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OAKLAND

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# CITY OF OAKLAND

## AGENDA REPORT

TO: Office of the City Administrator  
ATTN: Dan Lindheim  
FROM: Department of Human Services  
DATE: June 8, 2010

RE: **An Informational Report from the Oakland Gang Prevention Task Force  
Detailing Their 2010-11 Strategic Plan**

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### SUMMARY

This report details the Oakland Gang Prevention Plan developed in 2009 and recently updated by the Oakland Gang Prevention Task Force with input from the Interagency Gang Prevention Collaborative. The plans goals are to reduce gang violence by enhancing current prevention and intervention strategies targeted to high –risk youth and bolster the effectiveness of law enforcement through coordination, communication and data collection/analysis.

### FISCAL IMPACT

There is no fiscal impact as this is an informational report.

### BACKGROUND

For many years, it was widely accepted among residents, city officials and police that, while Oakland has a history of crime and violence similar to other California cities of its size, such activity was not attributed to organized gangs. The Oakland Police Department (OPD) challenged this notion in early 2006 with a report to City Council detailing the rise in gang activity in certain neighborhoods of Oakland. It was largely attributed to the increasing influence of traditional gangs and a prevalence of youth committing crimes in smaller groups or cliques. Since that time, City Council instituted an OPD Gang Unit, accepted funds to implement the Gang Reduction Education and Training (GREAT) curriculum, was awarded two CalGRIP grants from the Sate of California and also directed Measure Y Violence Prevention tax funds toward prevention programs targeting youth involved in traditional gangs and their parents.

Simultaneous to the above mentioned work, Oakland joined the National League of Cities' California Cities Gang Prevention Network. In 2008, a team including representatives from the Oakland Police Department, the Department of Human Services, Oakland Unified School District, Office of Alternative Education and others worked together to create a gang prevention

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plan which was required if Oakland was to continue to be a part of the California Cities Gang Prevention Network. A central part of the 2008 plan was to convene a larger group of policy makers around the issue of gang prevention.

This resulted in the Oakland Gang Prevention Task Force which has now been meeting once every other month since March 31, 2009. A list of Task Force members is in the next section. In January of 2010, the Task Force updated the plan and the result is detailed below and a copy of the full plan is in Appendix A. The updates were also reviewed by the National League of Cities representative and their suggestions were incorporated into the revised version.

### **KEY ISSUES AND IMPACTS**

The Oakland Gang Prevention plan builds upon other existing resources and strategies, such as Measure Y - the Violence Prevention and Public Safety Act of 2004, approved by Oakland voters out of their concern for the future of our youth and community, and various collaborative efforts between numerous public service and law enforcement entities.

Most significantly, this plan is comprehensive, in that it seeks to enhance current priority and intervention strategies targeted to high -risk youth and bolster the effectiveness of law enforcement through coordination, communication and data collection/analysis. This will be in partnership with various community-based agencies who are members of the Interagency Gang Prevention Council (IGPC) and the Oakland Gang Prevention Task Force. Both groups implement a work plan based off of the two major strategies identified in this plan:

- 1) Coordinate and collaborate with the residents of Oakland and the public service, policy and law enforcement sectors and leaders.
- 2) Improve upon the current comprehensive approach to providing a range of services in prevention, intervention and enforcement through better coordination and work to ensure they are sustainable. The result will effectively reduce youth gang violence and the value of an outcomes focused evaluation approach to track the effectiveness and impact of these efforts and initiatives.

### **PROGRAM DESCRIPTION**

In order to affect significant community change strong leadership and positive communication is required. In addition, a community organized around a shared vision, a systematic approach that provides access to effective services that are differentiated according to need and purpose and an ongoing process of evaluation and assessment to measure progress, analyze impact and correct course as necessary is important to maintain optimal quality.

With this in mind, the mission of this action plan is to reduce gang violence in Oakland through targeted strategies in areas of prevention, intervention, enforcement, re-entry, community mobilization and sustainability.

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**Strategy Goal Area 1: Work Together in Partnership**

To best utilize and maximize limited resources it is necessary to organize a collaborative approach to service planning, implementation and monitoring of effort, impact and quality. This requires systemic change and increased accountability from multiple city agencies, community-based agencies and coordination of efforts with Alameda County Departments (primarily those related to law enforcement, health & human services). The Oakland Gang Prevention Plan will be accomplished through two coordinating entities: the Oakland Gang Prevention Task Force and the Oakland Interagency Gang Prevention Collaborative.

**Oakland Gang Prevention Task Force**

The Oakland Gang Prevention Task Force has been meeting once every other month since March 31, 2009. The Task Force adopted the first version of the Oakland Gang Prevention Plan in June of 2009. In January of 2010, the Task Force updated this current plan. The updates were also reviewed by the National League of Cities representative and their suggestions were incorporated into the revised version.

*Oakland Gang Prevention Task Force Overall Vision*

- To reduce crime and violence associated with gangs in Oakland.
- To reduce the number of school aged youth reporting they are involved with gangs in Oakland.

*Mission of the Oakland Gang Prevention Task Force*

The mission of the Oakland Gang Prevention Task Force is to implement the Oakland Gang Prevention plan by sharing information regarding gang involvement and trends; coordinate gang prevention, intervention and suppression efforts; address policy issues related to gang involved youth and gang crime and raise awareness in Oakland about emerging trends related to gang violence.

Oakland Gang Prevention Task Force Members (as of March 2010):

- Claudia Albano, Neighborhood Services Manager, Office of the City Administrator
- Jeff Baker, City Administrator's Office
- Sara Bedford, Policy and Planning Manager, Department of Human Services
- Alex Briscoe, Director, Alameda County Health Care Services Agency
- Claudia Burgos, Office of Councilmember Ignacio De La Fuente
- Geoff Collins, Oakland citizen
- Kitty Epstein, Office of Mayor Ron Dellums
- Kevin Grant, Violence Prevention Coordinator, Department of Human Services
- Reygan Harmon, Office of Councilmember Larry Reid
- Marisol Lopez, Office of Mayor Ron Dellums
- Laura Moran, Assistant Chief, Oakland Unified School District
- Nancy O'Malley, District Attorney, Alameda County
- Chief Peter Sarna, Oakland Unified School District Police Department

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- Isaac Taggart, Office of Mayor Dellums
- Page Tomblin, Planner, Department of Human Services
- Monica Vaughan, Oakland Unified School District, Director of Alternative Education
- Shirley Yee, Oakland Unified School District Gang Prevention Coordinator
- Andrea Youngdahl, Director, Department of Human Services and facilitator
- Baraan, Restituto, Alameda County Department of Probation

### **Interagency Gang Prevention Council**

The Oakland Interagency Gang Prevention Council has been meeting for two years to increase multi-agency coordination related to gang issues in the schools. Through this plan, this collaborative expanded to serve as the citywide operational working group to enhance multi-agency collaboration on gang issues in both the schools and community. The Interagency Gang Prevention Council (IGPC) meets quarterly while the subcommittees will meet on a more regular basis (monthly). The members include:

- Oakland Unified School District
- Oakland Diocese of the Roman Catholic Church
- California Youth Outreach
- East Bay Asian Youth Center
- East Bay Agency for Children
- Sports4Kids
- Seneca Center
- Office of Mayor Ron Dellums
- Oakland, Department of Human Services
- Alameda County Probation Department
- Oakland Police Department
- Girls, Inc.
- New Bridge/ASPIRE School
- Alameda County Mental Health Services Agency
- California Crime Prevention Associates
- Project Re-Connect
- La Clinica de La Raza
- Spanish Speaking Citizens Foundation (LIBRE)
- Youth Radio
- Youth UpRising
- Leadership Excellence

Currently, the IGPC has developed seven core strategies for its work in preventing youth gang violence in Oakland:

- Build and strengthen a provider network.
- Develop advocacy and policy strategies.
- Develop prevention strategies.
- Develop a range of practices for Alternative Education that are “gang culture” competent.
- Develop and promote healthy recreation opportunities.

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- Develop recommendations for realistic grant requirements & expectations.
- Influence existing and potential funders.

**Strategy Goal Area #2: Develop & Support Proven Strategies**

The City of Oakland has already made a substantial investment in primary and early prevention through both the Oakland Fund for Children and Youth, Measure Y Violence Prevention Programs, the Community Development Block Grant program administered through the City of Oakland Community and Economic Development Agency and many other government and private sources that fund prevention work in the City. Great strides have been taken through the efforts of City Councilmembers who dedicated Measure Y funds specifically for gang prevention and intervention toward getting ahead of the gang problem in Oakland before it worsens. This has resulted in parenting classes, the gang intervention program at the Alternative Schools and the street outreach program in Central Oakland. However, organizations working with youth and families who are at high risk for becoming gang involved must continue to be trained in gang awareness and in the appropriate methods of working with youth who are gang involved. This includes services that are linguistically and culturally appropriate and provide parents with information about the warning signs of gang involvement.

*Gang Prevention Programs*

- **Target Population – Elementary and Middle School age youth who are not currently gang involved but are at high risk for future gang involvement. Parents of these youth will also be targeted for prevention services. This includes youth living in Central and East Oakland, being truant or expelled from school or who have a family member who is gang involved.**
- Expansion of Current Programs include: support the expansion of the Parent Education and Gang Awareness Program, support the Police Activities League and OK Kids Mentoring Program; and possibly expanding and improving the GREAT Curriculum in Central and East Oakland middle schools to at risk youth to include a special emphasis on youth at high risk for middle schools.
- Increase coordination between the local entities serving youth by participating in the broadened mission of the Interagency Gang Prevention Collaborative. This includes: schools, parks and recreation centers, school based health centers, teen centers and community based organizations focused on serving youth.
- Improving gang awareness in our community by continuing to conduct gang trainings at schools, churches and community groups.
- It is well documented that a positive education setting for children is one of the greatest positive factors in preventing youth violence. Focusing on improving the culture of schools in neighborhoods where gang violence is prevalent lessens the likelihood youth will join gangs.
  - a. Support the implementation of a gang prevention plan at Fremont High School -- The One Land, One People Collaborative.

- b. Work with OUSD to improve the cultural competency of Oakland teachers to better understand the communities where gang involvement is prevalent. Training at specific schools can be targeted.
- c. Support the efforts to improve the salaries of Oakland teachers
- d. Support the evaluation of current education and gang awareness programs at OUSD schools such as GREAT to find out the effective qualities of these programs and areas for improvement
- e. Improve gang awareness among community members in Central and East Oakland and youth serving organizations by sponsoring gang awareness trainings. Sustain these efforts
- f. Publish a resource guide on programs available to assist youth at risk for gang involvement in Oakland online
- g. Develop and publish a planning guide for schools to implement a gang prevention strategy at their site.

*Intervention*

- **Target Population – Youth 14 years and older who are gang involved or display signs of becoming gang involved.**
- Creation of a Seamless Program for Gang Intervention – Train Measure Y outreach workers in the best practices of working with gang involved youth, provide mental health services to youth effected by gang violence, effectively link youth in the street outreach and case management programs to jobs and job training programs.
- Training teachers, case managers, health care providers, clergy, probation officers and other public service professionals who come in contact with gang involved youth about the best practices in serving these youth.
- Working with the OUSD principals to adopt gang prevention and intervention strategies at their schools.
- Provide youth who are gang involved a way out of gang life though support programs and outreach
  - Support Measure Y programs specifically targeted at gang involved youth such as Street Outreach, Case Management and Gang ReDirect Classes at the Alternative Schools, Parenting Classes and Gang Awareness Trainings. Support healthy coping skills, trauma counseling and cultural competency for these youth serving organizations.
  - Continue and increase the number of Call-Ins of youth and young adults who are gang involved and find sustainable funding for this program.
  - Support the Parks and Recreation Department in opening their centers in gang impacted areas until midnight.
  - Support the Midnight Basketball program supported by PAL at Tassafranga Park and the open warrant services provided at those events
- Gang involved youth or youth at high risk for gang involvement need an income and stable job track
  - Develop more career exploration and career programs that provide certification within Alternative Education schools.

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- Work with City of Oakland policymakers to improve options for employing youth at Oakland businesses.

### *Suppression*

The entire department is strategically focused on violent gang crime and drug traffickers

- Focus enforcement efforts on four of the most violent street gangs in Oakland
- Institute gang injunctions on certain areas of Oakland
- Partner with the ATF on getting high powered rifles off the streets.
- Continue to have the Probation Department work closely with the Gang Unit
- Prioritize the pending gang related crimes in the crime lab
- Focus the Problem Solving Officers on providing intelligence regarding gangs
- Improve data collection on gang involved crime
- Focus crime analysts on identifying criminal organizations, their structure, hierarchy, members, crime trends and patterns.
- Support efforts to bring back the Gang Unit.

### **Re-Entry**

- Target Population – Youth 14 years and older who are gang involved or display signs of becoming gang involved.
- Expand current re-entry program to include specific outreach to gang members in prison who are looking for a way out of gang life through current Measure Y Project Choice Program. This includes mentoring, coaching, life skills, housing, and job training and placement programs both pre and post release from prison.
- Provide youth and young adults, particularly those who are gang involved, returning to Oakland from incarceration with support and job training.
  - Second Chance Grant
  - Cal Trans Program

### *Sustainability*

As mentioned previously, the City of Oakland makes a substantial investment in violence prevention and intervention. However, efforts to ensure funding for these programs is sustainable over time are critical to this plan's effectiveness. A sustainability plan is a tangible outcome that will improve service delivery.

### *Community Mobilization*

Mobilize the Oakland communities to become active in peace efforts:

- Continue to mobilize the Faith Based Community by meeting with the Catholic flat and priests and Catholic Bishop to organize their congregants around peace efforts.
- Follow up on Peace Conference efforts to engage Oakland churches in violence prevention efforts.

Inform Oakland residents about services and enforcement options related to gang involved youth by developing a website with information on signs of gang involvement, OPD reporting and links to services.

#### **EVALUATION OF PAST PERFORMANCE**

At each level of coordination, the participants will track outcomes and evaluate strategies to ensure Oakland achieves a reduction in gang violence. These outcomes will include, at a minimum:

- Reduced gang related violence and crime (using Oakland Police Department data);<sup>1</sup>
- Reduced number of youth reporting gang involvement (OUSD school surveys) and;
- Reduction in truancy and violent expulsion rates at OUSD schools

The Interagency Gang Prevention Council will also develop outcomes-based deliverables and a plan to ensure their work is also tied to real outcomes.

For programs funded by Measure Y, the Measure Y legislation requires a professional evaluation of how well policing and violence prevention services are implemented. Three percent (3%) of the Measure Y funds are dedicated to violence prevention and police services are budgeted for evaluation. The Oakland City Administrator's Office oversees the contract administration of the Measure Y evaluation. The work of the Interagency Gang Prevention Council will be included in this evaluation because it is Measure Y funded in part.

#### **SUSTAINABLE OPPORTUNITIES**

**Economic:** Strategic focus on preventing gang violence in Oakland will increase economic stability by linking affected youth to organizations that can provide support services to increase school success of young people.

**Environmental:** There are no environmental opportunities at this time.

**Social Equity:** Strategic focus on preventing gang violence will assist youth and families in Oakland in achieving a greater degree of social equity. Supporting programs that decrease the trauma associated with violence increases the likelihood that families will not be debilitated in the long-term due to experiencing violence.

#### **DISABILITY AND SENIOR CITIZEN ACCESS**

All programs funded by Measure Y are accessible to persons with disabilities.

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<sup>1</sup> There is a need to enhance the current methods of tracking and collecting gang related violence and crime data at the Oakland Police Department. This is an area where technical assistance from the California Gang Prevention Network would be appreciated.



**ACTION REQUESTED OF THE CITY COUNCIL**

That City Council accept this informational report.

Respectfully submitted,




ANDREA YOUNGDAHL, Director  
Department of Human Services

Reviewed by: Sara Bedford, Manager  
Policy & Planning

Prepared by: Page Tomblin, Planner

APPROVED AND FORWARDED TO THE  
PUBLIC SAFETY COMMITTEE:

  
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Office of the City Administrator

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# *City of Oakland's Strategic Plan to Prevent Youth Gang Violence*

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<i>Prevention</i>	<i>Intervention</i>
<i>Suppression</i>	<i>Re-Entry</i>
<i>Community Mobilization</i>	<i>Sustainability</i>

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June, 2010

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# **City of Oakland's Strategic Plan to Prevent Youth Gang Violence**

## **-Foreword-**

The City of Oakland is experiencing a rising gang violence problem that will require the mobilization of the entire community to impact successfully. This strategic plan is intended to serve as a guide to addressing one facet of this complex challenge, the need for a blueprint for implementation of a concerted and coordinated effort to combat youth gang violence.

In pledging to make public safety his No.1 priority, Mayor Dellums has clearly stated both the challenge and overriding strategy that will be followed:

“As we look ahead to 2008 and beyond, we all recognize that this is a special moment in our city and the only way to turn the corner of change is by working together. The foundation we've secured will allow us to move closer to bringing peace to our streets, provide more and better jobs for our residents and help our kids succeed in their youth, so Oakland can succeed in its future.”

There are numerous underlying factors and environmental conditions that contribute to this challenge and its remediation will require inspired leadership and the sustained collaboration and coordination of effort from numerous stakeholder groups. Mayor Dellums has described Oakland's budget as "severely constrained by rising costs, stringent spending requirements and limited revenues," and that a collaboration with federal and state officials and partnerships with private industry would be the only way to realize his goal of making Oakland a model city. "It is in the self-interest of businesses to help create a cohesive, coherent community with a healthy citizenry fully participating in the civic, social, economic and cultural life of the city," said Mayor Dellums.

## **-Executive Summary-**

The goal of the Oakland Gang Prevention plan is that by sharing information regarding gang involvement and trends; coordinate gang prevention, intervention and suppression efforts; address policy issues related to gang involved youth and gang crime and raise awareness in Oakland about emerging trends related to gang violence we will achieve the following outcomes: a reduction in crime and violence associated with gangs in Oakland, and a reduction in the number of school aged youth reporting they are involved with gangs in Oakland.

The factors and conditions that underlie the unacceptably high level of involvement by our youth in gang violence are challenging and require a concerted effort from many sectors and the resolute leadership of our public officials. This effort builds upon other existing resources and strategies, such as Measure Y - the Violence Prevention and Public Safety Act of 2004, approved by Oakland voters out of their concern for the future of our youth and community, and various collaborative efforts between numerous public service and law enforcement entities.

Most significantly, this plan is comprehensive, in that it seeks to enhance current priority and intervention strategies targeted to high -risk youth and bolster the effectiveness of law enforcement through coordination, communication and data collection/analysis. This will be in partnership with various community-based agencies who are members of the Interagency Gang Prevention Council (IGPC) and the Oakland Gang Prevention Task Force. Both groups implement a work plan based off of the two major strategies identified in this plan:

- 1) Coordinate and collaborate with the residents of Oakland and the public service, policy and law enforcement sectors and leaders.
- 2) Improve upon the current comprehensive approach to providing a range of services in prevention, intervention and enforcement through better coordination and work to ensure they are sustainable. The result will effectively reduce youth gang violence and the value of an outcomes focused evaluation approach to track the effectiveness and impact of these efforts and initiatives.

## **- Background-**

### **Oakland's Gang Problem**

For many years, it was widely accepted among residents, city officials and police that, while Oakland has a history of crime and violence similar to other California cities of its size, such activity was not attributed to organized gangs. The Oakland Police Department (OPD) challenged this notion in early 2006 with a report to City Council detailing the rise in gang activity in certain neighborhoods of Oakland. It was largely attributed to the increasing influence of traditional gangs and a prevalence of youth committing crimes in smaller groups or cliques. Since that time, City Council instituted an OPD Gang Unit, accepted funds to implement the Gang Reduction Education and Training (GREAT) curriculum, was awarded two CalGRIP grants from the State of California and also directed Measure Y Violence Prevention tax funds toward prevention programs targeting youth involved in traditional gangs and their parents.

### **The Creation of a Plan**

Simultaneous to the above mentioned work, Oakland joined the California Cities Gang Prevention Network. In 2008, a team including representatives from the Oakland Police Department, the Department of Human Services, Oakland Unified School District, Office of Alternative Education and others worked together to create a gang prevention plan which was required if Oakland was to continue to be a part of the California Cities Gang Prevention Network. A central part of the 2008 plan was to convene a larger group of policy makers around the issue of gang prevention.

This resulted in the Oakland Gang Prevention Task Force which has now been meeting once every other month since March 31, 2009. A list of Task Force members is in the following section. The Task Force adopted the Oakland Gang Prevention Plan in June of 2009. In January of 2010, the Task Force updated this current plan. The updates were also reviewed by the National League of Cities representative and their suggestions were incorporated into the revised version.

# -Problem Statement: Youth Gang Violence-

## **National Context**

At the National Violent Crime Summit in August 2006, the Police Executive Research Forum (PERF) reported a sharp increase in violent crime over the preceding two years, with the highest rates of homicide and burglary seen in over 14 years. Attendees noted the prevalence of guns and a record release of prison inmates as contributing factors.<sup>1</sup>

Homicide rates for youth are higher in America than in any other developed nation. It is the second leading cause of death among all young people ages 10-24, and within this age group, homicide is the second leading cause of death for Hispanics and Asian/Pacific Islanders, and the leading cause of death for African Americans.<sup>2</sup>

## **Crime & Violence in Oakland**

Oakland's crime rate currently exceeds the national average for similar size cities in every major category (see Table 1), with a homicide rate for 2006 of 148, which is two and one half times the national average for comparable cities (Oakland population of 377,256 in 2006 according to U.S. Census Bureau).<sup>3</sup> While the number of homicides have decreased since 2006, there are still consistently over 100 every year in Oakland.

**Table 1: Uniform Crime Report (2006)**

	Violent Crime		Murder		Property Crime		Vehicle Theft	
	Number	Rate*	#	Rate	#	Rate	#	Rate
Oakland	7,599	1,900	145	36	24,344	6,086	10,549	2,637
All US Cities 250,000 - 499,000		996	1,854	14	702,044	5,214	122,346	909

\* Rate is crimes per 100,000 inhabitants.

Oakland has a large Probation and Parolee population. There are over 3,200 parolees in Oakland.<sup>4</sup>

<sup>1</sup> "A Gathering Storm - Violent Crime in America." Chief Concerns. October, 2006. Published by the Police Executive Research Forum.

<sup>2</sup> "Youth Violence: A Report of the Surgeon General" 2001. Office of the U.S. Surgeon General, U.S. Department of Health and Human Services.

<sup>3</sup> U.S. Department of Justice, Federal Bureau of Investigation, "Crime in the United States 2006." Uniform Crime Report.

<sup>4</sup> U.S. Census Bureau Data Summary for Bay Area. [www.bayareacensus.ca.gov/cities/Oakland.htm](http://www.bayareacensus.ca.gov/cities/Oakland.htm).

## **Gang Violence in Oakland**

The Oakland Police Department identified at least 65 gangs operating within Oakland in 2007, with these gangs organized by racial/ethnic identification, and the majority of these are Latino, African American and Asian. The Oakland Police Department (OPD) Gang Enforcement Unit estimated that there are at least 2,000 active gang members in Oakland, but relationships exist with gangs in San Francisco, San Jose and Los Angeles, with leadership and influence extending from within the prison system. These gangs are marked by violence, particularly by use of guns, and also often involved in drug trafficking and street dealing.

**Table 2: Summary of Identified Oakland Gangs -2007**

<b>Race/Ethnicity, Other</b>	<b>Types of Activity</b>	<b>Area of Oakland</b>	<b># of Gangs</b>
Latino	Turf disputes, prison-based operations, neighborhood warfare, vehicle theft/smuggling	East Oakland, San Antonio - Fruitvale	25
African-American	Primarily narcotics sales	West Oakland	20
Asian	Narcotics, Vehicle theft/smuggling, counterfeiting	Various	15
Motorcycle	Narcotics, theft	Various	5

\* Information provided by Oakland Police Department (Anthony Braga), from 2007 homicide reports.

Of particular concern is the fear and uncertainty that define the living conditions of too many of Oakland's residents, especially those who reside in the lower income sections of the community. Drive by shootings are a weekly occurrence, with perpetrators engaging in brazen and ruthless violence, often targeting victims in public places, near schools, parks, and even police stations. One local 16-year old youth described Oakland's war zone-like conditions, "you never know what can happen when people are always riding and walking around - I won't go to some areas because I know that anyone can die at any time."<sup>5</sup>

## **Youth Gang Violence in Oakland**

Oakland is also experiencing a rise in juvenile involvement in gang and street violence. The Urban Strategies Council noted in a 2006 study of Oakland homicides a sharp rise in the number of victims age 18 and under, with an increase from five victims in 2005 to twenty victims in 2006.<sup>6</sup> Of the 109 homicide victims in 2007, almost half (51) have been under the age of 24. In Oakland, homicide is the leading cause of death for youth and young adults under the age of 25.<sup>7</sup>

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<sup>5</sup> "Rise in Gang Violence Takes Toll on Oakland" Kamika Dunlap. Oakland Tribune. January 18, 2006.

<sup>6</sup> "2006 Homicide Report: An Analysis of Homicides in Oakland from January to December 2006." Urban Strategies Council. February, 2007.

<sup>7</sup> Oakland Police Department - Homicide Section. Monthly Statistical Report. October 2007.



A link to school truancy has been established for the majority of juvenile homicides, with most suspects and victims reported truant by the Oakland Unified School District (OUSD). For the 2008-09 school year, OUSD Attend and Achieve office reported that 1,109 students were chronically truant (missing more than 21 days of school).

Another factor for juvenile involvement is through intergenerational gang involvement. Probation and police are quite concerned with an increase in gangs recruiting youth through family units and the normalization of gang culture within families, leading to younger juvenile involvement. For many at-risk youth in Oakland, violence is accepted and encouraged as the norm. This creates a toxic environment for children and youth, whether they are victims or witnesses to gang violence, and an increased risk for Post-Traumatic Stress Disorder (PTSD), substance abuse and self-medication, and increased likelihood of delinquency.<sup>8</sup>

Juvenile gang involvement is also increasingly violent. Often to gain acceptance and membership within the gang, youth are required to sell drugs or commit acts of violence. It is believed that gangs use younger juveniles to commit crimes because they face different sanctions through juvenile court than older youths and adults.

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<sup>8</sup> "Youth Victimization: Prevalence and Implications." National Institute of Justice. Research in Brief. April, 2003.

## **-Current Efforts & Environmental Conditions-**

### **Oakland Demographics Summary**

Oakland is an ethnically diverse and culturally rich city, with almost one-third of its population born outside of the United States, and 41% of residents living in a household where a language other than English is spoken. Many of Oakland's diverse communities are challenged by significant social and economic barriers to self-sustainability. Unemployment and underemployment, limited affordable housing, under-resourced schools, and environmental degradation characterize many of Oakland's low-income communities. These are the predominant conditions in East and West Oakland, and the San Antonio-Fruitvale sections of Central Oakland. These neighborhoods experience the vast majority of gang violence and are also identified as economically disadvantaged Enterprise Zones by the California Department of Housing and Community Development. Over 30% of the families in these neighborhoods seek to live on annual incomes below \$25,000.<sup>9</sup>

Violent crimes in East and West Oakland and San Antonio-Fruitvale in 2005 and 2006 comprised 53.3% and 54.8% of all Oakland violent crimes, compared to their 45% proportion of the total population. Similarly, the unemployment rate for these areas was 11.3%, compared to an overall Oakland rate of 8.3% (U.S. rate of 4.7%).

### **California Healthy Kids Survey**

The Oakland Unified School District (OUSD) provides the California Healthy Kids Survey (CHKS) every other year to students in grades 5, 7, 9, and 11. The CHKS is a service provided by the California Department of Education (CDE) to districts to collect information on the health risks and resilience of their students. A report provides a summary of the key findings relating to risk and wellbeing (eleven performance indicators covering topics such as substance use, violence and safety, and physical health).<sup>10</sup> The most recent report is from Fall of 2007.

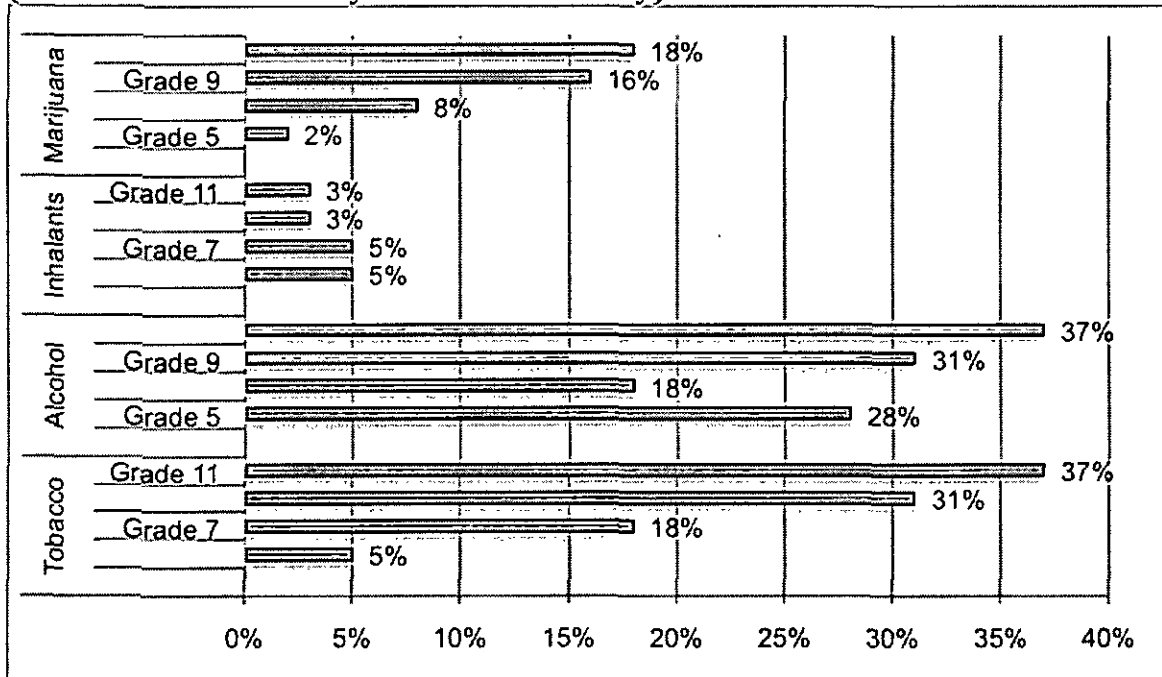
This is a valuable tool for monitoring of progress toward promoting positive youth development, student academic performance, and meets requirements of the federal Safe & Drug Free Schools and Communities Act and the No Child Left Behind Act. Student participation is voluntary and anonymous. The following results have been selected to demonstrate certain key points:

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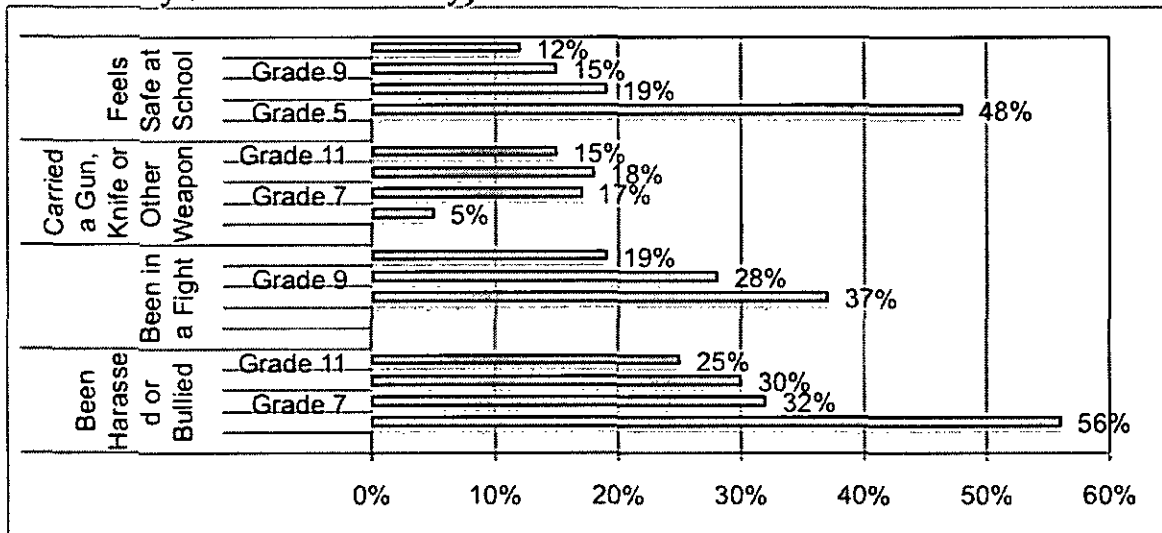
<sup>9</sup> US Census Bureau. 2006 American Community Data Survey ([www.census.gov/acs/www/](http://www.census.gov/acs/www/)).

<sup>10</sup> OUSD reports are available at <http://www.wested.org/cs/chks>.

**Chart 1: Percent of Students Who Ever Used Alcohol, Tobacco or Other Drugs (CHKS 2006-Elementary & 2007- Secondary)**



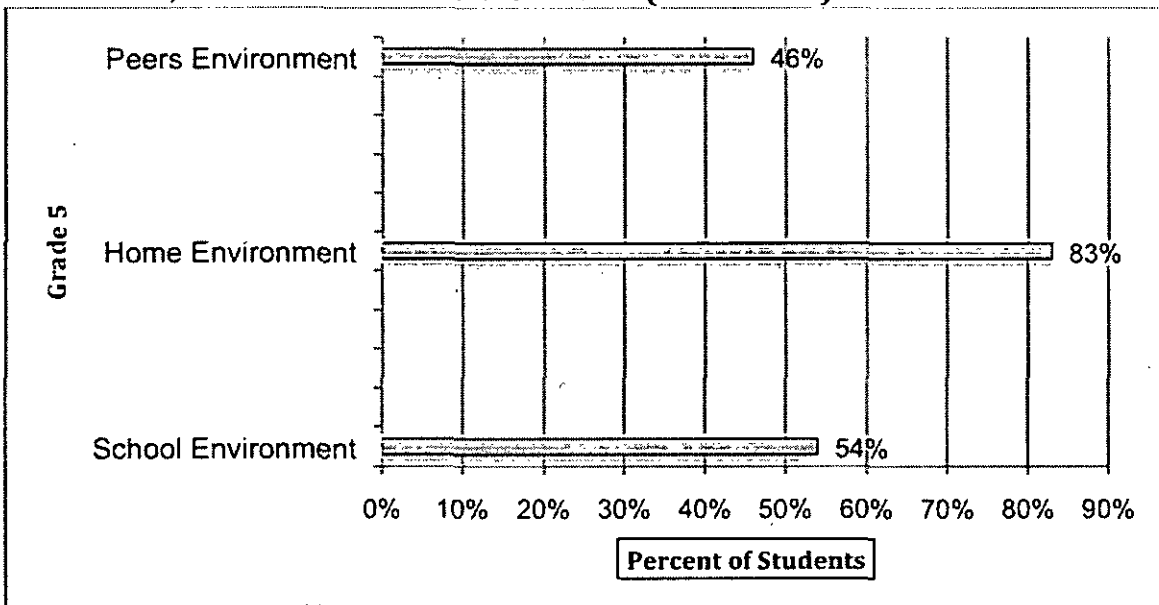
**Chart 2: Violence and Safety-Related Behavior and Experiences (CHKS 2006-Elementary & 2007- Secondary)**



**Gang Membership**

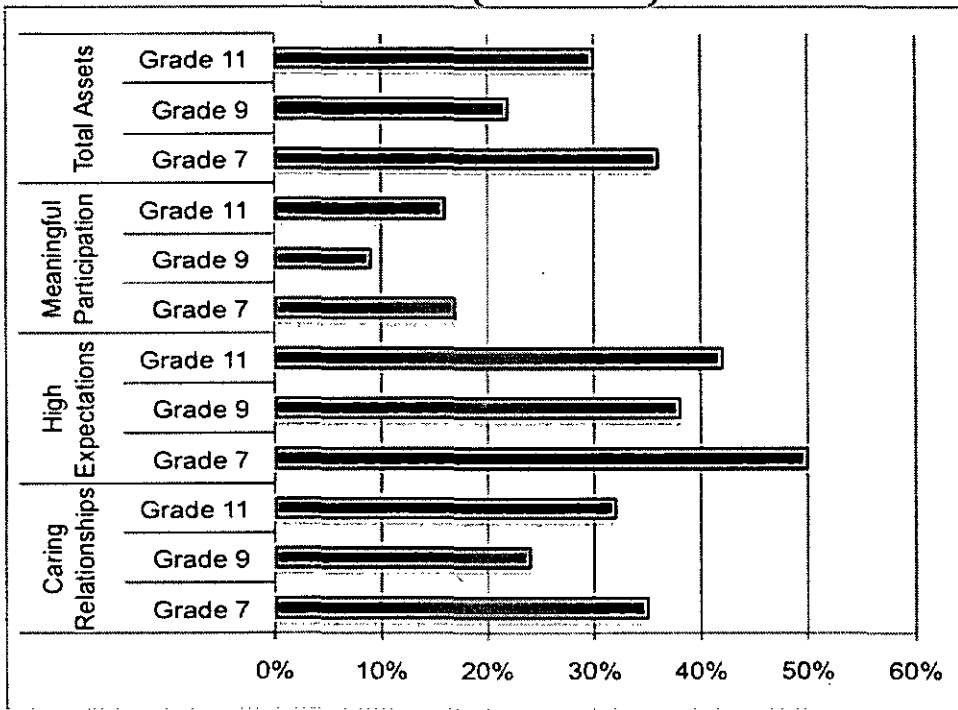
These types of incidents require special attention because they are different than violent behaviors seen in the general student population. District-wide results revealed that 12% of 7th graders, 10% of 9th graders, and 7% of 11th graders currently belong to a gang.

**Chart 3: Percentage of Grade 5 Students Scoring High in External Assets\* in their Home, School and Peer Environments (CHKS 2007)**



\* External Assets refers to three resilience principles (Caring Relationships, High Expectations, and Opportunities for Meaningful Participation) shown to be essential for promoting resilience and positive youth development.

**Chart 4: School Environment: Percentage of Students Scoring High in Each External Asset and Total Assets (CHKS 2006)**



### **Multi-Year Trend Analysis**

The percentage of 5<sup>th</sup> grade students that felt very safe at school declined from 55% in 2005 to 48% in 2007. The percentage of 5<sup>th</sup> grade students that reported high levels of caring relationships with a teacher or other adult at their school declined from 60% in 2005 to 54% in 2007. The percentage of 5<sup>th</sup> grade students that reported high levels of opportunities for meaningful participation at their school increased from 17% in 2005 to 22% in 2007.

At the secondary level, Grade 11 students indicated an increase in the protective factors available at their school from 2003 to 2005. Grade 7, 9, and 11 students demonstrated an across the board 4% increase in the number reporting feeling very safe at school from 2003 to 2005 (Grade 7: 16% to 19%; Grade 9: 11% to 15%; and Grade 11: 8% to 12%), as well as a trend toward increased high expectations from teacher or other adult (Grade 7: 49% to 50%; Grade 9: 35% to 38%; and Grade 11: 38% to 42%).

### **Existing Youth Gang Prevention, Intervention & Enforcement Strategies**

Relative to enforcement and gang suppression activities, City of Oakland and Alameda County law enforcement agencies collaborate with federal and state partners to target violent offenders, including fugitives and narcotics traffickers. Regarding gang prevention and intervention efforts, Oakland voters approved Measure Y, the Violence Prevention and Public Safety Act of 2004, to increase the number of community policing officers and expand violence prevention programs. Measure Y raises about \$20 million each year, of which about \$5 million is for prevention programming. Many of these Measure Y supported programs target high-risk youth, including those involved in gangs. Measure Y funds an array of violence prevention programs that are based on best practices that range from domestic violence case management, violence prevention curriculum in the public schools to re-entry programs and job training for parolees.

Distribution of Measure Y resources was designed to take into account the vastly different ways Oakland's local communities. In order to determine the varying needs of each community, fifty-seven (57) community police beats were evaluated based on eleven data indicators, referred to as "stressors." The stressors identified include:

- Crime Factors: Juvenile and young adult arrests, domestic violence and child abuse, violent offenses and total crime.
- Economic Factors: Census data for unemployment, percent of residents living under the poverty level and percent of residents receiving public assistance.
- Education Factors: Number of chronic truants and violent suspensions.

#### A. Prevention – Gang Specific from Measure Y

- Parent Education & Mentorship  
Project Re-Connect provides gang prevention classes and workshops to parents of youth at risk of gang involvement, and develops parent mentors from graduates of the workshops/classes.
- Youth Outreach & Recreation  
Seven community-based programs provide mentoring, case management, job placement, and support services for very high risk youth, many who are gang involvement.
- Interagency Gang Prevention Collaborative  
The Oakland Unified School District Alternative Education program leads a collaboration of 19 agencies, including a broad range of community-based organizations, working together to effectively prevent gang problems at schools.
- California Cities Gang Prevention Network  
The City of Oakland is a member of the California Cities Gang Prevention Network, a venue for planning, training, and collaboration for cities fighting gangs across the state.

#### B. Intervention – Gang Specific from Measure Y

1. Intervention for Gang-involved Youth & Families  
The Oakland Unified School District Alternative Education Program partners with California Youth Outreach (CYO) to provide intervention services to gang involved youth. CYO Youth Intervention Specialists provide education, individual and family counseling, case management, and linkage to other community support services.
2. Gang Violence Injury Victim Support  
Caught in the Crossfire is a case management program for youth who have been treated for violence injuries to reduce retaliation and speed recovery.
3. Re-entry Support for Incarcerated Youth & Young Adults  
Project Choice is a support program that assists youth and young adults on parole to successfully return to their community and reduce recidivism.
4. Juvenile Justice Center Wraparound Strategy  
Agencies employ Case Managers who work closely with the OUSD Educational Placement Manager, Probation Officers, ACOE Behavioral Health, and others. They promote school attendance and academic progress, compliance with terms of probation and completion of Court Orders, provide family support, and employment as appropriate for approximately 265 youth annually. Services start from the time a youth arrives at the JJC through their return home. Additional youth will not be assigned to intensive case management but will be provided placement services by the OUSD Placement Managers.
5. Street Outreach  
Coordination with the Oakland Police, street-based outreach workers provide incident- and “hot spot”- specific outreach in high-crime areas at hours of peak need - nights and weekends. Outreach workers maintain a consistent

presence in these neighborhoods and, along with case managers, create relationships with high risk youth and young adults and connect them to appropriate services such as employment.

#### 6. Call Ins

The "Call In" strategy begins with recognition that homicide and other serious violence is driven by a very small group of very active individuals operating in groups such as gangs, drug crews, or cliques. These violent groups and their individual members are identified through rigorous data analysis and law enforcement input. These individuals are then directly engaged through the Call In by a partnership of law-enforcement, service providers, and community figures who deliver a unified "stop the violence!" message.

In the Call In the targeted probationers or parolees are informed that they are on law enforcements radar for committing some type of gun violence in the past. From this point forward the full attention and weight of the law enforcement system will be upon them – and their entire group - if they are arrested for a future act of violence. On the community end, members of the community are there to share how violence impacts the community from their personal perspective (this may include school teachers, parents of victims, clergy). The Call In program employs a case manager who connects with participants to offer the young men an alternative to their current life style. The case managers assess, plan, document, and refer participants to jobs, substance abuse treatment, housing and other appropriate support services.

In addition to Measure Y, there are many prevention based programs in Oakland that may not be geared specifically toward gang and violence prevention but that provide services that help prevent future violence in the city. They include:

- Oakland Fund for Children and Youth (OFCY)  
OFCY receives 2.5% of Oakland's General Fund annually to supports services to over 20,000 children and youth, ages 0–20, annually. Last year, over \$8.5 million in funding was provided to organizations delivering:
  - Early childhood strategies designed to support healthy childhood development and school readiness.
  - The elementary and middle school strategies designed to contribute to children's academic, social, and personal achievement, specifically after school and during the summer months.
  - The strategies for older youth emphasizing high school graduation and higher education, preparing for meaningful work, leadership development and independence.
- Alameda County's First Five – Every Child Counts Programs  
California's Proposition 10 tobacco tax pays for Every Child Counts, a program that supports health, development and well-being of our youngest children through their first five years. Every Child Counts nurtures kids by providing in home care to families (such as the visiting nurse program for

first time mothers and parent support groups program), in child care by improving the quality of early care and education and in the community by funding community grants, working with schools, pediatricians, colleges and other community projects.

C. Enforcement – These programs are funded by a variety of sources.

7. Alameda County Narcotics Task Force

Gang activity and violence are often directly related to the illicit drug trade. Chaired by the Alameda County Sheriff's Department, the Alameda County Narcotics Task Force is made up of several county and state agencies, including the Oakland Police Department, the Alameda County Probation Department, the Alameda County District Attorney's Office, and state and federal law enforcement agencies. In 2006, the ACNTF conducted five narcotics investigations that resulted in 13 arrests and the seizure of significant narcotics.

8. Alameda County District Attorney's Office Gun & Gang Prosecution

The District Attorney has intensified its focus on prosecution of gang-related gun cases. One full-time prosecutor has been assigned to the DA Gang Unit and works with the OPD Gang Enforcement Unit to vertically prosecute cases where appropriate. District Attorneys are also assigned to liaison with the OPD Gang Unit to prosecute gang cases, as well as with the Truancy Program and Juvenile Division to coordinate and prosecute juvenile gang cases.

9. FBI Fugitive Task Force

The Fugitive Task Force is comprised of members from the FBI, U.S. Marshals Service, and the Oakland Police Department. The FTF is responsible for locating and arresting wanted felons who have committed serious crimes in Oakland. The FTF uses advanced surveillance techniques and equipment to track and detain suspects. An FTF wiretap resulted in the arrest of 15 violent drug offenders from Richmond and Oakland. The OPD Gang Unit has also partnered with the Bureau of Alcohol, Tobacco and Firearms to conduct comprehensive long-term investigations against violent gang members.

**Program Gaps & Challenges to Effective Gang Prevention Services**

Challenges to implementation of a more effective youth gang violence prevention program exist in three major strategic and resource areas: Law Enforcement Personnel, Limited Capacity/Resources to Provide Services to Gang Involved Youth, and Lack of Effective Coordination & Collaboration of Approach & Services at Local & Regional Levels.

**Law Enforcement Personnel**

Law Enforcement personnel in the City of Oakland continue to be understaffed. This includes the Oakland Police Department, the Alameda County Probation Department



and the California Department of Corrections and Rehabilitation Parole Office. The lack of personnel hampers the ability of the law enforcement community to monitor those in the criminal justice system in an appropriate manner. While the current budget deficits in all levels of government make improvements to the size of any of the forces, other efforts such as better focusing on gangs and drugs in Oakland are being attempted.

### **Current Capacity/Resources to Provide Services to Gang Involved Youth**

The Oakland Department of Human Services (DHS) is the focal point for basic human concerns, senior support services, housing support services, early childhood education and volunteer opportunities by the City of Oakland. The DHS, Children & Youth Services Division oversees the Oakland Fund for Children and Youth (OFCY), which is a major resource providing after school programs, recreational activities, teen mentoring, and violence prevention services to all children and families in Oakland. DHS Children & Youth Services also sponsors Youth Leadership and Development programs that empower youth to civic involvement with the Youth Commission and provides opportunities and tools toward a brighter future.

DHS also administers approximately \$5 million annually in Measure Y funding (through the Violence Prevention and Public Safety Act of 2004) and provides grants for emerging violence prevention, intervention and parolee re-entry programming. The concern is that the available resources, although vital, are outweighed by the scale of the problem and the pervasive needs to be met. Measure Y funded providers are active in a number of schools and but there is still limited penetration in the highest "stress" neighborhoods, thus limiting their capacity to respond effectively to the myriad gang problems throughout Oakland.

### **Lack of Effective Coordination & Collaboration of Approach & Services at Local & Regional Levels**

In addition to the limited resource capacity available for law enforcement and community services targeted specifically to gang involved youth; Oakland has also suffered from a lack of strategic planning and comprehensive approach to coordination of these strategies. The lack of coordination underlies individualistic approaches that defy coordination, particularly between prevention partners and law enforcement, results in lost opportunities to share information, coordinate planning and program implementation, and development of a more strategic and proactive approach. Additionally, the lack of cooperation hinders effective leveraging of efforts and resources and is required to establish an accountability system that relies on shared data and analysis of impact and effectiveness.

### **Oakland Gang Prevention Strengths & Assets**

The detailed list in the preceding section - Existing Youth Gang Prevention, Intervention & Enforcement Strategies - is a solid foundation for building a more focused and comprehensive approach to impacting the quality of life for all citizens of Oakland by deterring youth gang violence. Although resources are limited by

funding and greatly outweighed by demand and need, the basic elements of a successful approach are in place. Evidence of effectiveness has also been demonstrated through the aforementioned Police/Adult Probation partnership, investments in Street Outreach and Parent Intervention programs are yielding promising returns, and Mayor Dellums has engaged with and communicated effectively with city residents regarding the required Mayoral and community leadership necessary to address this issue.

The City of Oakland does have experience in managing multiple service providers within a collaborative capacity-building framework. The Oakland Department of Human Services has nurtured the Oakland Fund for Children and Youth and provides an evaluation framework with performance monitoring and capacity development support to a diverse group of 81 youth service providers. It also has successfully implemented the administration and coordination of Measure Y violence prevention programs.

## -Effective Strategies to Deter Youth Gang Violence-

It is useful to view youth gang violence, not simply as a law enforcement issue, but rather as a larger public health issue that recognizes the real threat of avoidable injury and premature death. In many places across America, and particularly in Oakland, youth gang violence shares many characteristics with a health epidemic or disease. Homicide rates for young people are higher in the United States than in any other developed nation. It is the second leading cause of death among young people ages 10-24. In this age group, homicide is the third leading cause of death for American Indians, the second leading cause of death for Hispanics and Asian/Pacific Islanders, and the leading cause of death for African Americans.<sup>11</sup>

Youth gang violence may be prevented and/or curbed through a scientific approach that has been used for other public health issues, such as drunk driving, tobacco use, and pregnancy prevention. Indeed, the U.S. Surgeon General, the Center for Disease Control and SAMHSA have published guidelines on strategies to prevent youth violence as early as 2000.<sup>12</sup> A public health approach provides a continuum of prevention strategies that is applicable across an entire population group or sector, and includes:

- **Primary prevention** provides access to health information or other widely disseminated strategies targeted to an entire population or sector to prevent the occurrence of problems before they start;
- **Early intervention** services that are targeted to those considered most at risk of developing the identified problem and designed according to their shared characteristics, environmental circumstances, and demonstrated effectiveness; and
- **Intensive Treatment/Intervention** services are provided to those who are considered high risk because they have already demonstrated serious problems.

The public health model also includes the following strategies for implementing violence prevention programs:

- The identification of youth risk factors
- Use of data to identify target populations and areas for services and enforcement
- Development of quality relationships between citizens and public agencies and encouraging civic engagement

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<sup>11</sup> "Youth Violence: A Report of the Surgeon General" 2001. Office of the U.S. Surgeon General, U.S. Department of Health and Human Services.

<sup>12</sup> "Strategies to Prevent Youth Violence." [www.cdc.gov](http://www.cdc.gov). Center for Disease Control, (2000).  
<http://www.cdc.gov/ncipc/dvp/bestpractices/chapter2a.pdf>.

"Youth Violence: A Report of the Surgeon General." Office of the U.S. Surgeon General, U.S. Department of Health and Human Services, (2001).

The Oakland Fund for Children and Youth and the Measure Y Violence Prevention programs incorporate aspects of the public health violence prevention model. Future coordination and intensification of services will be guided by these principals.

## **- Oakland Youth Gang Prevention Strategies -**

In order to affect significant community change strong leadership and positive communication is required. In addition, a community organized around a shared vision, a systematic approach that provides access to effective services that are differentiated according to need and purpose and an ongoing process of evaluation and assessment to measure progress, analyze impact and correct course as necessary is important to maintain optimal quality.

With this in mind, the mission of this action plan is to reduce gang violence in Oakland through targeted strategies in areas of prevention, intervention, enforcement, and sustainability.

### **Strategy Goal Area 1: Work Together in Partnership**

To best utilize and maximize limited resources it is necessary to organize a collaborative approach to service planning, implementation and monitoring of effort, impact and quality. This requires systemic change and increased accountability from multiple city agencies, community-based agencies and coordination of efforts with Alameda County Departments (primarily those related to law enforcement, health & human services). The Oakland Gang Prevention Plan will be accomplished through two coordinating entities: the Oakland Gang Prevention Task Force and the Oakland Interagency Gang Prevention Collaborative.

#### **Oakland Gang Prevention Task Force**

The Oakland Gang Prevention Task Force meets once every other month since March 31, 2009. The Task Force adopted the first version of the Oakland Gang Prevention Plan in June of 2009. In January of 2010, the Task Force updated this current plan. The updates were also reviewed by the National League of Cities representative and their suggestions were incorporated into the revised version.

#### *Oakland Gang Prevention Task Force Overall Vision*

- To reduce crime and violence associated with gangs in Oakland.
- To reduce the number of school aged youth reporting they are involved with gangs in Oakland.

### *Mission of the Oakland Gang Prevention Task Force*

The mission of the Oakland Gang Prevention Task Force is to implement the Oakland Gang Prevention plan by sharing information regarding gang involvement and trends; coordinate gang prevention, intervention and suppression efforts; address policy issues related to gang involved youth and gang crime and raise awareness in Oakland about emerging trends related to gang violence.

#### **Oakland Gang Prevention Task Force Members (as of March 2010):**

- Claudia Albano, Neighborhood Services Manager, Office of the City Administrator
- Jeff Baker, City Administrator's Office
- Sara Bedford, Policy and Planning Manager, Department of Human Services
- Alex Briscoe, Director, Alameda County Health Care Services Agency
- Claudia Burgos, Office of Councilmember Ignacio De La Fuente
- Geoff Collins, Oakland citizen
- Kitty Epstein, Office of Mayor Ron Dellums
- Kevin Grant, Violence Prevention Coordinator, Department of Human Services
- Reygan Harmon, Office of Councilmember Larry Reid
- Marisol Lopez, Office of Mayor Ron Dellums
- Laura Moran, Assistant Chief, Oakland Unified School District
- Nancy O'Malley, District Attorney, Alameda County
- Chief Peter Sarna, Oakland Unified School District Police Department
- Isaac Taggart, Office of Mayor Dellums
- Page Tomblin, Planner, Department of Human Services
- Monica Vaughan, Oakland Unified School District, Director of Alternative Education
- Shirley Yee, Oakland Unified School District Gang Prevention Coordinator
- Andrea Youngdahl, Director, Department of Human Services and facilitator
- Baraan, Restituto, Alameda County Department of Probation

#### **Interagency Gang Prevention Council**

The Oakland Interagency Gang Prevention Council has been meeting for two years to increase multi-agency coordination related to gang issues in the schools. Through this plan, this collaborative will be expanded to serve as the citywide operational working group to enhance multi-agency collaboration on gang issues in both the schools and community. It will be renamed the Interagency Gang Prevention Council (IGPC) and meet quarterly while the subcommittees will meet on a more regular basis (monthly). The Mayor's Office will support the work of the IGPC and appoint the Public Safety Director as the Mayor's representative and key liaison to the other City of Oakland agencies in the IGPC. The collaborative will report to the Mayor's Public Safety Policy Council. Membership will include representatives from the following agencies and entities:

- Oakland Unified School District

- Oakland Diocese of the Roman Catholic Church
- California Youth Outreach
- East Bay Asian Youth Center
- East Bay Agency for Children
- Seneca Center
- Office of Mayor Ron Dellums
- City of Oakland, Department of Human Services
- Alameda County Probation Department
- Oakland Police Department
- Girls, Inc.
- New Bridge/ASPIRE School
- Alameda County Mental Health Services Agency
- California Crime Prevention Associates
- Project Re-Connect
- La Clinica de La Raza
- Spanish Speaking Citizens Foundation (LIBRE)
- Youth Radio
- Youth UpRising
- Leadership Excellence

Currently, the IGPC has developed seven core strategies for its work in preventing youth gang violence in Oakland:

- Build and strengthen a provider network.
- Develop advocacy and policy strategies.
- Develop prevention strategies.
- Develop a range of practices for Alternative Education that are “gang culture” competent.
- Develop and promote healthy recreation opportunities.
- Develop recommendations for realistic grant requirements & expectations.
- Influence existing and potential funders.

## **Strategy Goal Area #2: Develop & Support Proven Strategies**

The basis for the recommended strategies included in this goal area have been detailed in the preceding section - **Effective Strategies to Deter Youth Gang Violence**, and follow the public health and community capacity building models described therein. The City of Oakland has already made a substantial investment in primary and early prevention through both the Oakland Fund for Children and Youth, Measure Y Violence Prevention Programs, the Community Development Block Grant program administered through the City of Oakland Community and Economic Development Agency and many other government and private sources that fund prevention work in the City. Great strides have been taken through the efforts of City Councilmembers who dedicated Measure Y funds specifically for gang prevention and intervention toward getting ahead of the gang problem in Oakland before it worsens. This has resulted in parenting classes, the gang intervention program at the Alternative Schools and the street outreach program in Central Oakland. However, organizations working with youth and families who are at high risk for becoming gang involved must continue to be trained in gang awareness and in the appropriate methods of working with youth who are gang involved. This includes services that are linguistically and culturally appropriate and provide parents with information about the warning signs of gang involvement.

### *Gang Prevention Programs*

- **Target Population - Elementary and Middle School age youth who are not currently gang involved but are at high risk for future gang involvement. Parents of these youth will also be targeted for prevention services. This includes youth living in Central and East Oakland, being truant or expelled from school or have a family member who is gang involved.**
- Expansion of Current Programs include: support the expansion of the Parent Education and Gang Awareness Program, support the Police Activities League and OK Kids Mentoring Program; and possibly expanding and improving the GREAT Curriculum in Central and East Oakland middle schools to at risk youth to include a special emphasis on youth at high risk for middle schools.
- Increase coordination between the local entities serving youth by participating in the broadened mission of the Interagency Gang Prevention Collaborative. This includes: schools, parks and recreation centers, school based health centers, teen centers and community based organizations focused on serving youth.
- Improving gang awareness in our community by continuing to conduct gang trainings at schools, churches and community groups.
- It is well documented that a positive education setting for children is one of the greatest positive factors in preventing youth violence. Focusing on improving the culture of schools in neighborhoods where gang violence is prevalent lessens the likelihood youth will join gangs.
  - a. Support the implementation of a gang prevention plan at Fremont High School - The One Land, One People Collaborative.

- b. Work with OUSD to improve the cultural competency of Oakland teachers to better understand the communities where gang involvement is prevalent. Training at specific schools can be targeted.
- c. Support the efforts to improve the salaries of Oakland teachers
- d. Support the evaluation of current education and gang awareness programs at OUSD schools such as GREAT to find out the effective qualities of these programs and areas for improvement
- e. Improve gang awareness among community members in Central and East Oakland and youth serving organizations by sponsoring gang awareness trainings. Sustain these efforts
- f. Publish a resource guide on programs available to assist youth at risk for gang involvement in Oakland online
- g. Develop and publish a planning guide for schools to implement a gang prevention strategy at their site.

### *Intervention*

- **Target Population – Youth 14 years and older who are gang involved or display signs of becoming gang involved**
- Creation of a Seamless Program for Gang Intervention – Train Measure Y outreach workers in the best practices of working with gang involved youth, provide mental health services to youth effected by gang violence, effectively link youth in the street outreach and case management programs to jobs and job training programs.
- Training teachers, case managers, health care providers, clergy, probation officers and other public service professionals who come in contact with gang involved youth about the best practices in serving these youth.
- Working with the OUSD principals to adopt a gang prevention and intervention
- Provide youth who are gang involved a way out of gang life though support programs and outreach
  - Support Measure Y programs specifically targeted at gang involved youth such as Street Outreach, Case Management and Gang ReDirect Classes at the Alternative Schools, Parenting Classes and Gang Awareness Trainings. Support healthy coping skills, trauma counseling and cultural competency for these youth serving organizations.
  - Continue and increase the number of Call-Ins of youth and young adults who are gang involved and find sustainable funding for this program.
  - Support the Parks and Recreation Department in opening their centers in gang impacted areas until midnight.
  - Support the Midnight Basketball program supported by PAL at Tassafranga Park and the open warrant services provided at those events
- Gang involved youth or youth at high risk for gang involvement need an income and stable job track
  - Develop more career exploration and career programs that provide certification within Alternative Education schools.



- Work with City of Oakland policymaker to improve options for employing youth at Oakland businesses.

- **Call - Ins**

The Call In strategy begins with recognition that homicide and other serious violence is driven by a very small group of very active individuals operating in groups--gangs, drug crews, etc. These violent groups and their individual members are identified through rigorous data analysis and law enforcement input. These individuals are then directly engaged -Call In - by a partnership of law-enforcement, service providers, and community figures who deliver a unified "stop the violence!" Increasing the number and the quality of the Call-Ins is a important part of Oakland's gang prevention strategy.

### *Suppression*

The entire department is strategically focused on violent gang crime and drug traffickers

- Focus enforcement efforts on four of the most violent street gangs in Oakland
- Institute gang injunctions on certain areas of Oakland
- Partner with the ATF on getting high powered rifles off the streets.
- Continue to have the Probation Department working closely with the Gang Unit
- Prioritize the pending gang related crimes in the crime lab
- Focus the Problem Solving Officers on providing intelligence regarding gangs
- Improve data collection on gang involved crime
- Focus crime analysts on identifying criminal organizations, their structure, hierarchy, members, crime trends and patterns.
- Support efforts to bring back the Gang Unit.

### *Re-Entry*

- Target Population - Youth 14 years and older who are gang involved or display signs of becoming gang involved.
- Expand current re-entry program to include specific outreach to gang members in prison who are looking for a way out of gang life through current Measure Y Project Choice Program. This includes mentoring, coaching, life skills, housing, and job training and placement programs both pre and post release from prison.
- Provide youth and young adults, particularly those who are gang involved, returning to Oakland from incarceration with support and job training.
  - Second Chance Grant
  - Cal Trans Program

### *Sustainability*

As mentioned previously, the City of Oakland makes a substantial investment in violence prevention and intervention. However, efforts to ensure funding for these programs is sustainable over time are critical to this plan's effectiveness. A sustainability plan is a tangible outcome that will improve service delivery.

### *Community Mobilization*

Mobilize the Oakland communities to become active in peace efforts:

- Continue to mobilize the Faith Based Community by meeting with the Catholic flat and priests and Catholic Bishop to organize their congregants around peace efforts.
- Follow up on Peace Conference efforts to engage Oakland churches in violence prevention efforts.

Inform Oakland residents about services and enforcement options related to gang involved youth by developing a website with information on signs of gang involvement, OPD reporting and links to services.

## **- Evaluation of Impact & Results -**

At each level of coordination, the participants will track outcomes and evaluate strategies to ensure Oakland achieves a reduction in gang violence. These outcomes will include, at a minimum:

- Reduced gang related violence and crime (using Oakland Police Department data);
- Reduced number of youth reporting gang involvement (OUSD school surveys) and;
- Reduction in truancy and violent expulsion rates at OUSD schools

For programs funded by Measure Y, the Measure Y legislation requires a professional evaluation of how well policing and violence prevention services are implemented. Three percent (3%) of the Measure Y funds are dedicated to violence prevention and police services are budgeted for evaluation. The Oakland City Administrator's Office oversees the contract administration of the Measure Y evaluation. The work of the Task Force will be in part included in this evaluation because it is Measure Y funded in part.

**Oakland Gang Prevention Task Force  
2010 Revisions to the Oakland Gang Prevention Plan**

ADOPTED - March 25, 2010

Goal Description	Agency Lead	Partners	Time Line	Updates
<b>PREVENTION</b>				
<i>Objective 1: Preventing youth from ever becoming involved in gangs is the best way to reduce gang violence.</i>				
Activity 1A: Continue to support already existing programs that are prevention based and employ best practices in Oakland. This includes those funded by Oakland Fund for Children and Youth and Measure Y (see page x of the plan for full description).	Andrea Youngdahl, DHS	All	Continuing	
Activity 1B: Support the Police Activities League and OK Kids Mentoring program	OPD	All	Continuing	
<i>Objective 2: It is well documented that a positive educational setting for children is one of the greatest positive factors in preventing youth violence. Focusing on improving the culture of schools in neighborhoods where gang violence is prevalent lessens the likelihood youth will join gangs.</i>				
Activity 2A: Support the implementation of a gang prevention plan at Fremont High School – The One Land, One People Collaborative	Laura Moran, OUSD and Kitty Epstein and Isaac Taggart Mayor's Office	Mayor's Office OUSD Police DHS	Implementat ion begins June, 2010 (grant is 2 years)	
Activity 2B: Work with OUSD to improve the cultural competency of Oakland teachers to better understand the communities where gang involvement is prevalent. Training at specific schools can be targeted	Laura Moran, OUSD	IGPC Members	Plan by July, 2010.	

Goal Description	Agency Lead	Partners	Time Line	Updates
Activity 2C: Support efforts to improve the salaries of Oakland teachers.	Laura Moran, OUSD	IGPC Members	Long Term	Economy doesn't allow for aggressive efforts but the Task Force can provide information to the IGPC about grassroots groups working on this issue.
Activity 2D: Support the evaluation of current education and gang awareness programs at OUSD schools such as GREAT to find out the effective qualities of these programs and areas for improvement.	Peter Sarna and Steven Fajardo, OUSD Police	OUSD OPD	Plan for evaluation by July, 2010	
Activity 2E: Improve gang awareness among community members in Central and East Oakland and youth serving organizations by sponsoring gang awareness trainings. Sustain these efforts.	Monica Vaughan, OUSD Alt. Ed		Continuing, grant ends in 10/1/2010	
Activity 2F: Publish a resource guide on programs available to assist youth at risk for gang involvement in Oakland online.	Monica Vaughan, OUSD Alt. Ed		June, 2010	
Activity 2G: Develop and publish a planning guide for schools to implement a gang prevention strategy at their site.	Monica Vaughan, OUSD Alt. Ed		June, 2010	
<b>INTERVENTION</b>				
<i>Objective 1: Provide youth who are gang involved a way out of gang life through support programs and outreach.</i>				
Activity 1A: Support Measure Y programs specifically targeted at gang involved youth such as Street Outreach, Case Management and Gang ReDirect Classes at the Alternative Schools, Parenting Classes and Gang Awareness Trainings. Support healthy coping skills, trauma counseling	Andrea Youngdahl, DHS		Ongoing	

Goal Description	Agency Lead	Partners	Time Line	Updates
and cultural competency for these youth serving organizations.				
Activity 1B: Continue and increase the number of Call –Ins of youth and young adults who are gang involved and find sustainable funding for this program.	Deputy Chief Israel – OPD	DHS, DA, Probation, Parole	Grant ends March, 2011	
Activity 1C: Support the Parks and Recreation Department in opening their centers in gang impacted areas until midnight.	Melvin Landry, Parks and Recreation	DHS	Begins April, 2010	
Activity 1D: Support the Midnight Basketball program supported by PAL at Tassafranga Park and the open warrant services provided at those events.	PAL	DHS	Begins again April, 2010	
<i>Objective 2: Gang involved youth or youth at high risk for gang involvement need an income and stable job track.</i>				
Activity 2A: Develop more career exploration and career programs that provide certification within Alternative Education schools.	Monica Vaughan, OUSD Alternative Ed	College and Career Readiness Program at OUSD		
Activity 2B: Encouraging Oakland businesses to hire Oakland residents. Check with CEDA to find out current requirements.	CEDA Representative and Isaac Taggart from Mayor's Office	OUSD Alt Ed	June, 2010	Libby Shaaf, Leg. Analyst for CEDA will inform IGPC about current programs at July meeting. IGPC should refine recommendations for Activity 2B and 2C after this presentation.
Activity 2C: Encourage businesses or large corporations in Oakland to provide stipended internships to at risk youth (youth on probation, parole or undocumented). Check with CEDA as to the current employment programs for Oakland.	CEDA Representative and Isaac Taggart from Mayor's	OUSD Alt Ed	June, 2010	

Goal Description	Agency Lead	Partners	Time Line	Updates
business.	Office			
<b>SUPPRESSION</b>				
<i>Objective 1: The entire department is strategically focused on violent gang crime and drug traffickers.</i>				
Activity 1A: Focus enforcement efforts on four of the most violent street gangs in Oakland	OPD		Began 1/10	
Activity 1B: Institute gang injunctions on certain areas of Oakland	OPD and City Attorney		Process began 2/10	
Activity 1C: Partner with the ATF on getting high powered rifles off the streets.	OPD		Began 1/10	
Activity 1D: Continue to have the Probation Department working closely with the Gang Unit	OPD		Began 1/10	
Activity 1E: Prioritize the pending gang related crimes in the crime lab	OPD		Began 1/10	
Activity 1F: Focus the Problem Solving Officers on providing intelligence regarding gangs.	OPD		Began 1/10	
Activity 1G: Improve data collection on gang involved crime	OPD		Began 1/10	
Activity 1H: Focus crime analysts on identifying criminal organizations, their structure, hierarchy, members, crime trends and patterns.	OPD		Began 1/10	
Activity 1I: Support efforts to bring back the Gang Unit	All	OPD		
<b>RE-ENTRY</b>				
<i>Objective 1: Provide youth and young adults, particularly those who are gang involved, returning to Oakland from incarceration with</i>				

Goal Description	Agency Lead	Partners	Time Line	Updates
<i>support and job training.</i>				
Activity 1A: Second Chance Grant	DHS	Alameda County	Application in by May, 2010	
Activity 1B: Cal Trans Program	DHS		Possible start date in June, 2010	
<b>COMMUNITY MOBILIZATION</b>				
<i>Objective 1: Mobilize the Oakland communities to become active in peace efforts.</i>				
Activity 1A: Continue to mobilize the Faith Based Community by meeting with the Catholic flat land priests and Catholic Bishop to organize their congregants around peace efforts.	Claudia Albano, Neighborhood Services Division	Geoff Collins	Meeting in the Spring	
Activity 1B: Follow up on Peace Conference efforts to engage Oakland churches in violence prevention efforts	Mayor's Office			
<i>Objective 2: Inform Oakland residents about services and enforcement options related to gang involved youth</i>				
Activity 2A :Develop a website with information on signs of gang involvement, OPD reporting and links to services	Cpt. Fred Mestas, OPD	DHS	Fall, 2010	
<b>STEERING COMMITTEE</b>				
<i>Objective 1: The Steering Committee for this plan is the Oakland Gang Prevention Task Force.</i>				
Activity 1A: Continue to meet bi-monthly to review the progress of the plan and to communicate with partners at the table regarding gang prevention, intervention and	Andrea Youngdahl, DHS	All	Bi-monthly	

Goal Description	Agency Lead	Partners	Time Line	Updates
suppression efforts (those in the plans and newly developed).				
Activity 1B: Invite the Oakland Housing Authority and Alameda County Health Care Services Agency – Public Health Department to become an active member	DHS	All	Next meeting	
<b>MULTI-DISCIPLINARY TEAM of Providers and Enforcement</b>				
<i>Objective 1: Input and collaboration among youth serving organizations and OPD officers on the ground is critical to the success of the Gang Prevention Plan.</i>				
Activity 1A: Continue to support the Interagency Gang Prevention Collaborative which meets quarterly and makes policy recommendations to the Oakland Gang Prevention Task Force.	Monica Vaughan, OUSD Alt Ed.	DHS OPD	Report to IGPC twice a year	
Activity 1B: “Y” teams by Police Services Area (West, Central and East) of Measure Y services providers, other service providers in the areas working with at-risk youth, Neighborhood Services Coordinators and OPD focusing on updates on hotspots and case conferencing on specific youth occurring monthly.	Sara Bedford, DHS	DHS OPD NSCs	Monthly	
Activity 1C: Include the I-880 Corridor Gang Prevention Collaborative created for a CalGRIP grants at our meetings. Lead is PIC.	PIC	OUSD Alt Ed	Next meeting	
<b>EVALUATION; TRACKING AND SUSTIANABILITY</b>				
<i>Objective 1: Evaluate the efforts of this plan to determine if they are having an effect on gang violence in Oakland.</i>				
Activity 1A: Improve the ability of OPD to track gang crimes and trends	OPD		1/10	



Goal Description	Agency Lead	Partners	Time Line	Updates
<i>Objective 2: Ensure activities are being implemented in a timely manner</i>				
Activity 2A: Track the progress of implementation of the activities on this chart at bi-monthly meetings	Andrea Youngdahl, DHS			
Activity 2B: Explore with Councilmember Larry Reid bringing the revised Gang Prevention Plan to City Council in an informational report for their review	DHS		7/10	
<i>Objective 3: Sustain successful efforts</i>				
Objective 3A: Be aware of funding cycles and plan for future funding of successfully implemented programs in a timely manner by developing a Subcommittee on fundraising	DHS		7/10	