 PM	AD	
<b>2. Roll Call</b>	1 Minute	AD	
<b>3. Approve Minutes for June and July</b>	1 Minute	A	Attachment 2a and 2b
<b>4. Open Forum – For items not listed on the Agenda</b>	3 Minutes	I	
<b>5. Presentation by the Department of Violence Prevention (DVP) on the 2025-2029 Spending Plan</b>	45 Minutes	I	Attachments 3a, 3b
<b>6. Update by DVP on Measure Z 2023-2024 Expenditures</b>	15 Minutes	I	Attachments 4a and 4b
<b>7. Oakland Police Department Ceasefire Update</b>	20 Minutes	I	Attachment 5a, 5b
<b>8. OPD Measure Z finance report for fiscal year 2023-2024</b>	15 Minutes		Attachment 6
<b>9. Joint Meeting Presentation Preparation: July 18<sup>th</sup> ad hoc Meeting recap and next steps (Cure, Dawit)</b>	20 Minutes	I	Attachment 7
<b>10. SSOC Resolution recommendation (Tchoukleva)</b>	20 Minutes	I	Attachment 8
<b>11. ASAP to PSAP &amp; MACRO recommendations update (Farmer)</b>	5 Minutes	I	Attachment 9
<b>12. Report from Staff – Schedule Planning</b>	1 Minute	I	
<b>13. New Business</b>	3 Minutes	I	
<b>14. Adjournment</b>	1 Minutes	I	

A = Action Item / I = Informational Item / AD = Administrative Item /



**SAFETY AND SERVICES OVERSIGHT COMMISSION (SSOC)**  
SSOC created by the Public Safety and Services Violence Prevention Act of 2014 (Measure Z)

**DRAFT Regular Meeting Minutes**  
**Monday, June 24, 2024, at 6:30pm**

**1 Frank H. Ogawa Plaza, Oakland, CA 94612**  
**City Council Chamber, 3rd Floor**

**Oversight Commission Members:**

*Kelly Cure (D-1), Chair: Omar Farmer (D-2), Paula Hawthorn (D-3),  
Vice Chair: Yoana Tchoukleva (D-4), VACANT (D-5), Samuel Dawit (D6), Gloria  
Bailey-Ray, (D-7), Michael Wallace (Mayoral), Sonya Mehta (At-Large)*

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1. Chair Farmer called the meeting to order.
2. Roll Call  
In attendance: Chair Farmer, Commissioner Hawthorn, Commissioner Dawit, Commissioner Bailey-Ray, Commissioner Wallace, Commissioner Mehta  
  
Absent: Commissioner Tchoukleva and Commissioner Cure
3. Open Forum: No comments
4. 911 Improvement Plan: ASAP to PSAP (Farmer, Bob Finney)  
Chair Farmer made a detailed PowerPoint presentation regarding ASAP to PSAP. He provided an updated on calls for service and response times. The technology can improve processing times, reduces human error, and improve call answering times.

Bob Finney, Director of Communications and Technology with the Collier County Sherriff Department in Naples area of southwest Florida made a presentation on how they were able to impact call response times using ASAP to PSAP. Their goal was to reduce call answer times. They went live with the technology in 2018. They received about 20,000 alarm calls last year. He explained that about 30 percent of the calls go through ASAP. Not all businesses are signed up for the program in their area. They implemented a Motorola Premier 1 system.

Commissioners asked a range of questions about the technology. Chair Farmer explained that 184 agencies have adopted the technology and that it works as advertised. He explained that he learned about the technology through the Verified Response working group. This is the only technology being presented to the City addressing and reducing false alarm burglary calls.

Public Comment:  
Millie Cleveland

5. **Floyd Mitchell Introduction, the new OPD Chief**

New Police Chief Floyd Mitchell introduced himself to members of the SSOC and the public. He provided background on his experience prior to joining OPD. At the time of this meeting, he was Chief for six weeks. Members of the SSOC asked him a variety of questions about his priorities. One area that he will work to address is 911 response times. The Chief responded and expressed interest in engaging with the SSOC again in the future.

Public Comment:  
Millie Cleveland  
Anne Janks

6. **CARE Presentations: 35x & Rockridge NCPD**

Chair Farmer provided an update on this agenda item. CARE is the SSOCs outreach team. The Chair reported that he made a presentation to 35x, and it went well. Future outreach includes possibly creating a survey to get feedback from the community on the CARE presentations.

7. **911 Improvement Plan: MACRO ad hoc**

A status report was provided in the agenda packet. There was a MACRO spreadsheet in the packet and the goal is to recommend a MACRO committee/commission that is governed by the Brown Act. The SSOC will request a councilmember to sponsor it, if not perhaps get on the Council's, Public Safety Committee agenda. Also, in the packet was a draft MACRO oversight ordinance that the City Attorney will review. Commissioner Hawthorn indicated that a request can also be made to schedule the item during the Council's Rule Committee. Public comment reflected a variety of concerns regarding the program ranging from training, community input on the program, supervision and clinical support.

Public Comment:  
Millie Cleveland  
Anne Janks

8. **SSOC dashboard – Initiatives, Agenda Plan**

Chair Farmer provided an update on this item.

The Chair provided a brief update on this item and recommended that Commissioners provide feedback following the meeting.

9. **Joint Meeting Presentation Prep**

Commissioner Cure, Mehta and Dawit agreed to work on the joint presentation. They had several questions regarding the presentation. The chair recommended that Commissioners review the letter that was included in the agenda packet that explains what needs to be done. An ad hoc committee was created to address the creation of the joint presentation.

Commissioner Mehta moved to create a ad hoc committee to work on the joint meeting presentation. Seconded by Commissioner Dawit. The motion passed unanimously.

10. **Farewell Commissioner Bailey-Ray**

Commissioners and staff thanked Commissioner Bailey-Ray for her service to the SSOC. There was a thank you page on the final page of the agenda packet that recognized Commissioner Bailey-Ray for her contributions to the Commission.

**11. Report from Staff – Schedule Planning, Remote Participation, etc**

Staff provided an update on remote participation and indicated that a board and commissions training is scheduled for staff where further guidance will be provided on the process.

**12. New Business**

Commissioner Hawthorn requested an updated spending plan from the DVP. Commissioners also requested updates on financial plans from OPD and DVP.

**13. Adjournment**

The meeting was adjourned.



**SAFETY AND SERVICES OVERSIGHT COMMISSION (SSOC)**  
SSOC created by the Public Safety and Services Violence Prevention Act of 2014 (Measure Z)

**DRAFT Meeting Minutes**  
**Monday, July 22, 2024 at 6:30pm**

**1 Frank H. Ogawa Plaza, Oakland, CA 94612**  
**City Council Chamber, 3rd Floor**

**Oversight Commission Members:**

*Kelly Cure (D-1), Chair: Omar Farmer (D-2), Paula Hawthorn (D-3),*  
**Vice Chair:** *Yoana Tchoukleva (D-4), VACANT (D-5), Samuel Dawit, (D6), VACANT*  
*(D-7), Michael Wallace (Mayoral), Sonya Mehta (At-Large)*

The Oakland Public Safety and Services Oversight Commission encourages public participation in the online board meetings. The public may observe and/or participate in this meeting in several ways.

**1. Call to Order**

**2. Roll Call**

Chair Farmer, Vice Chair Tchoukleva Commissioner Hawthorn, Commissioner Wallace, Commissioner Cure, Commissioner Samuel Dawit, Commissioner Mehta

**3. Approve April and May Meeting Minutes**

Vice Chair Tchoukleva made a motion to approve the April and May meeting minutes. Second by Commissioner Mehta. The minutes were approved unanimously.

**4. Open Forum – For items not listed on the Agenda**

No comments during open forum.

**5. SSOC 911 Improvement Recommendations: ASAP to PSAP (Nashville ECC)**

Chair Farmer presented a PowerPoint presentation on ASAP to PSAP. Chair Farmer provided an overview of comparable counties that have adopted ASAP to PSAP. He shared comparable counties with similar populations that have implemented ASAP to PSAP. The technology helped to improved their call answering times. The counties included Colliers County, Riverside County and Nashville. The PowerPoint was included in the agenda packet.

Stephen Martini, Emergency Communications Director, Metropolitan Government of Nashville and Davidson County presented an overview of their implementation of ASAP to PSAP. He indicated that automated burglary alarm calls are non-

emergency, unverified emergencies. The goal is to reduce the amount of time it takes to make phone calls to alarm companies to verify if there is an actual emergency or if the alarm is triggered the burglary alarm calls. Many alarm companies participate, but there are others that do not. Mr. Martini presented a PowerPoint with a range of other data regarding the effectiveness of ASAP to PSAP.

The Commission asked Mr. Martini questions about his presentation including staffing and training to implement the program.

Chair Farmer indicated that funds need to be identified to purchase the technology and buy-in is needed from OPD. The SSOC will discuss this further with OPD once the CAD upgrades are complete. ASAP to PSAP could address false alarm calls in Oakland. Chair Farmer thanked Mr. Martini for his presentation.

Public Comment:  
None

**6. SSOC 911 Improvement Recommendations: MACRO, Self-Triage 911, CAL OES Standards (Farmer, Dawit)**

Chair Farmer reported that CM Kaplan agreed to sponsor the SSOC recommendation for implementation of a Macro oversight board or commission. There are questions about funding the proposed MACRO commission. The PowerPoint in the agenda packet included an analysis of how the cost could be covered to staff the proposed MACRA commission.

Commissioners had several questions related to funding staff time and emphasized the need for adequate staffing. The City currently has 40 boards and commissions that all require staff to support them. Commissioners will further explore the availability of staffing. SSOC staff requested that any request regarding MACRO are submitted to Felicia Verdin, Assistant to the City Administrator.

Michael Alvarenga with the at-large council office provided an update on this item and indicated that there is an exploratory phase to either form a MACRO Commission or full fill the requests of the current advisory board.

Commissioner Dawit provided an update on the California Offices of Emergency Standards. He indicated that the CAL OES director will meet with OPD leadership regarding ASAP to PSAP at a later date.



Public Comment:

Anne Janks

Millie Cleveland

**7. New SSOC OPD Liaison, DC Tedesco Introduction**

Deputy Chief Tedesco introduced himself to the SSOC. He was promoted to Assistant Chief replacing DC Beere. Tedesco has worked in a variety of departments in OPD most recently the Captain of Internal Affairs and Risk Management.

Commissioners asked a range of questions ranging from ASAP to PSAP and the Ceasefire. Commissioner Hawthorn did request to know that the Ceasefire Audit recommendations are moving forward. DC Tedesco indicated that he worked on Ceasefire, the recommendations are being addressed and he also shared that the strategy is effective.

DC Tedesco is schedule to return in August.

Public Comment

Anne Janks

**8. Joint Meeting Presentation Preparation: July 18<sup>th</sup> ad hoc Meeting recap and next steps (Mehta, Cure, Dawit)**

Commissioner Cure provided an update on this item and indicated that work on the presentation has started. She had a total of (8) eight questions for Commissioners for clarification on what information needs to be included in the presentation. Commissioners provided feedback including past work and accomplishments of the SSOC, including the development of the strategic plan, recommendations for MACRO and ASAP to PSAP.

Chair Farmer shared a memo with recommendations for the Ad Hoc committee to develop a presentation for the Joint public safety meeting that will likely occur in November. He also requested that the presentation is made to the SSOC prior to the joint meeting.

**9. SSOC Resolution recommendation (Farmer)**

Chair Farmer shared that the resolution recommendations were included in the agenda packet and were taken from the Reimagining Public Safety process. A potential SSOC resolution could be developed, and recommendations made to the new Commission. Commissioner Hawthorn indicated that the recommendation with funding to the DVP needs to be revised. She recommended that continued funding needs to be allocated to the DVP beyond Measure Z to include funding from the general fund.

Vice Chair Tchoukleva recommended moving this item to the next meeting agenda. The items that need to be updated are #67, #69, #107, #149. The Vice Chair agreed to take the lead on this item.

**10. Report from Staff – Schedule Planning**

Staff provided an update on hybrid and indicated that all staff will be trained on boards and commissions. She indicated that hybrid participation for commissioners and the public is in process.

**11. New Business**

Update from Urban Strategies and the Urban Institute evaluation

Fiscal reports from OPD and DVP

Update on geographical policing from OPD

Spending Plan from DVP

**12. Adjournment**

**2025–2029 Spending Plan**

**Department of Violence Prevention**

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Message from the Chief

[Chief Joshi to add]

DRAFT

## Background

The City of Oakland's Department of Violence Prevention (DVP) is charged with reducing group violence, intimate partner violence, and commercial sexual exploitation in Oakland. To do this, the DVP invests in immediate crisis response services and near-term interventions that focus on stabilizing victims and preventing additional violence, as well as longer-term, intensive support services for individuals caught in cycles of violence. Specifically, the DVP performs three primary functions:

1. **Supervises and deploys a team of direct service staff** who perform intensive life coaching and violence interruption work with individuals at highest risk of imminent gun violence.
2. **Funds community organizations** to deliver a range of violence intervention and healing services to community members impacted by violence.
3. **Convenes and builds capacity among community organizations** that form the ecosystem of violence intervention services in Oakland to enhance our collective capacity to prevent violence, deliver effective, coordinated services, and create a safer and healthier Oakland.

The DVP was established in 2017 to elevate and expand the city's violence intervention work previously housed within Oakland Unite, a small division of the City's Human Services Department. The creation of the DVP reflected a deepening understanding of and commitment to the field of community violence intervention among Oakland leaders and its critical role in increasing community health and safety. The DVP hired our first chief in September 2019, assumed all violence intervention staff and operations from the Human Services Department in July 2020, and grew from a 20-person team in July 2020 to a 56-person team in July 2024.

Funding for DVP services comes from the following three sources:

1. **The 2014 Oakland Public Safety and Services Violence Prevention Act**, a voter-approved ballot initiative known as Measure Z that raises money through a parcel tax and parking surcharge to fund community safety efforts. Current Measure Z funding will expire in June 2025, and a new ballot measure will be considered by voters during the November 2024 election.
2. **The City's General-Purpose Fund**, which provides a baseline level of funding for each city department based on biannual budgets proposed by the City Administrator's Office and Mayor's Office and approved by the Oakland City Council.
3. **State, federal, and private grants** that the DVP identifies, applies for, and manages internally.

Every few years, the DVP develops a spending plan to guide its financial investments and service priorities during the upcoming years. The DVP's 2022-2024 Spending Plan, which was published in September 2021, directly informed the development of a request for qualifications (RFQ) released by the DVP in December 2021. The RFQ solicited applications from community organizations to deliver violence intervention and healing services identified in the spending plan. Based on this RFQ, the DVP awarded \$60 million to 34 community organizations from July 1, 2022, through September 30, 2025, which allowed funded organizations to provide critical violence intervention and healing services to over 4,000 of Oakland's most vulnerable residents annually.

The following pages lay out our most current spending plan and articulate the strategies the DVP will fund and implement over the next four years, from October 1, 2025, to September 30, 2029.

## Spending Plan Development Process

The current spending plan is an update to the DVP's 2022-2024 Spending Plan, which was developed in 2021 following an extensive community engagement process. The 2025-2029 Spending Plan builds off values and service priorities identified in the 2022-2024 Spending Plan while incorporating new insights and lessons learned from service providers, clients, and the field of community violence intervention.

### Original Community Engagement Process: Spring 2021

From February to April 2021, DVP staff held three town halls – one in West Oakland, one in Central East Oakland, and one in Deep East Oakland – to solicit input from residents and community organizations on services funded by the DVP and to generate community-led ideas for additional intervention strategies. The DVP held a fourth town hall to focus specifically on youth and young adults impacted by violence. DVP staff hosted focus groups with program participants, family members who had lost loved ones to violence, DVP providers, community advocates, public health and violence prevention experts, Ceasefire partners, and Reimagining Public Safety Task Force members. DVP staff also conducted individual interviews with public systems partners from the Alameda County Probation Department, Alameda County District Attorney's Office, Alameda County Public Defender's Office, Oakland Unified School District, Alameda County Office of Education, and Alameda County Behavioral Health Department. In total, 430 people contributed insights to inform the spending plan over the two-month engagement period. The following themes emerged from the engagement process and informed development of the 2022-2024 Spending Plan:

- Prioritize investments in people and places most impacted by violence.
- Elevate and develop natural, homegrown expertise of community leaders to address violence prevention from within the community.
- Provide financial and employment supports that addresses the economic insecurity that leads to poverty and violence.
- Provide culturally-relevant mental health services to address multi-generational trauma and assist with individual and community healing.
- Improve coordination between and across city departments and community organizations.
- Educate the community on available resources delivered by the DVP and its network of partners.

### Updated Feedback Process: Summer 2024

In June and July 2024, DVP staff led an abbreviated feedback process to gather updated insights from staff, funded agencies, and clients about current services funded by the DVP, priorities, and gaps in services. This community feedback process involved the following three components:

1. **A survey shared with DVP staff, staff at funded agencies, and individuals who have received services funded by the DVP.** The survey asked respondents to identify the top three most important services related to group violence, domestic violence, or sexual exploitation and provide commentary on critical service elements. The survey also asked for general feedback about what respondents would like included in the DVP's spending plan. The survey was translated into Spanish and Chinese and shared multiple times via email with program and leadership staff at funded agencies, as well as with internal DVP staff. The DVP received a total of 132 responses from 28 agencies and subgrantees.

2. **Interviews with leadership from funded CBOs.** Interviews were led by DVP grants program staff and designed to solicit feedback on the strengths and challenges of current DVP-funded services. All currently funded agencies were invited to participate in the interviews, and the DVP completed interviews with leaders from 17 of 21 lead agencies.
3. **Recommendations from DVP program planners and officers employed by the DVP.** DVP program planners and officers developed written reports outlining their recommendations of priority strategies and service approaches. These staff are charged with monitoring and understanding the needs of individuals impacted by violence, the ecosystem of violence intervention services in Oakland, and evidence-based and emerging practices in the field.

With this feedback in mind, the DVP leadership team identified priority strategies and services and drafted the updated spending plan, which retains core services and values from the 2022-2024 Spending Plan but focuses resources on individuals and families who are at the center of violence in Oakland. The draft document was shared with the Safety and Services Oversight Commission on August 26, 2024.

[NOTE: This section will be completed once we have received feedback from the SSOC and finalized content of the spending plan.]

DRAFT

## Group Violence

### Problem Statement

Gun violence in Oakland is concentrated in the flatland communities of East and West Oakland as the result of decades of economic and social disinvestment. Oakland ended 2023 with 120 unjustified homicides and over 1,500 assaults with a firearm, which translates to an average of 4 individuals injured by gunfire daily (OPD Data, 2023). Black and Latino adult males represent the majority of shooting and homicide victims in Oakland. In 2023, 79% of homicide victims were male, 57% were Black, and 29% were Latino, with a median age of 35 (OPD Data, 2023). The largest disparity exists for Black males, who represented 25% of shooting victims in 2023 despite composing only 10% of Oakland's population (OPD Data, 2023). Fewer than 10% of shooting and homicide victims were under 18 in 2023 (OPD Data, 2023).

A significant amount of Oakland's gun violence is driven by conflicts between individuals who are affiliated with street groups and networks. A problem analysis of gun violence in Oakland conducted by Drs. Lisa Barao and Anthony Braga from January 2019 to December 2020 revealed that at least 34% of victims of gun violence and 43% of known perpetrators of gun violence are affiliated with a violent group (Barao & Braga, 2019). An updated problem analysis conducted from January to September 2023 by Dr. Barao similarly found that at least 32% of homicides and 27% of shootings involved group members as victims, suspects, or both (CPSC and NICJR, 2023). The recent analysis identified 48 active street groups in Oakland with a maximum total membership of 1,750 individuals. Although these individuals represent 0.4% of the overall population, they are involved in groups that drive over one-third of all homicides and nonfatal shootings. A smaller subset of this population, approximately 350 individuals, represents those at *imminent* risk of gun violence victimization or perpetration.

Gun violence negatively impacts the health and safety of Oaklanders, leaving communities afraid, grieving, and traumatized. In addition to the considerable trauma that gun violence causes to individuals, families, and communities, it is costly. According to a report by the National Institute for Criminal Justice Reform, the cost of one gun-related homicide is approximately \$1.2 million, and the cost of one non-fatal shooting is approximately \$700,000 (NICJR, 2023).

### Theory of Change

The DVP believes that individuals who affiliate with violent street groups and participate in gun violence do so for reasons that are rooted in survival instincts and prior trauma. Historical oppression, overincarceration, and government disinvestment in communities of color have created and sustained the social and economic conditions that lead to community violence by disrupting families, blocking pathways to legal employment, and damaging hope for a just and prosperous future. The generational trauma created through these experiences propagates community violence, as people who experience violence are more susceptible to experiencing or perpetrating violence in the future. The DVP believes deeply in and has witnessed firsthand the power of community violence intervention work to support high-risk, vulnerable individuals in attaining safety and security, and the department is committed to interrupting cycles of violence in Oakland by delivering intensive and impactful social services that help individuals change their mindsets, behaviors, support systems, and environments to avoid future violence. In doing this, the DVP seeks to reduce incidents of violence, experiences of trauma, and the footprint of the criminal justice system.

### Interventions

To reduce group related gun violence, the DVP intervenes in active and potential conflicts to **interrupt** plans for violence and **stabilize** individuals who are directly impacted. Additionally, the DVP engages



individual who are directly impacted in **longer-term intensive support services** that help change mindsets and behaviors, strengthen support systems, and create opportunities and pathways out of violence and to safety and stability. Specific supports delivered and funded by the DVP are divided into **core services**, which result in the identification and engagement of individuals involved in group violence, and **support services**, which are available to individuals engaged through the core services based on identified need.

### *Core Services*

#### > *Violence Interruption*

Violence interrupters (VIs) hired by the DVP and funded agencies are credible messengers who use their relationships in communities to mediate conflicts and prevent future violence. VIs proactively conduct outreach to group-involved individuals and people with influence in their lives to build and maintain the relationships needed to mediate conflicts and prevent violence. VIs work to identify conflicts before they result in violence and use their influence to prevent violence from occurring. In response to incidents of violence that do occur, VIs activate to:

- Gather information from community sources to understand dynamics surrounding the incident and assess likelihood of retaliation.
- Develop short-term safety plans for individuals who might be targets of retaliation.
- Have initial conversations with individuals directly impacted by the incident to establish short-term agreements to pause retaliatory violence.
- Have follow-up conversations with individuals directly impacted by the incident and people with influence over them to establish longer-term violence prevention plans.
- Connect victims and families to short-term relocation and system navigation services that address immediate needs related to safety and trauma.
- Connect victims to life coaching services that provide longer-term support with safety, stability, and healing.
- Secure resources for victims/survivors and their families in service of preventing retaliatory violence.

The DVP employs a small team of VIs directly and funds community organizations to staff additional VI positions. In addition to performing the roles outlined above, VIs employed by the DVP are responsible for coordinating response activities among VIs employed by community organizations. DVP VIs host a weekly meeting with community VIs to discuss current conflicts, identify key stakeholders and influencers, and coordinate next steps related to interruption activities and service referrals. DVP VIs also pull community VIs together to coordinate response activities to developing conflicts or incidents of violence as they arise.

VIs are selected for their positions based on their Oakland connections, deep relationships of trust in neighborhoods impacted by violence, and relevant lived experiences. Many VIs were previously impacted by community violence but have transformed their lives and now serve as role models and proof that change is possible.

Street outreach and violence interruption services are well studied and documented as an effective component of community violence intervention work. An evaluation of 301 individuals who received violence interruption services funded by Oakland Unite following a shooting incident between 2016 and 2019 found that only 13% experienced revictimization in the 2 years

following services (Mathematica, 2020). A meta-analysis of the Cure Violence model of violence interruption highlights multiple studies from Baltimore, Chicago, Philadelphia, and New York City that demonstrate significant decreases in gun violence in implementation areas compared to control areas (Cure Violence, 2021). For example, neighborhoods of New York City where violence interrupters were deployed from 2014 to 2016 experienced a 50% reduction in gun injuries compared to similar areas without violence interrupters (John Jay CJREC, 2017). Similar to Oakland's violence interruption model, Cure Violence involves proactive outreach in communities impacted by violence to build trust and mediate conflicts before they result in violence.

> [Hospital-Based Intervention](#)

Decades of research and practice have established the hospital as a pivotal point of intervention for group-involved individuals who are temporarily removed from their external circumstances as they recover from injury. With effective intervention, many individuals experience new or renewed desires for safety and stability upon release. Hospital responders visit shooting victims while they are in the hospital to encourage and facilitate enrollment in life coaching services. Additionally, hospital responders provide short-term case management support before participants transition into life coaching, ensuring they have a safe location to stay when they are released and a plan for follow-up medical care. Hospital responders also support individuals with completing victims of crime applications so they can receive financial compensation from the state.

Hospital-based intervention programs have been widely researched and demonstrated as effective. A longitudinal study of 459 individuals with a gunshot wound, stab wound, or blunt assault injury who participated in a hospital-based intervention program at San Francisco General Hospital found that individuals who received services were less likely to be treated again for a violent injury over 10 years compared to a historical comparison group (4.9% vs. 8.4%) (Juillard et. al., 2016). An earlier study of the same program also demonstrated lower reinjury rates compared to a historical comparison group (4.5% vs. 15%) (Smith, et. al., 2013). A quasi-experimental evaluation of 627 individuals who received hospital-based outreach and case management services through Youth ALIVE!'s Caught in the Crossfire program in Oakland from 2016 and 2019 found that only 15% of individuals served were revictimized in the two years following service delivery (Mathematica, 2020).

> [Life Coaching](#)

Life coaching is an intensive model of case management that supports individuals at the center of group violence in Oakland in achieving long-term safety and stability. Life coaches serve as credible messengers and prioritize building relationships of trust to keep participants safe and healthy. They work closely with their clients to identify the behavioral and contextual factors driving the individual's vulnerability to violence, develop and implement strategies to reduce risk for violence, strengthen safety nets, and build the support systems needed to increase protective factors. Life coaches have daily communication with their clients over a period of at least 12 months to facilitate positive behavior change, and they connect clients to individualized, holistic, support services including employment navigation, housing navigation, therapy services, and relocation. When appropriate, life coaches also engage family members in supporting behavior change and developing positive environments for their clients, particularly for youth clients.

Life coaching clients receive financial incentives for their achievements, which encourages goal completion and provides supplemental income that help individuals avoid participation in violence for financial reasons. Life coaches also have access to flexible funds to spend on items that facilitate positive behavior change and life map goal completion among clients, including employment documents, work attire, or meals that enable relationship building between the life coach and client.

Life coaches are selected for their roles based on their Oakland connections, deep relationships of trust in neighborhoods impacted by violence, and relevant lived experiences. They are trained in intensive case management, conflict mediation, relentless pursuit techniques, and outreach in high-risk environments. Life coaches are also trained in a cognitive behavioral theory curriculum that was developed by violence interventionists from the Boston-based organization Roca and physicians from Massachusetts General Hospital. The curriculum focuses on seven skills critical to supporting those at high risk of violence including slowing emotional reactions, labeling feelings, and acting on core values. Specifically designed for use with individuals actively involved in violence, the lessons can be delivered in doses during one-on-one interactions with participants.

DVP and community-based life coaches reach and support Oakland residents who are most vulnerable to group violence through the following referral pathways:

- **DVP life coaches:** DVP life coaches will serve individuals identified through the City of Oakland's focused deterrence strategy as being at the highest risk of *imminent* gun violence. These individuals will be referred through the Ceasefire-Lifeline partnership team, which includes representation from the DVP, OPD, Alameda County Probation Department, the Mayor's Office, faith-based leaders, and the California Partnership for Safe Communities.
- **CBO adult life coaches:** Adult life coaches funded by the DVP and employed by CBO partners will serve group-involved adults who are at high risk for gun violence. These individuals will be identified by violence interrupters and hospital responders who provide short-term response and stabilization services funded by the DVP.
- **CBO youth life coaches:** Youth life coaches funded by the DVP and employed by CBO partners will serve group-involved youth who are at risk for violence through their group association. These individuals will be identified through monthly partnership meetings between the DVP, the Alameda County Probation Department, and Oakland Unified School District during which representatives share information about group-associated youth vulnerable to violence. Referral pathways will include youth returning to community from Alameda County's Juvenile Hall or Camp Wilmont Sweeney.

Life coaching and similar intensive case management services delivered outside of Oakland have been shown to produce impactful results for clients. An evaluation of adults at high risk for gun violence who received life coaching services funded by Oakland Unite from 2016 to 2017 found that participants were 22% less likely to be arrested for a gun offense than similar individuals who did not receive services (Mathematica, 2021). An evaluation of 216 youth who received youth life coaching services funded through Oakland Unite between 2016 and 2017 found that the youth were 11% more likely than their peers to graduate from high school (Mathematica, 2021). Roca uses a similar model of intensive case management to engage young adults at

highest risk for violence in behavior change, and an evaluation of Roca's model by Abt Associates found that participants had lower one-year, two-year, and three-year reincarceration rates compared to the state average (Abt, 2024).

Cognitive behavioral therapy (CBT) has been identified by researchers as one of the most effective tools for reducing group-led violence and criminal behavior (Abt & Winston, 2016). An evaluation of 1,740 young adults who received CBT delivered by Roca practitioners from 2013 and 2020 found that while 66% of participants had a history of violent offenses, only 18% recidivated for a violent offense within 3 years following program participation (Abt, 2021). Early analysis of READI Chicago, a CBT employment readiness program that teaches clients to recognize harmful thinking, alter it, and delete it before it leads to harmful behavior, indicates that the program reduces shooting and homicide arrests for participants by 80% (READI Chicago, 2021). Furthermore, a meta-analysis of 58 studies on CBT methods used with criminal justice-system involved youth and adults found that participants in CBT programs were 1.5 times more likely to not recidivate in the 12 months following program participation than individuals who did not (Lipsey et. al., 2007).

> [Youth Diversion](#)

Youth diversion programs provide an alternative to the traditional criminal justice system for youth who are charged with qualifying offenses by allowing youth to complete a program that promotes accountability and healing in lieu of charges being filed. In Oakland, youth receive intensive life coaching services while also developing and implementing a plan to repair the harm they caused, which includes participating in a restorative conference with the individual(s) they harmed. Services are delivered over six to 18 months and involve frequent contact between case managers and youth as well as between case managers and guardians or supportive adults. Youth who complete the program have their charges dropped and do not enter the juvenile justice system.

An evaluation of 102 youth who participated in Community Works West's restorative justice youth diversion program funded by Oakland Unite from 2012 to 2014 found that youth who received services were 44% less likely than their peers to be re-arrested within 12 months (Impact Justice, 2020). Additionally, a meta-analysis of 60 studies on youth diversion programs found that participating youth were significantly less likely to recidivate than youth who went through the traditional justice process (33% versus 41%) (Wilson & Hoge, 2013).

*Support Services*

> [Emergency Relocation](#)

Emergency relocation services allow individuals who are in immediate, lethal danger related to group violence to temporarily relocate outside of Oakland while the conflict is mediated or a longer-term plan for safety is developed. Relocation funding may pay for transportation to a location at least 60 miles from Oakland, hotel stays, and payments to friends or family members who are able to house the individual for up to one month. Funding may be used to relocate family members of the individual who is in lethal danger if the family members depend on that person for housing or their safety is compromised based on association. Relocation services funded by the DVP include support with identifying short-term housing options and processing payments to the appropriate recipients. Individuals are primarily referred for emergency relocation services by the Ceasefire-Lifeline partnership, violence interrupters, and life coaches. Individuals may also be referred by staff from agencies within the DVP network.

Relocation is an area of community violence intervention that lacks robust research. An evaluation of 35 participants who received relocation services funded by Oakland Unite from 2016 to 2019 found that recipients of relocation support were less likely to experience violent re-injury in the 2 years following services (10%) compared to the 2 years before engaging in services (67%) (Mathematica, 2020). It is also worth noting that a study on the relocation of former inmates following Hurricane Katrina found that individuals who were more geographically dispersed upon relocation post-disaster had lower recidivism rates than former inmates who relocated to areas with a high concentration of their peers (Kirk, 2015).

> **Housing Navigation**

Housing navigation services are available to individuals engaged in life coaching or diversion services who need assistance identifying temporary and permanent housing placements. Housing navigators work closely with clients to identify viable housing options based on safety considerations, credit and employment history, number of dependents, and other factors. Housing navigators also support participants in completing relevant housing applications and obtaining required documents or identification. Life coaches and diversion case managers work closely with and connect participants to housing navigation services as needed. Internal data collected by the DVP reveal that 42% of individuals receiving DVP-funded services related to group violence in FY23-24 were homeless or housing insecure.

> **Employment Navigation**

Employment navigation services are available to individuals engaged in life coaching or diversion services who need assistance identifying job training programs or permanent employment placements. Employment navigators work closely with clients to identify viable training or employment options based on safety considerations, skillsets and interests, income requirements, transportation availability, and other factors. Employment navigators maintain up-to-date information about training and employment opportunities offered through the City's Economic and Workforce Development Department and Human Services Department (detailed further in *Landscape of Complementary City Services*), community-based organizations located in Oakland, and private employers located in Oakland and neighboring cities. Often, individuals impacted by group violence must seek employment outside of Oakland due to safety considerations. Life coaches and diversion case managers communicate directly with employment navigators to obtain helpful information and referrals for their clients, as needed.

Employment can play an important role in supporting individuals impacted by group violence with long-term behavior change. A randomized controlled trial involving 2,456 adults at high-risk of gun violence in Chicago found that individuals who participated in an employment program paired with cognitive behavioral therapy had 65% fewer shooting and homicide arrests in the 20 months following the program than those in the comparison group (Bhatt, et. al., 2024). A randomized controlled trial of 1,634 Chicago youth who participated in a summer employment program for 8 weeks that involved being paired with a mentor and attending CBT classes found that participating youth were 45% less likely to be arrested for a violent crime than those in the comparison group (Heller, et. al., 2017).

> **Therapeutic Support**

Individuals impacted by group violence have often experienced repeated direct victimization, vicarious trauma, and toxic stress that manifests in feelings of hopelessness and dangerous behaviors that further perpetrate harm. Therapeutic support services are a critical piece of

helping individuals heal from prior trauma and identify healthy ways of processing grief and pain. The DVP funds a diverse array of healing modalities, including individual clinical therapy services, peer support groups, and alternative, culturally-rooted healing practices for individuals who are engaged in life coaching or diversion services. Providers of individual therapy services are available to meet with clients virtually or in person at locations that are convenient and safe for them. Services are delivered by culturally-competent practitioners who have expertise serving communities of color.

A systematic review of psychological interventions for individuals bereaved by homicide found that therapeutic modalities including cognitive behavioral therapy, restorative retelling, and eye movement desensitization and reprocessing significantly decreased post-traumatic stress disorder, complicated grief, and depressive symptoms (Alves-Costa, et. al., 2021). A preliminary study on a psychoeducational pilot intervention for African American families healing from loss due to homicide showed promising results in helping participants identify complicated grief symptoms, supports, and services to help them manage their grief (Sharpe et. al., 2018).

## Outcomes

The DVP will use a results-based accountability (RBA) framework to assess services delivered by DVP staff and funded agencies related to group violence. An RBA framework poses three questions that allow service providers to distinguish between quantity, quality, and impact of services provided.

### How much did we do?

The DVP will require its staff and funded service providers to enter incident- and individual-level data in its cloud-based data management system, Apricot 360, to track the **quantity of services** delivered within each funded service category. Types of process metrics that will be tracked include the following:

- Number of individuals served
- Number of service hours delivered
- Amount of funding disbursed
- Number of therapy and support groups hosted
- Number of individuals who attended therapy and support groups
- Number of violence mediation conversations conducted
- Number of hospital visits conducted

### How well did we do it?

To assess the **quality of services** delivered, the DVP will develop “exit surveys” for participants to complete when they end services with the DVP or a funded provider. These surveys will assess client perceptions of service quality and staff involvement through simple Likert-scale questions. Clients will have the option of submitting these surveys anonymously or providing their contact information to receive follow-up from a DVP staff member.

### Is anyone better off?

The **impact of services** delivered to individuals impacted by group violence will be assessed in several ways:

- Shooting and homicide data collected by OPD will be used to monitor changes that may be attributable to reductions or increases in group violence.
- The exit survey that participants complete when ending services will include questions that assess change in mindsets, behaviors, and contexts related to safety as a result of service delivery.

- The DVP will engage an external evaluation partner to analyze victimization, arrest, and incarceration data for individuals who engage in DVP services and consent for their data to be shared with a third-party evaluator. This analysis will compare outcomes for individuals who engaged in services to a comparison group that did not to access services.

**Equity outcome statement:** Our goal is to create an Oakland where communities are free from violence and racial disparities in shootings and homicides have been eliminated.

DRAFT

## Gender-Based Violence

### Problem Statement

#### *Intimate Partner Violence*

Intimate partner violence, also known as domestic violence, is the most prevalent form of interpersonal violence in families and the most common form of violence against women. It includes sexual assault, physical abuse, and psychological aggression (CDC, 2015). Although it is less publicly visible than group violence in Oakland, it impacts a larger population of residents. In 2023, the OPD responded to incidents of domestic violence involving 3,081 victims of battery or physical injury (OPD Data, 2023). Experiences of domestic violence are notoriously underreported to law enforcement, especially by undocumented individuals, making the true number of individuals impacted by intimate partner violence in Oakland much higher (CAP, 2019). Other data related to domestic violence prevalence in Oakland in 2023 include the following:

- The National Domestic Violence Hotline (NDVH) received 672 contacts from Oakland, ranking 6<sup>th</sup> among California cities and 51<sup>st</sup> among all cities in the United States (NDVH, 2023).
- 260 individuals were admitted to Highland Hospital, Oakland's primary trauma hospital, for injuries related to domestic violence, and 66% of the 200 individuals who completed a danger assessment were assessed at severe or extreme danger (AHS Data, 2023).
- Family Violence Law Center, the largest community-based organization serving survivors of domestic violence in Oakland, served approximately 2,000 individuals (DVP Data, 2023).
- Female-identified individuals represented 28% of shooting victims and 21% of homicide victims in Oakland (OPD Data, 2023).

Although intimate partner violence impacts people from all races and socio-economic statuses, African American women experience intimate partner violence at rates higher than other racial groups (Bent-Goodley, 2014). In 2023, Black women represented 50% of victims in incidents reported to OPD despite composing 10% of the overall population of Oakland (Census ACS, 2022). This disparity exists nationally, and the National Black Women's Health Project positioned intimate partner violence as the most pressing threat to Black women's health (BWHI, 2024).

Intimate partner violence has significant impacts on victims, families, and communities. The trauma experienced by survivors of intimate partner violence can have a lifelong impact on a person's physical health, career opportunities, and mental and emotional well-being (CDC, 2024). Intimate partner violence can also result in death. Data from U.S. crime reports show that one in five homicide victims is killed by an intimate partner and over half of female-identifying homicide victims were killed by a current or former intimate partner (CDC, 2024). Exposure to domestic violence in childhood is the most significant predictor of whether someone will engage in domestic violence later in life, leading to cycles of violence within families that span generations (CDV, 2014). Families that lack access to resources also encounter more system-involvement when intimate partner violence is disclosed, including separation of families through incarceration or the removal of children from the home by Child Protective Services. On a community level, exposure to violence in the home is a risk factor for participation in group-led violence and commercial sexual exploitation, which further perpetuate trauma. Intimate partner violence also results in significant shared financial costs, with a single incident costing the State of California approximately \$88,000 (Klugman, et. al., 2024).



### Commercial Sexual Exploitation

Commercial sexual exploitation is defined as the use of force, fraud, or coercion to make a person engage in sexual acts in exchange for money (CDC, 2024). Any commercial sexual acts involving a minor, even without force, fraud, or coercion, are also considered exploitation. The International Labor Organization estimates that there are more than 4.8 million victims of commercial sexual exploitation worldwide at any time, and 99.4% of victims are young girls and women (CA DOJ, 2024). Oakland is a West Coast hub for commercial sexual exploitation, which is often visible along a stretch of International Boulevard known as “the blade.” Unfortunately, concrete data on the extent of individuals impacted by this form of violence in Oakland are scarce. As one indicator, 304 individuals ages 10 to 25 impacted or at high risk for sexual exploitation were seen at UCSF Benioff Children’s Hospital in Oakland from April 1, 2023, to March 31, 2024.

### Theory of Change

The DVP believes that gender-based violence is a learned behavior rooted in misogyny, historical violence, and prior trauma. The mainstream acceptance of unhealthy masculinity, history of buying and selling Black bodies, and economic disparities in our marginalized communities have created and sustained conditions that propagate gender-based violence by maintaining generational trauma, dehumanizing women, girls, and gender-expansive people, placing immense stress on struggling families, and condoning gender-based violence up to the highest levels of society. The trauma created through these experiences produces a cycle of violence, as people who experience gender-based violence are more susceptible to experiencing or perpetrating it in the future. Furthermore, individuals who are victimized by gender-based violence often remain in unsafe situations out of basic survival instincts that are impacted by safety concerns associated with leaving, financial dependency, and the involvement of children. The DVP believes deeply in the need to provide intensive and impactful services to survivors of gender-based violence and those who cause harm in order to sustainably reduce gender-based violence in Oakland. By providing immediate stabilization services to survivors and longer-term intensive support services to survivors and perpetrators, the DVP can help individuals change their circumstances, decision-making, and support systems to avoid future violence. In doing this, the DVP seeks to reduce incidents of gender-based violence, experiences of trauma, and the footprint of the criminal justice system.

### Interventions

The DVP is tasked with reducing two forms of gender-based violence in Oakland: intimate partner violence and commercial sexual exploitation. To do this end, the DVP responds to individuals in crisis to **remove them from harm** and provide **stabilizing** services. The DVP then engages individuals who are directly impacted by intimate partner violence and commercial sexual exploitation in **longer-term intensive support services** that help them change their mindsets, behaviors, support systems, and environments and improve their opportunities to achieve long-term health, safety, and stability. Specific services delivered and funded by the DVP are divided into **core services**, which result in the identification and engagement of individuals impacted by intimate partner violence and commercial sexual exploitation, and **support services**, which are available to individuals who are engaged through the core services.

#### Core Services

- > **Crisis Navigation**

Crisis navigation services are provided to survivors of gender-based violence during or immediately following a crisis to support them in navigating systems and accessing services that provide short-term safety and stability. Crisis navigators respond to individuals where they are, whether it be at their homes, at the police station, at the hospital, or on the street, 24 hours a

day, 7 days a week. Navigators connect survivors to immediate support services funded by the DVP, including emergency shelter and legal services. Advocates also have access to flexible funds that can pay for immediate basic needs, including food, transportation, or clothing. Once an individual's immediate safety concerns and stabilization needs have been addressed, crisis navigators refer them to life coaching or other services for longer-term support.

Studies suggest that crisis response and navigation services for survivors of intimate partner violence reduce revictimization and increased knowledge of resources. A quasi-experimental study of 433 women who received crisis response services in Oklahoma in 2009 and 2010 found that those who participated were 16% less likely to experience levels of severe revictimization compared to a group of peers who did not engage (Messing, et.al, 2015). Additionally, a pre-post survey conducted with 1,440 survivors of domestic violence who received crisis services through hotline calls, counseling, and systems advocacy across the state of Illinois between 2000 and 2002 found that program participants reported improvements in their knowledge of resources, decision making, self-efficacy, coping skills, and safety following receipt of services (Bennett, et. al., 2004).

#### > Life Coaching

The DVP delivers and funds intensive life coaching services for individuals who have experienced gender-based violence. Similar to life coaching services delivered for individuals impacted by group violence, life coaching for individuals impacted by gender-based violence is an intensive model of case management that supports impacted individuals with achieving long-term safety and stability. Life coaches work closely with their clients to identify the behavioral or contextual factors driving the individual's vulnerability to violence, develop and implement strategies to reduce their risk for violence, and build safety nets and supports needed to increase protective factors. Life coaches have daily communication with their clients over a period of at least 12 months to facilitate positive behavior change, and they connect clients to additional support services funded by the DVP, as needed. They also have access to flexible funds that they can use to pay for clients' basic needs. When appropriate, life coaches also engage family members in supporting positive behavior change and strengthening family relationships as a protective factor. As of August 2024, the DVP is in the process of developing a life coaching curriculum tailored to working with survivors of commercial sexual exploitation.

Life coaching with survivors of gender-based violence is an emerging practice in need of additional research, but existing studies suggest a positive impact. A systematic review of 11 RCTs and 2 quasi-RCTs on case management and advocacy for survivors of domestic violence found that participants are less likely to experience further abuse in the 12 months following participation and reduced symptoms of depression (Rivas, et. al., 2015). An evaluation of a prevention and intervention case management and life skills program for 54 survivors of commercial sexual exploitation in San Francisco found that participants were significantly less likely to be involved with commercial sexual exploitation after participation (Cohen, et. al., 2010). Additionally, a longitudinal study involving 41 youth in Boston who experienced commercial sexual exploitation showed that youth who received 6 months of survivor-mentor services had improved coping skills and were less likely to experience future exploitation, engage in delinquent behavior, or be arrested or detained by police (Rothman, et. al., 2020).

In order to reach and support Oakland's most vulnerable, DVP and community-based life coaches use the following referral sources:

- **DVP life coaches:** DVP life coaches will serve individuals of any age who are identified through the City of Oakland’s focused deterrence strategy as living at the intersection of group violence and gender-based violence. These individuals will be identified through the Ceasefire-Lifeline partnership team, which includes representation from the DVP, OPD, ACPD, the Mayor’s Office, and faith-based leaders.
- **CBO life coaches:** Life coaches funded by the DVP and employed by CBO partners will serve individuals impacted gender-based violence who are identified by DVP-funded crisis responders and through hotlines operated by DVP partner agencies.

## Support Services

### > Housing

Survivors of gender-based violence often require access to safe and supportive housing to achieve short- and long-term safety. The DVP funds four types of housing services to address the range of supports required by survivors in Oakland. These services are accessed by crisis navigators and life coaches funded by the DVP.

- **Emergency housing services** provide survivors with access to safe, short-term housing through shelter beds, hotel stays, or financial support for relocation. Emergency housing services are available on an 24/7 basis. Once an individual is engaged in emergency housing services, providers also support individuals with identifying and transitioning to longer-term housing options, including rehabilitation or medical care facilities.
- **Transitional housing services** support survivors of gender-based violence in accessing three to six months of safe, temporary housing that allow survivors to stabilize in other domains and secure long-term, permanent housing. Transitional housing facilities are located in discrete areas and offer access to regular therapeutic support services and groups.
- **Relocation and rental assistance** services provide funding for individuals to relocate due to safety concerns or to remain in their current living situation when the survivor is financially dependent on the individual causing harm. Relocation funding may pay for transportation, security deposits and initial rent payments, and payments to friends or family members who are able to house the individual for up to one month. Providers support individuals in identifying viable relocation options based on safety considerations, credit and employment history, number of dependents, and other factors. Providers also process payments to the appropriate vendors or recipients.
- **Housing navigators** support individuals with identifying and obtaining transitional or permanent housing and with retaining housing, once secured.

Housing services are proven to create greater safety and stability for individuals impacted by gender-based violence. A study of 345 domestic violence survivors in the Pacific Northwest who were offered unconditional housing services through a ‘housing-first’ model found that participants experienced lower revictimization and greater housing stability at 6, 12, and 24 months after initial service delivery compared to participants who received support services without housing (Sullivan, et. al., 2022).

> **Therapeutic Support**

Therapeutic support services are intended to promote healing among survivors of gender-based violence who are engaged by crisis navigators and life coaches funded through the DVP. These services include client-centered therapeutic support focused on healing and resiliency, support groups that include peer support, and alternative, culturally-rooted healing and restorative practices. Therapy groups are tailored to meet the needs of specific populations impacted by gender-based violence both linguistically and culturally. Providers of individual therapy services are available to meet with clients virtually or in person at locations that are convenient and safe for them. All services are delivered by culturally-competent practitioners with expertise serving communities of color and those who have been impacted by violence.

Therapeutic support services also include groups for men who have caused harm. The purpose of these groups is to have open and honest dialogue about societal norms around toxic masculinity that promote and condone violence. They also offer a safe space for men to process their own trauma and hold each other accountable for the harm they caused in their relationships, families, and communities. Peer support is a critical component of these groups and can be a powerful tool in shifting an individual's attitudes and beliefs to facilitate long-term behavioral change.

A systematic review of five studies on trauma-informed therapeutic services, including CBT techniques adapted to intimate partner violence, found that participation led to decreases in depression, anxiety, and post-traumatic stress disorder (PTSD) symptoms while helping survivors feel better about their lives (Warshaw, et. al., 2013). Additionally, a randomized controlled trial of 125 survivors of intimate partner violence who had been diagnosed with PTSD and received cognitive trauma therapy found that 87% of participants no longer met diagnostic criteria for PTSD following treatment (Kubany, et. al., 2004).

> **Legal Assistance**

Legal assistance for survivors of intimate partner violence and commercial sexual exploitation includes legal advice and counseling, preparation of legal paperwork, preparation and filing of temporary orders of protection and family law orders, immigration-related services, court accompaniment, and full representation at court hearings. Legal services are available to any individual engaged by crisis navigators or life coaches and on an as-needed basis. Legal services can be critical to maintaining a survivor's safety. A study of 298 survivors of domestic violence found that no-contact restrictions were associated with significant decreases in revictimization compared to limited restriction orders (Sullivan, et. al., 2021).

## Outcomes

The DVP will use an RBA framework to assess services delivered by DVP staff and funded agencies related to gender-based violence. An RBA framework poses three questions that allow service providers to distinguish between quantity, quality, and impact of services provided.

### How much did we do?

The DVP will require its staff and funded service providers to enter incident- and individual-level data in its cloud-based data management system, Apricot 360, to track the **quantity of services** delivered within each funded service category. Types of process metrics that will be tracked include the following:

- Number of individuals served
- Number of service hours delivered

- Amount of funding disbursed
- Number of therapy and support groups hosted
- Number of individuals who attended therapy and support groups
- Number of violence mediation conversations conducted
- Number of crisis responded to

### **How well did we do it?**

To assess the **quality of services** delivered, the DVP will develop “exit surveys” for participants to complete when they end services with the DVP or a funded provider. These surveys will assess client perceptions of service quality and staff involvement through simple Likert-scale questions. Clients will have the option of submitting these surveys anonymously or providing their contact information to receive follow-up from a DVP staff member.

### **Is anyone better off?**

The **impact of services** delivered to individuals impacted by intimate partner violence or commercial sexual exploitation will be assessed in several ways:

- Data collected by OPD will be used to monitor possible changes in incidence of intimate partner violence or commercial sexual exploitation:
  - Number of calls related to battery or physical injury as a result of domestic violence.
  - Number of female-identified victims of shooting and homicide.
- Data collected by healthcare system partners will be used to monitor possible changes in incidence of intimate partner violence or commercial sexual exploitation:
  - Number of individuals admitted to Highland Hospital for injuries related to domestic violence.
  - Number of individuals admitted to UCSF Benioff Children’s Hospital in Oakland who were impacted by or considered to be at very high risk for sexual exploitation.
- The exit survey that participants complete when ending services will include questions that assess change in mindsets, behaviors, and contexts related to safety as a result of service delivery.
- The DVP will engage an external evaluation partner to analyze revictimization data provided by OPD for individuals who engage in DVP services and consent for their data to be shared with a third-party evaluator. This analysis will compare outcomes for individuals who engaged in services to a comparison group that did not to assess the impact of services.

**Equity outcome statement:** Oakland communities are free from gender-based violence and racial disparities in reported incidents of intimate partner violence and commercial sexual exploitation have been eliminated.

## School Violence

### Problem Statement

The majority of high school students living in Oakland's neighborhoods most impacted by violence attend school in the Oakland Unified School District (OUSD), which educates roughly 15,000 students in grades 9 through 12 each year. High school students experience community violence in Oakland both vicariously and directly. In 2023, 97 shootings with injury, 88 incidents of domestic violence, 35 rapes, and 111 other sex offenses reported to OPD involved victims between the ages of 14 and 18 (OPD Data, 2023). Exposure to violence on school campuses is also common. During the 2023-2024 School Year, OUSD high school students were suspended 608 times for physical violence (OUSD Data, 2023). African American students experience the greatest disparity in suspensions for violence, representing 58% of suspended students while only composing 20% of the high school population. While data on the specific prevalence of gender-based violence among OUSD high school students do not exist, staff and service providers understand it to be common. Combined with economic and social stressors present in underserved communities and families, this exposure to violence creates cycles that lead to further violence victimization and perpetration. Exposure to violence also takes a serious toll on students' mental health, physical health, and ability to learn in the classroom.

In June 2020, the OUSD School Board approved the George Floyd Resolution, which eliminated the OUSD Police Department. In the wake of this decision, OUSD implemented or strengthened several community-led approaches to safety and violence interruption, including training staff known as culture keepers to intervene in student conflicts using restorative practices and employing restorative justice coordinators to facilitate restorative conversations between students and healing circles for groups of students. At the same time, the Oakland City Council convened a group of community leaders to form the Reimagining Public Safety Task Force, which was tasked with developing recommendations for community-led violence intervention efforts. One of the recommendations, developed by taskforce member Brooklyn Williams, involved a school-based violence prevention strategy that stemmed from her experience at Dewey Academy implementing conflict resolution and restorative justice practices in partnership with community-based organizations specializing in violence prevention. In 2021, the DVP included the strategy in a request for qualifications to disburse funding to community-based organizations for violence intervention services, and the program was first piloted at seven high schools during the 2022-2023 School Year.

### Theory of Change

The DVP believes that society has a fundamental responsibility to protect its children from violence – in their homes, in their communities, and in their schools. The toxic stress and trauma that come with repeated or severe exposure to violence inhibit children's abilities to participate and succeed in school, thus jeopardizing their access to future educational and career opportunities that disrupt cycles of violence, poverty, and trauma. The DVP also understands that violence in Oakland is fluid; conflicts that originate in the streets can enter the city's schools and have a dramatic negative impact on school climate and safety, while conflicts that originate at school can spill over into the community. By embedding credible messengers in schools who work collaboratively to deliver relationship-driven, intensive support services to students who are most vulnerable to violence, the DVP seeks to help change mindsets and behaviors, strengthen support systems, and create opportunities and pathways out of violence to safety and stability. Ultimately, these services will contribute to the creation of safe school campuses and reduced victimization among Oakland's most vulnerable youth.

## Interventions

The School Violence Intervention and Prevention (VIP) Program places a team of three individuals – one violence interrupter, one gender-based violence specialist, and one youth life coach – in OUSD high schools as full-time staff. During the 2022-2023 and 2023-2024 School Years, the School VIP Program operated at four traditional high schools and three continuation high schools. Early data indicate success of the program at reducing suspensions for physical violence. Suspensions for violence at schools served by the School VIP Program decreased from 332 during the 2021-2022 School Year, before the program was implemented, to 312 during the 2022-2023 School Year and 302 during the 2023-2024 School Year. Specific services delivered to youth through the School VIP Program are detailed below.

### > *Gender-Based Violence Services*

School-based gender-based violence (GBV) specialists provide long-term case management for students who are directly impacted by GBV. Using a life coaching model that incorporates motivational interviewing, cognitive behavior theory techniques, and coordination of critical services, GBV specialists support youth to change mindsets, behaviors, support systems, and environments to increase safety and create pathways to opportunity. GBV specialists connect clients to therapy, housing, and legal services funded through the DVP, as needed. GBV specialists also work with clients' family members, when appropriate, to establish and reinforce safety measures. In addition to providing long-term case management services, GBV specialists train school staff and other school VIP team members on signs of GBV and intersections with group violence, and they host support groups for students impacted by dating violence, stalking, sexual harassment, sexual assault, domestic violence, and commercial sexual exploitation. Life coaching with survivors of gender-based violence is an emerging practice in need of additional research, but existing studies suggest a positive impact, as described in the *Gender-Based Violence* section of this plan.

### > *Life Coaching*

School-based life coaches deliver the same intensive case management services to students at the center of group violence as community-based life coaches who work with youth. Life coaches work closely with their clients to identify the behavioral or contextual factors driving the individual's vulnerability to violence, develop and implement strategies to reduce their risk for violence, and build safety nets and support systems needed to increase protective factors. Life coaches have daily communication with their clients to facilitate positive behavior change, and they connect clients to support services funded by the DVP, including employment navigation, housing navigation, therapy services, and relocation, as needed. Clients receive financial incentives for their achievements, which encourages goal completion and provides supplemental income that supports individuals in increasing stability and avoiding participation in dangerous economic/survival pursuits. Life coaches also have access to flexible funds to spend on items that facilitate positive behavior change and life map goal completion among clients, including employment documents, work attire, or meals that facilitate relationship building between the life coach and client. When appropriate, life coaches engage family members in supporting positive behavior change and developing positive environments their youth.

An evaluation conducted by Mathematica of 216 youth who received youth life coaching funded through Oakland Unite between 2016 and 2017 showed that those youth were 11% more likely to graduate from high school than their peers who did not receive services (Mathematica, 2021).

> *Violence Interruption*

Similar to community VIs, school-based VIs are credible messengers who use their relationships with students and community members to mediate conflicts and prevent future violence. VIs proactively develop trusting relationships with students at their school sites and maintain those relationships in order to mediate conflicts and prevent violence. VIs work to identify conflicts before they result in violence and use their influence to prevent violence from occurring. In response to incidents of violence that do occur, VIs activate to:

- Gather information from students and, when applicable, community sources to understand dynamics surrounding the violent incident and assess likelihood of retaliation.
- Develop safety plans for individuals who might be targeted by retaliatory violence.
- Have initial conversations with individuals directly impacted by the violence incident to establish agreements to pause retaliatory violence.
- Have follow-up conversations with individuals directly impacted by the violence incident and people with influence over them to establish long-term peace agreements.
- Connect victims to school-based life coaching services that provide long-term support with safety and stability.
- If needed, connect victims and families to short-term relocation services that address immediate needs related to safety.
- Secure resources for victims and families in service of preventing retaliatory violence.

School-based VIs work collaboratively with community-based VIs, other school VIP team members, school administrators, and family members of students to understand violence dynamics and coordinate mediation and support efforts. In addition to mediating conflicts, VIs host support groups for students impacted by group violence and for caregivers of impacted students. These groups are intended to provide opportunities to individuals with similar lived experiences to learn coping mechanisms, receive peer support, and discuss strategies for increasing safety.

School-based violence intervention work is an emerging field in need of further research, but existing studies indicate positive impacts. A systematic review of 53 studies on anti-violence education and social skills training with middle and high school students found a 29% reduction in violent behavior amongst high school students (Hahn, et. al., 2007).

## Outcomes

The DVP will use an RBA framework to assess services delivered by DVP staff and funded agencies related to group violence. An RBA framework poses three questions that allow service providers to distinguish between quantity, quality, and impact of services provided.

### How much did we do?

The DVP will require its staff and funded service providers to enter incident- and individual-level data in its cloud-based data management system, Apricot 360, to track the **quantity of services** delivered within each funded service category. Types of process metrics that will be tracked include the following:

- Number of individuals served
- Number of service hours delivered
- Number of violence mediation conversations held



- Number of support groups hosted
- Number of individuals who attended support groups
- Number of trainings delivered
- Number of people who attend trainings
- Number of family workshops delivered
- Number of people who attend family workshops

**How well did we do it?**

To assess the **quality of services** delivered, the DVP will develop “exit surveys” for participants to complete when they end services with the DVP or a funded provider. These surveys will assess client perceptions of service quality and staff involvement through simple Likert-scale questions. Clients will have the option of submitting these surveys anonymously or providing their contact information to receive follow-up from a DVP staff member.

**Is anyone better off?**

The **impact of services** delivered to students through the School VIP Program will be assessed in several ways:

- School-level data on suspensions for violence collected by OUSD will be used to monitor shifts in violence that may be attributable to funded activities.
- The exit survey that students complete when ending services will include questions that assess change in mindsets, behaviors, and contexts related to safety as a result of service delivery.
- The DVP will engage an external evaluation partner to analyze suspension/expulsion, attendance, victimization, arrest, and detention data for students who engage in DVP services and consent for their data to be shared with a third-party evaluator. This analysis will compare outcomes for students who engaged in services to a comparison group that did not to assess the impact of services.

**Equity outcome statement:** All students in OUSD attend schools that are safe from violence, and racial disparities in suspensions for violence have been eliminated.

## Landscape of Correlative City Services

Considering the City of Oakland's current public safety challenges and fiscal realities, the DVP must focus our efforts and resources on strategies and services that are critical and specific to preventing and interrupting violence. Additionally, the DVP is committed to funding services that are not currently funded by other city agencies. By deepening partnerships and establishing referral pathways with other City of Oakland departments, however, the DVP can expand its service delivery capacity and better support Oakland's most vulnerable residents.

### Economic and Workforce Development Department

The Economic and Workforce Development Department (EWDD) funds job placement and training services for youth and adults in Oakland. In Fiscal Year (FY) 2024-2025, EWDD will disburse \$5.8 million to 17 community-based organizations that deliver employment services to approximately 300 adults and 500 youth. Many of the funded organizations serve clients who are also eligible for DVP services, including Lao Family Community Development, Oakland Private Industry Council, Civicorps, Safe Passages, Trybe, Youth Employment Partnership, and Youth Uprising.

During the spending plan period, the employment coordinator funded within the DVP's Group Violence Strategy, as described in *Employment Navigation* on page [X], will maintain a working knowledge of employment training and placement opportunities funded by EWDD and make connections, when appropriate, for individuals engaged in life coaching services. The DVP's program planners dedicated to group violence, gender-based violence, and the School VIP Program will also understand services funded by EWDD and collaborate with EWDD leadership to secure dedicated spots for DVP clients.

### Department of Housing and Community Development

The Department of Housing and Community Development (HCD) supports community stabilization through the production of subsidized affordable housing, preservation of unsubsidized affordable housing, and protection of residents from displacement. In FY 2024-2025, HCD will disburse \$1.7 million to partially fund six emergency shelters, eight community cabin sites, 10 rapid rehousing programs that provide immediate rental assistance, four RV-safe parking sites, and seven transitional housing facilities. Some housing options are restricted to families with dependent children or individuals with medical conditions, but the majority are available to individuals ages 18 and over who are experiencing housing insecurity. Service providers include Abode Services, East Oakland Community Project, First Place for Youth, St. Mary's Center, and Building Futures for Women with Children. HCD will also provide \$600,000 to Bay Area Community Services to operate a homeless prevention pilot program that provides housing for formerly incarcerated men for up to two years.

During the spending plan period, housing coordinators funded within the DVP's Group Violence and Gender-Based Violence Strategies, as described on pages [X] and [X], will maintain a working knowledge of housing options funded by HCD and make connections, when appropriate, for individuals engaged in crisis response or life coaching services. The DVP's program planners dedicated to group violence, gender-based violence, and the School VIP Program will also understand housing services funded by HCD and collaborate with HCD leadership to secure dedicated spots for DVP clients.

### Human Services Department

#### *Community Housing Services Division*

The Community Housing Services Division (CHSD) of the Human Services Department primarily funds support services related to health, mental health, and housing navigation for Oakland's unhoused

population. CHSD received approximately \$20 million from the California Department of Housing and Community Development's Homeless, Housing, Assistance, and Prevention Grant Program in FY24-25, and this funding is being used primarily to fund 200 crisis response shelter beds, 100 RV-safe parking spaces, and hygiene stations at 40 encampment sites. This funding is also partially allocated to Abode Services, Operation Dignity, and Covenant House California, among other agencies, to provide rapid re-housing and transitional housing services. In FY23-24, CHSD grants served approximately 950 individuals experiencing homelessness.

During the spending plan period, housing coordinators funded by the DVP will maintain a working knowledge of housing options funded by CHSD and make connections, when appropriate, for individuals engaged in crisis response or life coaching services. The DVP's program planners dedicated to group violence, gender-based violence, and the School VIP Program will also understand services by CHSD and collaborate with CHSD leadership to secure dedicated spots for DVP clients.

#### *Oakland Fund for Children and Youth Division*

The Oakland Fund for Children and Youth (OFCY) is a division of City's Human Services Department that is tasked with funding community-based programs and services that provide critical support to Oakland's most vulnerable children, youth, and families. In FY24-25, OFCY will invest \$18.8 million in its programming, including \$3 million in youth employment services delivered by 16 community-based organizations, including Civicorps, Lao Family Community Development, Safe Passages, Trybe, Young Women's Freedom Center, and Youth Employment Partnership. OFCY will also invest \$650,000 in restorative justice programming, peer and adult mentoring, and peer-led training related to community and gender-based violence.

During the spending plan period, the employment coordinator funded by the DVP will maintain a working knowledge of employment training and placement opportunities funded by OFCY and make connections, when appropriate, for individuals engaged in life coaching services. The DVP's program planners dedicated to group violence, gender-based violence, and the School VIP Program will also understand available services and collaborate with OFCY staff to secure dedicated spots for DVP clients.

#### *Department of Parks, Recreation, and Youth Development*

Recreation and community centers are important aspects of social infrastructure that create opportunities for community building and serve as an entry point to additional city resources. The Department of Parks, Recreation, and Youth Development (PRYD) operates 18 neighborhood recreation centers at public parks and offers afterschool and summer youth programming. The DVP has had initial conversations with PRYD leadership around using recreation centers as community hubs where staff from the DVP and funded agencies can meet clients to further activate these spaces and connect individuals to other City services.

## Lifeline Fellowship

Results from the DVP's spending plan survey identified financial support for basic needs as one of the most important services required to address the three forms of violence that the DVP is charged with reducing. This finding, based in practice and lived experience, underscores the fact that poverty is a root cause of violence and that violence flourishes in stressful contexts that evoke survival instincts and hopelessness. During this spending plan, the DVP will increase the amount of funding available to clients who receive life coaching services through the DVP from approximately \$350 per month to \$1,000 per month to explore the impact of additional financial resources on reducing risk for violence. This funding will be contingent on each individual's active participation in services and will be provided as a stipend payment that can be used for any basic living expenses.

The practice of providing individuals with significant financial resources to reduce their risk for violence has precedent in the field of community violence intervention. The Advance Peace fellowship model, which was first implemented in Richmond, CA, and now operates in four cities across California, provides individuals at highest risk for group violence with monthly payments of \$1,000 while they participate in intensive services that involve daily check-ins, coaching to achieve life goals, referrals to social services, internships, and transformative travel experiences. An evaluation of the Advance Peace program in Sacramento conducted by UC Berkeley's Institute of Urban and Regional Development found that during the 18-month Peacemaker fellowship, gun homicides and assaults declined by 22% in areas of focus when compared to the average of the 4.5 years prior in those areas (Corburn & Fukutome-Lopez, 2020).

Financial payments to address basic needs also reflect a burgeoning field of social science seeking to explore the cost effectiveness of guaranteed income programs, which provide a basic level of income for individuals without work requirements, as a means of increasing health and safety in vulnerable populations and averting future societal costs related to overutilization of the health care system, criminal justice system, and other social systems. Evaluations of guaranteed income programs in the United States have demonstrated positive impacts on violence, employment, and mental health:

- The City of Stockton provided \$500 per month for 24 months without work requirements to 125 randomly-selected residents who made less than the area median income. Individuals who participated showed significant increases in emotional health and employment rates compared to a similar group of individuals who did not participate (West, et. al., 2021).
- The Los Angeles Economic Assistance Pilot gave \$1,000 per month in unconditional cash payments for 12 months to 3,200 randomly-selected households with at least one child that fell below the federal poverty threshold. The study found that those who received the payments reported reduced severity and frequency of intimate partner violence and were significantly more likely to report reduced fear of neighborhood violence and positive interactions with neighbors compared to a control group that did not receive payments (Kim, et. al., 2024).
- The City of Columbia, South Carolina ran a guaranteed income pilot between 2021 and 2022 that gave \$500 monthly for 12 months to fathers in low-income zip codes. Participants were relatively demographically similar to the population of the DVP's life coaching participants, with the majority of participants identifying as African American males with an average age of 39 and a high school diploma or less. The study found positive impacts on stress levels and employment for participating individuals compared to a control group (Bervik, et. al., 2024).

Several additional pilot programs are currently underway or awaiting evaluation results in California. The Oakland Resilient Families provided \$500 monthly over 24 months to 600 low-income families with at least one child under 18; results from this pilot are not yet available. The State of California is currently piloting a basic income program providing \$600-\$1,200 per month for 12-18 months to approximately 2,000 individuals who have aged out of foster care and pregnant individuals. The Urban Institute is in the process of evaluating the program's impact on mental health outcomes and criminal justice involvement.

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## Network Training and Capacity Building

As the City of Oakland's violence prevention entity and a primary purveyor of public funding for community violence intervention (CVI) services in Oakland, the DVP has a responsibility to ensure that Oakland builds a strong and effective CVI ecosystem. Creating a sustainable ecosystem of community-based organizations capable of serving Oakland's most vulnerable populations includes more than funding. The DVP understands that violence intervention services are most impactful when delivered through a well-coordinated, connected, collaborative capable of providing holistic supports that are responsive to the needs of clients.

The field of CVI is emerging and evolving, and the DVP is committed to providing Oakland's ecosystem of community-based organizations with the capacity building opportunities and trainings that highlight best and promising practices, contribute to the health and professional development of lived experience workers, and keep Oakland on the cutting edge of violence intervention efforts. To this end, the DVP will establish a learning community dedicated to continuous improvement. Specifically, DVP will host and facilitate delivery of the following capacity building opportunities for funded agencies:

- **Professional development opportunities for staff.** The DVP will deliver or host trainings from experts in topics relevant to service delivery, including motivational interviewing, cognitive behavioral theory, male allyship, vicarious trauma and self-care, case conferencing, safe and effective outreach, professional boundary setting, and confidentiality. The DVP will also fund participation in relevant credential and certification programs, including certifications in community coaching for life coaches.
- **Executive coaching for leadership.** The DVP will fund coaching opportunities for leadership staff at funded agencies to strengthen their skills in financial management, people management and supervision, data collection, grant reporting, fundraising and other domains related to effective organizational functioning. These opportunities will not be required but will be available to agencies, particularly small or new agencies, that would benefit from additional support.
- **Cross-agency collaboration.** The DVP will intentionally facilitate cross-agency service collaboration by sharing contact and service information for all funded agencies, hosting trainings during which funded agencies present on their work, and hosting service coordination meetings.
- **Working groups/advisory boards to inform developing processes.** As new requirements for service delivery, data collection, or agency coordination emerge based on client need, evolving dynamics in violence, reporting requirements from external funders, or other drivers, the DVP will solicit and facilitate the participation of staff and clients, as appropriate, in working groups or advisory boards that gather feedback to inform practice.

These opportunities will facilitate collaboration amongst the network, improved knowledge of services available across grantees, and the continued professional development of direct service staff with lived experience.

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# 2025-2029 Spending Plan

**Department of Violence Prevention**

**Holly Joshi**  
Chief of Violence Prevention

**Jenny Linchey**  
Deputy Chief of Grants, Programs, and Evaluation



**CITY OF  
OAKLAND**

# Background

- The City of Oakland's Department of Violence Prevention (DVP) is charged with reducing group violence, intimate partner violence, and commercial sexual exploitation in Oakland.
- To do this, the DVP invests in immediate crisis response services and near-term interventions that focus on stabilizing victims and preventing additional violence.
- The DVP also invests in longer-term, intensive support services for individuals caught in cycles of violence.

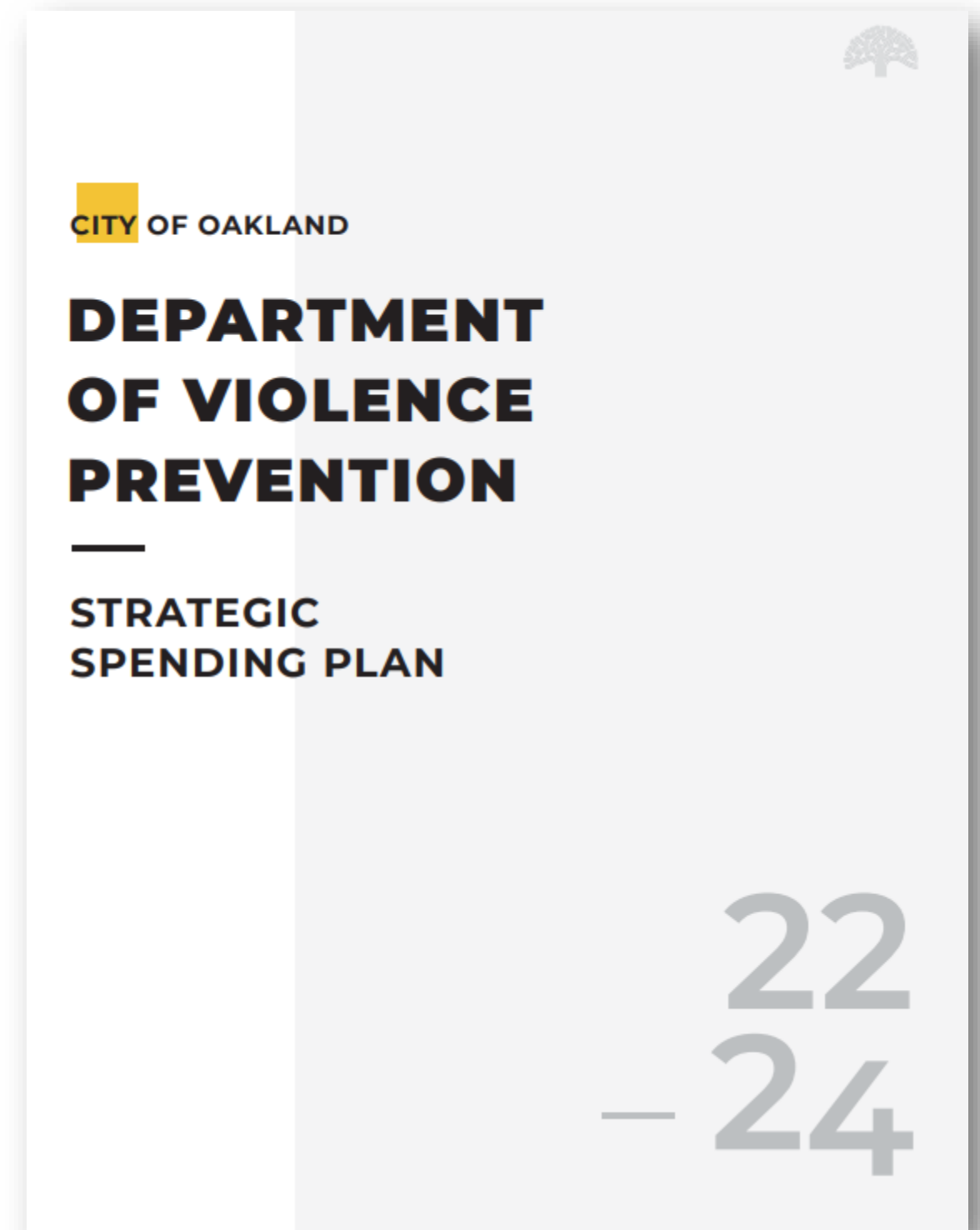
# Background

The DVP performs three primary functions:

1. **Supervise and deploy a team of direct service staff** who perform intensive life coaching and violence interruption work with individuals at highest risk of imminent violence.
2. **Fund community organizations** to deliver violence intervention and healing services to community members impacted by violence.
3. **Convene and build capacity among community organizations** that form the ecosystem of violence intervention services in Oakland.

# Spending Plan Development

- The current spending plan is an update to the DVP's 2022-2024 Spending Plan, which was developed in 2021 following an extensive community engagement process that engaged 430 people through the following:
  - ✓ 4 town halls
  - ✓ Focus groups with stakeholders
  - ✓ Interviews with public system partners



# Spending Plan Development

- In June and July 2024, DVP staff gathered updated insights about current services funded by the DVP and gaps in services that should be addressed in the next spending plan through the following:
  - ✓ Survey shared with DVP staff, staff at funded agencies, and clients
  - ✓ Interviews with leadership from funded agencies
  - ✓ Recommendations from program planners and officers
- The proposed spending plan articulates strategies the DVP will fund and implement over four years, from October 1, 2025, to September 30, 2029.

An aerial photograph of a densely populated residential neighborhood during the "golden hour" of sunset. The houses are packed together, with various rooflines and colors visible. The sky is filled with soft, orange and yellow light, and some clouds are visible. The overall mood is calm but carries a sense of gravity due to the subject matter of the text.

# Group Violence



# GBV: Theory of Change

## Problem

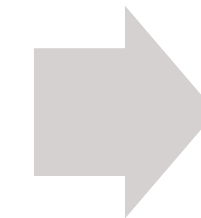
Participation in group violence is rooted in survival instincts and prior trauma.

Oppression, overincarceration, and disinvestment lead to community violence.



## Intervention

The DVP delivers intensive social services to high-risk individuals to help them change their mindsets, behaviors, support systems, and environments to avoid future violence.



## Outcomes

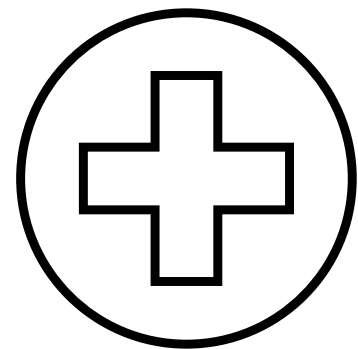
Reduced victimization and experiences of trauma

Reduced footprint of the criminal justice system

# Group Violence: Core Services

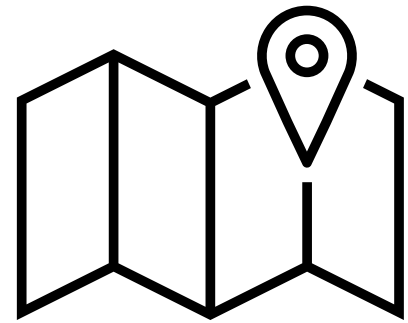


**Violence Interruption:** Violence interrupters are credible messengers who use their relationships to interrupt violence by proactively mediating conflicts and responding to violent incidents to prevent retaliation.



**Hospital-Based Intervention:** Hospital responders visit shooting victims while they are in the hospital to provide short-term case management services and encourage enrollment in life coaching.

# Group Violence: Core Services

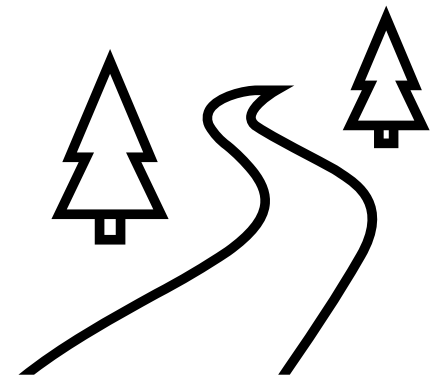


**Life Coaching:** Life coaching is an intensive model of case management that supports individuals at the center of group violence in Oakland in achieving long-term safety and stability.



**Youth Diversion:** Youth diversion programs engage youth in life coaching services and a process for repairing harm in lieu of charges being filed.

# Group Violence: Support Services

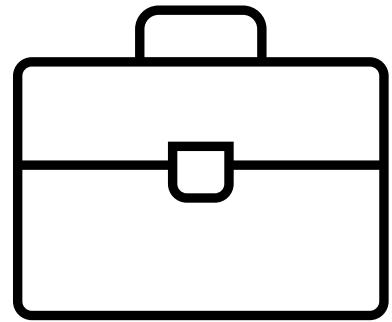


**Emergency Relocation:** Emergency relocation services allow individuals who are in immediate, lethal danger to relocate outside of Oakland while the conflict is mediated or a longer-term plan for safety is developed.



**Housing Navigation:** Housing navigators work with clients to identify viable housing options based on safety considerations, credit and employment history, number of dependents, and other factors.

# Group Violence: Support Services



**Employment Navigation:** Employment navigators work with clients to identify viable training or employment options based on safety considerations, skillsets and interests, income requirements, transportation availability, and other factors.



**Therapeutic Support:** The DVP funds a diverse array of healing modalities, including individual clinical therapy services, peer support groups, and alternative, culturally-rooted healing practices.



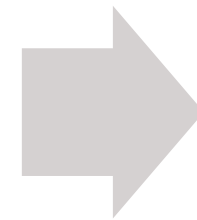
# Gender-Based Violence (GBV)

# GBV: Theory of Change

## Problem

GBV is a learned behavior rooted in misogyny, historical violence, and prior trauma.

GBV negatively impacts survivors and destabilizes families and communities.



## Intervention

The DVP provides stabilization services to survivors and longer-term intensive support services to survivors and individuals who cause harm.



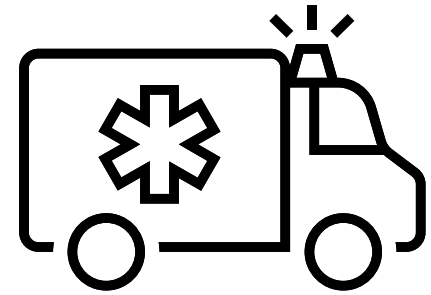
## Outcomes

Reduced victimization

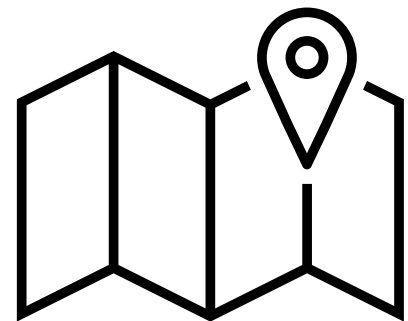
Survivors heal and thrive

Reduced footprint of the criminal justice system

# GBV: Core Services



**Crisis Navigation:** Crisis navigators respond to survivors of GBV during or immediately following a crisis, 24 hours a day and 7 days a week, to support them in achieving short-term safety and stability.



**Life Coaching:** Life coaches work closely with clients to identify behavioral and contextual factors driving an individual's vulnerability to violence and develop and implement strategies to reduce risk for violence.



# GBV: Support Services



**Housing:** The DVP funds four types of housing services to address the range of supports required by survivors in Oakland.

- **Emergency housing services:** Shelter beds, hotel stays, or financial support for relocation.
- **Transitional housing:** 3-6 months of safe, temporary housing.
- **Relocation and rental assistance:** Funding for survivors to relocate or remain in their current living situation.
- **Housing navigators**

# GBV: Support Services



**Therapeutic Support:** The DVP funds client-centered therapeutic support services focused on healing and resiliency, support groups that include peer support, and alternative, culturally-rooted healing and restorative practices.



**Legal Assistance:** Legal assistance for survivors of GBV includes legal advice and counseling, preparation of legal paperwork, preparation and filing of temporary orders of protection and family law orders, immigration-related services, court accompaniment, and full representation at court hearings.



# School Violence Intervention and Prevention (VIP) Program

# School VIP Program: Theory of Change

## Problem

Children who are impacted by violence cannot effectively learn in school.

Violence in Oakland is fluid.



## Intervention

The DVP brings credible messengers to schools to deliver intensive support services to students impacted by violence.



## Outcomes

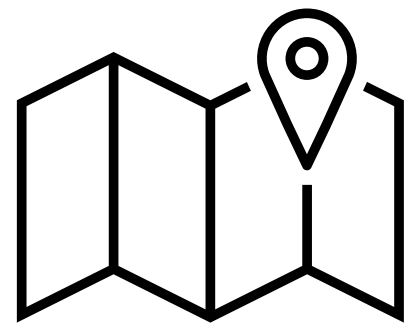
Safer school campuses

Reduced victimization among Oakland's most vulnerable youth

# School VIP Program: Core Services

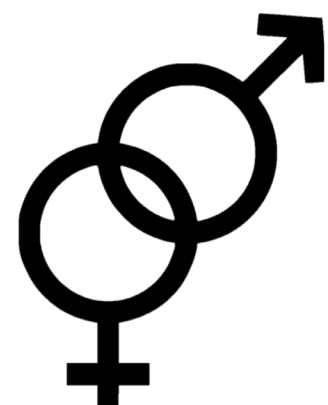


**Violence Interruption:** Violence interrupters use their relationships with students to interrupt violence by proactively mediating conflicts and responding to violent incidents to prevent retaliation. They also host support groups for students impacted by group violence and for caregivers of impacted students.



**Life Coaching:** Life coaches work closely with students to identify behavioral and contextual factors driving their vulnerability to violence and develop and implement strategies to reduce risk for violence.

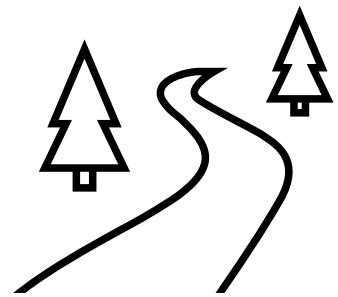
# School VIP Program: Core Services



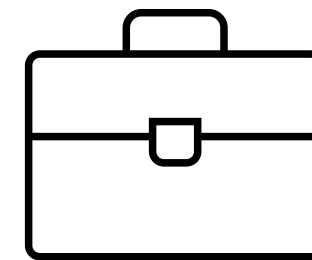
**Gender-Based Violence Services:** GBV specialists deliver life coaching to students impacted by GBV. They also train school staff and other school VIP team members on signs of GBV and intersections with group violence, and they host support groups for students impacted by GBV.

# School VIP Program: Support Services

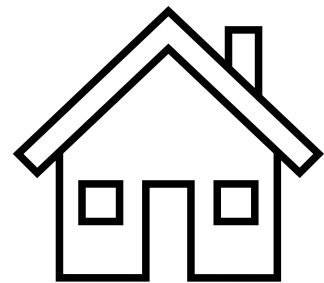
- School VIP teams make referrals, as needed, to support services funded by the DVP in the Group Violence and GBV Strategies.



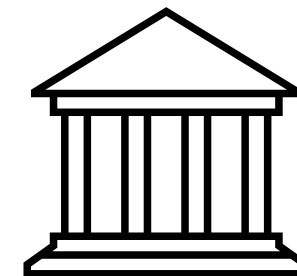
**Emergency Relocation**



**Employment Navigation**



**Housing Navigation**



**Legal Assistance**



**Therapeutic Support**

An aerial photograph of a city, likely San Francisco, showing a mix of residential and commercial buildings, green spaces, and a dense urban layout. In the background, a range of mountains is visible under a clear sky. The word "Outcomes" is written in a large, white, serif font across the center of the image.

# Outcomes



# Quantity, Quality, and Impact

How much  
did we do?

Number of  
individuals served

Number of service  
hours

Number of groups  
hosted

How well did  
we do it?

Participant surveys  
on service  
experience

Optional feedback  
conversations

Is anyone  
better off?

Administrative data  
on arrests,  
recidivism, and  
revictimization

Participant surveys  
on well-being  
outcomes

# Correlative City Services



# Housing Services



In FY24-25, HCD will disburse \$1.7 million to partially fund:

- 6 emergency shelters
- 8 community cabin sites
- 10 rapid rehousing programs (immediate rental assistance)
- 7 transitional housing facilities



In FY24-25, CHSD will fund 200 crisis response shelter beds and rapid re-housing and transitional housing services.


# Employment Services



In FY24-25, EWDD will disburse \$5.8 million to 17 organizations to deliver employment services to 300 adults and 500 youth.



In FY24-25, OFCY will invest \$18.8 million in programming for children and families, including \$3 million in youth employment services delivered by 16 community-based organizations.

An aerial photograph of a city, likely San Francisco, showing a dense residential area in the foreground and a city skyline in the distance. The sky is filled with large, dramatic clouds, and the overall color palette is muted, with a teal overlay on the left and right sides.

Life line  
Fellowship  
*Violence Prevention  
Income Pilot*

# Background



- The DVP's spending plan survey identified financial support for basic needs as one of the most important services for individuals impacted by violence.
- The Advance Peace fellowship model, which was first implemented in Richmond, provides individuals with \$1,000 per month while they participate in intensive support services similar to life coaching for 18 months.
- Guaranteed income programs, which provide a basic level of income for individuals without work requirements, have been explored as a cost-effective method for improving health and safety in vulnerable populations.

# Lifeline Fellowship

- The DVP will provide \$1,000 per month to a subset of individuals who are at highest risk for group violence, intimate partner violence, and commercial sexual exploitation.
- Participation will be contingent on participation in life coaching services.
- An external evaluation of this service component will contribute to the national understanding of substantial financial support as a tool for community violence intervention.

A photograph of two young Black women with braided hair, smiling and posing for a photo. They are outdoors at what appears to be a community event or festival, with other people and structures visible in the background. The image is overlaid with a semi-transparent teal filter. The text 'Network Training and Capacity Building' is centered over the image in a white, serif font.

# Network Training and Capacity Building



# Convening and Capacity Building

One of the DVP's three primary functions is to **convene and build capacity among community organizations** that form the ecosystem of violence intervention services in Oakland.



Thank You!

150 FRANK H. OGAWA PLAZA, SUITE 4212 • OAKLAND, CALIFORNIA 94612

Department of Violence Prevention

(510) 238-2916

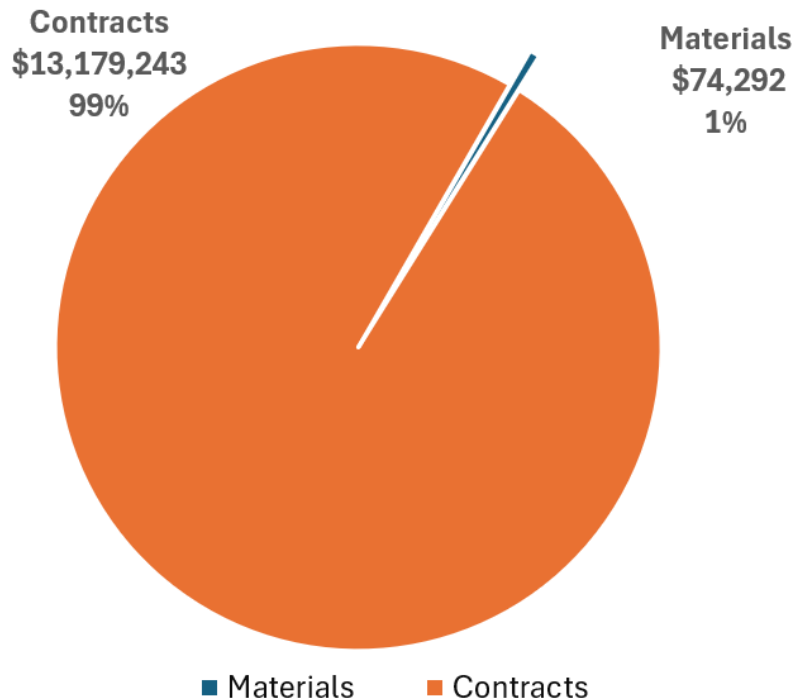
**MEMORANDUM**

**TO:** Safety and Services Oversight Commission (SSOC)  
**FROM:** Dr. Holly Joshi, Chief of Department of Violence Prevention (DVP)  
**DATE:** August 26, 2024  
**SUBJECT:** Department of Violence Prevention Measure Z Fiscal Year 2023-24 Expenditures

**MEASURE Z FISCAL YEAR 2023-24 EXPENDITURES**

The purpose of this report is to provide the Public Safety and Services Oversight Commission (SSOC) with information regarding the Department of Violence Prevention’s (DVP) Safety and Services Act expenditures for fiscal year 2023-24.

**Measure Z Fiscal Year 2023-24 Expenditures: \$13,253,535**



**PERSONNEL**

A total of \$42,493 was incorrectly charged to Measure Z. The personnel expenditures have been backed out and charged to the correct fund, leaving a new remaining balance of \$1,087,007 in personnel savings for fiscal year 2023-24. Personnel savings will be used to fund violence prevention services in the fiscal year 2024-25.

**MATERIALS**

A total of \$74,292 was spent on programmatic expenses for office supplies, communications software, computer equipment, food for grantee convenings, participant incentives, and cell phones for direct service staff. The unspent balance of \$707,502 of materials will be used to fund violence prevention services in fiscal year 2024-25.

**CONTRACTS**

A total of \$13,179,243 was spent on contracts with \$114,560 for professional services and \$13,064,683 to fund violence prevention services. The unspent balance of \$2,815,397 will be used to fund violence prevention services in fiscal year 2024-25.

**Department of Violence Prevention  
FY 2023-2024 Measure Z Grant Agreements**

**Table 2. FY2023-24 Contract Expenditures for Grants**

Strategy Description	Activity Description	Vendor	Total
<b>Group and Gun Violence</b>	<b>Adult Employment &amp; Education Support</b>	Oakland Private Industry Council	\$246,875
		Youth Employment Partnership	\$224,405
	<b>Adult Life Coaching</b>	Abode Services	\$128,477
		Communities United for Restorative Youth Justice	\$360,000
		Community & Youth Outreach, Inc.	\$285,618
		Roots Community Health Center	\$317,250
		The Mentoring Center	\$460,591
		<b>Emergency, Temporary Relocation</b>	Youth ALIVE!
	<b>Family Support</b>	Youth ALIVE!	\$186,055
	<b>Hospital-Based Intervention</b>	Youth ALIVE!	\$275,418
	<b>Violence Interruption</b>	Building Opportunities for Self Sufficiency	\$793,838
		Communities United for Restorative Youth Justice	\$360,315
		Community & Youth Outreach, Inc.	\$247,313
		Trybe, Inc.	\$300,000
		Youth ALIVE!	\$842,151
	<b>Youth Career Exploration &amp; Education Support</b>	Lao Family Community	\$100,000
		Oakland Kids First	\$125,500
	<b>Youth Diversion</b>	(Prior Year Adjustment)	\$50,015
		Community Works West Inc	\$205,771
		East Bay Asian Youth Center	\$156,252
		National Institute for Criminal Justice Reform	\$274,000
		Oakland Unified School District	\$62,688
		Safe Passages	\$38,459
		The Mentoring Center	\$68,335
		<b>Youth Employment</b>	Youth Employment Partnership
	<b>Youth Life Coaching</b>	East Bay Asian Youth Center	\$465,500
		Safe Passages	\$260,392
		The Mentoring Center	\$231,503
		Community & Youth Outreach, Inc.	\$117,500
		Lao Family Community	\$50,000

<b>Community Healing and Restoration</b>	<b>Town Nights</b>	Building Opportunities for Self Sufficiency	\$212,599
		Destiny Arts Center	\$75,000
		East Oakland Boxing Association	\$150,000
		Family Bridges, Inc.	\$150,000
		Trybe, Inc.	\$150,000
<b>Gender-Based Violence Response</b>	<b>24 Hour Bedside Advocacy and Accompaniment</b>	Family Violence Law Center	\$105,712
		Ruby's Place	\$168,168
	<b>24 Hour Hotlines</b>	Family Violence Law Center	\$169,840
	<b>Emergency Shelter</b>	Covenant House California	\$376,000
		Family Violence Law Center	\$73,546
		Sister To Sister 2, Inc,	\$120,000
	<b>Legal Advocacy</b>	Family Violence Law Center	\$460,763
	<b>Life Coaching</b>	East Bay Asian Youth Center	\$237,500
	<b>Safe Space Alternatives</b>	Center For Young Women's Development	\$138,983
		Oakland LGBTQ Community Center	\$136,500
	<b>Therapeutic Support</b>	Building Opportunities for Self Sufficiency	\$280,801
		Family Violence Law Center	\$165,034
		Oakland Unified School District	\$97,500
	<b>Transitional Housing</b>	Building Opportunities for Self Sufficiency	\$285,000
		Sister To Sister 2, Inc.	\$80,000
<b>School Violence Intervention</b>	<b>GBV Specialist</b>	Family Violence Law Center	\$517,742
	<b>Life Coaching</b>	Communities United for Restorative Youth Justice	\$106,500
		East Bay Asian Youth Center	\$285,000
		Student Program for Academic and Athletic Transitioning	\$198,000
		Youth ALIVE!	\$258,191
	<b>Restorative Justice</b>	Restorative Justice for Oakland Youth	\$332,500
	<b>Violence Interruption</b>	Communities United for Restorative Youth Justice	\$112,500
		Community & Youth Outreach, Inc.	\$99,479
<b>Grand Total</b>			<b>\$13,064,683</b>

**Department of Violence Prevention  
FY 2023-24 Measure Z Contract Expenditures for Professional Services**

**Table 3. FY 2023-24 Contract Expenditures for Professional Services**

Strategy Description	Activity Description	Vendor	Total
Professional Services	HR Consulting Services	CPS HR Consulting	\$1,066
	Administrative Services	Municipal Resource Group LLC	\$15,266
	Professional Development Training for Violent Incident & Crisis Response Grantees	Roca, Inc.	\$3,525
	Grants Management Database	Social Solutions Global, Inc.	\$64,121
	Therapy Service for Direct Practice Staff	Healing Change Therapy and Consulting	\$24,850
	Translation Services	International Contact, Inc.	\$749
	Marketing Materials	Ngoc Bich Tu Db a Jade Consulting	\$4,983
<b>Grand Total</b>			<b>\$ 114,560</b>

**OPD Ceasefire report  
SSOC August 26, 2024**

In our continued efforts to effectively reduce gun violence in Oakland, we enlisted an outside agency, California Partners for Safety Communities to conduct an audit of the Ceasefire strategy to understand the impact that challenges and changes had on each of the key components (communications, service provision, and law enforcement) and to determine if we had the necessary focus, quality, and scale to reestablish our efforts to reduce the violence problem in our City and to adjust to those challenges and changes.

The California Partnership for Safe Communities conducted the audit. Their audit report and findings were presented to the City in January 2024. Their analysis yielded several recommendations that we have worked to implement.

In keeping with the Audit recommendations, Weekly Coordination Meetings have resumed and are facilitated by the Mayor's Chief of Education & Community Safety. The weekly Coordination meetings have given us an opportunity to reconcile data faster, thereby improving drastically the quality of the data shared between OPD and DVP.

The Strategy has also reinstated Ceasefire Performance reviews. These meetings occur every other month. The Mayor's Performance Review meetings have been an important element in the City's ability to reduce gun violence significantly and continuously. The Performance Review meetings held with Mayor Thao are a cross-agency, citywide effort specifically devoted to reducing gun violence.

It also serves as an opportunity to practice quality assurance, problem-solving and strategy formulation with the City's leadership regarding gun violence intervention and prevention.

Given that the core driver of Ceasefire is direct and respectful communications with those at the highest risk for violence. (VHR), we have trained additional OPD officers and service staff to deliver custom notifications. This has increased our outreach to high-risk individuals.

OPD's Ceasefire unit has designated and trained subject matter experts on Latin groups, gangs, and networks to provide more intelligence and data to effectively communicate with and respond to those networks. They have also rigorously recruited staff for the Ceasefire Unit to simultaneous focus on multiple active conflicts. This has netted an increase in staffing of the Ceasefire Unit; however, staffing is very fluid, promotions, transfers and retirements continue to impact staffing levels.

These joint efforts have resulted in a 15% reduction in homicides and a 34% reduction in shootings in the first 7 months of 2024 as we work to restore the Ceasefire Strategy's effectiveness.



Attachment 5b



Executive Summary:  
Oakland Ceasefire  
Audit Report &  
Findings

December 2023

Prepared for Oakland Mayor Sheng Thao

## Executive Summary

**Audit Findings:** The City of Oakland gradually walked away from the Ceasefire strategy, notably in 2020. In 2020 there was a clear shift away from ensuring that the components of the Ceasefire strategy were focused on groups and individuals at the highest risk of gun violence; and that the strategy was implemented with sufficient quality to impact citywide violence. As supported by agency staff and managers, this shift away from high-risk people to places were diametrically opposed to the focus that Ceasefire requires and directly contributed to the strategy becoming ineffective. During the audit process, we found that beginning in 2016-2017 and accelerating in 2019 and 2020, each essential element of the strategy was significantly watered down, resources stripped away, or refocused. As a result, the Ceasefire strategy no longer impacted citywide levels of violence in Oakland and as such the City of Oakland has not been effectively implementing the Ceasefire strategy since 2020.

CPSC came to this conclusion during the audit process through observations, and a review of quantitative and qualitative data that included interviews with key stakeholders currently doing this work in Oakland. Specifically, this audit included collecting a) quantitative crime and key performance data from 2021, 2022, and 2023, b) qualitative interviews with key stakeholders from OPD and DVP, c) document review, meeting observations, and d) debriefing with stakeholders after the sessions to gather additional information.

The analysis was conducted by examining each component of the Ceasefire strategy including: 1) Gun problem analysis; 2) Shooting review; 3) Coordination meeting; 4) Direct communication; 5) Life coaching and services and supports; 6) Focused supervision and enforcement. In these components the analysis sought to understand the conditions of management and governance and elaborate proposals to improve it (see figure 3 below).

*Figure 3: Ceasefire Oakland Strategy*



Source: NICJR

A brief description of the Oakland Ceasefire Strategy components, the diagnostic and recommendations are summarized below.

**1. Gun Problem Analysis:** Identifies what is driving gun violence in Oakland and who is at the highest risk of being a victim or perpetrator of gun violence. This is a foundational document specific to Oakland that informs *who* and *what* intervention and enforcement partners should focus on.

**a. Diagnostic:** Oakland's violence problem remains largely consistent with prior analysis in 2011-2012; 2016-2017 and 2020-2021, which found a hyper concentration of risk among justice involved, black and Latino adult men, with social connections to identifiable street groups and gangs in Oakland. The increase in violence in Oakland cannot be explained by some dramatic shift in the nature of the problem.

**b. Recommendations:**

- i. Increase Subject Matter Experts (SME) on Latino Gangs/groups to include newly immigrated groups (Guatemalan, Salvadorian, and Honduran) in both the DVP and the OPD. In OPD these SME should be a new unit within Ceasefire.
- ii. Reconfigure the risk assessments for DVP gun violence prevention/intervention to align with the Problem Analysis. The Problem Analysis should set the risk assessments for clients in Life Coaching and those receiving services and support under the gun violence prevention/intervention framework.

**2. Shooting Review:** The Shooting Review is a weekly OPD and law enforcement meeting examining every shooting that took place in the last seven days to help determine 1) which incidents will result in retaliation, 2) what is driving violence that week, 3) identify gun violence trends and violence dynamics, 4) identify which incidents, based upon evidence, individuals will be arrested for engagement in violence, 5) manages and focuses enforcement plans, and 6) identifies who will be intervened with using direct communication.

**a. Diagnostic:**

- i. The effectiveness and significance of the Shooting Review meeting, crucial to the success of this strategy, have significantly diminished because this meeting is no longer used to manage and direct gun violence reduction efforts.

**b. Recommendations:**

- i. To Make the Shooting Review functional, the OPD executive team should make this meeting and this strategy ***a priority*** for the Department again. Specifically, the executive team of the OPD needs to attend and participate in every meeting.

- ii. The shooting review should remain the Department's primary meeting to analyze and address gun violence in Oakland; should link analysis; investigations and enforcement; direct communication; and should guide the Department's work with partners including justice system agencies and community intervention organizations.
- iii. The National Integrated Ballistics Information Network (NIBIN) meeting should continue and be prioritized. Although this meeting is new, it has tremendous promise and should be fostered and cultivated to continue to inform the Shooting Review.

**3. Coordination Meeting:** The purpose of the Coordination Meeting is for 1) information to be shared with DVP and service providers on shooting incidents from the previous week, 2) to share what is believed to be driving gun violence dynamics, 3) to share who will be intervened with and why, and 4) to develop a proactive plan to address retaliatory shootings

**a. Diagnostic:**

- i. Coordination meetings are divided into two sessions. The first meeting involves key stakeholders and lacks documentation, while the second meeting, though structured, faces challenges in planning for retaliation.

**b. Recommendations:**

- i. Consolidate the coordination meetings into a singular session. Two coordination meetings are inefficient and consumes unnecessary staff and CBO resources. Streamlining this process into a single meeting would optimize time and resources.
- ii. The meetings should be led and overseen by the Mayor's Office or a designated senior public safety representative from the City Administration. These facilitators must take responsibility for guiding staff in formulating plans and subsequently hold them accountable for outcomes,
- iii. The meeting needs to examine incidents comprehensively, emphasizing not only their literal review but also a critical discussion on *how* the team plans to utilize the array of city and city-funded resources to proactively prevent retaliation. This robust discussion should inform near term violence reduction plans aimed at reducing retaliation and addressing violence drivers.

**4. Direct Communication:** Direct Communications include call-ins and custom notifications. Call-ins are larger group meetings with individuals at the highest risk of gun violence, law enforcement, service providers, and survivors of gun violence. Custom notifications are smaller meetings with a community member, a law enforcement official, a service provider, and individuals at the very highest risk of gun violence. The message

communicated to participants in these meetings is that we care about you, want to help you, and have tailored services to assist you, and gun violence must stop.

**a. Diagnostic:**

- i. Quantity: The audit reveals challenges in tracking direct communications data from 2020-2023, hindering analysis. The average number of individuals directly communicated with has decreased compared to pre-pandemic years, raising concerns about the effectiveness of the current approach in reaching those at the highest risk of gun violence.
- ii. Quality: The messaging in both call-ins and custom notifications appears to be effective. However, we recommend that speakers in attendance at the meeting be reflective of the entire partnership to include the District Attorney's Office and trauma surgeons/social workers to be in alignment with best practices.
- iii. Finally, the quality of call-in messaging from OPD would benefit from the use of the PowerPoint that had historically been used to ensure more succinct messaging.
- iv. Lastly, the audit observed challenges in consistently tracking the promptness of custom notification referrals from the OPD Shooting Review to actual message delivery.

**Recommendations:**

- v. We recommend increasing custom notifications with highest risk people that are directly impacted by gun violence. This strategy works best when communications are done with *impacted* individuals who are out of custody. Direct communications should be similar to pre-pandemic levels at approximately 300-350.
- vi. During the audit process, data availability and discrepancies coming from OPD to DVP were a common theme. Data should be provided to DVP Life Coaches from OPD consistently regarding individuals communicated with including *why* they were communicated with and contact information.

**5. Life Coaching & Services and Support** are offered to individuals in call-ins and custom notifications. Participation in Life Coaching and services and support is not required. However, if people are interested in life coaching, then the goal of the engagement is to reduce an individual's *risk* of becoming a victim or perpetrator of gun violence.

**a. Diagnostic:** DVP is poorly structured to address the service and support needs of high-risk individuals that express interest in services. Organizationally, key staff that would be responsible for locating these individuals and providing services to them are under different chains of command and do not formally communicate.

- i. Information provided by the DVP regarding percentage on retention during the observation period was unclear leading to inconsistencies between data and percentages
- ii. Even though the vast majority of direct communication recipients indicate interest in receiving help and support (84%); very few (only 25%) end up on a caseload after being referred to Life Coaching.
- iii. Out of the 25% of clients integrated into the caseload, a significant portion of Ceasefire clients do not remain on the caseload for an extended duration. Analysis of the data from the reporting period reveals a rapid decline, with Ceasefire clients often disengaging from the caseload within a span of 2-3 months.

**b. Recommendations:**

- i. Re-organize the DVP Gun Violence work under one management structure. The DVP lacks strategic focus and intentionality and needs to be reorganized with an understanding of the difference between prevention and intervention as it relates to gun violence.
- ii. The DVP needs a clear theory of change around gun violence. Currently, there are bits and pieces of elements of different strategies. The theory of change needs to be developed and designed based on the data and who is at the very highest risk of gun violence.
- iii. To increase the percentage of clients who come onto life coaching case load, we recommend combining the Outreach Worker and Violence Interrupter positions so that they can engage in relentless outreach. Relentless outreach is a function that the city currently does not fund and is needed to locate and engage Ceasefire clients and other individuals at elevated risk levels that are often difficult to consistently locate.
- iv. We recommend that 70% of DVP Life Coaches' caseloads be made up of Ceasefire referrals that originate from the Shooting Review, Custom Notifications, Call-Ins, and Coordination Meetings. The other 30% must meet at least four of the five following criteria to ensure they are the very highest risk population as per multiple problem analysis findings:
  - 1. Aged 18-35 Black or Latino male
  - 2. Significant Criminal Justice history
  - 3. Connected to a crew/group/gang
  - 4. Prior shooting victim
  - 5. Connected to a recent shooting (in the past six months, a friend, a family member, or a fellow group member was either shot or arrested for a shooting)

**6. Focused Supervision & Enforcement** for individuals who continue to engage in gun violence. Enforcement should be specific to the small number of individuals who continue to engage in gun violence.

**a. Diagnostic:**

- i. While the goal of the Ceasefire strategy is to minimize the use of law enforcement sanctions and maximize the use of community intervention; holding violent perpetrators accountable is necessary both to provide justice to victims and families but also to be able to stem ongoing cycles of retaliation.
- ii. The Ceasefire unit's focused enforcement on violence drivers is impeded by staffing shortages and by being diverted to address other crimes. Current staffing levels don't allow the Ceasefire section to fulfill its focused enforcement responsibilities, given the violence in Oakland and the number of ongoing conflicts.<sup>1</sup>
- iii. This issue is attributed to broader structural and leadership challenges within the Department. The OPD's organizational shift, particularly with the creation of the Violent Crime Operations Center (VCOC) in 2021, by the former Chief of Police, prioritized solving past crimes to boost clearance rates. However, this strategy fails to yield sustainable crime reductions, as evidenced by a declining homicide clearance rate from 50% in 2020 to 35% in 2022. The focus on solving past crimes appears to contribute to the creation of new crimes, ultimately straining the OPD's resources and exacerbating the challenge of solving crimes effectively.

**b. Recommendations:**

- i. Disband the VCOC due to the lack of focus on preventing violence and addressing current violence trends at the area level
- ii. Fully staff the Ceasefire Unit to allow them to focus on multiple active conflicts simultaneously
- iii. Combine the Ceasefire Unit, and the Crime Gun Intelligence Center (CGIC), under one chain of command
- iv. Put the Crime Reduction Teams (CRTs) back into the geographic areas
  1. Fully staff the area-based CRTs with a prioritization for areas most impacted by gun violence
- v. The Assistant Chief of Police should manage the Ceasefire Unit with a focus on reducing gun violence.
- vi. Area based CRTs impacted by gun violence should have person specific plans that complement the Ceasefire units plans to reduce gun violence.

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<sup>1</sup> The diminished staffing (16-20 in 2023, compared to a peak of 32-40) restricts their ability to address these conflicts effectively.

- vii. Ceasefire and CRT gun violence plans should be managed by the Assistant Chief of Police

## Management and Governance

As supported by agency staff interviewed, the Ceasefire strategy lacks effective management and a clear chain of supervision at various levels within both the DVP and the OPD. There are individuals who do aspects of the work, but no one with the authority to manage *all* of it with clarity on the performance indicators. This is a departure from the prior strategy implementation from 2011-2018.

Beginning with the **Ceasefire Director position**, it is crucial that this position aligns to the original design of the role which had significantly more authority and access to the mayor and executive leadership in both the OPD and DVP. Because of the breadth of the position, focus on strong project management skills are necessary and we recommend that the director position have the direct reporting relationship to the Chief of Police and to the Mayor per the Executive Directive issued in 2015.<sup>2</sup>

Additionally, given the amount of work that the director is responsible for, the management of the strategy should be expanded to include a **data position** that works with the director to ensure that data is analyzed and shared with DVP consistently and that grants are applied for and effectively managed. Finally, a **community engagement specialist position** is needed to grow community partnerships.

For the strategy to be successful, we recommend that the mayor, upon assessing the findings of this audit, restart the **Ceasefire performance review meetings** in February 2024 and continue them quarterly throughout the year. We also recommend that the new DVP chief have regular meetings with the Mayor and City Administrator where she and her team are held accountable for outcomes related to Ceasefire clients.

Finally, and perhaps most importantly, the mayor and her staff will need to make clear who is responsible for gun violence reduction. To do this, she will need to build a **cohesive management team focused on gun violence reduction** with clear performance indicators for this strategy to begin yielding results. This team needs to include the DVP Chief, and her lead staff focused on gun violence reduction. Under the current organization this would need to include individuals responsible for Life Coaching and Violence Interruption and from OPD this should include the Chief of Police, Assistant Chief of Police, Ceasefire Captain, and Ceasefire Director. This team will need support and regular engagement with the Mayor's Senior Public Safety staff and the City Administrator's office. The team will also need to be managed rigorously and regularly to ensure they are resourced, focused on the right people, and applying the appropriate interventions to reduce gun violence in the near term.

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<sup>2</sup> Ceasefire Executive Directive, October 14, 2015, Mayor Libby Schaaf



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

FROM: LaRajia Marshall, Fiscal Services Manager OPD

SUBJECT: FY23-24 Financial Report for Quarters 1, 2, 3 & 4

DATE: August 14, 2024

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Every quarter, the Oakland Police Department compiles Measure Z data to present at the Public Safety and Services Oversight Committee meeting. Due to the change of staff, quarters 1, 2, 3, and 4 will be presented simultaneously this year.

### **Background**

On July 1, 2015, the Oakland Police Department (OPD) began implementing “The 2014 Oakland Public Safety and Services Violence Prevention Act”, also known as Measure Z. Per the voter-approved ordinance, police can use funds for the following:

- a) Crime Reduction Teams (CRTs): Strategically geographically deployed officers to investigate and respond to violent crimes in identified violence hot spots using intelligence-based policing.
- b) Community Resource Officers (CROs): Engage in problem-solving projects, attend Neighborhood Crime Prevention Council meetings, serve as a liaison with city services teams, provide foot/bike patrol, answer calls for service if needed, lead targeted enforcement projects and coordinate these projects with CRTs, patrol units and other sworn personnel.
- c) Conduct intelligence-based violence suppression operations such as field interviews, surveillance, undercover operations, high visibility patrol, probation/parole compliance checks, search warrants, assist CROs projects, violent crime investigation, and general follow-up.
- d) Domestic violence and child abuse intervention: Additional officers to team with social service providers to intervene in situations of domestic violence and child abuse, including sexual exploitation of children.
- e) Sustaining and strengthening the City's Operation Ceasefire strategy, including project management and crime analysis positions.

### **Funding Breakdown**

The data below represents Measure Z expenditures for the fiscal year (FY) 2023-24, covering July 2023 to June 2024. Please note that additional adjustments may occur in the fourth quarter as it has not officially closed and reconciled.

**Expenditure Overview:**

The total budget allocated to OPD for FY 2023-24 was \$19,766,643, with expenditures totaling \$14,702,458 based on the payroll data posted as of June 29, 2024. This funding authorized 54.72 fully burdened personnel positions, including 52.72 sworn personnel and 2 professional staff. Expenditures included salaries, benefits, holiday overtime, and Federal Fair Labor Standards Act (FLSA) premiums. Total personnel costs were \$14,579,907, and Operations and Maintenance (O&M) expenses amounted to \$152,550.

**Table 1:** Displays the budgeted allocations for Personnel and Operations & Maintenance (O&M). The average expense per quarter was \$3,675,614.

**Table 1**  
**Q1 of FY23-24**

<b>Police Department</b>	<b>Budgeted</b>	<b>Year -to -Date Jul. 2023-Sept. 2023</b>	<b>Unspent</b>
Contracts	196,500	5,580	186,432
Materials	935,453	1,369	882,989
Overhead and Prior Year Adjustments	7,311	-	7,311
Personnel	18,627,377	3,973,207	14,654,169
<b>Grand Total</b>	<b>19,766,643</b>	<b>3,980,157</b>	<b>15,730,903</b>

**Q2 of FY23-24**

<b>Police Department</b>	<b>Budgeted</b>	<b>Year -to -Date Jul. 2023-Dec. 2023</b>	<b>Unspent</b>
Contracts	196,500	7,177	184,834
Materials	935,453	6,141	878,216
Overhead and Prior Year Adjustments	7,311	-	7,311
Personnel	18,627,377	7,316,497	11,310,879
<b>Grand Total</b>	<b>19,766,643</b>	<b>7,329,817</b>	<b>12,381,243</b>

**Q3 of FY23-24**

<b>Police Department</b>	<b>Budgeted</b>	<b>Year -to -Date Jul. 2023- Mar 2024</b>	<b>Unspent</b>
Contracts	110,500	14,951	91,061
Materials	1,021,453	6,939	964,217
Overhead and Prior Year Adjustments	7,311	-	7,312
Personnel	18,627,377	10,678,026	7,949,351
<b>Grand Total</b>	<b>19,766,643</b>	<b>10,699,918</b>	<b>9,011,940</b>

**Q4 of FY23-24**

Police Department	Budgeted	Year -to -Date	
		Jul. 2023-	June 2024
			Unspent
Contracts	131,358	16,833	1,959
Materials	1,007,907	135,717	793,538
Overhead and Prior Year Adjustments	-	-	-
Personnel	18,627,377	14,549,908	4,077,470
<b>Grand Total</b>	<b>19,766,643</b>	<b>14,702,458</b>	<b>4,872,966</b>

**Detailed Expenditures by Quarter:**

- Q1 (July-September 2023): \$3,980,157 in total expenditures.
- Q2 (October-December 2023): \$3,349,659, bringing the cumulative total to \$7,329,817.
- Q3 (January-March 2024): \$3,370,100, bringing the cumulative total to \$10,699,918.
- Q4 (April-June 2024): \$4,002,540, bringing the FY23-24 total to \$14,702,458.

The date above reflects the most accurate postings as of June 29, 2024. The fourth quarter totals previously provided by the Budget team show a variance of \$1,793,085, with personnel expenses showing a difference of \$1,782,297 and materials totaling an additional \$10,788.

**Measure Z O&M Expenditure Breakdown:**

**Supplies and Equipment (\$36,579):** Allocated to support intelligence-based violence suppression operations, including surveillance, field interviews, and undercover activities. The funds were used to purchase computer hardware and software and safety vests essential for officer safety during operations.

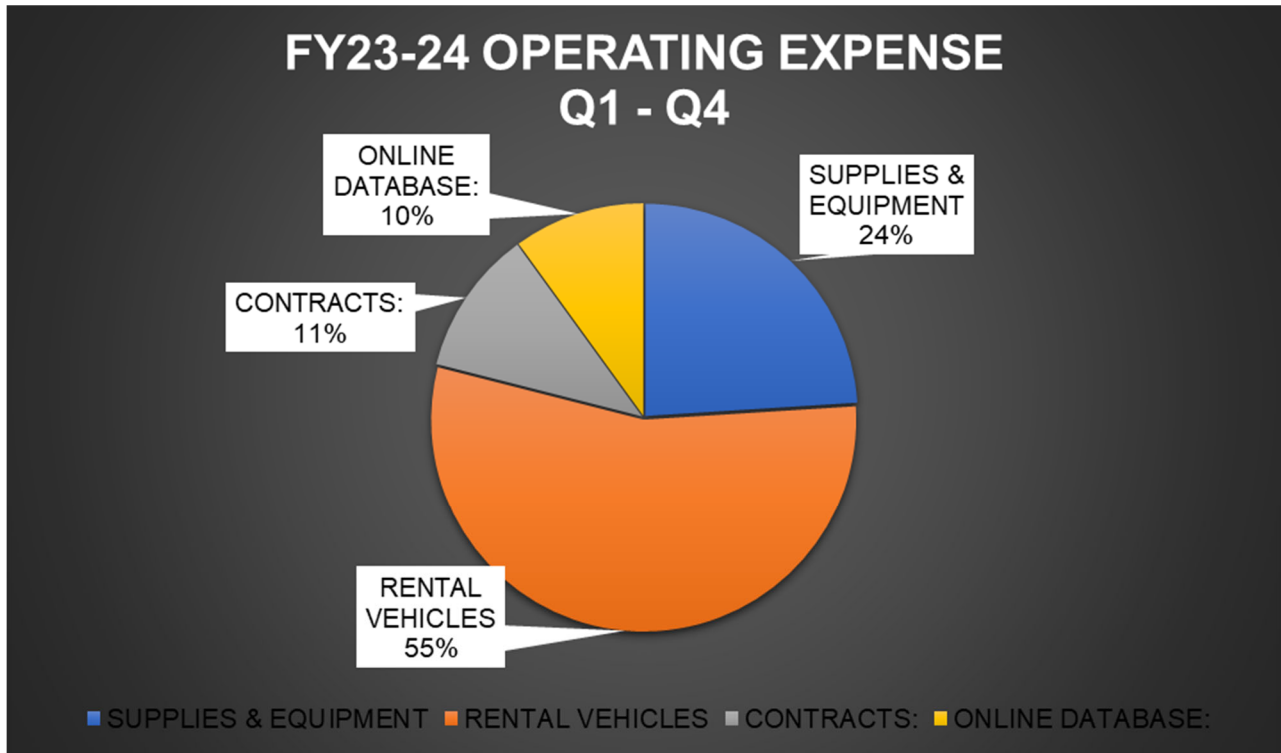
**Rental Cars (\$83,809):** A significant portion of the budget was spent on rental cars, which were crucial for conducting undercover and surveillance operations effectively aiding in violence suppression throughout the community.

**Contract Expenditures (\$36,056):** Primarily associated with the California Partnership for Safe Communities (CPSC), which provides ongoing technical assistance for the Ceasefire program. Community & Youth Outreach, Inc. (CYO) also received funding to provide direct services to individuals and families affected by homicides and shootings. CYO plays a critical role in violence prevention and helping community members access necessary resources and support. Clients often reside in areas of Oakland with high incidences of shootings and homicides and are frequently involved with gangs or similar groups.

**Travel Expenses:** Measure Z funding covered travel expenses for approximately eleven officers to attend the California National Peace Officers' Memorial Service, honoring the fallen officers.

Table 2: FY23-24 Operating Expenditures Q1-Q4

Table 2



<b>SUPPLIES &amp; EQUIPMENT</b>	<b>36,579</b>	<b>24%</b>
<b>RENTAL VEHICLES</b>	<b>83,809</b>	<b>55%</b>
<b>CONTRACTS:</b>	<b>16,833</b>	<b>11%</b>
<b>ONLINE DATABASE:</b>	<b>15,223</b>	<b>10%</b>

This summary clearly shows how Measure Z funds were strategically allocated to enhance public safety operations and support community engagement.

For questions regarding the information provided, please contact LaRajia Marshall at [lmarshall@oaklandca.gov](mailto:lmarshall@oaklandca.gov) (510) 238.4767.

# Public Safety and Services Oversight Commission (SSOC): 2024 Joint Meeting

Sam Dawit, D6 Commissioner  
Kelly Cure, D1 Commissioner  
Sonya Mehta, At Large Commissioner

November \_\_, 2024



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# SSOC Commissioners

Kelly Cure (District 1)

Omar Farmer, Chair (District 2)

Paula Hawthorn, (District 3)

Yoana Tchoukleva, Vice Chair (District 4)

Vacant (District 5)

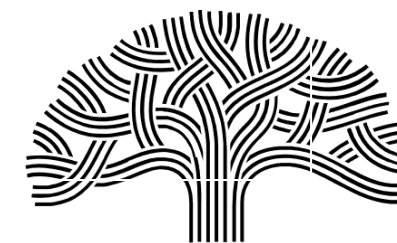
Samuel Dawit (District 6)

2

Vacant (District 7)

Sonya Mehta (At-Large)

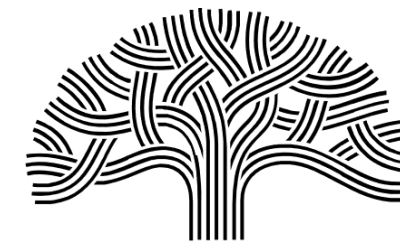
Michael Wallace (Mayoral)



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# Purpose of Measure Z

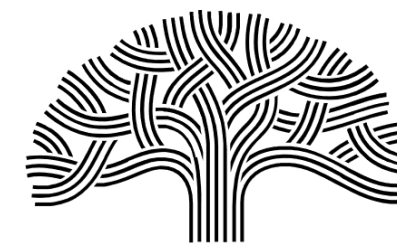
“Maintain police and fire services and violence prevention and intervention strategies to address violent crime and to improve public safety in Oakland”



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# Measure Z: Primary Objectives

1. Reduce homicides, robberies, burglaries, and gun-related violence
1. Improve police and fire emergency 911 response times and other police services
1. 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.



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# Duties of the SSOC

## Recommendations & Input:

- Suggest ordinances, laws, and regulations for MZ compliance
- Provide input on strategies
- Advise City Administrator on program evaluation scope

## Compliance & Accountability:

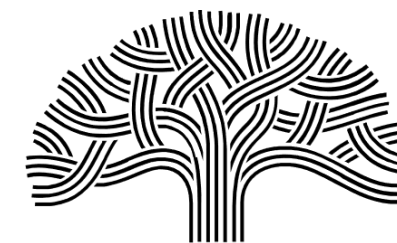
- 5 • Ensure adherence to MZ requirements
- Track progress toward desired outcomes



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# Agenda for Today's Presentation

- I. Financial Overview
- II. Impact Data & Crime Statistics
- III. SSOC's Programmatic & Fiduciary Oversight
- IV. Past Recommendations
- V. Present Recommendations<sup>6</sup>
- VI. Future Recommendations

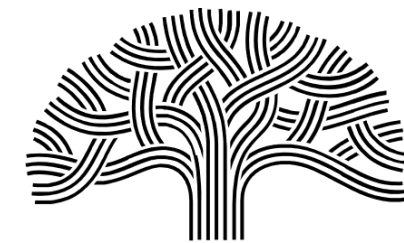


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# Section I:

# Financial Overview

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# Measure 7 Revenue

- Data from 2021/2022 Audit (latest available)
- Total revenue (parking tax, parcel tax): \$27,726,173
- Total Expenditures:

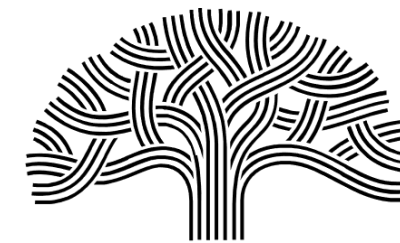
Police:	11,003,480
Fire:	2,000,000
DVP:	8,287,187

# Section III:

# SSOC's Programmatic &

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# Fiduciary Oversight



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# Program 1: Oakland Police Dep't

- Crime Reduction Team - \$4M, 20 officers
- Community Resource Officers - \$0.97M, 7 officers
  - CROs have been transitioned back to patrol or part of an area captains rapid response team.
- Intelligence Based Violence Suppression - \$1.7M, 6 officers
- Ceasefire - \$4M, 21 officers

## Program 2: Ceasefire

- Well researched gun violence prevention program
- MZ pays \$4M out of total OPD Ceasefire funding of \$12.6M
- Ceasefire is 3 parts: Police, Community and Social Services



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## Program 3: Dep't of Violence Prevention

FY 2023/2024

- MZ Funding: \$11M
- General Fund: \$10M

Three Strategic areas: 58 Programs, 30 Organizations

16

- Group & Gun Violence Response
- Gender-Based Violence Response
- Community Healing and Restoration



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# Section IV:

# SSOC Strategic Plan &

17

# Past Recommendations



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# Section III. Strategic Plan - Overview

<p><b>1.1</b> Receive a report on issues identified in annual fiscal and performance audits that affect MZ resources</p>	<p><b>2.1</b> Receive an annual Ceasefire MZ report</p>	<p><b>2.5</b> Receive an annual update concerning diversity, recruitment, and retention for MZ funded positions</p>
<p><b>1.2</b> Receive an annual report from DVP on GBV expenditures</p>	<p><b>2.2</b> Receive an annual CRO MZ report</p>	<p><b>2.6</b> Receive a report on success markers for OFD + analysis of 911 times</p>
<p><b>1.3</b> Receive a report from OPD on their ability to maintain sufficient resources to accomplish geo-policing goals</p>	<p><b>2.3</b> Receive an annual OPS 1-3 (aka CRTs) MZ report</p>	<p><b>3.1</b> Create a community engagement plan</p> <p><b>3.2</b> Create an annual SSOC report for joint mtg</p>
<p><b>1.4</b> Receive an annual report from the SVS on geo-policing</p>	<p><b>2.4</b> Create a document that tracks all recommendations from evals</p>	<p><b>4.1</b> Consider recommending ordinances, resolutions, and regulations</p>

# Section III. Strategic Plan - Progress

<p><b>1.1</b> - Report made by interim City Administrator at April SSOC Mtg, Item 7</p>	<p><b>2.1</b> - TBD by OPD at Oct or Nov 2023 SSOC Mtg</p>	<p><b>2.5</b> - TBD by OPD at Oct or Nov 2023 SSOC Mtg</p>
<p><b>1.2</b> - Report made by DVP at April SSOC Mtg, Item 8</p>	<p><b>2.2</b> - TBD by OPD at Oct or Nov 2023 SSOC Mtg</p>	<p><b>2.6</b> - TBD by OFD at October 2023 SSOC Mtg</p>
<p><b>1.3</b> - TBD at Oct or Nov 2023 SSOC Mtg</p>	<p><b>2.3</b> - TBD by OPD at Oct or Nov 2023 SSOC Mtg</p>	<p><b>3.1</b> - See CARE Slide 16 <b>3.2</b> - See this presentation</p>
<p><b>1.4</b> - Report made by OFD at April SSOC Mtg, Item 9</p>	<p><b>2.4</b> - In progress by Commissioner Farmer</p>	<p><b>4.1</b> - Verified Response from 2022. See slide 17 for 2023</p>



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# Deeper Look into Strategic Plan Part 3: Community Outreach & Engagement

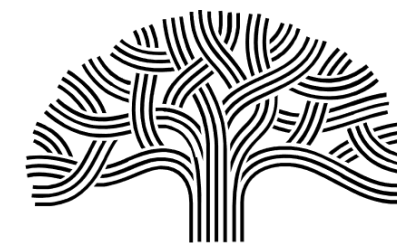
- *Objective 3.1: Consider creating a community engagement committee to discuss the efficacy of MZ with members of the public.*
- Created in January 2023, The CARE Committee (Community Activation, Research and Elevation) is made up of Commissioner Omar Farmer and Vice Chair Yoana Tchoukleva.
- Held presentations at Beat 22 NCPC (2/15/23), League of Women Voters (5/9/23), Violence Prevention Coalition (7/17/23), Grand Lake NCPC (8/16/23), Faith in Action EB (9/30/23).
- Answered questions, received feedback and ideas for recommendations.



# Section V:

# Present Recommendations

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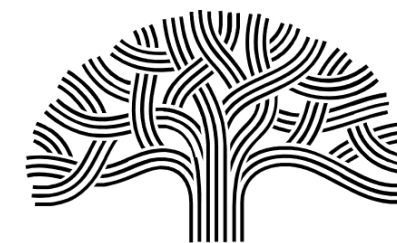
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# Section IV. SSOC Recommendations

## Notes from July '24 meeting

- Verified response (update to burglary ordinance), MACRO, ASAP to PSAP, SSOC Resolution, recommendations we adopted last year
- SPOC (New measure Z committee)
- Critical: Should have DVP portion of evaluation, effectiveness of Measure Z (should have this next month)

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# Section IV. SSOC Recommendations

- Recommendations to improve 911 response times
  - **Verified Response (from 2022):** 98% of burglary alarms are false = 4.5-6.8 annual FTE hours wasted by OPD. Verify all alarms and/or ones from repeat offenders.
  - **ASAP to PSAP:** a CAD to CAD interface that identifies whether there's a burglary in progress and creates a call for service itself in milliseconds instead of minutes.
  - **MACRO Development:** improves OPD 911 response times by having non-sworn personnel respond to non-violent calls instead of OPD.
  - **Self-triage 911 system:** prevent hold times by allowing residents to press 1-OPD, 2-Fire/Medical, 3-MACRO.
  - **Promote direct line to OFD dispatch:** prevents 911 hold times and gets people the care they need immediately by calling **(510) 444-1616** for Fire/Medical emergencies.

## Section IV. SSOC Recommendations

- Recs that serve to improve violence prevention outcomes among youth and young adults:
  - #67 - begin building a restorative city by investing in RJ centers, like Restore Oakland, and by building a phone app that maps out existing services (from job opps to housing) and allows everyone to access them
  - #122 - facilitate partnership b/n Oakland Youth Advisory Commission (OYAC) and Oakland Police and Community Youth Leadership Council (OPC-YCL)



## Section IV. SSOC Recommendations

- Recs that serve to improve violence prevention outcomes among youth and young adults:
  - #69/107 - invest in the Neighborhood Opportunity and Accountability Board (NOAB) so that a greater number of youth accused of misdemeanors will have a chance to hold themselves accountable through a restorative justice process
  - #68 - create a Reentry Hub (one-stop location) where justice-involved folks can get access to services

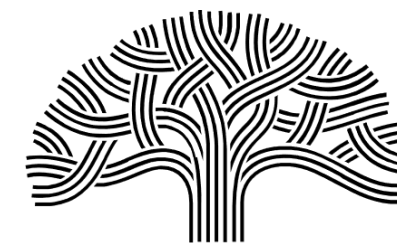
## Section IV. SSOC Recommendations

- Reduce gender-based violence, shootings and gun-related violence
  - # 149 - invest \$20M in the Department of Violence Prevention
  - # 36/97/43 – Create a joint OPD and OFD academy for a new Public Safety Officer position. May help with recruitment, and personnel shortages.

# Section VI:

# Future Recommendations

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# Section VI. Future Recommendations

- Include Sam's idea on a stronger CTA? Create a list of recommendations in October, so city council members can approve in November?
- What is critical that needs to be carried forward by the departments for accountability?
- Cover transition to SPOC

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# Questions & Comments



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## Introduction: Automated Secure Alarm Protocol (ASAP)

This is a budgetary estimate for the Automated Secure Alarm Protocol. This estimate includes the ConnectCIC ASAP transactions license for Production and Test environments. This fee includes a ConnectCIC license for the Test Environment. The Monitoring Association (TMA) requires a test environment be maintained for all pre go-live and ongoing alarm testing post product go-live.

*\*This estimate is good for 30 Days from August 15, 2024. A Change Order will be required to modify the contract.*



### PRICING SUMMARY -YEAR 1

### ASAP Alarm Quote

Description	List Price Year 1 (USD)	Sale Price Year 1 (USD)
PremierOne Application Software Licenses	\$0	\$0
PremierOne Licenses Warranty, Support Services, & Interfaces Fees	\$3,000	\$3,000
CommandCentral Aware Subscriptions	\$0	\$0
CommandCentral Evidence Subscription	\$0	\$0
CommandCentral Investigate Subscription	\$0	\$0
CommandCentral Community Subscription	\$0	\$0
CommandCentral Records Subscription	\$0	\$0
CommandCentral Responder Subscription	\$0	\$0
CommandCentral Interface Fees	\$0	\$0
System Hardware	\$0	\$0
Other Third Party Products	\$0	\$0
Implementation/Installation Services	\$62,466	\$62,466
Consulting Services	\$0	\$0
<b>System Total Year 1:</b>	<b>\$65,466</b>	<b>\$65,466</b>
<b>System Discount:</b>	<b>-</b>	<b>-</b>
<b>System Grand Total (Year 1):</b>	<b>\$65,466</b>	<b>\$65,466</b>

## Support Services Annual Pricing Summary

Description	Annual List Price (USD)	Annual Sale Price (USD)
Year 1	Included Above	Included Above
Year 2	\$3,150	\$3,150
Year 3	\$3,308	\$3,308
Year 4	\$3,473	\$3,473
Year 5	\$3,647	\$3,647
Year 6	\$0	\$0
Year 7	\$0	\$0
Year 8	\$0	\$0
Year 9	\$0	\$0
Year 10	\$0	\$0
<b>Subscriptions/Maintenance Total Out-Years 2 - 5</b>	<b>\$13,577</b>	<b>\$13,577</b>
<b>SYSTEM GRAND TOTAL</b>		<b>5 YEAR TERM : \$79,043</b>

# Statement of Work for ASAP Consulting & Project Management Services for Oakland Police Department Communications Division, CA

The following consulting and project management services for ASAP implementations is offered:

- Develop implementation plan for ASAP, based on agency requirements.
- Provide professional services to support the implementation.
- Motorola (via subcontractor) will provide your customer agency with professional services for the following aspects of the project.
- Coordinate efforts with the agency's executive stakeholders, the agency's CAD provider, state message switch/control point officials, the TMA, and alarm monitoring companies: (broken out below)
  - Coordinate with the agency's CAD provider the installation of the CAD provider's interface application solution in both a Test environment and a Production environment as applicable. These may be done at separate times.
  - Work with agency officials to ensure connectivity to the Nlets network via the state CJIS Message Switch or other transport method if available.
  - Coordinate with those alarm companies that are operating in production with the ASAP project and with agency officials through cutover to production activities.
- Motorola PremierOne ASAP Interface Testing and Verification (on premise at agency)
  - Establish a test plan and extend test cases as appropriate for the agency

- Execute testing to ensure that the end product conforms to the APCO/CSAA ANS 2.101.2-2014 standard.
- Certify the installed product to be conformant with the APCO/CSAA ANS 2.101.2-2014 upon successful completion of test plan.
- Oversee training of PSAP staff in learning CAD enhancements to accommodate the ASAP program.

The above scope of work for the Oakland Police Dept includes travel for (1) one site visit.

#### Milestone Definitions

- Project Kickoff Meeting will be a joint call with Agency Stakeholders, CAD Vendor, and CommSys personnel
  - Discuss Project Requirements
  - Review GIS Requirements
  - Review Alarm Event to CAD nature code worksheet
- Application Testing includes
  - Configure ASAP Service
  - Complete round trip connectivity test
  - Complete application testing in Test/Training environment with the Agency, the CAD Vendor, and an Alarm Company
  - Complete Application Testing in the Production Environment with the Agency, the CAD Vendor, and an Alarm Company
  - System Declared Ready for Go-Live
- Go-Live Preparation Completion
  - Training package delivery
  - Alarm Company address list delivery
  - Address verifications and resolution
  - Alarm Company pre-production testing
  - Traffic Authorization Letter generated
  - ASAP Message Broker configuration
  - Alarm Companies scheduled for go-live
- Productive Use:
  - Alarm Companies conduct final test in production
  - Bulk address verification process test in production
  - Alarm Company go-live

#### Highlights:

1. The number of alarm companies participating in the ASAP program has increased over the past two years thus requiring a greater coordination effort with the alarm companies on behalf of the PSAP.



2. Motorola will begin the project upon receipt of a purchase order, but please be aware there is a backlog.

3. The project cannot move forward unless the agency has satisfied all requirements with The Monitoring Association (formerly known as the Central Station Alarm Association (CSAA) even if a purchase order has been provided to Motorola. The Monitoring Association has defined a standard protocol that can be used to electronically communicate information between alarm monitoring companies and PSAPs. This protocol, called the Automated Secure Alarm Protocol (ASAP), allows an alarm monitoring company to communicate a request for a response to a PSAP, and for the PSAP to keep the alarm monitoring company advised as to the status of the resulting incident.

On-going coordination services with newly connected alarm companies with the ASAP program is offered at an additional cost.

Please note we will not schedule the consultants visit until we receive a Purchase Order or equivalent document from The City of Oakland. Currently, we are scheduling out 150 days.

## **Functional Description: ASAP To PSAP - Alarm Bidirectional Interface**

### **Functional Description**

Many fire and burglar alarm systems are connected to an alarm monitoring company. When an alarm occurs, these companies verify the alarm and then contact the Public Safety Answering Point (PSAP) responsible for the location. The Monitoring Association (formerly known as the Central Station Alarm Association (CSAA)) has defined a standard protocol that can be used to electronically communicate information between alarm monitoring companies and PSAPs. This protocol, called the Automated Secure Alarm Protocol (ASAP), allows an alarm monitoring company to communicate a request for a response to a PSAP, and for the PSAP to keep the alarm monitoring company advised as to the status of the resulting incident.

Alarm monitoring companies that support ASAP connect with a central message broker which uses the existing National Law Enforcement Telecommunications System (NLETS) network to transport messages to the state message switches. These message switches then communicate with the PSAPs. The same connections between the PSAP and the state message switches are used both for state queries and ASAP transactions.

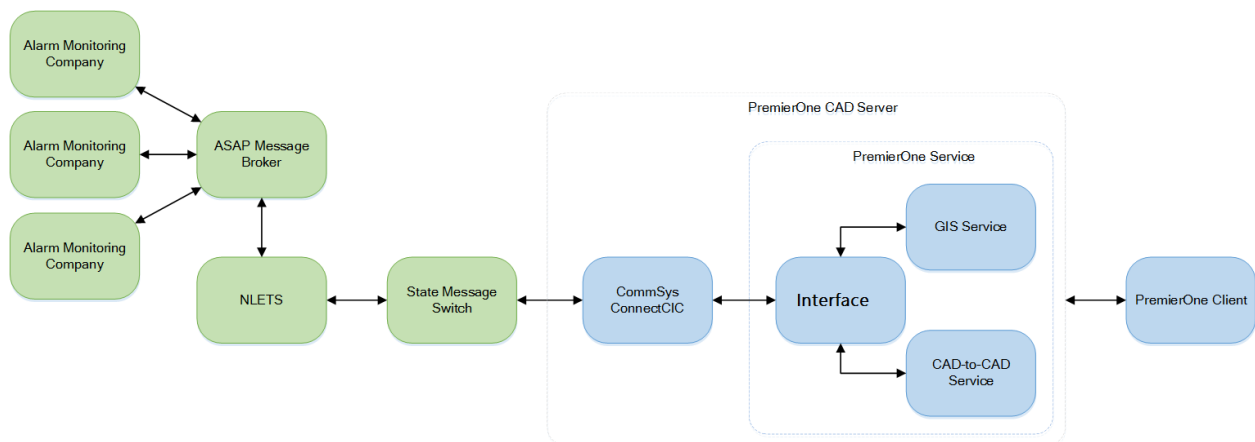
The ASAP Interface with PremierOne CAD uses CommSys ConnectCIC to connect with the state message switch. All messages from the state are routed to the Interface service which separates the ASAP messages from the other state query messages, and routes the ASAP messages to special components which process them. When the message requires that an incident be created or updated, the Interface uses the PremierOne CAD-to-CAD components to perform the necessary actions on the incident.

A valid alarm request message results in a pending incident containing the information supplied by the alarm monitoring company. This incident appears in the dispatcher’s pending status monitor and is handled in the same fashion as any other incident.

Supplemental information provided by the alarm monitoring company is added to the incident as a priority comment

A user may send information to the alarm monitoring company by adding a comment to the incident prefixed with the string “###” (three hash symbols). All other incident comments remain within PremierOne CAD

## Interface Diagram



## Supported Use Cases

- PremierOne CAD can send false alarm data for closed incidents to a 3rd party alarm monitoring vendor
- PremierOne CAD can create new alarm incidents from imported alarm incident data
- PremierOne CAD can add alarm incident updates from imported unit status updates by a 3rd party alarm monitoring vendor system for the following events
  - Unit dispatched: The alarm monitoring company will be notified when units are dispatched to the incident
  - Unit On-Scene: The alarm monitoring company will be notified when a unit arrives on-scene of the incident

- PremierOne CAD can notify the 3rd party alarm monitoring vendor when the CAD alarm incident is closed
- user may send information to the alarm monitoring company by adding a comment to the CAD alarm incident prefixed with the string “###” (three hash symbols)

## Non Supported Use Case

- All CAD alarm incident comments not prefixed with a string "###" (three hash symbols) will be sent to the 3rd party alarm monitoring vendor system

## Specific Technical Requirements

Target System Version	Target System Connection Protocol	Send Only	Receive Only	Bidirectional	Acknowledge Received / Send
Latest available version	Web Socket (CommSys ConnectCIC)			X	

- The customer is responsible for contacting Motorola Solutions when changes occur in the State Message Switch or the customer's Enterprise Network, which might affect the interface
- The customer is responsible for contacting Motorola Solutions when State or the Monitoring Association changes the parameters or the response formats of ASAP
- ASAP alarm types and locations types must be mapped to incident types and location types in PremierOne CAD for the customer
- The customer is responsible for maintaining user credentials, ORIs and Mnemonics as required by the State
- CommSys will require the Agency, Incident Source ("ASAP"), County Name, and whether to validate the Zip Code (True/False) with every transaction

## Data Fields Supported by the Interface

### Data Elements for MSI outbound Messages (Alarm Response)

Session.Id

Session.Authentication.Mnemonic

Session.Authentication.ORI

Session.Authentication.UserName

Session.Authentication.Agency

Session.Authentication.DeviceName

Transaction.Request.MessageType

Transaction.Request.Id

Transaction.Request.DestinationORI

Transaction.Request.AlarmResponse

### **Data Elements for Alarm Incident**

Session.Id

ESResponse.SystemId

ESResponse.InterfaceType

ESResponse.Response.TransactionType

ESResponse.Response.Result

ESResponse.Response.P1Incident.IncidentId

ESResponse.Response.P1Incident.ExternalIncidentId

ESResponse.Response.P1Incident.Status

ESResponse.Response.P1Incident.StatusTime

ESResponse.Response.P1Incident.sAgency

ESResponse.Response.P1Incident.AgencyType

ESResponse.Response.P1Incident.AgencyContact

ESResponse.Response.P1Incident.AgencyName

ESResponse.Response.P1Incident.Address

ESResponse.Response.P1Incident.LocationName

ESResponse.Response.P1Incident.LocationDescription

ESResponse.Response.P1Incident.Apt

ESResponse.Response.P1Incident.Building  
ESResponse.Response.P1Incident.Floor  
ESResponse.Response.P1Incident.Subdivision  
ESResponse.Response.P1Incident.City  
ESResponse.Response.P1Incident.CommonPlace  
ESResponse.Response.P1Incident.IncidentType  
ESResponse.Response.P1Incident.IncidentTypeDescription  
ESResponse.Response.P1Incident.Priority  
ESResponse.Response.P1Incident.CreateTime  
ESResponse.Response.P1Incident.UpdateTime  
ESResponse.Response.P1Incident.CloseTime  
ESResponse.Response.P1Incident.ContactRadioChannelText  
ESResponse.Response.P1Incident.Area  
ESResponse.Response.P1Incident.Sector  
ESResponse.Response.P1Incident.Beat  
ESResponse.Response.P1Incident.CallSource  
  
ESResponse.Response.P1Incident.ZipCode  
ESResponse.Response.P1Incident.Latitude.LatitudeDegree  
ESResponse.Response.P1Incident.Latitude.LatitudeMinute  
ESResponse.Response.P1Incident.Latitude.LatitudeSecond  
ESResponse.Response.P1Incident.Latitude.Latitude  
ESResponse.Response.P1Incident.Longitude.LongitudeDegree

ESResponse.Response.P1Incident.Longitude.LongitudeMinute  
ESResponse.Response.P1Incident.Longitude.LongitudeSecond  
ESResponse.Response.P1Incident.Longitude.Longitude  
ESResponse.Response.P1Incident.FirstUnitAssignmentTime  
ESResponse.Response.P1Incident.ReopenCount  
ESResponse.Response.P1Incident.Disposition.DispositionText  
ESResponse.Response.P1Incident.Disposition.DispositionComment  
ESResponse.Response.P1Incident.Disposition.DispositionDate  
ESResponse.Response.P1Incident.Disposition.DispositionDescription  
ESResponse.Response.P1Incident Caller.PersonBuild  
ESResponse.Response.P1Incident Caller.DriversLicense  
ESResponse.Response.P1Incident Caller.DriversLicenseState  
ESResponse.Response.P1Incident Caller.IncidentCallerKey  
ESResponse.Response.P1Incident Caller.FirstName  
ESResponse.Response.P1Incident Caller.MiddleName  
ESResponse.Response.P1Incident Caller.LastName  
ESResponse.Response.P1Incident Caller.Type  
ESResponse.Response.P1Incident Caller.CallerPhone.AreaCode  
ESResponse.Response.P1Incident Caller.CallerPhone.Subscriber  
ESResponse.Response.P1Incident Caller.CallerPhone.Extension  
ESResponse.Response.P1Incident Caller.CallerPhone.PhoneNumber  
ESResponse.Response.P1Incident.Comment.IncidentCommentKey  
ESResponse.Response.P1Incident.Comment.UserId

ESResponse.Response.P1Incident.Comment.UserAgencyId  
ESResponse.Response.P1Incident.Comment.UserDeviceId  
ESResponse.Response.P1Incident.Comment.CommentText  
ESResponse.Response.P1Incident.Comment.SourceIdText  
ESResponse.Response.P1Incident.Comment.CommentTime  
ESResponse.Response.P1Incident.Comment.IsAssocIncNotification  
ESResponse.Response.P1Incident.Unit.UnitId  
ESResponse.Response.P1Incident.Unit.DispatchTime  
ESResponse.Response.P1Incident.Unit.ActualDispatchTime  
ESResponse.Response.P1Incident.Unit.ClearTime  
ESResponse.Response.P1Incident.Operation  
ESResponse.Response.P1Incident.IncidentKey  
ESResponse.Response.ExchangeMetadata.AgencyId  
ESResponse.Response.ExchangeMetadata.OperatorId  
ESResponse.Response.ExchangeMetadata.TerminalId  
ESResponse.Response.ExchangeMetadata.TransactionKey  
ESResponse.Response.ExchangeMetadata.TransactionTime  
ESResponse.Response.ExchangeMetadata.OrganizationId  
ESResponse.Response.ExchangeMetadata.OrganizationName  
ESResponse.Response.ExchangeMetadata.SubmissionTime

### **Inbound Data Elements from ASAP**

ActivityLocationAssociation.ActivityReference  
ActivityLocationAssociation.LocationReference

AlarmEvent.ActivityIdentification.IdentificationID

AlarmEvent.ActivityCategoryText

AlarmEvent.ActivityDate.ActivityTime

AlarmEvent.ActivityStatus

AlarmEvent.AlarmEventCategoryText

AlarmEvent.AlarmEventLocationCategoryText

AlarmEvent.AlarmEventDetailsText

AlarmEvent.AlarmEventCallPrivacyBypassCode

AlarmEvent.AlarmEventPermit.PermitIdentification.IdentificationID

AlarmEvent.AlarmEventPermit.PermitCategoryText

AlarmEvent.AlarmEventDispatchAgency.OrganizationIdentification.IdentificationID

AlarmEvent.AlarmEventDispatchAgency.OrganizationName

AlarmEvent.AlarmEventDispatchAgency.AlarmEventAugmentation.AlarmAudibleDescriptionText

AlarmEvent.AlarmEventDispatchAgency.AlarmEventAugmentation.AlarmConfirmationText

AlarmEvent.AlarmEventDispatchAgency.AlarmEventAugmentation.BuildingSensorDetailsText

AlarmEvent.AlarmEventAugmentation.CallToPremiseText

AlarmMonitoringStation.OrganizationIdentification.IdentificationID

AlarmMonitoringStation.OrganizationName

AlarmMonitoringStation.AlarmMonitoringStationAugmentation.PersonCurrentEmploymentAssociation.EmployeeIdentification.IdentificationID

AlarmMonitoringStation.AlarmMonitoringStationAugmentation.PersonCurrentEmploymentAssociation.EmploymentContactInformationReference

AlarmMonitoringStation.AlarmMonitoringStationAugmentation.SourceIDText

AlarmMonitoringStation.AlarmServiceLocation.LocationAddress.AddressFullText



AlarmServiceLocation.LocationAddress.StructuredAddress.AddressBuildingText

AlarmServiceLocation.LocationAddress.StructuredAddress.AddressSecondaryUnitText

AlarmServiceLocation.LocationAddress.StructuredAddress.LocationStreet.StreetNumberText

AlarmServiceLocation.LocationAddress.StructuredAddress.LocationStreet.StreetPredirectionalText

AlarmServiceLocation.LocationAddress.StructuredAddress.LocationStreet.StreetName

AlarmServiceLocation.LocationAddress.StructuredAddress.LocationStreet.StreetCategoryText

AlarmServiceLocation.LocationAddress.StructuredAddress.LocationStreet.StreetPostDirectionalText

AlarmServiceLocation.LocationAddress.StructuredAddress.LocationCityName

AlarmServiceLocation.LocationAddress.StructuredAddress.LcoationCountyName

AlarmServiceLocation.LocationAddress.StructuredAddress.LocationStateName

AlarmServiceLocation.LocationAddress.StructuredAddress.LocationPostalCode

AlarmServiceLocation.LocationCrossStreet.CrossStreetDescriptionText

AlarmServiceLocation.LocationDescriptionText

AlarmServiceLocation.LocationMapLocation.MapHorizontalCoordinateText

AlarmServiceLocation.LocationMapLocation.MapVerticalCoordinateText

AlarmServiceLocation.LocationName

AlarmServiceLocation.LocationTwoDimensionalGeographicCoordinate.GeographicDatumCode

AlarmServiceLocation.LocationTwoDimensionalGeographicCoordinate.GeographicCoordinateLatitude.LatitudeDegreeValue

AlarmServiceLocation.LocationTwoDimensionalGeographicCoordinate.GeographicCoordinateLatitude.LatitudeMinuteValue

AlarmServiceLocation.LocationTwoDimensionalGeographicCoordinate.GeographicCoordinateLatitude.LatitudeSecondValue

AlarmServiceLocation.LocationTwoDimensionalGeographicCoordinate.GeographicCoordinateLongitude.LongitudeDegreeValue

AlarmServiceLocation.LocationTwoDimensionalGeographicCoordinate.GeographicCoordinateLongitude.LongitudeMinuteValue

AlarmServiceLocation.LocationTwoDimensionalGeographicCoordinate.GeographicCoordinateLongitude.LongitudeSecondValue

AlarmServiceLocation.AlarmEventLocationAugmentation.LocationDirectionsText

AlarmServiceLocation.AlarmEventLocationAugmentation.LocationInformationText

AlarmServiceLocation.AlarmServiceLocationAugmentation.LocationCaptureDateTime

AlarmServiceOrganization.OrganizationIdentification.IdentificationID

AlarmServiceOrganization.OrganizationName

AlarmServiceOrganization.OrganizationPrimaryContactInformation

AlarmServiceOrganization.ContactTelephoneNumber.FullTelephoneNumber.TelephoneNumberFullID

ContactInformation.ContactTelephoneNumber.TelephoneNumberFullID

ContactInformation.ContactTelephoneNumber.NANPTelephoneNumber.TelephoneAreaCodeID

ContactInformation.ContactTelephoneNumber.NANPTelephoneNumber.TelephoneExchangeID

ContactInformation.ContactTelephoneNumber.NANPTelephoneNumber.TelephoneLineID

ContactInformation.ContactInformationDescriptionText

Person

PersonActivityInvolvementAssociation.PersonReference

PersonActivityInformationAssociation.PersonReference

PersonActivityInformationAssociation.ContactInformationReference

Subscriber.RoleOfPersonReference

## **Data Elements for an Accept and or Updated Accept Message from ASAP**

AlarmEvent.ActivityIdentification.IdentificationID

AlarmEvent.ActivityStatus.StatusText

AlarmEvent.ActivityStatus.StatusDescriptionText

AlarmEvent.AlarmEventDispatchAgency.OrganizationIdentificdation.IdentificationID

AlarmEvent.AlarmEventAugmentation.AlarmAcceptReasonText

AlarmEvent.AlarmEventAugmentation.AlarmEventDispatchActivity.ActivityIdentification.IdentificationID

AlarmMonitoringStation.OrganizationIdentification.IdentificationID

AlarmMonitoringStation.AlarmMonitoringStationAugmentation.SourceIDText

### **Address Verification Query Data Elements**

Header.MessageID

Header.CreationDate

Header.SourceSystem

Header.TargetSystem

Header.Instruction

Header.OwningAgency

Header.Errors

Header.Warnings

Header.TrackingInfo

Header.SystemData.Data\*

Payload.LawEnforcementTransaction.Request

Payload.LawEnforcementTransaction.Hit.Details

Payload.LawEnforcementTransaction.Hit.Detected

Payload.LawEnforcementTransaction.Image

Payload.LawEnforcementTransaction.SecondaryRequests

Payload.LawEnforcementTransaction.ResponseType

Payload.LawEnforcementTransaction.IntInterfaceName

Payload.LawEnforcementTransaction.QueryState

Payload.LawEnforcementTransaction.SendToUser

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.ActivityLocationAssociation.AcitivityReference

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.ActivityLocationAssociation.LocationReference

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.ActivityIdentification.IdentificationID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.ActivityCategoryText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.ActivityDate.DateTime

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.ActivityStatus

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.AlarmEventCategoryText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.AlarmEventLocationCategoryText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.AlarmEventDetailsText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.AlarmEventCallPrivacyBypassCode

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.AlarmEventPermit.PermitIdentification.IdentificationID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.AlarmEventPermit.PermitCategoryText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.  
AlarmEventDispatchAgency.OrganizationIdentification.IdentificationID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.  
AlarmEventDispatchAgency.OrganizationName

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.  
AlarmEventAugmentation.AlarmAudibleDescriptionText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.  
AlarmEventAugmentationAlarmConfirmationText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.  
AlarmEventAugmentationAlarmConfirmationURI

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.  
AlarmEventAugmentationBuildingSensorDetailsText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmEvent.  
AlarmEventAugmentationCallToPremiseText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.Payload.Law  
EnforcementTransaction.MessageData..IdentificationID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmMonito  
ringStation.OrganizationName

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmMonito  
ringStation.AlarmMonitoringStationAugmentation.PersonCurrentEmploymentReference

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmMonito  
ringStation.AlarmMonitoringStationAugmentation.SourceIDText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.AddressFullText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.AddressBuildingText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.AddressSecondaryUnitText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationStreet.StreetNumberText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationStreet.StreetPredirectionalText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationStreet.StreetName

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationStreet.StreetCategoryText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationStreet.StreetPostdirectionalText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationCityName

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationCountyName

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationStateName

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationAddress.StructuredAddress.LocationPostalCode

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationCrossStreet.CrossStreetDescriptionText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationDescriptionText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationMapLocation.MapHorizontalCoordinateText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationMapLocation.MapVerticalCoordinateText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.LocationName

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.AlarmEventLocationAugmentation.LocationDirectionsText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Location.AlarmEventLocationAugmentation.LocationInformationText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Location.AlarmServiceLocationAugmentation.LocationCaptureDateTime

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.OrganizationIdentification.IdentificationID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.OrganizationName

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.OrganizationPrimaryContactInformation.ContactTelephoneNumber.FullTelephone Number.TelephoneNumberFullID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactTelephoneNumber.NANPTelephoneNumber.TelephoneAreaCodeID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactTelephoneNumber.NANPTelephoneNumber.TelephoneExchangeID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactTelephoneNumber.NANPTelephoneNumber.TelephoneLineID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactInformationDescriptionText

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactInformation.ContactTelephoneNumber.FullTelephoneNumber.TelephoneN umberFullID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactInformation.ContactTelephoneNumber.NANPTelephoneNumber.Telephon eAreaCodeID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactInformation.ContactTelephoneNumber.NANPTelephoneNumber.Telephon eExchangeID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactInformation.ContactTelephoneNumber.NANPTelephoneNumber.Telephon eLineID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService Organization.ContactInformation.ContactTelephoneNumber.NANPTelephoneNumber.Telephon eSuffixID

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Organization.Person

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Organization.PersonActivityInvolvementAssociation.PersonReference

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Organization.PersonContactInformationAssociation.PersonReference

Payload.LawEnforcementTransaction.MessageData.ExternalAlarm.AlarmPayload.AlarmService  
Organization.Subscriber.RoleOfPersonReference

Payload.LawEnforcementTransaction.System

Payload.LawEnforcementTransaction.Class

Payload.LawEnforcementTransaction.MessageType

Payload.LawEnforcementTransaction.CurrentDataBlock

Payload.LawEnforcementTransaction.ParseAddressInfo.AgencyId

Payload.LawEnforcementTransaction.ParseAddressInfo.Address

Payload.LawEnforcementTransaction.ParseAddressInfo.Apartment

Payload.LawEnforcementTransaction.ParseAddressInfo.Building

Payload.LawEnforcementTransaction.ParseAddressInfo.City

Payload.LawEnforcementTransaction.ParseAddressInfo.CommonplaceType

Payload.LawEnforcementTransaction.ParseAddressInfo.Floor

Payload.LawEnforcementTransaction.ParseAddressInfo.IsInTheStreet

Payload.LawEnforcementTransaction.ParseAddressInfo.LocationName

Payload.LawEnforcementTransaction.ParseAddressInfo.MotorwayDir

Payload.LawEnforcementTransaction.ParseAddressInfo.MotorwayJ1

Payload.LawEnforcementTransaction.ParseAddressInfo.MotorwayJ2

Payload.LawEnforcementTransaction.ParseAddressInfo.MotorwayName



Payload.LawEnforcementTransaction.ParseAddressInfo.State

Payload.LawEnforcementTransaction.ParseAddressInfo.Subdivision

Payload.LawEnforcementTransaction.ParseAddressInfo.UseSoundex

Payload.LawEnforcementTransaction.ParseAddressInfo.ZipCode