



FILED
OFFICE OF THE CITY CLERK
OAKLAND
2015 JUN 11 AM 9:07

AGENDA REPORT

TO: John A. Flores
Interim City Administrator

FROM: Sara Bedford

SUBJECT: Recommendations for Measure Z Violence
Prevention Services Spending Plan

DATE: June 9, 2015

City Administrator
Approval

Date

6/10/15

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that City Council adopt:

A Resolution Approving The 2014 Oakland Public Safety and Services Violence Prevention Act (Measure Z) Violence Prevention Program Strategies, Funding Amounts, And The Request For Proposal Process For The Funding Cycle For January 2016 Through Fiscal Year 2017-2018.

OUTCOME

Oakland Unite, the violence intervention and prevention programs administered within the Human Services Department (HSD) and funded under the 2014 Oakland Public Safety and Services Violence Prevention Act (hereinafter "Measure Z") will provide an array of intensive services to youth and young adults at highest risk of violence, with the goals of 1) reducing violence in Oakland among young people, and 2) creating a well-integrated violence intervention system, with strong links among social services, the school district, the police, workforce development agencies, and criminal justice agencies. Council approval of this report that outlines the Measure Z violence prevention program strategies, funding amounts, and proposed allocation process will allow staff to issue a competitive request for proposals (RFP), with the goal of having new service contracts begin in January 2016.

Item: _____
Public Safety Committee
June 23, 2015

EXECUTIVE SUMMARY

This report provides City Council with recommendations on funding the Oakland Public Safety and Services Violence Prevention Act of 2014 (Measure Z) violence intervention and prevention program strategies and the competitive request for proposal (RFP) process for the two and half year funding cycle from January 2016 through Fiscal Year (FY) 2017-18. The allocations recommended in this report will be supported by restricted funds collected for violence prevention programs as authorized by the voter initiative Measure Z.

HSD, in collaboration with public partners, developed these recommendations concerning strategies to prioritize and the process for allocating funds. Investments are allocated under "Strategy Areas" that reflect Measure Z goals and are aligned with best practices. As approved by the Public Safety and Services Violence Prevention Oversight Commission, staff recommends allocating funding in five general Strategy Areas:

- I. Life Coaching/Intensive Case Management
- II. Education and Economic Self-Sufficiency
- III. Violent Incident and Crisis Response
- IV. Community Asset Building
- V. Innovation Fund

A competitive RFP process is recommended for most strategies and services. The remaining amount of funds is being recommended for direct allocation for programs and positions that are implemented by public institutional partners, or directly by the City. For the two and a half year funding cycle beginning in January 2016, staff recommends that 80% of available funding be allocated through competitive RFP and request for qualifications processes. Direct allocation is recommended to the following positions and programs:

- Oakland Unite Peace in the Parks Program (HSD)
- Violence Prevention Network Leader and Street Outreach Service Liaison (HSD)
- Two Case Managers and Lead Ceasefire Case Manager/Outreach Developer (HSD)
- Mayor's Public Safety Advisor (Mayor's Office)
- Juvenile Justice Center (JJC) Program Manager (Oakland Unified School District)
- Alameda County Probation Department Juvenile Justice Program Manager
- High Risk Youth and Adult Participant Stipend Program (Foundation TBD)

Council approval of this report will allow staff to issue a competitive request for proposals (RFP), with the goal of having new service contracts begin in January 2016.

BACKGROUND/LEGISLATIVE HISTORY

Measure Z

The 2014 Oakland Public Safety and Services Violence Prevention Act (Measure Z) was passed by the Oakland voters in November 2014. The objectives of Measure Z are to:

1. Reduce homicides, robberies, burglaries and gun-related violence;
2. Improve police and fire emergency 911 response times and other police services; and
3. Invest in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism.

In regards to violence prevention and intervention services, Measure Z further states (the exact language below is from page seven of Resolution No. 85149 C.M.S.):

3. Community-focused Violence Prevention and Intervention Services and Strategies: Coordination of public systems and community-based social services with a joint focus on youth and young adults at highest risk of violence as guided by data analysis. Invest in and engage the community in collaborative strategies such as:

(a) Street outreach and case management to youth and young adults at high-risk of involvement in violence in order to connect individuals in need of employment, mental health, or educational services to needed programs;

(b) Crisis response, advocacy and case management for victims of crime (including domestic violence victims, commercially sexually exploited children, and victims of shootings and homicides) with a strategic focus on reducing likelihood of being re-victimized;

(c) Reentry programs for youth and young adults, including case management, school support, job training and placement in order to reduce recidivism rates and improve educational and employment outcomes;

(d) Young children exposed to trauma or domestic and/or community violence.

Measure Z funds are generated through a special parcel tax along with a parking surcharge on commercial parking lots. The annual allocation of the revenues is as follows:

- 3 percent of total funds for audit, evaluation, and support of the Commission;
- \$2,000,000 for the Fire Department;
- 60 percent of the remainder for geographic policing, and
- 40 percent of the remainder for community-focused violence prevention and intervention services and strategies.

Measure Z establishes a Public Safety and Services Violence Prevention Oversight Commission (hereinafter "SSOC"), whose members are charged with ensuring the proper revenue collection, spending, and implementation of the programs mandated by the Ordinance. Among the SSOC's duties is to review priority spending plans (spending plans) for proposed funding through the ordinance and to make recommendations to the Mayor and City Council on the spending plans prior to Council approval.

Item: _____
Public Safety Committee
June 23, 2015

Measure Z Funding Cycles

HSD recommends that the vast majority of violence prevention grants be awarded through three competitive requests for proposals to align with the three year spending plan cycles required by the ordinance. HSD proposes the following funding cycles for Measure Z services:

- January 2016 – Fiscal Year 2017-18 (2.5 years)
- Fiscal Year 2018-19 – Fiscal Year 2020-21 (3 years)
- Fiscal Year 2021-22 – Fiscal Year 2023-24 (3 years)

Measure Z sunsets in December 2024; in the final funding cycle year (Fiscal Year 2023-24) staff will make a recommendation to Council about how to use the final six months of funding (July 2024–December 2024) based on the City’s violence prevention needs.

ANALYSIS

Planning Process

HSD developed recommendations for strategy areas and overall funding amounts based on a five-month planning process that included:

- Internal review of evaluation and service data, including deliverables, demographics and client outcomes, as well as input from Program Officers on strategy strengths and gaps
- Review of the Gap and Assets Analysis Summary and Recommendations prepared by Urban Strategies/Prevention Institute, including determination of most highly stressed police beats based on crime, probation, and school district data (***Attachments A and D***). Additional gap analysis by Urban Strategies/Prevention Institute are available at this link: <http://oaklandunite.org/about/research-and-reports>
- Summary of recommendations provided by Resource Development Associates (RDA) based on past Measure Y evaluations and literature reviews of the current best and evidence-based practices (***Attachment B***). Full RDA Review and Recommendations are available at this link: <http://oaklandunite.org/about/research-and-reports>
- Focus groups and listening sessions conducted by HSD staff with current Oakland Unite service providers, clients, the Oakland Youth Advisory Commission, a public Youth Forum with over 150 youth (in coordination with the Oakland Fund for Children and Youth) and members of the Measure Z target population to gather input of program effectiveness and areas for growth (***Attachment C***)
- Interviews with public and community partners such as Alameda County Probation, Oakland Unified School District, the Alameda County Violence Prevention Initiative with Supervisor Miley, the Alameda County District Attorney’s Office, the Oakland Police Department, Alameda County Public Health, Boys and Men of Color Initiative Coordinating Committee, and the Ceasefire Steering Committee to determine how Measure Z resources can best supplement and support broader City/County violence prevention efforts (***Attachment C***)

- Additional information collected from national experts on violence prevention and intervention, such as agency officials from Baltimore's Safe Streets Program, the Los Angeles Gang Reduction and Youth Development Program, Richmond's Office of Neighborhood Safety, New Orleans' Violence and Behavioral Health Division, Seattle's Youth Violence Prevention Initiative, and the Chicago One Summer Plus Program

Information from the above sources has been integrated in the Proposed Services Spending Plan section of this report, which describes the recommended RFP funding process and program strategies.

In order to maximize leveraging and coordination, the recommendations in this report have been made in consultation with other partners who fund violence prevention work such as Alameda County Probation and the Oakland Unified School District. The recommendations were also crafted to align with the critical investments made across the prevention and intervention spectrum through the Oakland Fund for Children and Youth, Head Start, the Public Safety Realignment Act, Workforce Investment Board and other critical funding streams. During the RFP process, staff will continue to consult with these partners to develop additional leveraging opportunities and to ensure alignment.

Guiding Principles for Measure Z Resource Allocation

In addition to the Measure Z legislative language, the following principles guided staff's planning process:

- **Focusing on the highest risk individuals most likely to be involved in and directly affected by violence.** This may include youth and young adults who experience violence, who are considering using violence to solve conflicts, and/or who are returning to their community after incarceration for a serious or violent offense.
- **Supporting intensive interventions for these highest risk individuals.** Understanding that highest risk individuals often have high needs (including basic needs such as housing, food, education), intensive and comprehensive interventions are often required. Services must be individualized, by matching particular needs with appropriate interventions. Effective service provision relies on intense relationship building between participant and provider, where relationships are shaped by mutual trust, respect, accountability, and consistency.
- **Engaging participants during defining moments when they are often most open to life changes.** Understanding that youth and young adults engaged in lifestyles of high-risk are often resistant to change; service providers and programs must capitalize on windows of opportunity for engagement – such as returning home after incarceration, losing a loved one to or being seriously injured by intense violence, or being “called-in” by law enforcement – by establishing strategic entry points for referrals.
- **Using Trauma-Informed Practices and Approaches.** Recognizing that many of these youth and young adults have histories of abuse and other trauma-inducing experiences, programs must be trauma-informed so that services can address the core issue.

Item: _____
Public Safety Committee
June 23, 2015

- **Prioritizing resources for neighborhoods where violence is most prevalent.** The RFP will give priority to the police beats with the highest stressors, which historically and currently have had the highest incidence of shootings and homicides (*Attachment D*).
- **Emphasizing coordination among public and community service systems.** The RFP recommendations require coordination and communication across providers, public systems and community members through means such as case conferencing and other formal and informal mechanisms.
- **Aligning with other funding sources.** HSD staff is working with other public partners to align funding priorities in order to maximize impact and reduce the burden on nonprofits receiving money from different funding sources.
- **Utilizing data-driven analysis and outcome-based evaluation.** HSD staff regularly analyzes grantee performance data and crime data, in partnership with the Oakland Police Department (“OPD”), to help guide program development, ensure a focus on highest risk individuals, and to monitor program outcomes.
- **Integrating family and community into service plans.** Family and community members play a vital role in the growth and development of youth and young adults. The RFP will require family and community involvement where appropriate, as well as incorporate opportunities for community engagement in community building projects and leadership development.
- **Using evidence-based programs and/or best practices.** In order to promote successful outcomes, the RFP will prioritize programs that demonstrate expertise and effectiveness in serving local communities, and also replicate evidence-based programs and/or utilize best practices in the field of violence prevention.
- **Encouraging and supporting efforts towards innovation and improvement of programs and services.** Recognizing the need for continued refinement of services and strategies, the RFP will offer opportunities for innovative and emerging practices focused on violence prevention and intervention,

PROPOSED SERVICE PRIORITY SPENDING PLAN: REQUEST FOR PROPOSALS PROCESS

Staff recommends releasing the majority of funds (80%) for the January 2016 through Fiscal Year 2017-18 funding cycle through a competitive RFP process and a separate Request for Qualifications (RFQ) Process. The remaining approximately 18 percent is being recommended for direct allocation for programs and positions that are implemented by public institutional partners.

For the RFP submission process:

- HSD will solicit proposals from nonprofit community-based and public agencies
- Applicants will be required to demonstrate the highest level of capacity and a history of managing high quality programs in Oakland

Item: _____
Public Safety Committee
June 23, 2015

- As in the past, applicants will be required to demonstrate the ability to leverage an additional 20 percent in matching funds
- Staff proposes to again use an on line application and review process to streamline the process as well as the subsequent contract development process for successful applicants
- A non-binding letter of intent to apply will be required by applicants in advance of a full proposal. This will allow staff to determine the resources needed for the review process
- At least one bidders' conference will be held within two weeks of the release of the RFP
- Staff will also provide on-going technical assistance through on-line Frequently Asked Questions (FAQs) throughout the application process

For the RFP review process:

- HSD will convene review panels that consist of subject-matter experts and, where appropriate, public sector partners involved in the strategy under review (as in the past)
- Panelists will be trained on a rating scale that closely follows the RFP guidelines and allows for clear scores to be given to each proposal
- Staff will compile panelists' narrative comments as the basis of feedback for applicants.
- For any applicants that are former Measure Y grantees, past performance will be shared with the review panel and taken into consideration during the review process
- The HSD Director and staff will make the final recommendations to the SSOC and City Council taking scores, populations, and geographic distribution into account

Table 1: Proposed RFP Timeline

RFP Activity	Estimated Date(s)
Release RFP	July 15, 2015
Bidder's Conference	July 27, 2015
Letter of Intent Due	August 3, 2015
Ongoing Technical Assistance	July 16 – September 1, 2015
Proposals Due	September 2, 2015
Review Process	September 3 – October 7, 2015
Notification of Recommendations	October 8, 2015
Appeals Due	October 13, 2015
Recommendations to the Safety and Services Oversight Commission (SSOC)	October 19, 2015
Recommendations to Public Safety Committee/Full Council	November 10 / November 17, 2015
Contract Negotiations and Execution	November 18 – December 31, 2015
Contract Start Date	January 1, 2016

Item: _____
 Public Safety Committee
 June 23, 2015

For the Request for Qualifications (RFQ) submission and review process: Once the RFP for violence prevention and intervention services is finalized, HSD will release a separate RFQ to solicit applicants to provide training and technical assistance to selected service provision grantees. A separate RFQ process will allow HSD to select a range of applicants with the required qualifications, allowing a greater degree of responsiveness to both anticipated and emerging training and technical assistance needs over the first 2.5 year funding cycle – please see *Strategy Area IV* (Community Asset Building) for details.

PROPOSED SERVICE PRIORITY SPENDING PLAN: STRATEGY AREAS AND ALLOCATIONS

A number of new violence intervention services and strategies are proposed to align efforts with the intent of Measure Z and continue building on strengths and successes of services to-date:

- Major investment in Ceasefire activities: over \$1.5 million annually for expanded case management, client leadership development, employment support, and coordination
- Increased overall focus on interventions serving those involved in and directly affected by violence, such as Street Outreach and first response services for victims of gun violence, family violence, and sexual exploitation
- Even higher intensity case management services, including shared standard of practice around assessment and engagement, small caseloads, longer service periods, and structured stipends
- Increased emphasis on coordination across providers, systems and community members through case conferencing and other built-in partnerships
- Greater integration of mental health and family services across interventions
- Mandatory training in evidence-based practices for service providers to increase effectiveness
- Community capacity-building fund to empower and engage clients, family members, and other residents in neighborhoods most affected by violence
- Innovation fund to create space for emerging ideas and promising practices/programs in violence intervention to prove their effectiveness

Investments are allocated under “Strategy Areas” that reflect Measure Z goals and are aligned with best practices. Staff recommends allocating funding in five general Strategy Areas:

- I. Life Coaching/Intensive Case Management
- II. Education and Economic Self-Sufficiency
- III. Violent Incident and Crisis Response
- IV. Community Asset Building
- V. Innovation Fund

Below is an overarching description of each Strategy Area. Please see *Attachment E* for a visual overview of Strategy Areas, *Attachment F* for summary of proposed investments, and *Attachment G* for details of each sub-strategy, including best practices and referral sources.

The charts in this report include recommended sub-strategies, along with the projected annual number of participants served and recommended annual funding allocation for each. As the proposed funding cycle is 2.5 years (January 2016 through June 2018) due to the 6-month extension of Measure Y grant agreements, the numbers served and the annual funding allocations will be pro-rated for the first 1.5 year grant period, and adjusted to reflect revised revenue projections.

STRATEGY AREA I: *Life Coaching/Intensive Case Management*

Goal: To form deep, long-term relationships with highest risk youth and young adults, including coaching, advocacy, system navigation and connection to basic needs and resources.

Measure Z Language: “Street outreach and case management to youth and young adults at high-risk of involvement in violence in order to connect individuals in need of employment, mental health, or educational services to needed programs.” Measure Z Part 1 Section 3(C)3(a).

Population(s):

- Youth/young adults considering using or using violence to solve conflicts
- Youth/young adults with a serious/violent offense returning to the community after incarceration

Key Components:

- Client-centered approach prioritizing safety, health and personal development
- Small caseloads (ratio 12:1)
- High intensity engagement (daily touch)
- 12-18 month service period
- Must use needs assessment to inform life/case plan
- Case conferencing required
- Incentivized participation for highest risk youth and adults
- Coaching includes basic life skills as well as critical thinking, attitudes and behaviors
- Comprehensive supports including systems navigation, legal advocacy, and resource brokerage
- Support for undocumented immigrants in accessing legal assistance and other available resources, such as U Visa application if applicable

Proposed Changes from Current Funding:

- Case Management is now a stand-alone strategy area
- Even more strategic, defined referral mechanisms (points of entry)

- More emphasis on standard protocols for engagement and assessment
- More investment in structured client incentives for milestones
- More robust coordination across providers, strategies and systems
- Staff recommends that the stipend program for highest risk youth and adults be directly allocated to a local foundation to be named pending further discussions

Leveraging and Alignment Opportunities: Staff has had preliminary conversations with the Alameda County Probation (ACP) about leveraging opportunities for youth and young adults served in this strategy. For youth, the ACP and OUSD will provide additional funding for the OUSD and Probation-based positions that handle referrals and ensure coordination. For adults, staff has met to ensure that strategies are in alignment with ACP priorities and resources and will continue to work with ACP to explore leveraging opportunities associated with realignment funds. Additionally, funds from a state California Gang Reduction and Intervention Program (CalGRIP) grant awarded to HSD and OPD in 2015 will support 1 Ceasefire Case Manager in HSD from January 2016-December 2017. Staff is recommending allocating remaining FY15-16 Measure Z funds (see Cost Summary) to continue support for this position from December 2017 to June 20, 2018 and ensure continuity for participants.

Table 2, below, shows the allocation of funds in the Life Coaching/Intensive Case Management Strategy Area.

Table 2: Life Coaching/Intensive Case Management Allocations

Sub-strategy	Number of Agencies and/or Positions	Projected Annual # Served	Estimated Annual Funding
Intensive Youth Case Management	Direct Allocation to Oakland Unified School District for placement/referral*	320**	\$80,000
	Direct Allocation to Alameda County Probation for referral coordination *	320**	\$90,000
	RFP for 2-5 Agencies to serve High Risk Youth	320	\$920,000
	RFP or Direct Allocation for Stipend Program for High Risk Youth	320**	\$200,000***
	<i>Subtotal</i>	<i>320</i>	<i>\$1,290,000</i>
Intensive Adult Case Management	Direct Allocation to HSD for 3 Ceasefire Case Managers*** *	45	\$315,000
	RFP to 2-5 Agencies to serve High Risk Adults	210	\$672,000
	RFP or Direct Allocation for Stipend Program for High Risk Adults	120**	\$435,000
	<i>Subtotal</i>	<i>255</i>	<i>\$1,422,000</i>
<i>Strategy Area Total</i>		<i>575</i>	<i>\$2,712,000</i>

** Direct allocation to these partners ensures robust coordination and alignment of public systems with intensive youth case management strategy*

*** Clients served will be a subset of clients served elsewhere, and thus are not included in the projected total annual service numbers.*

**** Youth stipends will be funded by extra Fiscal Year 2015-2016 Measure Z funds (see Cost Summary for details concerning these extra funds).*

*****Continued support for one existing position (Outreach Developer) and two new Case Management positions. The 4th Case Manager funded through CalGRIP through December 2017 and Measure Z in final six months.*

STRATEGY AREA II: *Education and Economic Self-Sufficiency*

Goal: To connect highest risk youth and young adults with employment through skills and job readiness training, academic support, job placement, and strengthening employer relationships.

Measure Z Language: “Reentry programs for youth and young adults, including case management, school support, job training and placement in order to reduce recidivism rates and improve educational and employment outcomes.” Measure Z Part 1 Section 3(C)3(c).

Population(s):

- Youth/Young adult at highest risk of violence
- Youth/Young adult with a serious/violent offense returning to the community after incarceration

Key Components:

- Prioritize referrals from Oakland Unite Case Managers
- Employment Specialist at each agency works closely with client and Case Manager
- Employment Specialist must demonstrate capacity to effectively work with target population
- Employment providers are required to include educational supports, either as an internal component of their service delivery or through a formal partnership with other agency
- Educational achievement can include tutoring, academic case planning, credit recovery, General Education Development (GED) attainment, specialized skills certification, post-secondary alternatives, etc.
- Case conferencing required
- Incentives for employment retention
- Funds to support client job readiness (travel, attire, tools, certification)
- Soft and hard skills training
- Paid job training/internships/transitional employment
- Long-term job placement and retention
- Summer youth employment

Proposed Changes from Current Funding:

- Dedicated Business/Community Liaison to work with employers and funded employment agencies on creating jobs and career pathways that meet employer needs
- Focus on building employer-readiness that is aligned with client readiness
- Increasing capacity to successfully support high-risk individuals in employment through strong connection with dedicated case manager, training for employers, stipends
- Combined youth and young adult services to support continuity of services for clients
- Increased emphasis on education and certification support linked to employment for youth and adults

Leveraging and Alignment Opportunities: Staff have had preliminary conversations with the Workforce Investment Board and OUSD on leveraging additional resources and will include relevant opportunities or requirements in the Request for Proposals.

Table 3, below, shows the allocation of funds in the Education and Economic Self-Sufficiency Strategy Area.

Table 3: Education and Economic Self-Sufficiency Allocations

Sub-strategy	Number of Agencies and/or Positions	Projected Annual # Served	Estimated Annual Funding
Employment/ Education Support	RFP for 3-8 Agencies	450	\$1,750,000
	Business/Community Liaison	N/A	\$100,000
	<i>Subtotal</i>	<i>450</i>	<i>\$1,850,000</i>
	<i>Strategy Area Total</i>	<i>450</i>	<i>\$1,850,000</i>

STRATEGY AREA III: *Violent Incident and Crisis Response*

Goal: To provide individual and community support following a violent incident, with an eye to developing relationships that can interrupt retaliation and prevent future violence.

Measure Z Language: “Crisis response, advocacy and case management for victims of crime (including domestic violence victims, commercially sexually exploited children, and victims of shootings and homicides) with a strategic focus on reducing likelihood of being re-victimized.”

Measure Z Part 1 Section 3(C)3(b).

“Young children exposed to trauma or domestic and/or community violence.” Measure Z Part 1 Section 3(C)3(d).

Population(s)

- Young child/adult experiencing violence in the home
- Young person being sexually exploited
- Youth/young adult who is shot or seriously injured from violence

Item: _____
 Public Safety Committee
 June 23, 2015

- Family, friends, community of young person who is shot or killed
- Young person considering using violence to solve problems
- Young person at highest risk for intense violence

Key Components

- Direct response within 24-48 hours of incident to shooting victims, families of homicide victims, and those experiencing family violence
- Outreach and support for individuals experiencing sexual exploitation
- Outreach and support to individuals and communities deeply impacted by intense violence
- Trained specialists in intense conflict mediation and violence interruption
- First response/outreach services integrated with longer-term clinical case management
- Emphasis on mental health services that also address holistic needs associated with the aftermath of violence (housing, etc.)
- Strong coordination among those involved in incident response – including with Ceasefire efforts, Highland Hospital, OPD and other law enforcement entities, and community networks
- Support for undocumented immigrants who are victims of crime, including assistance with U Visa application

Proposed Changes from Current Funding:

- Relocation pilot program for those at highest risk of immediate intense violence
- Increased coordination between homicide/shooting response, Street Outreach and Ceasefire efforts
- Extended age range (12-35) and greater number of shooting victims referred through Highland Hospital to be served with distinct service categories depending on client need and risk-level
- Street Outreach teams even more focused on targeted incident response, violence interruption and community engagement, with added layers of training and supervision
- Integration of services for young children exposed to intense violence in family violence and homicide response strategies

Leveraging and Alignment Opportunities: HSD staff will work with funded agencies to ensure that funds available through Medi-Cal and the California Victim Compensation Program are fully leveraged to support program activities. Staff will coordinate and align efforts with the Family Justice Center and the District Attorney's Office.

Additionally, funds from a Federal Office of Juvenile Justice and Delinquency Prevention grant awarded to HSD in 2015 will support Street Outreach activities (uniforms, materials) from January 2016 through December 2016. Staff will also work with the Mayor's Office to ensure that RFP services are complementary to the recent General Purpose Fund allocation to services for Commercially Sexually Exploited Children.

Table 4, below, shows the allocation of funds within the Violent Incident and Crisis Response Strategy Area.

Table 4: Violent Incident and Crisis Response Allocations

Sub-strategy	Number of Agencies and/or Positions	Projected Annual # Served	Estimated Annual Funding
Homicide/Shooting Response & Support Network	RFP for 1-2 Agencies to support families and friends of homicide victims	250	\$300,000
	RFP for 1-2 Agencies to support shooting victims at Highland Hospital	100	\$125,000
	RFP for 1 Agency to support Relocation of high risk victims of violence	100*	\$100,000
	Subtotal	350	\$525,000
Street Outreach	Direct Allocation to HSD for VPNC & Services Liaison**	250*	\$270,000
	RFP for 1-3 Agencies	250	\$1,116,686
	Subtotal	250	\$1,386,686
Family Violence Intervention	RFP for 1-2 Agencies	1,000	\$450,000
	Subtotal	1,000	\$450,000
Comm. Sexually Exploited Children (CSEC) Intervention	RFP for 1-2 Agencies	200	\$175,000
	Subtotal	200	\$175,000
Strategy Area Total		1,800	\$2,536,686

* Note: Clients served will be a subset of clients served elsewhere, and thus are not included in the projected total annual service numbers.

**Continued support for one existing position (Violence Prevention Network Coordinator) and one new position (Services Liaison).

STRATEGY AREA IV: Community Asset Building

Goal: To deepen the capacity of service providers and communities most affected by violence to change norms and decision-making around violence.

Measure Z Language: “Coordination of public systems and community-based social services with a joint focus on youth and young adults at highest risk of violence as guided by data analysis.” Measure Z Part 1 Section 3(C) 3.

Item: _____
 Public Safety Committee
 June 23, 2015

Population(s)

- Providers in the Oakland Unite network
- Community members (parents, residents, educators) in neighborhoods most impacted by violence

Key Components

- Through the “Provider Network and Capacity Building” sub-strategy, offer training, tools, and resources to providers that increase their effectiveness when working with high-risk clients
- Training may include: motivational interviewing, trauma-informed care, case planning, restorative justice techniques, using Boys and Men of Color-informed practices
- Support structures, events, and trainings that develop and empower community leaders, helping them to be active partners in community-wide violence reduction
- In the “Community Engagement” sub-strategy, activities will include a Participant Leadership Council for Ceasefire and Street Outreach to deepen client involvement in citywide violence prevention strategies and to support client’s personal development
- Community engagement will build upon previous efforts of the City and County Neighborhoods Initiative (CCNI) and include an expansion of the Peace in the Parks Program, increasing outreach and support to parents and residents in neighborhoods experiencing disproportionate levels of violence to replicate and build on the successful summer parks program model
- Position in the Mayor’s office will ensure coordination across City departments and alignment of Measure Z funded services with the Mayor’s Policy Initiatives

Proposed Changes from Current Funding

- New strategy area that focuses on internal capacity of both providers and communities
- Intended to highlight best practices within the provider network and encourage learning new skills and shared approaches based on evidence
- HSD proposes that funds in the “Provider Network and Capacity Building” sub-strategy be awarded through a separate RFQ process. This RFQ would solicit applicants to provide training and technical assistance to violence prevention and intervention service providers who are successful in the RFP process.

Leveraging and Alignment Opportunities: The “Community Engagement” sub-strategy will build on continued investments made by the Alameda County Public Health Department through the CCNI to support resident engagement and empowerment.

Table 5, below, shows the allocation of funds within the Community Asset Building Strategy Area.

Table 5: Community Asset Building Allocations

Sub-strategy	Number of Agencies and/or Positions	Projected Annual # Served	Estimated Annual Funding
Provider Network Skills and Capacity Building	RFQ	200	\$200,000
	<i>Subtotal</i>	<i>200</i>	<i>\$200,000</i>
Community Engagement and Support	Direct Allocation to HSD for Peace in the Parks Program Coordinator**	300	\$120,000
	Direct Allocation for Peace in the Parks Program and Resident Leadership Development (CCNI)**	300*	\$215,000
	RFP for 1 Agency for Leadership Council	20	\$170,000
	Direct Allocation for Mayor's Public Safety Advisor**	N/A	\$83,314
	<i>Subtotal</i>	<i>720</i>	<i>\$588,314</i>
	<i>Strategy Area Total</i>	<i>920</i>	<i>\$788,314</i>

* Clients served will be a subset of clients served elsewhere, and thus are not included in the projected total annual service numbers.

**Support for one position that was previously grant-funded.

STRATEGY AREA V: Innovation Fund

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

Measure Z Language: "Invest in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism."
 Measure Z Part 1 Section 3(A) 3.

Population(s): services must be focused on individuals communities most affected by violence

Key Components

- Innovation programs/practices may include employment, diversion programs, social/political/cultural education, healing approaches, leadership development
- Mechanisms to capture lessons learned with an eye to informing future interventions

Proposed Changes from Current Funding:

- New strategy area to provide seed funds that incubate high potential programs/practices
- Offers opportunity for creative approaches towards serving hyper-marginalized populations disproportionately impacted by violence that OU programming have had challenges in engaging (i.e.: undocumented youth and young adults, LGBTQ, CSEC, young children, etc.)

Table 6, below, shows the allocation of funds within the Innovation Fund.

Table 6: Innovation Fund Allocation

	Number of Agencies and/or Positions	Projected Annual # Served	Estimated Annual Funding FY
Innovation Fund	RFP for 1-3 Agencies	100	\$200,000
	<i>Subtotal</i>	<i>100</i>	<i>\$200,000</i>
	<i>Strategy Area Total</i>	<i>100</i>	<i>\$200,000</i>

SUMMARY OF PROPOSED SPENDING PLAN

For the two and a half year funding cycle beginning in January 2016, staff recommends that 80% of available funding be allocated through a competitive RFP process. Direct allocation is recommended to the following positions and programs:

- Oakland Unite Peace in the Parks Program (HSD)
- Violence Prevention Network Leader and Street Outreach Service Liaison (HSD)
- Two Case Managers and Lead Ceasefire Case Manager/Outreach Developer (HSD)
- Mayor’s Public Safety Advisor (Mayor’s Office)
- Juvenile Justice Center (JJC) Program Manager (Oakland Unified School District)
- Alameda County Probation Department Juvenile Justice Program Manager
- High Risk Youth and Adult Participant Stipend Program (Foundation TBD)

The “highlight” sections below illustrate the investment, across strategies, for two key populations: highest risk young men as identified through Ceasefire; and Commercially Sexually Exploited Minors.

Highlight: Direct Investment in Ceasefire Across Strategies

The following direct investments (20% of the overall investment) from Table below will support expansion and sustainability of the City’s Ceasefire effort, focusing on working intensively with young adults identified as at very highest risk of gun violence.

Table 7: Ceasefire Direct Investment

	Strategy Area	Projected Annual # Served	Estimated Annual Funding FY 2016-17
Direct Allocation to HSD for 3 Case Managers*	Life Coaching/ Intensive Case Management	45	\$315,000
RFP for 1-2 Agencies to serve Highest-Risk Population (6 Case Managers)	Life Coaching/ Intensive Case Management	90	\$325,000
Direct Allocation for Stipend Program for Highest Risk	Life Coaching/ Intensive Case Management	120***	\$435,000
Business/Community Liaison	Edu/Econ. Self-Sufficiency	N/A	\$100,000
Direct Allocation to HSD for Violence Prevention Network Coordinator & Services Liaison**	Violent Incident and Crisis Response	250***	\$270,000
RFP for 1 Agency for Leadership Council	Community Asset Building	20	\$170,000
Ceasefire Total		155	\$1,615,000

* Continued support for one existing position (Outreach Developer) and two new Case Management positions. The 4th Case Manager funded through CalGRIP through December 2017 and Measure Z in final six months.

**Continued support for one existing position (Violence Prevention Network Coordinator) and one new position (Services Liaison).

***Note: Clients served will be a subset of clients served elsewhere, and thus are not included in the projected total annual service numbers.

Complementary services that align with Ceasefire efforts include:

- Estimated \$1.4 million annually in Street Outreach services
- Estimated \$535,000 annually for violent incident response (shooting and homicide)
- Estimated \$1.7 million annually in youth and adult employment services with priority for highest risk clients
- Estimated \$300,000 annually in community engagement efforts that focus on neighborhoods that experience a disproportionate amount of gun violence

Additionally, leveraged funds for Ceasefire include a state CalGRIP grant of \$1.5 million over three years to support case management and mentorship development for Ceasefire clients. Staff will return with recommendations to continue support for this work if new funding cannot be identified when the grant ends in December 2017.

Highlight: Direct Investment in Commercially Sexually Exploited Children (CSEC)

The following direct investments (4% of the overall investment) from Table 8 below will support outreach and intensive support to young people experiencing commercial sexual exploitation.

Table 8: CSEC Direct Investment

	Strategy Area	Projected Annual # Served	Estimated Annual Funding
RFP for 1-2 Agencies	Violent Incident and Crisis Response	200	\$175,000
CSEC Youth Case Management*	Life Coaching/ Intensive Case Management	Estimated 50-60	\$172,500
CSEC Total		260	\$347,500

*An estimated 2-3 Case Managers in the youth Life Coaching/Intensive Case Management Strategy will be explicitly assigned to serve CSEC.

Complementary services that align with CSEC efforts include:

- Estimated \$1.7 million annually in youth and adult employment services with priority for highest risk clients (including CSEC participants served through Violent Incident Response and Case Management)

PUBLIC OUTREACH/INTEREST

Staff presented this item to the SSOC on May 27, 2015, in Oakland City Hall, Hearing Room 1. The SSOC approved the proposed spending plan, with the request to identify additional funds for youth case management stipends similar to those allocated for high risk adults. Staff has incorporated these recommendations into this report. In addition, HSD staff conducted a five-month public input and planning process – please see *Attachment C* for details.

COORDINATION

The Office of the City Attorney, Controller’s Bureau, City Administrator’s Office, and OPD were consulted in the preparation of this report and resolution. Oakland Unite violence prevention efforts are done at multi-agency collaborative tables, and coordinated with OPD and other law enforcement entities. As noted above, the planning process that led to the recommendations in this report included coordination with key stakeholders (*Attachment C*).

COST SUMMARY/ IMPLICATIONS

The allocations recommended in this report will be supported by restricted funds collected for violence prevention programs as authorized by the voter initiative Measure Z.

The Budget Office currently projects Measure Z revenue for Fiscal Year 2015-2016 and Fiscal Year 2017-2018 to be an estimated \$24,658,021 and \$25,207,875 respectively. Of this total, three percent is set aside annually for audit and evaluation of the programs, strategies and services funded by this measure, and to support the work of the SSOC. Of the remaining 97 percent, \$2,000,000 annually is allocated to the Fire Department; after which 60 percent is set aside for the Oakland Police Department and 40 percent goes to HSD for violence prevention and intervention programs.

The projected HSD portion is projected to be \$8,763,412 in Fiscal Year (FY) 2015-2016 and \$8,980,656 in FY 2016-2017. After 10 percent administrative costs are allocated to HSD \$876,331 in FY 2015-2016 and \$898,066 FY 2016-2017, approximately \$7,886,981 is available for violence intervention and prevention programs in FY 2015-2016 and \$8,082,590 in FY 2016-2017.

The proposed service allocations in this report for January 2016 through June 2016 are based on half of the projected program funding available in FY 2015-2016 (\$3,943,490). Service allocations in FY 2016-2017 are double the amount allocated for January-June 2016, plus a 2.5 percent increase based on projected revenue increases. Revenue projections are not yet available for the final year, FY 2017-2018. If revenue projections change, either positively or negatively, staff recommends all allocations be adjusted by the same percentage amount.

The SSOC recommended and the City Council authorized the use of \$2,407,832 from FY 2015-2016 funds to extend programs funded under Measure Y from July 1, 2015 through December 31, 2015 while this spending plan and the subsequent request for proposals could be approved and carried out. An estimated \$1,535,658 of Measure Z FY 2015-2016 service funds will remain based on the approved six month extension and proposed new allocations starting January 1, 2016 (an estimated combined total of \$6,351,322 out of the projected FY 2015-2016 service fund total of \$7,886,981). These remaining funds create an essential reserve to meet emerging needs during the RFP cycle. Staff recommends that a portion of the remaining FY 15-16 Measure Z funds be allocated for the following purposes:

- To continue support for the fourth Ceasefire Case Manager based in HSD (currently funded by a state CalGRIP grant through December 2017) from January-June, 2018 for an estimated \$50,000; and
- To support youth stipends for case management in an estimated \$200,000 a year for 2.5 years beginning January 1, 2016, as recommended by the SSOC – these funds will be directly allocated to an agency or foundation to be named when HSD returns to Council with recommended RFP awards.

Item: _____
Public Safety Committee
June 23, 2015

PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

Informed by evidence-based practices and leading models of violence prevention and intervention, Oakland Unite programs have proven effective in reducing rates of recidivism and arrests for violent crimes among participants, while increasing rates of engagement in employment and education programs.

The Measure Y independent evaluator, Research Development Associates (RDA), is charged with conducting an evaluation of Measure Y and the Oakland Unite violence prevention programs. RDA released the *Oakland Unite Retrospective Evaluation Report: 2005-2013*, for the purpose of reflecting on the impact of the measure over time. This report was presented to the Public Safety Committee on October 28, 2014. **Attachment B** contains an updated overview of evaluation findings prepared by RDA, along with recommendations based on those findings and a review of best practices.

Key evaluation findings include:

- Oakland Unite used data to target its programs to individuals who are at higher risk for justice system involvement. As a result, over time, Oakland Unite served older clients; a greater proportion of men and boys compared to women and girls; and a greater proportion of clients with histories of justice system involvement.
- Oakland Unite participants were less likely to be arrested or convicted of any new offense—either violent or non-violent—after participating in an Oakland Unite program, with particularly striking decreases in the percentage of clients arrested or convicted for violent offenses.

This report incorporates a number of the recommendations made by evaluators, including:

- Clearer definition of target population through more defined referral sources
- Build professional capacity among providers and Community-Based Organizations
- Increase coordination and communication among providers and key partners
- Increase emphasis on job placement/retention and focus on partnerships with employers
- More consistent use of evidence-based practices across all strategies, including shared assessment protocols and intensive relationship-centered interventions

As required by Measure Z, annual independent program evaluations will be conducted throughout the implementation of the Measure Z funded programs and shall include performance analysis and evidence that violence prevention/intervention programs and strategies are progressing towards desired outcomes. Overseen by the SSOC and the City Administrator's Office, evaluations will consider whether programs and strategies are achieving reductions in community violence and serving those at the highest risk. Short-term successes achieved by these strategies and long-term desired outcomes will be considered in the program evaluation.

Item: _____
Public Safety Committee
June 23, 2015

SUSTAINABLE OPPORTUNITIES

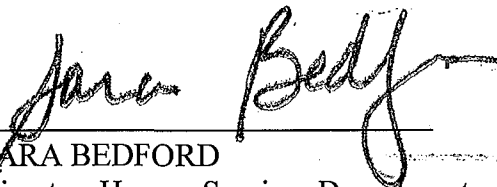
Economic: Providing programs for Oakland residents affected by violence will improve their economic stability by linking them to organizations and services geared to produce positive outcomes around recidivism reduction, educational achievement, and employment for youth and young adults. Breaking the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

Environmental: By expanding social services to and improving opportunities for those most impacted by violence, marginalized communities are made safer, healthier, and stronger through the sustained development of its most disenfranchised members. Safer neighborhood conditions contribute to the growth and revitalization of our communities.

Social Equity: Oakland Unite programs assist youth, young adults, and families in Oakland in achieving a greater degree of social equity by improving school performance, expanding employment opportunities and providing comprehensive support services in the areas of mental health, legal advocacy, crisis response, and intensive case management.

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

Respectfully submitted,



SARA BEDFORD
Director, Human Services Department

OAKLAND UNITE DIVISION

Reviewed by: Peter Kim, Manager

Prepared by: Dyanna Christie, Planner
Josie Halpern-Finnerty, Planner and
Priya Jagannathan, Planner

ATTACHMENTS:

- A** Analysis of Gaps and Assets prepared by Urban Strategies/Prevention Institute
- B** Evaluation Review and Recommendations Powerpoint prepared by Resource Development Associates
- C** Memo on Community Input by Bright Research Group
- D** Stressors Map by Urban Strategies
- E** Visual Overview of Strategy Areas
- F** Summary of Proposed Investments
- G** Sub-strategy Details

Item: _____
Public Safety Committee
June 23, 2015

ATTACHMENT

A

**An Analysis of Gaps and Assets
to Enhance Violence
Prevention Outcomes in
Oakland, California:
Summary Findings and
Recommendations**

ATTACHMENT A

Prepared for the

City of Oakland Department of Human Services

Under Contract PO# 2014014033

An Analysis of Gaps and Assets to Enhance Violence Prevention Outcomes in Oakland, California: Summary Findings and Recommendations

Prepared by



April 2015

Urban Strategies Council is a social impact organization that uses research, policy, collaboration, and advocacy to achieve equity and social justice. The Council's mission is to eliminate persistent poverty by working with partners to transform low-income neighborhoods into vibrant, healthy communities.

Urban Strategies Council
1720 Broadway, 2nd Floor
Oakland, California 94612
www.urbanstrategies.org

Prevention Institute is an Oakland-based nonprofit, national center dedicated to improving community health and wellbeing by building momentum for effective primary prevention. Primary prevention means taking action to build resilience and to prevent problems before they occur. The Institute's work is characterized by a strong commitment to community participation and promotion of equitable health outcomes among all social and economic groups. Since its founding in 1997, the organization has focused on community prevention, injury and violence prevention, health equity, healthy eating and active living, positive youth development, health system transformation and mental health and wellbeing.

Prevention Institute
221 Oak Street
Oakland, CA 94607
www.preventioninstitute.org

Produced under a Creative Commons
Zero License. All uses permitted.



Table of Contents

Introduction	4
---------------------	----------

Findings	5
-----------------	----------

1. Violence is one of the city's biggest and most important challenges, and there is strong support for finding solutions that will work for Oakland.
2. There is agreement on the leading factors that contribute to violence in Oakland, and these factors align with the research.
3. There is agreement on the factors that could be most protective against violence in Oakland, and these factors align with the research.
4. Even as there is agreement on underlying risk and resilience factors for violence in Oakland, the strategies most often cited as effective tend to be on the intervention and enforcement side. There is room to focus more substantially on the underlying factors for violence through effective prevention strategies.
5. There are large disparities in violence and in risk and resilience factors across Oakland neighborhoods.
6. There is agreement about desired outcomes—a safe, thriving Oakland.
7. The absence of structural supports and formal mechanisms has hampered the city from maximizing outcomes.
8. There's a common understanding that the problem of violence is "bigger than the police," and there is great interest in multi-sector roles, contributions and partnerships, and in leveraging the breadth of Oakland's resources.
9. There is support for a unified violence prevention plan to prevent violence in Oakland and to unite people under a shared vision.
10. An indicators framework could increase public understanding of what works to prevent violence and help prioritize allocation of resources

Recommendations	14
------------------------	-----------

1. Develop a balanced, comprehensive multi-sector plan to prevent violence in Oakland that clarifies the prioritized actions for reducing violence.
2. Create an ongoing mechanism or forum for coordination across city efforts, and with the community and with the county.
3. Communicate to all stakeholders – including city agencies and the public – the need for a comprehensive multi-sector approach and develop benchmarks that would support reductions in violence.
4. Continuously build capacity to implement a comprehensive multi-sector plan.

References	15
-------------------	-----------

Introduction

In many ways, Oakland is thriving—it's one of three major cities in a booming region, it's a hub for commerce and culture in the East Bay, and a destination known for its diversity, activism and roots. But Oakland also has been hampered for too long by violence. Safety is the number one priority of Oakland residents, and rightly so. Violence has become so common in some neighborhoods that it seems endemic and normal, instead of something that can be prevented.

As evidenced by the passage of Measure Y in 2004 and Measure Z in 2014, Oakland residents know that law enforcement and violence suppression cannot stand alone. Public safety has long been a top priority among local voters, and there is widespread and long-standing support in Oakland for a balanced approach to violence with investments in community policing, as well as prevention and intervention strategies. While Measure Y has been a tremendous asset for the City and a model for other locales around the country, Measure Y and burgeoning police reforms alone are insufficient to maximize Oakland's violence prevention efforts. The underlying contributors to violence will take a concerted effort to address, necessarily engaging evermore partners and leveraging Oakland's limited resources wherever possible. Emerging successes in cities around the country can also inform Oakland's strategies. Essential elements of success go beyond programming to include strategic plans, integrated data sharing, and formal structures for collaboration. Indeed, among the largest cities in the U.S., those with the most collaboration across multiple sectors also have the lowest rates of violence.¹

Despite structural challenges, there are many opportunities to make headway and much great work to build upon. These findings and recommendations for creating safe communities throughout Oakland are informed by Urban Strategies Council products on violence prevention gaps and assets, as well as interviews with nine city leaders. (See Appendix A: List of Interviewees.) Interviews took place in February and March 2015 with the explicit purpose of understanding commonalities and shared priorities for policy and programming, understanding key barriers and challenges and opportunities for overcoming them, and identifying potential structures and supports to maximize Oakland's investments and improve outcomes further.

Findings

1. Violence is one of the city's biggest and most important challenges, and there is strong support for finding solutions that will work for Oakland. Oakland's residents and leaders are deeply concerned about high levels of violence and seek solutions. It's clear that too many people are impacted by violence and there is too much fear. While this plays out differently in various parts of the city, it is nevertheless a common concern. At the same time, there is a sense that there is a brazenness in Oakland and, further, that behaviors are tolerated that would be unacceptable in other places, including speeding, for example, as well as sidschows and violence. The pervasiveness of violence makes it seem too much the norm, and there is the risk of desensitization and resignation to the status quo. For example, when "innocent victims" are harmed—children and, recently, a young mother, there is strong outcry. In contrast, violence that affect the majority of victims, largely young men of color, are perhaps seen as normal or more acceptable. Oakland can be a city where every life is valued and any loss of life is considered a tragedy. Oakland can renew its commitment to ever more effective solutions that will work for the whole city and all residents. An example cited in one interview was a lack of observance of speed limits in Oakland, while drivers slow down just across the bridge when they reach Alameda. There is a need to shift norms away from violence and "anything goes" and toward hope and opportunity for everyone.

2. There is agreement on the leading factors that contribute to violence in Oakland, and these factors align with the research. Factors that increase or reduce the likelihood of violence are known as risk and resilience factors, respectively. Risk factors are conditions or characteristics in individuals, families, communities and society that increase the likelihood that violence will occur.² Resilience factors are conditions or characteristics in individuals, families, communities and society that are protective, thus reducing the likelihood that violence will occur, even in the presence of risk factors.³ No one factor alone can be credited with causing or preventing violence; it is the accumulation of risk factors without compensatory resilience factors that puts individuals, families and communities at risk.⁴ Effective violence prevention efforts are those that reduce risk factors and strengthen resilience factors. Among city leaders, there is agreement about key risk factors that contribute to violence in Oakland. The most commonly named factors include economic and educational factors, social inequities, and lack of opportunities and alternatives to violence for young people. In addition, family factors and conditions, the widespread availability of guns, pervasive trauma, and a lack of hope were identified as key issues.

3. There is agreement on the factors that could be most protective against violence in Oakland, and these factors align with the research. In addition to intervention, enforcement and policing strategies, there is an understanding of the need for prevention strategies that bolster priority resilience factors. The most commonly identified resilience factors include: enhanced employment opportunities, through better jobs, workforce development, and career pathways; improved educational outcomes; positive activities for young people and alternatives to violence; positive early childhood development; reduced exposure to trauma and violence; housing; and supportive re-entry.

The emphasis on these resilience factors underscores Oakland's support for upfront prevention strategies. At the same time, there is recognition that strategies to bolster these factors are not yet fully implemented. While Oakland UNITE, for example, is seen as an important resource for addressing some of these, it's clear that it cannot bring these strategies to scale on its own, particularly given the level and intensity of need and the importance of engaging many other partners and coordinating efforts to address this array of resilience factors.

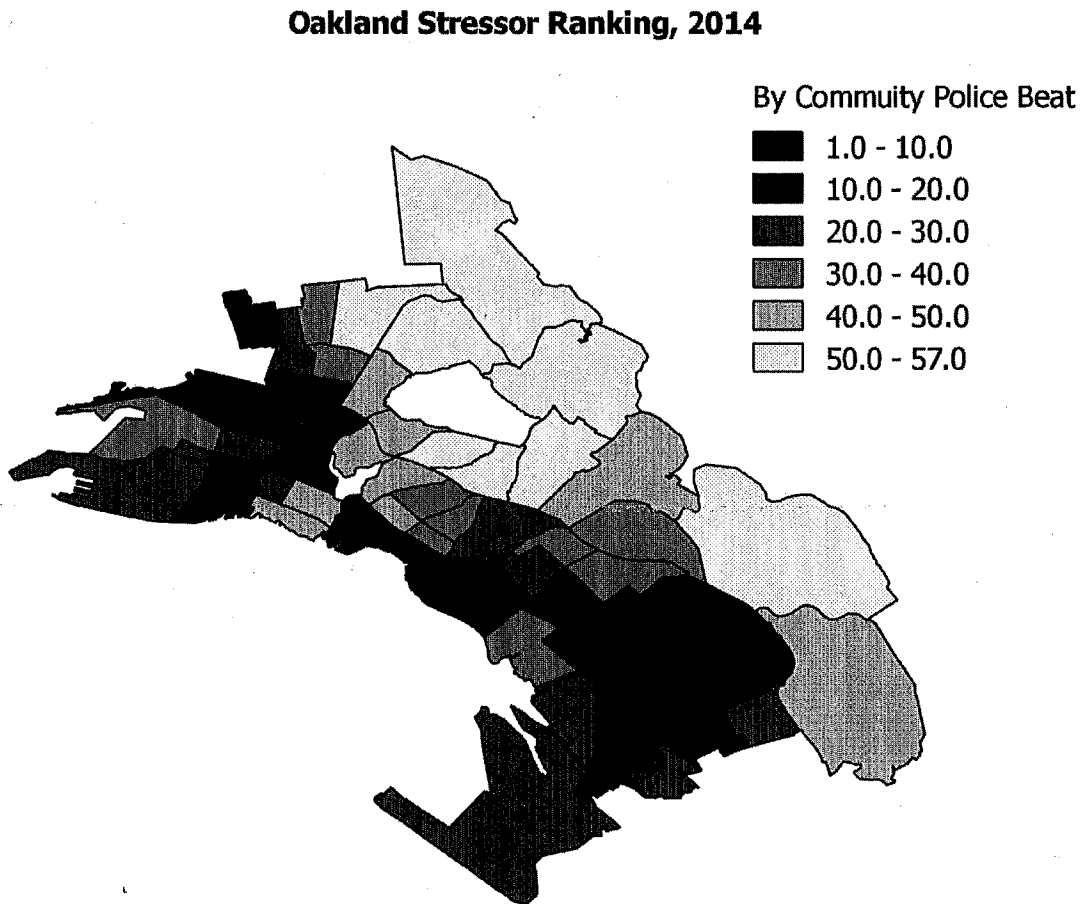
4. Even as there is agreement on underlying risk and resilience factors for violence in Oakland, the strategies most often cited as effective tend to be on the intervention and enforcement side. There is room to focus more substantially on the underlying factors for violence through effective prevention strategies. Aside from Oakland UNITE prevention programs, the strongest elements identified by city leaders to address violence tend to be intervention, enforcement and policing strategies. Of particular note is the current iteration of Operation Ceasefire, and street outreach and interruption strategies are also seen as effective. The value of community policing was also noted, as was the notion that there are varying definitions of community policing and there is value in having a shared definition. There is support for police department efforts to improve trust with residents and communities affected by violence. Restorative justice programs were also noted as being extremely valuable. There was strong support for the need to bring multiple programs to scale to maximize impact, as well as recognition of the challenges of doing so.

5. There are large disparities in violence and in risk and resilience factors across Oakland neighborhoods. Understanding the distribution of violence, as well as of risk and resilience factors, can inform the allocation of resources and prioritization of investment in specific neighborhoods and populations. The stressor rankings are local measures of violence-related stress that allow for comparison of the relative levels of need across Oakland's community police beats at a single point in time (see Figure 1).

The stressor rankings are purely a measure of relative need. The latest model includes data on crime incidence (juvenile and adult arrests, domestic violence reports, shootings and homicides, other violent crime, and burglaries), adult probationers, chronic absence from school, suspensions from school for violent incidents, and a proxy for poverty. These data come from a variety of sources and many reflect snapshots from 2013 while others reflect mid-2014 data. The lowest rankings (e.g., 50-57 on the map on page 8) indicate the lowest concentration of stressors in a community. As Figure 1 shows, large disparities in violence-related stressors exist across Oakland neighborhoods. Neighborhoods in East Oakland and West Oakland have the highest concentrations of high-stress police beats. These highly-stressed neighborhoods are consistently identified over time as impacted by violence, and the people who reside in these communities experience higher levels of factors known to increase individual and community violence risk. The stressors reinforce the need to pursue community-level strategies to build a safer Oakland. They also point to school-aged children and youth and young adults as two populations who may benefit most from strategies that prevent violence.

At times, Oakland can appear to be a divided city in terms of its violent crime—home invasion burglary and armed robberies in the city’s more affluent neighborhoods in the hills, and shootings and homicides in the city’s lower-income neighborhoods in the flatlands. It’s important that residents and policymakers understand that the same actors are responsible for all types of violent crime around the city, and that these different forms of violence are symptoms of the same root problems. This suggests that, in the short-term, policing strategies that use data to identify these actors and offer alternatives, such as through the city’s Ceasefire program, will likely have an impact throughout and the city. In the long-term, addressing the risk and resilience factors that contribute to or are protective against a ‘pipeline’ into criminality will have a broader, more sustainable impact on violence and safety throughout the city.

Figure 1: Police Beats by Stressor Ranking



6. **There is agreement about desired outcomes—a safe, thriving Oakland.** This consensus can inform the development of a shared vision. A shared vision can help align efforts, inform priorities, and build momentum in a common direction. Themes on desired outcomes that emerged are: significant, visible and sustained reductions in violence crime; young people feel connected to school and community; people feel safe in their neighborhoods; hope and opportunity for everyone; cooperative,

trusting relationships between police and the community; systems that act early for Oaklanders in a way that prevents violence down the road and keeps young people on a path to success; and every Oaklander is able to access gainful, meaningful employment and/or attend college.

7. The absence of structural supports and formal mechanisms has hampered the city from maximizing outcomes. City leaders recognize that a number of challenges will need to be overcome to more systematically maximize the city's investments and leverage existing resources. These challenges include: the absence of a formal mechanism for ongoing coordination; inadequate resources to match the breadth of the problem and bring what's working well to scale; absence of coordinated resources or a coordinated framework to better leverage existing resources; the need for a unified vision under which to coordinate and mobilize action; the need for a unified plan; historical challenges related to community-police trust; and the absence of a clear place or mechanism for responsibility and accountability.

There is a shared understanding that solutions must go beyond the police and law enforcement strategies – as evidenced by support for Oakland UNITE programs – but these strategies are also frequently identified as being the most accountable. People recognize that Oakland cannot arrest its way out of the problem and that core risk and resilience factors for violence go well beyond the mandate of law enforcement, but in the absence of clear mechanisms for accountability, the police department may continue to be the default player for addressing violence in Oakland. Having an explicit mechanism for accountability, e.g. explicit roles for multiple sectors and shared indicators for success, could help clarify who is responsible for each component and how each partner can be held accountable.

8. There's a common understanding that the problem of violence is "bigger than the police," and there is great interest in multi-sector roles, contributions and partnerships, and in leveraging the breadth of Oakland's resources. There is an opportunity to enhance the city's effectiveness by engaging multiple sectors and clarifying their roles to prevent violence. In one of Strategic Policy Partnership's reports, "Addressing Crime in Oakland: Zeroing Out Crime, a Strategy for Total Community Action," the authors listed multiple city departments and noted current programs that could be in service to a safer city.⁵ Since that report was issued, the possibility of engagement hasn't been realized. Even as city leaders note the potential roles and contributions that multiple city agencies could make, there was the acknowledgement that, for example, "It might be that libraries and parks and rec don't know their role in this." Without a unified, multi-sector plan, it's likely that most people will continue to think of Ceasefire, policing and Oakland UNITE as the city's violence prevention approach, without leveraging other existing resources that could enhance outcomes.

Coordination across agencies, and coordinated funding in particular, were identified as an important mechanism for existing programs and resources to have an even greater impact. While there are realistic concerns about resources and scale, there is also an opportunity to leverage and better coordinate existing resources in service of safer Oakland communities. For example, workforce development was noted as an important strategy in support of a safer Oakland. For example, with the

passage of Measure N, the Oakland College and Career Readiness for All Act, there is the opportunity to coordinate workforce development strategies with Oakland UNITE both to prioritize investments toward a common goal, reduce potential duplication of effort, and ensure that Measure N resources are supporting a safer Oakland as appropriate.

9. There is support for a unified violence prevention plan to prevent violence in Oakland and to Unite people under a shared vision. City leaders see the value of having a unified plan and identified a number of advantages to such a unified plan. These include: it would allow for a focus to be maintained by city leaders; clarifies priorities; allows for the development of common definitions and shared understanding of key terms and issues (e.g. community policing, prevention, roles of multiple sectors, etc.); creates the opportunity for many sectors besides the police to engage in solutions, which is what's needed to be most effective; co-creates; creates a platform for better coordination; overcomes traditional silos between sectors and/or different branches of city leadership; and could lend a laser-like focus on violence prevention, including priority risk and resilience factors for each relevant department.

Measures Y and Z were repeatedly identified as tremendous assets for Oakland. That notwithstanding, Oakland UNITE and particularly Measure Y has served as a proxy for the city's violence prevention plan to date. This may have contributed to an overreliance on Measure Y funding without the platform to understand how additional or existing resources can also contribute to solutions. This overreliance may also place unrealistic expectations on Measure Y outcomes that are out of proportion to the funding level. Having a more comprehensive plan can clarify the appropriate and strategic contributions for Measure Z funding – and Ceasefire – in the context of other efforts.

10. An indicators framework could increase public understanding of what works to prevent violence and help prioritize allocation of resources. Because violence is complex and its prevention is not widely understood, there is value in having tools or frameworks that can more readily convey the comprehensive nature of solutions. Particularly in Oakland where policing, Ceasefire and Measure Y have largely been seen as the whole of the city's approach, a more comprehensive and inclusive approach needs to be conveyed to policymakers and the public.

For example, Los Angeles developed a Community Safety Scorecard to inform resource allocation based on need, to convey clearly key factors associated with violence, and to track progress. Based on correlation analysis and available datasets at the ZIP code level, 18 indicators were selected in four categories – safety, school, risk factors and protective factors. Such indicator frameworks and scorecards can help change the conversation, and capture a broader audience. They can also help communicate a theory of change to the public in a way that overcomes the skepticism about the city's ability to be effective on this issue.

Among city leaders, there is agreement on the value of a shared indicator framework that communicates the kinds of indicators that will need to move one way or the other to impact the city's violence rates over time. Not surprisingly, city leaders identified indicators consistent with the risk and resilience factors they identified. These include: chronic absenteeism, childhood trauma and child abuse,

availability of weapons, high school graduation rates, 3rd grade reading levels, school readiness, community activities, unemployment/employment, community deterioration, police officer retention rates, affordable housing, connection to a caring adult, living-wage jobs, employability, and job skills for probationers. Unfortunately, some of these key indicators along a development continuum or at the community level are not tracked.

Having an indicator framework for shared accountability could also help multiple sectors understand their own contributions to violence prevention and advance the kind of collective action necessary to prevent violence. Because of the complexity of violence, any single person or group is wary of being held individually accountable. The shared framework can convey: 1) the range of activities needed for success, 2) the need for a balanced approach, 3) the wisdom of a developmental approach, and 4) the necessity of community-level strategies that support individual outcomes.

Taking all of these factors and available data into account, Prevention Institute and Urban Strategies Council developed a draft indicator framework for the city's consideration as it develops a more unified approach. The proposed framework for Oakland's violence prevention efforts addresses risk and resilience factors across a developmental continuum and includes those at the community level (see Figure 2.)

At the individual level, key indicators are provided across a developmental continuum – ages 0-5, 6-17, 18-24, and 25-35. At each developmental stage, key indicators reflect the relative risk of future violence. The ultimate success of the individual-level violence prevention strategies depends on effective action that addresses the community-level conditions associated with violence. While services often are more visible and easily understood by the public, actions to improve community conditions, institutional practices and public policies go hand in hand with those efforts. Unfortunately, data are scarce for important community-level violence risk and resilience factors such as trust among neighbors, social norms around violence, housing stability, access to reliable transportation, and alcohol outlet density.

The four community-level indicators selected in the proposed Oakland framework are neighborhood recreation programs, block clubs and community associations, unemployment, and graffiti and illegal dumping. These represent available data about some of the community-level risk or resilience factors, and are proxies for community cohesion, economic opportunity, and neighborhood conditions:

- *Community cohesion:* The presence of regular recreation programs and the average number of block clubs and community associations both are indications of neighborhood support and connectedness. High levels of neighborhood support and connectedness reduce the risk of youth violence, intimate partner and sexual violence, child and elder abuse, and suicide.⁶ Data on the number of recreation programs, block clubs, and community associations is forthcoming from the City of Oakland.
- *Economic opportunity:* Oakland's annual unemployment rate of 11.9 percent in 2013 was the highest among cities in Alameda County.⁷ High rates of unemployment are linked to increased perpetration of youth violence, child maltreatment, intimate partner and sexual violence.⁸

Reducing and preventing violence in Oakland will depend on increasing employment among Oakland residents, particularly in neighborhoods of high unemployment.

- *Neighborhood conditions:* The 2,677 graffiti reports and 20,337 reports of illegal dumping in 2013 provide a baseline against which to measure progress in creating neighborhoods where residents are able to act together to improve the conditions surrounding them.

The significance and relative importance of community-police relations is underscored by attention to indicators that can reflect trust between the community and police, such as residents' willingness to provide tips. Such support from residents can be an important contributor to the department's ability to clear homicide cases.

Finally, improvements in indicators at the individual level across the developmental continuum, at the community level in support of safety, and at the community-police level should ultimately result in improved community safety, indicated by outcome measures.

Figure 2: Framework for Oakland Violence Prevention Indicators

	Early Childhood (Ages 0-5)	Childhood & Adolescence (Ages 6-17)	Transition-Age Youth (Ages 18-24)	Young Adults (Ages 25-35)
Individual Level Indicators	<ul style="list-style-type: none"> • CHILD MALTREATMENT • SCHOOL READINESS 	<ul style="list-style-type: none"> • CHRONIC ABSENCE* • 3RD-GRADE READING CONNECTION TO SCHOOL • PERCEPTIONS OF SAFETY AT SCHOOL 	<ul style="list-style-type: none"> • GRADUATION RATE • VIOLENT OFFENSES* 	<ul style="list-style-type: none"> • LIVING WAGE • HIGH-RISK PROBATIONERS
Community Level Indicators	NEIGHBORHOOD RECREATION PROGRAMS BLOCK CLUBS & COMMUNITY ASSOCIATIONS UNEMPLOYMENT GRAFFITI & ILLEGAL DUMPING			
Community Police Indicators	INFORMANT TIPS & COMMUNITY CALLS POLICE OFFICER AGE/DIVERSITY RATE HOMICIDE CLEARANCE ROMICIDES GUN SHOT EMERGENCY DEPARTMENT VISITS BY YOUTH SHOOTINGS AGGRAVATED ASSAULTS ROBBERIES DOMESTIC VIOLENCE INCIDENTS RAPES			

Risk and Protective Indicators

* Retention rate calculation will exclude retirements.

• Also in stressors model.

Figure 3: Baseline Data for Proposed Oakland Violence Prevention Indicators

	Early Childhood (Ages 0-5)	Childhood & Adolescence (Ages 6-17)	Transition-Age Youth (Ages 18-24)	Young Adults (Ages 25-35)
Risk and Protective Indicators	<ul style="list-style-type: none"> • CHILD MALTREATMENT- 2.4 substantiated cases of child abuse or neglect per 1,000 children ages 1-5 in Alameda County in 2013 (231 cases) • SCHOOL READINESS: 40% of kindergarteners were ready for school in all domains in OUSD in 2013 	<ul style="list-style-type: none"> • CHRONIC ABSENCE- 11.5% of OUSD students were chronically absent (4,184 out of 36,240 students) in 2013-14 • 3RD GRADE READING- 37% of OUSD 3rd graders were proficient or above in English (1,350 of the 3,641 tested) in 2012-13 • CONNECTION TO SCHOOL- 33.5% of OUSD 9th graders had high levels of connectedness to school in 2008-10 • PERCEPTIONS OF SAFETY AT SCHOOL- 44% of OUSD 9th graders felt safe or very safe at school in 2008-10 	<ul style="list-style-type: none"> • GRADUATION RATE- 62.7% of students who entered ninth grade four years prior, graduated in 2013 (1,577 students) • VIOLENT OFFENSES- 154 youth aged 18-24 in Oakland on probation due to violent offenses, as of 7/1/2013 	<ul style="list-style-type: none"> • LIVING WAGE- 70.9% of workers 29 and under with living wage jobs in 2012 • HIGH-RISK PROBATIONERS- 548 probationers ages 25-35 in Oakland assessed at high or very high level of risk of reoffending with violence as of 7/1/2013 (462 high and 86 very high risk)
Community-Level Indicators	Percentage of neighborhoods with regular recreation programs* Average number of block clubs and community associations per neighborhood* Unemployment rate of 11.4% in Oakland in 2013 2,677 graffiti reports and 20,337 reports of illegal dumping in 2013			
Policing Indicators	Number of informant tips and community calls* Retention rate for Oakland Police Department (excluding retirements)* 38% of homicides were cleared in 2013			
Violence Indicators	90 reported homicides in Oakland in 2013 183 emergency department visits due to gunshot injuries among youth aged 18-24 in Oakland in 2012 1,020 reported shootings in Oakland in 2013 3,493 aggravated assaults in Oakland in 2013 5,151 robberies in Oakland in 2013 8,872 reported incidents of domestic violence in Oakland in 2013 210 reported rapes in Oakland in 2013			

*Data to come from City of Oakland.

Recommendations

The city expressed its commitment to a balanced approach through Measure Y and the reauthorization of Measure Z, and there is growing success in the current iteration of Ceasefire. Despite these efforts, however, violence remains far too entrenched and the city is unsafe in too many places. Even beyond Oakland Unite and Ceasefire, there are numerous investments in Oakland—strong, capable non-profit organizations and a high priority placed on community safety. Looking at what’s working in other cities and building off the needs identified in this paper, Oakland can take steps to enhance its effectiveness, maximize its investments and leverage its limited resources.

1. Develop a balanced, comprehensive multi-sector plan to prevent violence in Oakland that clarifies the prioritized actions for reducing violence.

A good prevention plan reduces risk factors for violence and bolsters resilience factors, promotes coordination, is responsive to constituent needs and concerns, and builds on best practices and existing strengths. It can be the foundation for sustainable, effective, scalable and efficient efforts. Key components of strategy development may include: clarifying vision, goal, and directives; identifying the needs and assets; establishing decision making processes and criteria; determining and engaging the support of key constituents and decision makers; evaluating program effectiveness; fostering sustainability; and ensuring that resources are being appropriately used.

Mayor Libby Schaaf, Council President Lynette Gibson McElhaney, Superintendent Antwan Wilson and Police Chief Sean Whent launched a multi-sector planning process in March 2015. This presents a timely and unprecedented opportunity to build off the findings and analyses presented in this report and to move the city toward a unified vision and coordinated approach.

The comprehensive community safety plan should be data-driven, including using the stressors to prioritize resource allocation. Moving forward, the city should create mechanisms to evaluate efforts and measure progress. For example, data on community-level risk and resilience factors in Oakland are not currently readily available, but could be collected and shared. This could include data on alcohol outlet density, neighborhood cohesion, social norms around violence and gender roles, and family connectedness. It also would be beneficial to collect and share additional data on transition-age youth and young adults, two groups at greater risk of experiencing violence as both victims and perpetrators. The shared indicator framework could serve as a starting frame for the planning process or as a model for shared accountability (see Figure 2). A comprehensive community safety plan could align the many substantial violence prevention efforts currently underway and, for example, align relevant funding in support of achieving shared outcomes and as a way to achieve scale to the extent possible.

2. Create an ongoing mechanism or forum for coordination across city efforts, and with the community and with the County.

Collaboration and the staffing to support it are critical because no one person, group, organization, department or agency has the responsibility or ability to prevent violence alone. In fact, violence

prevention requires multiple private, public and community players coming together in a strategic and coordinated way. Further, dedicated staffing situated at the city government level can staff a coalition, implement activities, help ensure accountability, and coordinate activities, communication and data-sharing among key sectors and the community. The structure should be set up as mechanism to help implement the city's plan. A clear structure can delineate where lead violence prevention staff members are housed, who they report to, the key partners engaged in the collaboration, the frequency and nature of meeting, how department and agency directors are held accountable, and who is responsible for what. Being clear about the structure can help clarify the breadth of players at the table and how and for what purpose subcommittees exist.

3. Communicate to all stakeholders – including city agencies and the public – the need for a comprehensive multi-sector approach and develop benchmarks that would support reductions in violence.

It will be valuable to build an understanding about why a comprehensive plan is needed, the city's theory of change for how violence will be reduced, and the roles and contributions of multiple sectors. As part of the planning process, it will be important to engage multiple sectors in understanding how they can contribute to shared outcomes in support of a safer Oakland.

4. Continuously build capacity to implement a comprehensive multi-sector plan.

Once a comprehensive plan is developed, it will be important to build capacity for implementation. This includes attending to data-sharing and -integration needs relevant to indicators and service data, as well as ongoing training for multiple sectors to reinforce their roles in making Oakland a safer city.

Appendix A: List of Interviewees

The following City leaders were interviewed by Prevention Institute staff in February and March 2015:

Councilmember Desley Brooks

Councilmember Annie Campbell Washington

Councilmember Noel Gallo

Council President Lynette Gibson McElhaney

Councilmember Abel Guillen

Councilmember Dan Kalb

Mayor Libby Schaaf

Police Chief Sean Whent

Assistant Police Chief Paul Figueroa

References

-
- ¹ Weiss, B.P. (June 2008). An Assessment of Youth Violence Prevention Activities in USA Cities. Los Angeles, CA: UCLA Southern California Injury Prevention Research Center.
- ² Osgood DW, Johnston LD, O'Malley PM, Bachman JG. The generality of deviance in late adolescence and early adulthood. *American Sociological Review*. 1988;53:81-93.
- ³ Kirby L, Fraser M. Risk and resilience in childhood. In: Fraser M, ed. *Risk and Resiliency in Childhood: An Ecological Perspective*. Washington, DC: NASW Press; 1997:10-30
- ⁴ Garbarino J. Personal communication, March 2002.
- ⁵ Strategic Policy Partnership, LLC (2013). Addressing Crime in Oakland: Zeroing Out Crime, a Strategy for Total Community Action. West Tisbury, MA: Strategic Policy Partnership.
- ⁶ Wilkins, N., Tsao, B., Hertz, M., Davis, R., & Klevens, J. (2014). Connecting the Dots: An Overview of the Links among Multiple Forms of Violence. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention. Oakland, CA: Prevention Institute.
- ⁷ California Employment Development Department. Monthly Labor Force Data for Cities and Census Designated Places (CDP): Annual Average 2013. Available at: <http://www.labormarketinfo.edd.ca.gov>
- ⁸ Wilkins, N., Tsao, B., Hertz, M., Davis, R., & Klevens, J. (2014). Connecting the Dots: An Overview of the Links among Multiple Forms of Violence. Atlanta, GA: National Center for Injury Prevention and Control, Centers for Disease Control and Prevention. Oakland, CA: Prevention Institute.

ATTACHMENT

B

**OAKLAND UNITE:
SUMMARY OF
EVALUATION FINDINGS AND
RECOMMENDATIONS FOR
PROGRAM IMPROVEMENTS**

ATTACHMENT B

OAKLAND UNITE:
SUMMARY OF EVALUATION FINDINGS
AND RECOMMENDATIONS FOR
PROGRAM IMPROVEMENTS

June 23, 2015

Patricia Marrone Bennett, PhD

Mikaela Rabinowitz, PhD

R D A

Agenda

2

Overview of Measure Z and Oakland Unite

- Legislation and programming structure

Evaluation Findings

- Successes and Challenges in Evolution and Implementation in Measure Y Violence Prevention Programs

Recommendations

- Recommendations for addressing program challenges, leveraging best practices in Measure Z

Questions

R D A

Measure Z/Oakland Unite Overview

RDA

Measure Z Violence Prevention Programs

4

- Oakland's voter-approved Measure Z provides ~\$7-8 million annually to community-based violence prevention efforts to:
 - ▣ Reduce homicides, robberies, burglaries, and gun-related violence; and
 - ▣ Invest in violence intervention and prevention strategies that provide support for at-risk youth and youth adults to interrupt the cycle of violence and recidivism.
- Suggested strategies include:
 - ▣ Street outreach and case management for young people at high risk of involvement in violence;
 - ▣ Crisis response, advocacy and case management for victims;
 - ▣ Reentry programs for youth and young adults; and
 - ▣ Services for young children exposed to trauma and violence.

R D A

Oakland Unite

5

- The Human Services Department (HSD) implements these efforts via the *Oakland Unite* (OU) violence prevention programs (VPPs)

- HSD, in consultation with the Measure Z Oversight Committee and City Council's Public Safety Committee,
 - ▣ Develops triennial funding strategies for services that align with legislation and meet City's shifting needs
 - ▣ Administers and monitors grants to community organizations to provide services

R D A

Evaluation Overview

6

Qualitative data collection

- Interviews and focus groups with clients
- Interviews and focus groups with providers
- Interviews with partners

Quantitative data collection

- Service receipt
- Client surveys
- School outcomes
- Justice-system outcomes

R D A

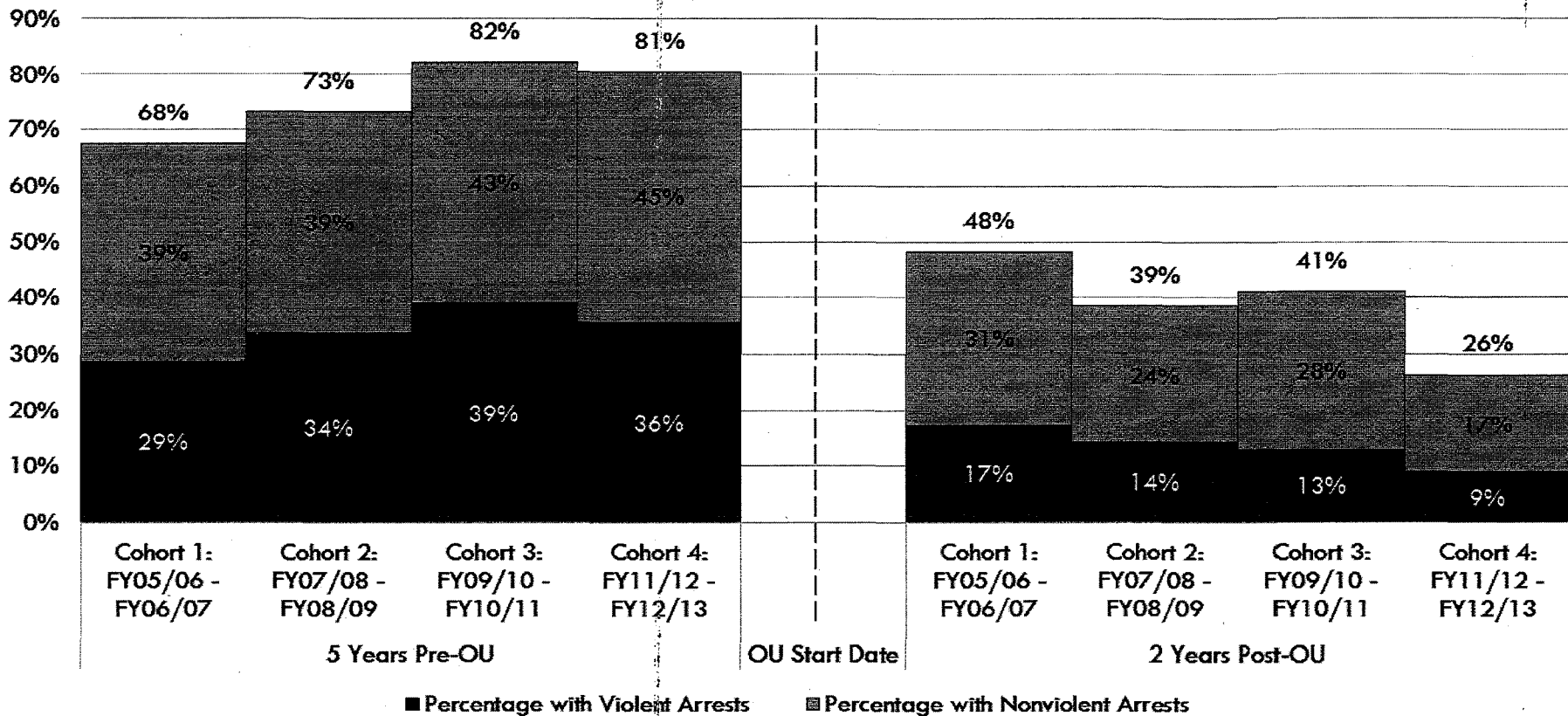
7

Evaluation Findings

RDA

Key Findings: Clients have consistently demonstrated reduced recidivism

Percentages of Participants with Violent and Nonviolent Arrests 5 Years Pre-OU and 2 Years Post-OU, by Cohort



Key Findings: Target Population

Move to higher-risk population

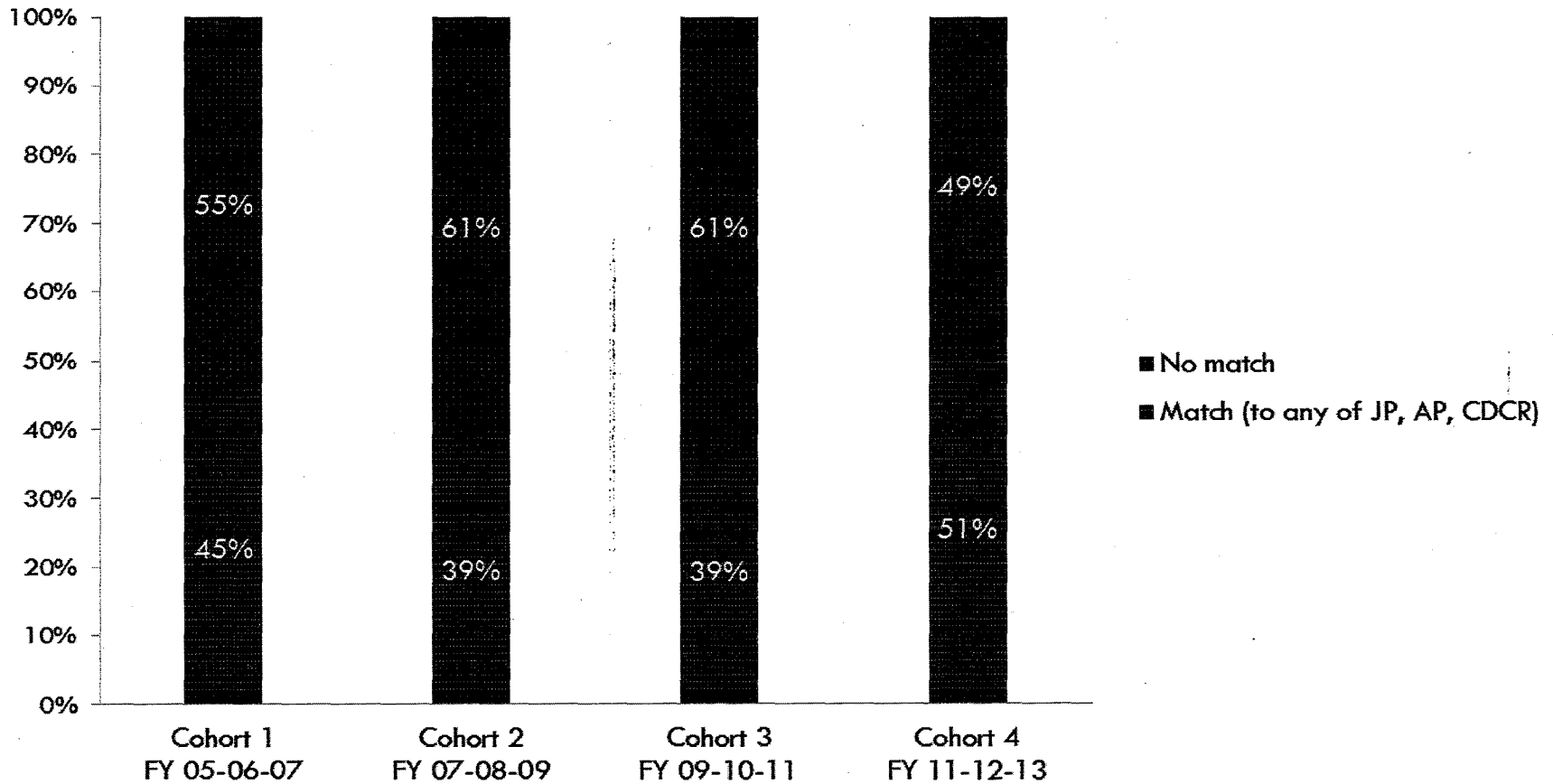
- More clients with justice-system involvement
- Older clients
- More men and boys

Many clients still low risk

- Approx. half of clients in recidivism-reduction programs have an active/recent justice system involvement
- Several programs provide “universal” intervention that is less targeted

Key Findings: Target Population

Percentage of VPP Participants Who Are Justice-Involved



Key Findings: Service Delivery Infrastructure

Strong Partnerships

- Partnerships between HSD and Probation, OPD, County Agencies
- Internal partnerships between providers

Limited Collaborative Case Planning

- Collaborative case planning only in certain strategy/program areas

Key Findings: Service Delivery Infrastructure

“There are good structures built around doing the work and trying meet the needs of the kids...each public system entity gets better the more we find places our work intersects.” (Curtiss Sarikey, OUSD)

“Communication from the hospital to the street [is] so powerful on both ends...it’s a true intervention.” (Stefania Kaplans, Highland Hospital)

“The relationship between DHS and HCSA has a long and strong tradition of collaboration, and that collaborative culture is one of the strengths of Measure Y.” (Alex Briscoe, ACHCSA)

Key Findings: Direct Service Provision

Committed service providers with strong community links

- Providers form strong relationships with clients
- Many providers have lived experiences that reflect those of their clients

Many providers have limited training

- Limited use of EBPs
- Inconsistent understanding of trauma-informed care
- No use of validated criminogenic assessments
- Difficulty linking clients to services

Key Findings: Direct Service Provision

“Growing up, I didn’t have my mom, my pops, and I turned to the street. When I saw that they wasn’t there for me, I went to this program and they filled that family void for me that wasn’t there.”

“I thought I’d come and not want to be here, not want to talk; I thought people weren’t really going understand who I was, why I did stuff, they’d be judgmental and they really aren’t. And they care. You don’t wonder if they care with anyone who works with these organizations. You know that they care.”

Key Findings: Direct Service Provision

“My case manager, she like the general, she gather a team that was just for me – I really had an advocate a voice that made such a difference, that I had all of that behind me, things I couldn’t articulate, and things I didn’t know I needed, certain things the judge order, I wouldn’t know where to get this counseling or do this community service. She like a navigation system to get it together in bad weather.”

Employment Services

Integration of hard and soft skills

- Paid employment training opportunities
- Variety of soft-skill support

Difficult for clients to transition to unsubsidized employment

- Weak links to employers
- Lack of certification programs
- Absence of links to apprenticeships

Key Findings: Employment Services

“I learned how to respect others, like greeting people. I can also say that this program helped me with my references, my cover letter, that sort of thing. Now I can fill out a whole job application. It bettered me for a lot of things.”

“They were putting people back into the routine of getting up in the morning, utilizing your time, taking advantage of the opportunities in front of you. It really tries to put people back in motion and get people mobile with their time.”

Recommendations for program improvement

Overview of recommendations

Short-term

- Provide or fund training in evidence-based and promising practices
- Increase collaboration with existing partners

Long-term

- Build new partnerships to improve service delivery infrastructure
- Focus on job development

Recommendations: Target Population

20

- More explicitly define the target populations
 - Victims/family members
 - Potential perpetrators
 - If “high risk,” define risk
 - Use a validated tool
 - Determine how important prior involvement in violence is
- Tailor service delivery model to target population

Recommendations: Partnerships

21

- Formalize partnerships with ACPD, ACSO
 - ▣ Consider funding positions on-site at ACPD and Santa Rita Jail to support coordinated case planning
 - ▣ Improve data sharing so CBOs have access to criminogenic assessments

- Partner with Workforce Development, local businesses, and community colleges to identify job growth opportunities and align employment programs

- Collaborate with County realignment efforts to leverage resources

Recommendations: Service Delivery

22

- Require use of evidence-based or promising practices
 - ▣ Motivational interviewing
 - ▣ Validated assessment tools
- Provide or fund training for CBOs
 - ▣ Trauma informed care
 - ▣ Evidence based practices

Recommendations: Case Management

23

- Identify established case management models for use
 - ▣ Caseloads
 - ▣ Service delivery approach
- Participate in collaborative case planning with key partners
 - ▣ All clients should have a single case plan across different services
- Family-centered case planning for youth clients

R D A

Recommendations: Employment Services

24

- Focus on job placement in addition to skill development
 - ▣ Job coaching and job search help
 - ▣ Ongoing employment retention support
- Identify, create, incentive jobs
 - ▣ Identify businesses and industries willing to hire individuals with felony convictions
 - ▣ Create incentives for hiring hard-to-employ populations
 - ▣ Support non-transitional subsidized employment

R D A

Questions?

Patricia Marrone Bennett, PhD

pbennett@resourcedevelopment.net

510.488.4345 x105

Mikaela Rabinowitz, PhD

mrabinowitz@resourcedevelopment.net

510.488.4345 x114

RDA

ATTACHMENT

C

Summary of Research and Community Input

Oakland Unite: **Summary of Community Input and Research**

Introduction and Purpose

At the end of 2014 and through the first quarter of 2015 Oakland Unite conducted a comprehensive review of services and supports funded under Measure Y and a listening campaign with providers, clients, and other stakeholders vested in reducing and preventing violence in Oakland. The purpose of this campaign was to inform the development of Oakland Unite's strategic spending plan under Measure Z. Oakland Unite contracted with Bright Research Group to conduct a review of all data and research reports and to facilitate internal staff reflections on lessons learned through Measure Y, Oakland Unite's strategic directions and the theory of change of supported activities under Measure Z. This memo summarizes the resulting findings.

Methodology

The research and community input activities aimed to answer the following questions:

- What worked under Measure Y Investments?
- What are the gaps and challenges in preventing violence?
- What are the opportunities to innovate and strengthen services under Measure Z?

The following methods were undertaken to answer the research questions outlined above.

Measure Y Clients	Focus Group	13 Oakland Unite Clients
Youth	Youth Commission Meeting	Over 150 Youth
Youth	Youth Advisory Commission	10 Youth
Measure Y Providers	Focus Groups (6)	26 Oakland Unite Agencies
Measure Y Providers	Listening Sessions (1)	17 Executive Directors
Community Stakeholders	Focus Group	8 representatives of Ceasefire Partnership
City Leaders and Stakeholders	Interviews	9 leaders and elected officials conducted Prevention Institute
Evaluation and Best Practice Review	Literature Review and Evaluation of Violence Prevention	Conducted by Evaluator, RDA
Gap Analysis and Stressor Report	Gap Analysis	Urban Strategies

*Attachment C: Summary of Research and Community Input
June 23, 2015*

The purpose of these activities was to inform and generate recommendations for directing Oakland Unite’s strategic investments under Measure Z. Bright Research Group also conducted several activities with Oakland Unite staff, including a full day retreat to solicit staff perspectives on lessons learned, reflect on prior evaluation reports and client data, and a facilitation of the theory of change exercises. Bright Research Group analyzed all data sources for key themes and generated the findings reported here. Oakland Unite used these results to inform their funding allocation recommendations..

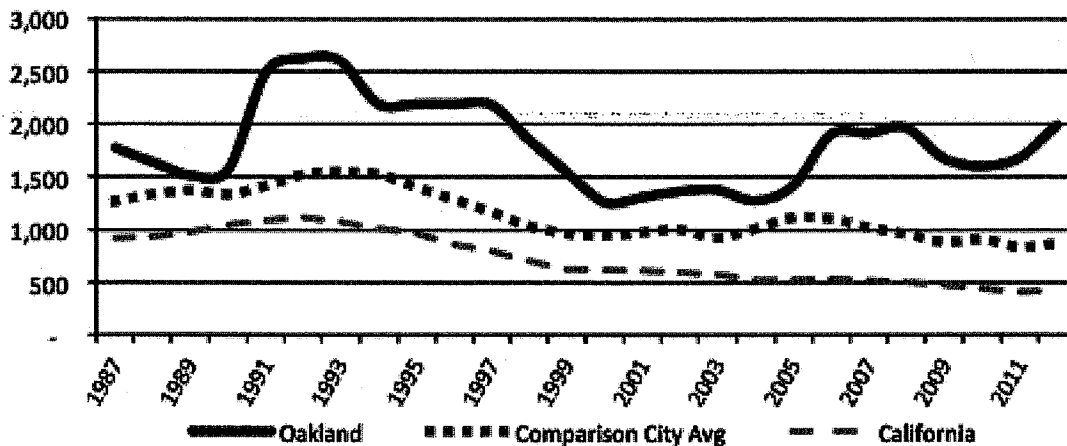
Findings

1. There is widespread agreement among city leaders and providers of violence prevention services that violence is Oakland’s biggest and most complex challenge; efforts to solve it must address: risk factors in individuals, families, communities and society that increase the likelihood of violence, while also strengthening protective factors such as access to employment, caring relationships, education, and basic needs that decrease the likelihood of violence.

The Problem of Violence in Oakland

A recent analysis by the Warren Institute found that violent crime has remained relatively unchanged in Oakland over the past twenty years. While there is a tendency to look at year-to-year changes, or even six-month periods, violent crime declined 1% over the past twenty-five years. Oakland’s violent crime rate is higher than comparative cities and regions.¹

Violent Crime Rate per 100,000 Residents (1987 - 2012)



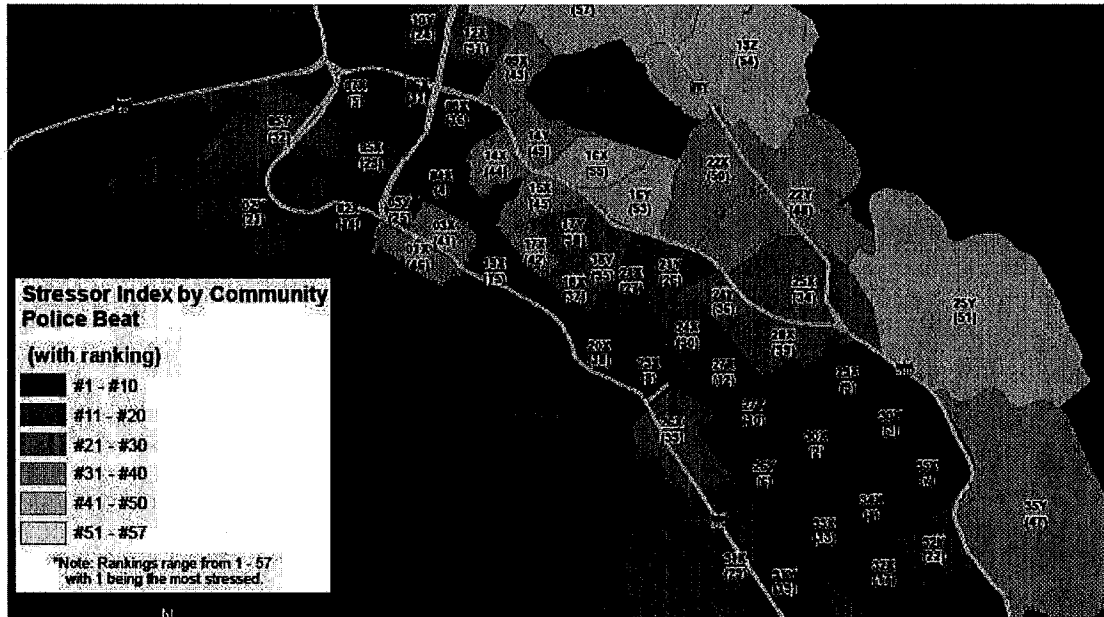
A recent report by The Prevention Institute and Urban Strategies describes Oakland as a city divided when it comes to crime. Home invasions and robberies afflict the more affluent areas, while shootings, homicides, and theft afflict flatland neighborhoods.² Oakland Unite’s

¹ "25 Year Crime Trend Analysis in Oakland." The Warren Institute, UC Berkeley. 2013.

² "An Analysis of Gaps and Assets to Enhance Violence Prevention Outcomes in Oakland, CA: Summary Findings and Recommendations." The Prevention Institute and Urban Strategies. 2015.

Attachment C: Summary of Research and Community Input
 June 23, 2015

neighborhood stressor index uses data on arrests, crime reports, food-stamp recipients, youth incarceration and probation, violent suspensions, and chronic absence for OUSD students. This stressor index is mapped to the city's 57 police beats and illustrates this division.



Research on Violence Prevention and Intervention

The Public Health model of violence prevention is built on the premise that effective violence prevention efforts must include strategies that focus on individual, relationship, community, and system level changes. Recognizing that violence is a learned behavior, rooted in complex interactions between structural conditions (i.e. poverty, oppression, and racism) and individual risk and resiliency factors, solutions must address individual behavior, while also promoting environmental change and social norm shifts at a community level (Culross, Cohen, et. Al., 2006).

While leaders and providers broadly agree on the need for both prevention and intervention services, there is a tension between the extent to which Measure Z and the City of Oakland as a whole invest in each of these strategies. Interviews with City leaders found that there is a shared understanding that solutions must go beyond police, law enforcement and intervention strategies. At the same time, the solutions most frequently cited by stakeholders were along the intervention side of the continuum. Over the past several years, Oakland Unite has shifted towards a focus on individuals who are at the highest risk of being shot or perpetrating a shooting or homicide, as outlined in the table below (see table on page 4 of this memo). Providers noted the shift in Measure Y funding from supporting prevention services to more focused intervention.

"I would love to see this initiative drawing the connections between violence in the home and what happens later on- incarceration, violence in the community."

Oakland Unite
 Provider

*Attachment C: Summary of Research and Community Input
June 23, 2015*

The report developed by Urban Strategies and The Prevention Institute provides a useful framework for understanding the continuum of prevention to intervention services.

Universal Prevention	Targeted Prevention	Intensive Prevention
Assets and conditions people need to live in safety	Services for those most affected by violence, including those who are victimized	Interventions with those at highest risk of perpetrating violence, or, children who have been abused (maltreated)

- As Oakland Unite has moved towards a more targeted model of services, investments in targeted prevention have shifted to intensive prevention. Under Measure Z there is continued support for services and supports funded under Measure Y, but a greater emphasis on coordination between public systems and community agencies and a focus on individuals who are the highest risk.

Target Populations

Oakland Unite recognizes that stopping violence in Oakland requires changes at the system, community, family and individual level, but directs its limited resources towards youth, adults, and families that have experienced or been victimized by violence and those individuals who perpetrate violence.

Individuals Impacted by Violence in the home, family or community	Individuals At High Risk for Perpetrating or Being Victimized by Violence
<ul style="list-style-type: none"> Young child experiences family violence in the home Young person is sexually exploited Young person, adult or family member is shot Young person or adult experiences violence in the home or community Community experiences violence in the neighborhood 	<ul style="list-style-type: none"> Young person is involved in a gang or clique that perpetrates violence Young person carries and uses a gun Young person or peer group consider using violence to solve conflicts/resolve problems Young person is called in or detained Young person with a serious or violent offense returns to the community after incarceration Adult with a serious or violent offense returns to the community after incarceration

For victims, getting shot, being victimized by sexual violence, or witnessing domestic violence as a young child are traumatizing experiences that lead to depression and psycho-social challenges, compromised physical safety, and risk for re-victimization. When a family loses a loved one to gun violence or experiences violence in the home, they have pressing emotional, financial, and personal safety needs.

Analysis of crime data as well as feedback and input from staff, providers and program participants indicates that many acts of violence in Oakland can be linked to the activities of individuals who belong to a gang or clique (formally or informally) and engage in activities where violence is used to solve problems. When these individuals have defining moments and

*Attachment C: Summary of Research and Community Input
June 23, 2015*

experiences that create a window for change an engagement opportunity for Oakland Unite programs and services is created. When individuals who perpetrate violence return to the community after incarceration, receive a custom notification from law enforcement, are detained, or are shot, services, supports, and resources can lead them to imagine alternatives to their current lifestyle and begin to make different choices that do not lead to violence.

Gaps in Reaching Priority Target Populations

With limited funding, Oakland Unite is not able to serve all individuals impacted by violence or at risk for perpetrating violence. However, research and community input identified gaps in reaching the target populations Oakland Unite intends to serve. Measure Z funding cannot be used to meet all identified gaps, and each shift of resources within Measure does potentially create new gaps. This information illustrates the importance of a concerted alignment of Measure Z resources with other systems and resources (Alameda County Health Care Services, Realignment funds, OFCY, Head Start, OUSD, etc) to ensure that the wide range of needs is being addressed.

Providers identified the following gaps:

- Young people who are straddling the Adult and Juvenile Probation Systems
- Young people who are "at risk" of system involvement or in the "pipeline" towards using violence to solve problems
- Children, youth, families and communities that have experienced high levels of trauma and violence
- Intergenerational violence (looking at client within family context)
- Young children exposed to violence
- Undocumented youth
- Involving the family and community to prevent and stop violence

A gap analysis conducted by Urban Strategies identified the following community level gaps in services:

- Young children (0-5): gaps in intensive prevention
- Transition Age Youth: gaps in targeted prevention
- Young Adults (25-35): gaps in targeted and intensive prevention.

This analysis looked at the services supported through OFCY and Oakland Unite; the contributions of First 5, OUSD, Alameda County Behavioral Health and Health Care Services Agency, and activities supported through philanthropic investments were not included.

3. A review of evaluation reports, provider input, client focus groups and staff input found that Oakland Unite services are most valuable to clients when they provide assistance navigating court and criminal justice systems, access to basic needs such as housing and employment, employ a relationship-based approach to case management, and integrate coaching to support positive behavior change. Providers and clients identified access to employment, housing, substance use treatment as gaps in services.

"My case manager, she's like the general, she gather a team that was just for me- I really had an advocate, a voice that made such a difference, that I had all of that behind me; things that I couldn't articulate that the judge ordered... She is like a navigation system through the bad weather."

Oakland Unite Client

Attachment C: Summary of Research and Community Input
June 23, 2015

A review of evaluation reports, client focus groups and staff input found that individuals who access services through Oakland Unite find them to be valuable in improving the direction of their lives, gaining employment, and acquiring new skills.

Valuable services for individuals at risk for perpetrating violence fall into several broad categories:

- **Basic Needs & Resources:** Clients need help getting a license, accessing housing, food, and transportation, resolving legal issues, meeting child support obligations, and accessing jobs and money.
- **Voice & Advocate:** Clients need someone to go to court, advocate with them and provide assistance navigating criminal justice and other public systems. They also need help navigating their relationship with employers and reconnecting with school.
- **Relationships:** Clients mentioned that Oakland Unite case managers and workers provide a valuable relationship - specifically someone who believes in them and cares for them. Case managers provide motivation, encouragement, and accountability to Oakland Unite clients.
- **Coaching:** Oakland Unite clients benefit from coaching designed to connect them with their own motivation and resilience, and support behavior change and personal growth.

"In my foster home, I can't really talk about my past. We don't speak on it, but a lot of time I have to because it's part of me regardless of whether they want it to be or not.... I can't really be ashamed of my life and I'm able to speak about that at MISSEY and BAWAR."
Oakland Unite Client

Valuable services for families and individuals who have been exposed to or victimized by violence fall into several categories:

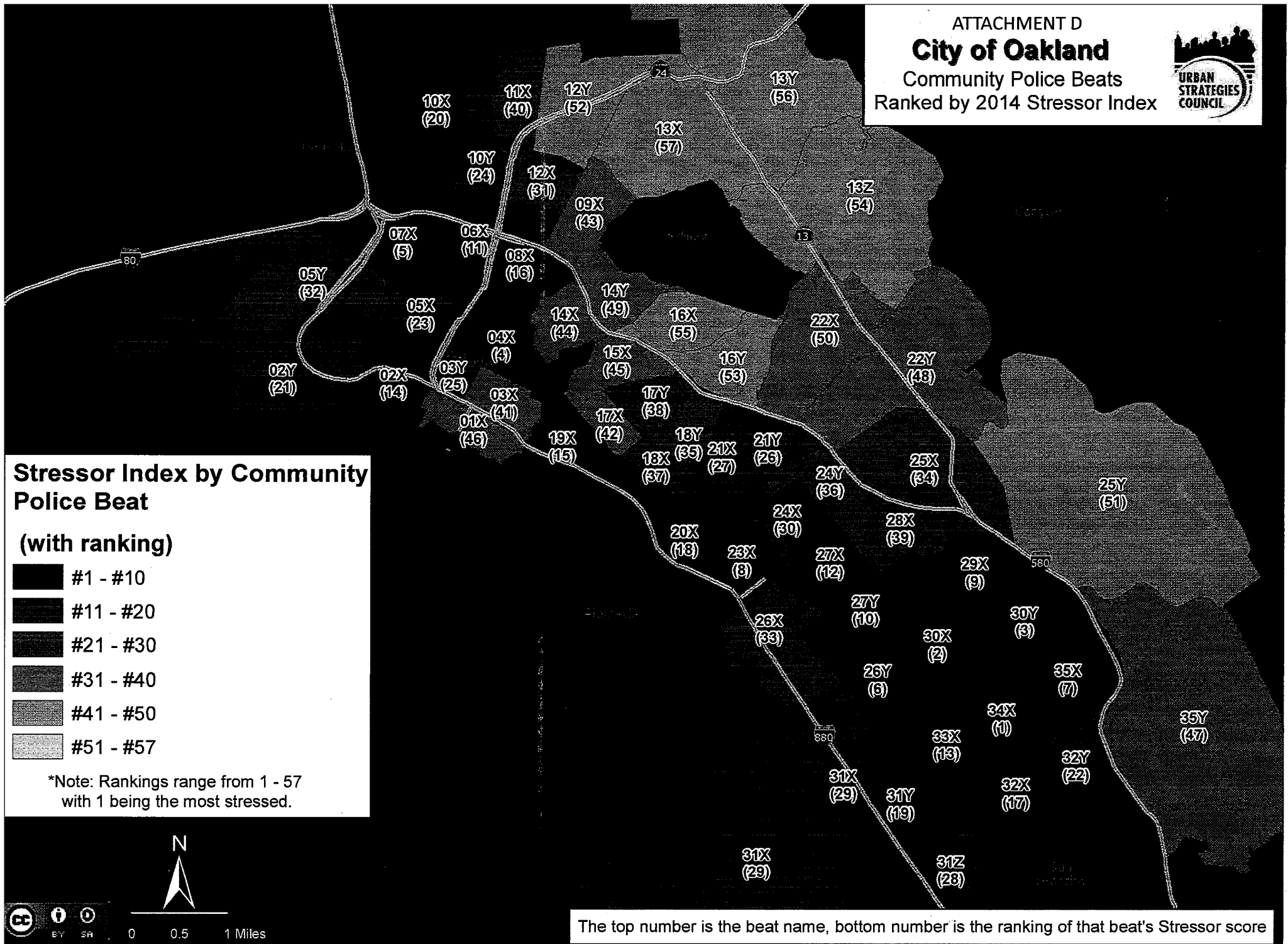
- Access to safe housing and relocation assistance
- Financial assistance to families who have been impacted by homicides
- Trauma-informed behavioral health services and supports to young children and family members exposed to violence
- Support navigating law enforcement and other systems
- De-escalation, restorative justice, and conflict mediation
- Community engagement efforts to help communities reclaim spaces that have been impacted by violence, focused on community building and healing.

There was consensus among a range of stakeholders about the need to articulate standards for case management and to strengthen community and provider capacity to deliver the highest quality service possible. Specific areas of focus include: strengthening case management practices and building provider capacity to deliver services that are trauma-informed and utilize the techniques of restorative justice. There was also consensus among clients and providers about the need for innovations in linking Oakland Unite clients with employment and jobs.

ATTACHMENT







D

Stressors Map and Table



Stressor Index by Community Police Beat

(with ranking)

-  #1 - #10
-  #11 - #20
-  #21 - #30
-  #31 - #40
-  #41 - #50
-  #51 - #57

*Note: Rankings range from 1 - 57 with 1 being the most stressed.



0 0.5 1 Miles

The top number is the beat name, bottom number is the ranking of that beat's Stressor score

ATTACHMENT D

Dist	Rank by Z Score (1 = most stressed)	Z Score	# of indicators scoring in top 10%	Populations					School Issues				Crime Incidence						Rate of Probationers per 1,000 people (Age 18+)	Food Stamp Receipts Per 1,000 Population	CHSD Students' Behavioral Indicators Per 1,000 Population		
				Total	Age 0-17	Age 18-30	Age 18+	CHSD Students	Adult Probationers	Food Stamps	Chronic Absentees	Violent Suspensions	Arrests (Age 0-17)	Arrests (Age 18-30)	Domestic Violence	Shootings & Homicides	Other Violent Crime	Burglaries			Chronic Absentees	Violent Suspensions	
01K		-0.71	1	2,484	141	632	2,343	30	9	68	1	6	51	53	5	14	45	4	27	33	0		
02K		0.53	3	4,399	1,202	864	3,197	629	107	1836	99	14	131	178	42	58	149				32		
02Y		0.25	1	4,672	1,149	1,077	3,523	439	89	1760	65	6	144	202	41	59	153	25		148	34		
03K		-0.40	1	5,088	540	557	4,548	371	22	1058	15	12	120	141	17	32	248	5	208	40	0		
03Y	25	0.10	2	2,754	177	698	2,577	70	18	316	5	4			6	21	166	7	115	71	0		
04K		1.15	6	9,076	829	1,955	8,247	355	88	3638	42	7			29		11		118	20			
05K	23	0.16	0	3,770	844	760	2,926	355	69	1128	54	12	16	115	147	14	40	105	24	299	152	34	
05Y	67	-0.20	2	1,073	225	206	848	63	15	216	12	4	3	24	41	3	11	36	18	201			
06K		0.70	2	6,748	1,348	1,489	5,400	544	132	1962	79	20	14		24	88	136	24	291	145	37		
07K		1.03	5	5,895	1,185	1,266	4,710	479	43	1643	86	17	16		38	79	214		279				
08K	16	0.45	3	10,456	1,061	2,342	9,395	331	74	1226	48	7	8		16	63	242	8	117	145	21		
09K		-0.65	1	8,741	810	1,556	7,931	162	9	396	9	1	6	72	96	9	29	204	1	45	56	6	
10K		0.26	2	6,803	1,140	1,384	5,663	266	98	1240	56	19	9	52	62	28	42	156	17	182			
11K	24	0.10	2	6,026	1,113	1,227	4,913	374	68	1045	75	19	7	68	104	31	51	92	14	173			
11Y		-0.39	1	6,465	885	1,543	5,580	320	55	859	44	13	3	44	65	12	21	123	10	133	138	41	
12K	31	-0.17	2	4,285	581	969	3,704	220	16	359	26	11	8	50	54	7	28	246	4	84	118	20	
12Y		-0.90	0	10,252	1,627	1,736	8,625	578	6	292	23	3		41	48	8	19	274	1	28	40	5	
13K		-1.25	0	6,486	1,412	597	5,074	548	1	35	12	1	2	4	0	2	96	0	5	22	2	2	
13Y		-1.21	0	8,401	1,528	682	6,873	372	9	58	11		7	11	0	2	129	1	7	28	0	0	
13Z		-1.10	0	10,970	2,258	638	8,712	898	5	96	22	4	3	13	17	1	8	163	1	9	25	5	
14K		-0.65	1	9,915	895	2,024	9,020	288	23	747	20	6	2	47	65	6	23	242	3	75	69	21	
14Y		-0.82	1	6,836	716	1,128	6,120	208	10	285	13	3	1	21	31	5	17	246	2	42	63	14	
15K		-0.65	0	7,478	837	1,362	6,641	358	14	522	26	3	15	70	78	5	17	153	2	70	73	8	
16K		-1.14	0	4,612	1,119	307	3,493	343	7	71	6	3	2	10	15	2	5	105	2	15	17	9	
16Y		-1.10	0	6,896	1,317	532	5,579	476	11	229	15	1	2	16	19	2	6	143	2	33	32	2	
17K		-0.47	0	7,074	1,371	1,559	5,703	607	58	1200	52	15	3	82	110	10	35	109	10	170	86	25	
17Y	28	-0.35	0	7,780	1,459	1,518	6,321	679	68	982	53	7	12	92	100	25	52	148	11	126	78	10	
18K	77	-0.29	1	3,078	849	584	2,229	554	42	1288	38	14	3	63	91	23	35	38	19	69	25	25	
18Y		-0.24	0	6,173	1,534	1,250	4,639	789	67	1709	88	25	7	54	81	21	34	89	14	277	112	32	
19K		0.51	3	9,576	1,736	1,948	7,840	906	67	1999	81	15			35	88	279	9	209	89	17		
20K	18	0.38	2	9,024	2,481	1,885	6,543	1,070	100	1921	99	16	16	211	254	35	132	15	213	93	29		
21K	27	0.00	0	7,024	1,814	1,461	5,210	840	56	2096	97	25	17	92	121	32	46	88	11	298	115	30	
21Y	21	0.03	0	10,439	2,560	1,988	7,879	1,151	113	2614	106	25	11	123	171	31	49	172	14	247	109	28	
22K		-0.84	0	8,969	1,661	811	6,702	670	30	507	31	4	1	37	55	7	24	234	4	61	46	6	
22Y		-0.74	0	9,014	1,718	1,237	7,296	662	29	551	50	8	4	27	34	12	19	216	4	61	76	12	
23K		0.87	4	8,442	2,262	1,846	6,180	823			96	22		212	242				169		301	117	27
24K	30	-0.17	0	8,180	2,274	1,651	5,906	889	64	1851	100	20	4	82	112	41	61	111	11	226	112	22	
24Y	26	-0.28	0	7,188	1,817	1,328	5,371	863	75	1659	91	15	7	79	100	17	43	144	14	231	105	17	
25K	34	-0.23	0	9,656	1,959	1,249	7,697	858	60	1014	76	20	11	92	116	22	45	282	8	105	89	23	
25Y		-0.84	0	5,152	899	609	4,253	235	13	187	23	4	7	14	19	1	10	90	3	36	98	17	
26K	31	-0.22	0	1,892	497	484	1,395	252	20	532	33	4	4	96	112	14	41	170	14	281	131	16	
26Y		1.01	7	9,108	2,913	1,934	6,195	1,604	54	2724	104	25		229	324	48			174		315	177	38
27K		0.65	2	7,314	1,979	1,469	5,335	922	118	2324	144	25		180	205	42	80	151	22	318	127	27	
27Y		0.83	5	10,474	3,176	2,142	7,298	1,575			152	29							169	26	318	122	25
28K		-0.36	0	5,658	967	1,290	4,691	403	57	673	47	12	5	52	69	24	31	139	12	119	117	30	
28Y		0.84	3	9,124	2,156	1,545	6,968	897			122	25		18	158	209			212	22	267	155	35
29K		1.40	7	10,385	3,068	1,987	7,317	1,439			122	25							201				36
29Y		1.35	7	6,802	1,702	1,137	5,100	827			122	25		211	251				164				36
30K	25	-0.14	1																				
31K	19	0.31	2	4,748	1,425	937	3,323	629	121	1502	71	7	8	132	165	28	58			316	113	11	
31Y	28	-0.03	2	4,866	1,569	917	3,297	894	96	1581	106	22	10	71	94	16	39	88			127	26	
32K	17	0.44	1	7,279	2,065	1,485	5,214	855	133	1992	103	26	12	164	215		82	184	26	274	120	30	
32Y	77	0.23	2	6,156	1,637	1,036	4,519	601	97	1656	84	25	6	109	139		66	105	21	271	140	32	
33K		0.54	3	7,990	2,540	1,686	5,450	1,428			122	25		12	150	220			139	27		120	25
34K		1.75	8	8,878	2,955	1,796	5,923	1,389			122	25							161				35
35K		0.94	6	7,316	2,048	1,273	5,268	813		2273				161	234				159		311		
35Y		-0.72	0	6,045	1,055	602	4,990	289	35	416	35	6	2	26	36	6	8	117	7	69	121	21	
Total				390,779	83,085	70,175	307,694	35,430	4,306	82,019	4,089	940	592	7,111	8,872	1,565	2,875	11,532	838				
Average				6,978	1,484	1,253	5,495	633	77	1,485	73	18	11	125	156	27	50	202	15	213	109	25	
Standard Deviation				2,365	734	523	1,927	381	64	1,214	60	15	8	109	127	25	36	145	11	156	49	17	

ATTACHMENT

E

**Measure Z January 2016 –
Visual Overview of FY17-18
Proposed Strategy Areas**

Attachment E: Measure Z January 2016 – FY17-18 Proposed Strategy Areas

REFERRAL SOURCE

- OPD/Ceasefire Call-ins
- Probation/Parole
- San Quentin/Santa Rita
- Outreach & Crisis Response
- Highland Hospital

GOALS & TARGET POPULATIONS

Goal: To form deep, long-term relationships that include coaching, advocacy, and connection to basic needs and resources.

Life Coaching

- Youth/Young adult considering using or using violence to solve conflicts
- Youth/Young adult with a serious/violent offense returning to the community after incarceration

Community Asset Building

Goal: To deepen the capacity of providers and communities most affected by violence to change norms and decision-making around violence.

Violent Incident & Crisis Response

- Young child/adult experiencing violence in the home
- Young person being sexually exploited
- Youth/Young adult who is shot
- Family, friends, community of young person who is shot or killed

Education & Economic Self-Sufficiency

- Youth/young adults at highest risk of violence
- Youth/Young adult with a serious/violent offense returning to the community after incarceration

OUTCOMES

- Reduced death, injury and re-injury from violence
- Reduced re-arrest and incarceration
- Increased educational attainment (attendance, graduation, certification)
- Increased employment and economic self-sufficiency
- Increased community engagement around violence prevention and intervention

Goal: To provide individual and community support following a violent incident, with an eye to developing relationships that can interrupt retaliation and prevent future violence.

Goal: To connect those served with employment through skills and job readiness training, academic support, job placement, and strengthening employer relationships.

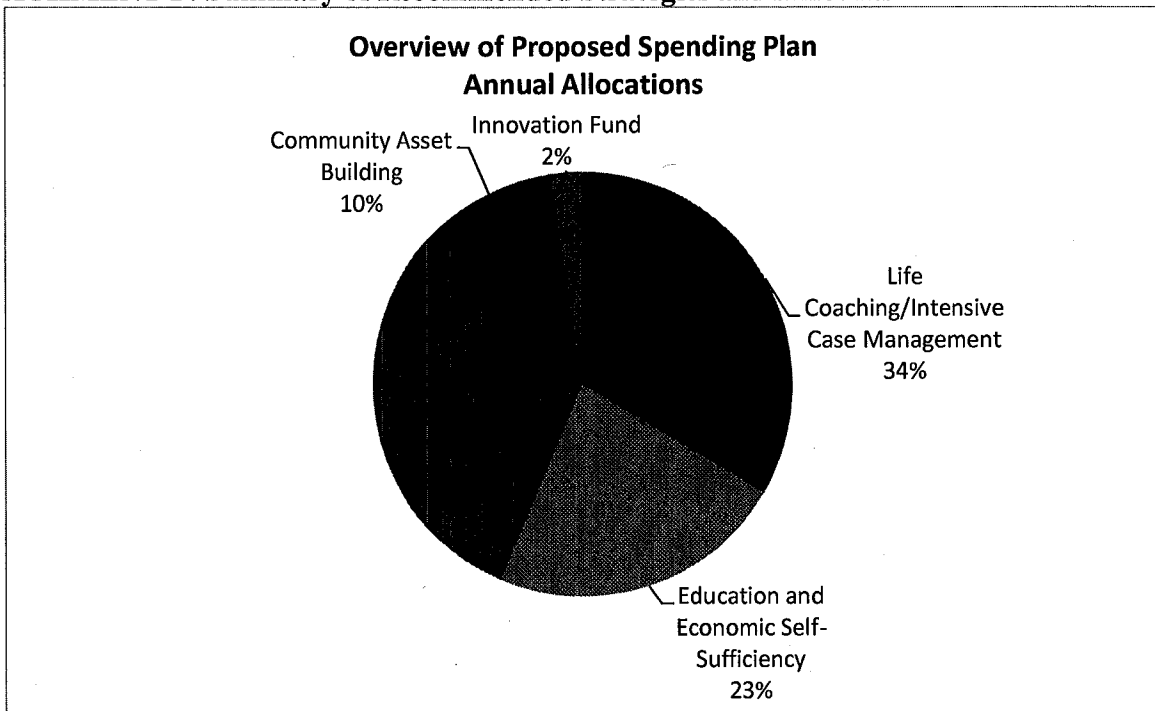


ATTACHMENT

F

Summary of Recommended Strategies and Amounts

ATTACHMENT F: Summary of Recommended Strategies and Amounts



	Annual Allocation Recommendation
Intensive Youth Case Management	\$ 1,290,000*
Intensive Adult Case Management	\$ 1,421,981
<i>Subtotal</i>	<i>\$ 2,711,981</i>
Employment/Education Support	\$ 1,850,000
<i>Subtotal</i>	<i>\$ 1,850,000</i>
Homicide/Shooting Response & Support Network	\$ 525,000
Street Outreach	\$ 1,386,686
Family Violence Intervention	\$ 450,000
Commercially Sexually Exploited Children Intervention	\$ 175,000
<i>Subtotal</i>	<i>\$ 2,536,686</i>
Provider Network Skills and Capacity Building	\$ 200,000
Community Engagement and Support	\$ 588,314
<i>Subtotal</i>	<i>\$ 788,314</i>
<i>Subtotal</i>	<i>\$ 200,00</i>

* Total includes \$200,000 annually for youth stipends funded by remaining Measure Z Fiscal Year 2015-2016 funds – see Cost Summary section for details.

ATTACHMENT

G

**Measure Z Violence
Prevention Sub-Strategy
Detailed Descriptions**

ATTACHMENT G

Measure Z Violence Prevention Sub-Strategy Detailed Descriptions - *DRAFT*

Strategy Area 1: Life Coaching/Intensive Case Management

Goal: To form deep, long-term relationships with highest risk youth and young adults, including coaching, advocacy, system navigation and connection to basic needs and resources.

Measure Z Language: “(a) Street outreach and case management to youth and young adults at high-risk of involvement in violence in order to connect individuals in need of employment, mental health, or educational services to needed programs”

Literature Key Findings¹:

- Higher intensity case management is needed for higher risk individuals, including smaller caseloads (ratio 12:1); 12-18 month service period; and daily contact.
- A client-centered approach prioritizing safety, health and personal development, such as Recovery-Oriented Services, is necessary. Much more than linking to services, intensive case management is built on relationship building and trust and takes time.
- Trauma Informed Care Practices should be incorporated.
- Coaching should include basic life skills as well as critical thinking, attitudes and behavior modification practices.
- Highly strategic, defined referral mechanisms (points of entry) and coordination across providers, strategies and systems, including case conferencing, are required.
- Standardized protocols should be used for intake, assessment, life/case planning, engagement/regularity of contact, monitoring progress, milestones to achieving goals, active trouble-shooting of barriers and re-articulating of revised life goals as needed.
- Family systems should be included in addressing barriers to individuals’ progress and in recognizing successes.
- Incentives/stipends for achieving life goals on a trajectory towards a stable, sustainable non-violent life-style, maintains engagement of highest risk individuals.

➤ ***Intensive Youth Case Management***

Population served: Youth, ages 12-18, detained at Alameda County Juvenile Justice Center (JJC) will be linked to the Intensive Youth Case Management sub-strategy.

Description of sub-strategy: Intensive case management services will allow youth to be successfully re-integrated back into the community, be engaged in school, or another appropriate educational setting, and possibly be linked to youth employment opportunities, as appropriate. Intensive case management identifies and supports their positive life goals and links them with caring adults, resulting in decreased criminal justice involvement and/or violent/high risk behavior. The Juvenile Justice Strategy under Measure Y has been providing case management to youth leaving the JJC. This Intensive Youth Case Management sub-strategy will continue to provide JJC youth with services, but case management will be more intensive, as indicated by evidence based approaches for effective case management in general, and more specifically for intensive case management. Providers will be given training and support in the principles of intensive case management, trauma informed care, utilizing assessment and life planning tools and in engaging family systems in order to optimally address youth needs. *See sub-strategy area: Provider Network Skills and Capacity Building.*

¹ See RDA Overview of Evaluation Findings and Recommendations, Attachment B.

ATTACHMENT G

Measure Z Violence Prevention Sub-Strategy Detailed Descriptions - *DRAFT*

Participants identified through the JJC, and others that are identified as highest risk, will be offered enrollment in a highly structured incentivized stipend program. In partnership with the case manager, individuals will develop a plan with goals and milestones for tracking success towards a positive, non-violent life. Specific goals/milestones have pre-determined incentive stipend amounts that individuals can earn as they work through achieving their life plan. Case managers will be able to offer a critical incentive for engaging individuals who have experienced the most entrenched lives isolated in cultures of violence.

Direct Allocation: This sub-strategy includes a direct allocation to support two systems partner positions, both located at the Alameda County Juvenile Justice Center's Transition Center: 1) Oakland Unified School District Coordinator responsible for ensuring the smooth transition of youth from detention back to enrollment in school. 2) Probation Supervisor who will be responsible for coordinating the partnership, collaboration and case conferencing with youth participants' assigned probation officers. The funding of these positions ensures robust coordination and alignment of OUSD, Probation, and Oakland Unite strategies.

➤ ***Intensive Adult Case Management***

Population served: Young adults, ages 18-35, with a history of violent or criminal behavior, or that are involved in violent or criminal behavior, or are highly at risk of using violence to solve conflicts will be linked to the Intensive Adult Case Management sub-strategy. These young adults may be identified because they are currently incarcerated (Project Choice), have been recently released from incarceration, or have been identified through Street Outreach, Ceasefire or Highland Hospital (Homicide/Shooting Response & Support Network).

Description of sub-strategy: Measure Y programs serving young adults have included case management services historically. However, this Intensive Adult Case Management sub-strategy will provide a more intensive case management model, based on evidence based practices for successful behavior modification of young adults with the experiences and lifestyles Measure Z intends to reach. The Adult Intensive Case Management sub-strategy will provide services to young adult participants across strategy areas, including Adult Employment/Academic Support.

The Intensive Adult Case Management sub-strategy will be organized as follows: Four specialized case managers will be housed within the Human Services Department; one will be an experienced Outreach Developer and will oversee the activities of the other three. One will be funded through a grant that HSD presently has with OJJDP and that ends in December 31, 2017. The other three positions, and the fourth position from January 1, 2018 – June 30, 2018, will be funded through direct allocation of Measure Z. Additional case managers to provide intensive case management will be hired through 2-4 agencies in the community. Between the case managers hired within HSD and case managers at the agencies, intensive case management services will be available to participants across all strategies. Case managers will receive required training. *See sub-strategy area: Provider Network Skills and Capacity Building.*

Participants identified through Ceasefire, and others that are identified as highest risk, will be offered enrollment in a highly structured incentivized stipend program. In partnership with the case manager, individuals will develop a life plan with goals and milestones for tracking

ATTACHMENT G

Measure Z Violence Prevention Sub-Strategy Detailed Descriptions - *DRAFT*

success towards a positive, non-violent life. Specific goals/milestones have pre-determined incentive stipend amounts that individuals can earn as they work through achieving their life plan. Case managers will be able to offer a critical incentive for engaging individuals who have experienced the most entrenched lives isolated in cultures of violence. Along with the relationship of the case manager, highest risk individuals will be kept on course, through the ups and downs of recovery, with the help of concrete evidence of reward for work well done. Further, a select group of individuals who demonstrate progress and initiative will also be invited to participate on the Leadership Council, described in further detail below. *See sub-strategy area: Resident Leadership Development.*

Strategy Area II: Education and Economic Self-Sufficiency

Goal: To connect highest risk youth and young adults with employment through skills and job readiness training, academic support, job placement, and strengthening employer relationships.

Measure Z Language: “(c) Reentry programs for youth and young adults, including case management, school support, job training and placement in order to reduce recidivism rates and improve educational and employment outcomes”

Literature Key Findings:

- Academic/Education Attainment is critical to the successful pursuit of sustainable employment and a livable wage.
- An employment specialist with demonstrated capacity to effectively work with target population should be present at each agency and work closely with clients and Case Managers, including participating in case conferencing.
- Dedicated Job Developer/Retention Specialist is needed to work with employers and Employment Specialists on creating jobs and career pathways that meet employer needs and focus on building employer-readiness that is aligned with client readiness.
- Incentives and funds for employment retention and job readiness (travel, attire, tools, and certification) should be available.
- A combination of soft and hard skills training should be continued, along with paid job training, internships and transitional employment.

➤ ***Youth & Young Adult Employment/Education Support***

Population served: Youth and young adults, ages 12-35, with a history of serious/violent offense or at highest risk of violence require a great deal of support in order to be successful in obtaining or maintaining employment or achieving academic goals. Participants for this strategy may be identified because they are currently incarcerated (Project Choice), have been recently released from incarceration, have been detained or recently released from the Juvenile Justice system, and/or have been identified through Street Outreach, Ceasefire or Highland Hospital (Homicide/Shooting Response & Support Network). They will also be engaged in the Youth or Adult Intensive Case Management services, and will have indicated a desire, willingness and readiness to pursue employment and education goals. Employment and academic support programs will need to be innovative and comprehensive.

ATTACHMENT G

Measure Z Violence Prevention Sub-Strategy Detailed Descriptions - *DRAFT*

Description of sub-strategy: For youth, education is a priority, but financial constraints are often real and pressing and opportunities for employment can serve as a powerful incentive to engage youth in school achievement as well as providing skills and strong basic work habits. Youth employment programs will be required to provide an academic support component as well as work experience and training. Youth should be supported in not only attending school regularly, but should receive tutoring in subject areas, be engaged in reviewing and understanding their transcripts, setting course completion goals and being supported in meeting the requirements for high school graduation and potentially other education pursuits. Youth employment programs will provide job-readiness assessments, workplace readiness training, professional skills development, social skills/communication, and workplace professionalism. Programs will provide summer employment opportunities for youth. Youth employment program participants will gain hands-on work experience through paid internships with partnering employers. These youth development strategies must be provided in tandem with the Intensive Youth Case Management services described above. Case conferencing across systems that service youth is imperative.

Young adults will already be receiving intensive case management services, but will need specialized attention in the areas of employment and education. Programs will need to provide opportunities and support around obtaining GED, if needed, as well as certifications and other educational attainment to reduce barriers to employment.

New inroads must be established with the business community in order to move beyond employment training and life skills development and into sustainable job placements. A position for a Business & Community Liaison will be dedicated to pursuing business relationships in the community and ensuring participant transition into new employment opportunities. Employment programs serving young adults will provide newly hired participants with intensive follow-up support with both the participant and with the work-placement site in order to facilitate a smooth adjustment. Establishing meaningful connections with partnering employers increases the likelihood employers will hire successful participants.

Strategy Area III: Violent Incident and Crisis Response

Goal: To provide individual and community support following a violent incident, with an eye to developing relationships that can interrupt and prevent future violence.

Measure Z Language: “(b) Crisis response, advocacy and case management for victims of crime (including domestic violence victims, commercially sexually exploited children, and victims of shootings and homicides) with a strategic focus on reducing likelihood of being re-victimized” and “(d) Young children exposed to trauma or domestic and/or community violence.”

ATTACHMENT G

Measure Z Violence Prevention Sub-Strategy Detailed Descriptions - *DRAFT*

Literature Key Findings:

- Program staff providing services under the Violent Incident and Crisis Response strategy should be trained in utilizing the principles of Trauma Informed Care and/or Trauma-Specific Services. Trauma informed services should be recovery-oriented and client-centered by prioritizing the client's need to be respected, informed, connected, and hopeful regarding their own recovery. Providers should explicitly recognize the interrelation between trauma and symptoms.

➤ Homicide/Shooting Response & Support Network

Population served: Victims of violence and family, friends, community of young persons who are shot or killed due to street violence through immediate crisis response and follow-up services.

Description of sub-strategy: Outreach, grief and trauma counseling, support, financial assistance and mental health services will be provided to those directly affected by gun violence as described above. The network also ensures strong coordination among all those involved in incident response, including Street Outreach, Ceasefire efforts, Highland Hospital, OPD and other law enforcement entities, and community networks. When a situation results in an individual or individuals having become active targets of retaliatory violence and it is imperative for their safety and for the purpose of avoiding shootings and potential homicides, these individuals will be relocated out of the area either until the situation is abated, or they may relocate permanently. Relocation efforts are done in coordination with family members, service providers, probation department, and others to ensure an effective, safe, and successful relocation. The relocation program under this sub-strategy will support these needs as necessary.

➤ Street Outreach

Population served: Youth and young adults, ages 14-35, with a history of violent or criminal behavior, or that are involved in violent or criminal behavior, or are highly at risk of using violence to solve conflicts. These young adults may be identified because they are currently incarcerated, have been recently released from incarceration, or have been identified through Ceasefire, Highland Hospital, or the Homicide/Shooting Response and Support Network.

Description of sub-strategy: Street Outreach is designed to interrupt violence – before it happens whenever possible, or by preventing ensuing incidents of retaliation. With an emphasis on utilizing individuals with histories of street violence, street outreach workers will build relationships in the communities of highest violent crime rates with highest risk youth and young adults in order to be well positioned to interrupt violent occurrences.

Street outreach workers will help mediate hostile situations, including being present as first responders at the scene of violent incidences and intervening at Highland Hospital as necessary to avoid violent conflicts and retaliation. Street outreach workers will participate in the Homicide/Shooting Response & Support Network in order to effectively coordinate a team response to violent incidents when they do occur.

ATTACHMENT G

Measure Z Violence Prevention Sub-Strategy Detailed Descriptions - *DRAFT*

The Street Outreach sub-strategy includes funding for two positions. One is a Violence Prevention Network Coordinator (VPNC). This position will provide on-going training, support and coordination for agencies funded under the street outreach strategy, including overseeing the activities of the street outreach teams. The second position is for a Violence Prevention Services Liaison (VPSL). This person will support the VPNC in overseeing the activities of the street outreach team and assist in connecting individuals identified through street outreach to Adult Intensive Case Management services when appropriate. This person will also be critical to facilitating a bridge between outreach and Ceasefire efforts.

➤ **Family Violence Intervention**

Population served: Young child/adult experiencing violence in the home.

Description of sub-strategy: Outreach and support will be provided for young children and adults experiencing violence in the home. A crisis hotline for victims of domestic violence is available 24 hours/7 days a week, including mental health counseling, legal advocacy, and emergency relocation services.

In partnership with OPD, there will remain follow-up outreach in response to all OPD reports that indicate domestic violence, inviting victims to receive assistance with crisis intervention, trauma informed care, emergency housing, and obtaining legal assistance. Efforts will be coordinated with the Family Justice Center and the District Attorney's Office.

➤ **Commercially Sexually Exploited Children (CSEC) Intervention**

Population served: Young person being sexually exploited.

Description of sub-strategy: This sub-strategy will ensure a continued, coordinated effort to provide outreach to commercially sexually exploited children, and provide a safe place for initiating services, and making a connection with appropriate, caring adults in order for young persons, age 18 and under, to be extricated from exploitation. Participants will be linked to Youth Intensive Case Management services and will receive trauma informed care interventions. Coordination with law enforcement, probation department, juvenile courts, and community-based service providers and advocates will help ensure effective service delivery with goal of de-criminalizing victims of commercial and sexual exploitation.

Strategy Area IV: Community Asset Building

Goal: To deepen the capacity of service providers and communities most affected by violence to change norms and decision-making around violence.

Measure Z Language: "Coordination of public systems and community-based social services with a joint focus on youth and young adults at highest risk of violence as guided by data analysis."

➤ **Provider Network Capacity Support**

Description of sub-strategy: A request for qualifications (RFQ) will be announced in order to select qualified providers to support those agencies that are selected to receive Measure Z funding with the training and support needed to meet the demands described above. For

ATTACHMENT G

Measure Z Violence Prevention Sub-Strategy Detailed Descriptions - *DRAFT*

example, training will be provided to ensure quality and fidelity in the provision of Intensive Case Management, including trauma informed care. Other areas may include training in conducting Restorative Justice Healing Circles, implementing Boys and Men of Color frameworks, achieving family engagement in client services, and/or proper use of standardized assessment tools and utilization of life planning/goal oriented case management instruments. Other support and training as required to meet standards of identified evidence based practices will be provided through this RFQ.

➤ Resident Leadership Development

Description of sub-strategy: This sub-strategy has two main components. One is to develop the capacity of residents of Oakland's East and West neighborhoods to be engaged in community improvement efforts. Building on the work of the City County Neighborhood Initiative, two HSD-based staff will provide support and infrastructure to residents who want to grow their ownership of making their communities safer, healthier places to live and have families. Various activities within the community will be supported through this sub-strategy, such as the Summer Nights Parks Program, Community Healing Circles, neighborhood athletic events (i.e.: Midnight Basketball), etc.

This component of the sub-strategy area will also be supported at the HSD through a Community Coordinator position. The Community Coordinator will oversee the performance of the agency selected to facilitate community ownership activities as well as coordinate the logistics of the Parks program.

The second main component of this sub-strategy is to launch a pilot program to establish a Participant Leadership Council. Members of the Participant Leadership Council will be selected from those highest risk individuals described under the Adult Intensive Case Management sub-strategy through a referral and application process. Ideal participants will be those who have been intensely impacted by street violence, either as victims or as offenders, yet are at a critical place in their lives where they are highly motivated to engage in a transformative process of healing and growth, not only for themselves but for their peers and communities as well. Ideal participants would be those already considered leaders and change agents within their own networks and communities, and would be given training, education, and resources to grow their leadership capacity and be actively involved in violence prevention efforts throughout Oakland.

Participants in the Participant Leadership Council would commit to the council for 12 months, receive a monthly stipend for their participation, and attend at least two learning trips to other municipalities with the goal of observing and assessing successful models of violence prevention and intervention programs, and then applying what they learn to efforts and practices here in Oakland. In addition to building leadership capacity, participants will engage in intense learning workshops including, but not limited to: manhood development; social/cultural/political education; healing of trauma and emotional violence; anger management; etc.

Lastly, this sub-strategy includes an allocation for the Mayor's Public Safety Advisor, a key position in the Mayor's that provides essential communication and coordination between the City and community leaders. This position will also link Oakland Unite violence intervention and prevention programs to broader citywide violence reduction efforts.

ATTACHMENT G

Measure Z Violence Prevention Sub-Strategy Detailed Descriptions - *DRAFT*

Strategy Area V: Innovation Fund

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

Description of sub-strategy: The purpose of this new strategy is to provide seed funding to encourage incubation of new programs/practices with high potential. Innovation programs/practices may include employment, diversion programs, social/political/cultural education, trauma-informed healing approaches, parent education, or leadership development. Priority will be given to applicants that propose new strategies to address intense community violence, with an emphasis on serving those populations that are often difficult to engage and serve (ie: undocumented youth/young adults, CSEC, LGBTQ, etc.). It is anticipated that new approaches useful to informing future, effective violence intervention will be discovered.

FILED
OFFICE OF THE CITY CLERK
OAKLAND

OAKLAND CITY COUNCIL

Approved as to Form and Legality



City Attorney

2015 JUN 11 PM 1:00

RESOLUTION No. _____ C.M.S

Introduced by Councilmember _____

A RESOLUTION APPROVING THE MEASURE Z VIOLENCE PREVENTION PROGRAM STRATEGIES, FUNDING AMOUNTS, AND THE REQUEST FOR PROPOSAL PROCESS FOR THE FUNDING CYCLE FOR JANUARY 2016 THROUGH FISCAL YEAR 2017-2018

WHEREAS, the City of Oakland voters passed Measure Z, the 2014 Oakland Public Safety and Services Violence Prevention Act (“Measure Z”), in November 2014, approving a series of taxes to support violence intervention objectives, including programs and services that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism, and for youth and young adults at highest risk of violence as guided by data analysis; and

WHEREAS, the Budget Office currently projects total Measure Z revenue for Fiscal Year 2015-2016 and Fiscal Year 2016-2017 to be an estimated \$24,658,021 and \$25,207,875 respectively; and

WHEREAS, of this total, an estimated \$7,886,981 is available to the Human Services Department (HSD) for violence intervention and prevention programs in Fiscal Year 2015-2016 and \$8,082,590 in Fiscal Year 2016-2017 (after 10% administrative costs are allocated); and

WHEREAS, the proposed service allocations for January 2016 through June 2016 are based on half of the projected program funding available in Fiscal Year 2015-2016 (\$3,943,490) and service allocations in Fiscal Year 2016-2017 are double the amount allocated for January-June 2016, plus a 2.5% increase based on projected revenue increases; and

WHEREAS, revenue projections are not yet available for the final year, Fiscal Year 2017-2018, and if revenue projections change, either positively or negatively, staff recommends all allocations be adjusted by the same percentage amount; and

WHEREAS, HSD developed spending plan recommendations concerning strategies to prioritize and the process for allocating funds in collaboration with public partners based on a five-month planning process that included review of evaluation data, focus groups with key stakeholders, and interviews with public and community partners; and

WHEREAS, Measure Z establishes a Public Safety and Services Violence Prevention Oversight Commission (SSOC), whose members received and approved the priority spending plan for violence prevention and intervention funds received through the ordinance on May 27, 2015; and

WHEREAS, the SSOC's approval of the HSD priority services spending plan was contingent upon HSD identifying funds to provide additional high risk youth stipends; and

WHEREAS, a competitive Request for Proposals (RFP) process is recommended for most strategies and services, with the remaining funds recommended for direct allocation for programs and positions implemented by public institutional partners or directly by the City; and

WHEREAS, HSD staff will return to the SSOC and Council in the fall of 2015 (as outlined in the accompanying report) with recommendations concerning allocations to specific agencies that result from the RFP process; and

WHEREAS, HSD seeks to continue funding the following selected violence intervention service positions and programs within the HSD using Measure Z service funds, as described in the priority spending plan approved by the SSOC:

- Ceasefire Strategy: Ceasefire Lead Case Manager (1 FTE Outreach Developer; estimated annual total of \$125,000);
- Street Outreach Strategy: Violence Prevention Network Coordinator (1 FTE Program Analyst III; estimated annual total of \$150,000);
- Peace in the Parks Resident Engagement Specialists (2 FTE City-County Neighborhood Initiative Program Analyst I, estimated annual total of \$215,000); and

WHEREAS, HSD seeks to augment selected violence intervention services in HSD by funding the following new violence intervention service positions within the HSD using Measure Z service funds, as described in the priority spending plan approved by the SSOC:

PROGRAM STRATEGY	NEW POSITION (S)	FUNDING SOURCE	ESTIMATED ANNUAL TOTAL
Life Coaching/Intensive Case Management	Ceasefire Case Managers (2 FTE Case Manager I)	Fund 2252, Org 78311, Projects G484750-G484776, Accounts 54911 & 54912	190,000
Violent Incident and Crisis Response	Street Outreach Services Liason (1 FTE Program Analyst II)	Fund 2252, Org 78311, Projects G484750-G484776, Accounts 54911 & 54912	120,000
Community Asset Building	Peace in the Parks Community Engagement Coordinator (1 FTE Program Analyst II)	Fund 2252, Org 78311, Projects G484750-G484776, Accounts 54911 & 54912	120,000
Annual total			430,000

; and

WHEREAS, a fourth HSD-based Ceasefire Case Manager (in addition to the three positions described above) is currently funded by a state CalGRIP grant through December 2017; and

WHEREAS, the SSOC recommended and the City Council authorized the use of \$2,407,832 from Fiscal Year 2015-2016 Measure Z funds to extend programs funded under Measure Y from July 1, 2015 through December 31, 2015 while the spending plan and the subsequent request for proposals could be approved and carried out; and

WHEREAS, new Measure Z services funded through the RFP process are planned to begin January 1, 2016 and allocations are based on half of the projected program funding available in Fiscal Year 2015-2016 (\$3,943,490); and

WHEREAS, an estimated \$1,535,658 of Measure Z Fiscal Year 2015-2016 service funds will remain based on the approved six month extension and proposed new allocations starting January 1, 2016 (an estimated combined total of \$6,351,322 out of the projected Fiscal Year 2015-2016 service fund total of \$7,886,981); and

WHEREAS, the City of Oakland HSD seeks to use a portion of the remaining Fiscal Year 2015-2016 funds for the following purposes:

- To ensure continued support for the fourth Ceasefire Case Manager who is currently funded by a state CalGRIP grant through December 2017 (an estimated \$50,000 total); and
- To support youth case management stipends as requested by the SSOC in an estimated amount of \$200,000 a year for 2.5 years;

now, therefore, be it

RESOLVED: That the Measure Z violence prevention program strategies, funding amounts including 10% HSD administrative costs, and the RFP process for the funding cycle for January 2016 through Fiscal Year 2017-18 described in the accompanying report are hereby approved; and be it

FURTHER RESOLVED: That HSD is authorized to fund the following selected violence intervention service positions and programs within the HSD using Measure Z service funds, as described in the priority spending plan approved by the SSOC:

- Ceasefire Strategy: Ceasefire Lead Case Manager (1 FTE Outreach Developer; estimated annual total of \$125,000);
- Street Outreach Strategy: Violence Prevention Network Coordinator (1 FTE Program Analyst III; estimated annual total of \$150,000); and
- Peace in the Parks Resident Engagement Specialists (2 FTE City-County Neighborhood Initiative Program Analyst I, estimated annual total of \$215,000); and be it

FURTHER RESOLVED: That HSD is authorized to augment selected violence intervention services in HSD by funding the following new violence intervention service positions within HSD using Measure Z service funds, as described in the priority spending plan approved by the SSOC:

PROGRAM STRATEGY	NEW POSITION (S)	FUNDING SOURCE	ESTIMATED ANNUAL TOTAL
Life Coaching/Intensive Case Management	Ceasefire Case Managers (2 FTE Case Manager I)	Fund 2252, Org 78311, Projects G484750-G484776, Accounts 54911 & 54912	190,000
Violent Incident and Crisis Response	Street Outreach Services Liason (1 FTE Program Analyst II)	Fund 2252, Org 78311, Projects G484750-G484776, Accounts 54911 & 54912	120,000
Community Asset Building	Peace In the Parks Community Engagement Coordinator (1 FTE Program Analyst II)	Fund 2252, Org 78311, Projects G484750-G484776, Accounts 54911 & 54912	120,000
Annual total			430,000

; and be it

FURTHER RESOLVED: That the City Administrator is authorized to allocate a portion of the estimated \$1,535,658 remaining Fiscal Year 2015-2016 Measure Z funds to HSD for the following purposes:

- To continue support from January-June 2018 (an estimated \$50,000 total) for a fourth Ceasefire Case Manager based in HSD (in addition to the three positions described above) who is currently funded by a state CalGRIP grant through December 2017; and
- To support high risk youth stipends for case management in an estimated amount of \$200,000 a year for 2.5 years beginning January 1, 2016, which will be allocated to an agency or foundation to be named when HSD returns to Council with recommended RFP awards; and be it

FURTHER RESOLVED: That the funds for the of services described above will be allocated from the Measure Z Fund (2252), HSD Administration Organization (78311), HSD/Measure Z Fiscal Year 2015-2016 Projects (G484750-G484776), and Accounts (54911 and 54912).

IN COUNCIL, OAKLAND, CALIFORNIA, _____

PASSED BY THE FOLLOWING VOTE:

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

NOES-

ABSENT-

ABSTENTION-

ATTEST: _____

LATONDA SIMMONS
City Clerk and Clerk of the Council
of the City of Oakland, California