

CITY OF OAKLAND  
AGENDA REPORT

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OFFICE OF THE CITY CLERK  
OAKLAND

TO: Office of the City Administrator  
ATTN: Deborah Edgerly  
FROM: Department of Human Services and Oakland Police Department  
DATE: April 12, 2005

2005 MAR 31 PM 4: 27

RE: **Measure Y: Status Report and Request for Action to**  
**1) Accept the status report on the staffing implementation plans for the Fire and Police Departments**  
**2) Approve prevention program recommendations including evaluation and administration recommendations**  
**3) Adopt an ordinance establishing the terms and procedures of the Violence Prevention and Public Safety Oversight Committee**

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**SUMMARY**

This report summarizes the current status of the implementation of Measure Y, the Violence Prevention and Public Safety Act of 2004, and recommends an ordinance establishing the Violence Prevention and Public Safety Oversight Committee.

This report provides an update on the training and hiring of police officers and the Fire Department's deployment. The report also provides recommendations to the City Council for funding options for violence prevention programs, addresses Measure Y's required evaluation process and the establishment of the Oversight Committee.

**Fire Department** The full staffing of Fire Department companies through overtime and the consequent end to rotating closures of fire stations commenced January 1, 2005.

**Police Department** Sixteen (16) Police Officer Trainees make up the 154<sup>th</sup> Recruit Academy, which began its 27-weeks of training on February 28, 2005. The recruit class will graduate on September 2, 2005 and complete the 15-week field-training program on December 12, 2005.

Seventeen (17) lateral police officer candidates are in the background investigation phase of the selection process for the 5-week, 6<sup>th</sup> Lateral Academy, scheduled to start on April 18, 2005. The lateral class will graduate on May 20, 2005 and complete the 15-week field-training program on September 2, 2005.

Candidate testing for the 155<sup>th</sup> Recruit Academy, scheduled to begin on July 11, 2005, is underway. Nearly 400 candidates passed the written examination and 339 participated in the oral boards. Two hundred fifty-four (254) candidates passed the oral boards and were invited to participate in the Physical Agility tests scheduled for March 26 and April 9, 2005.

**Prevention Programs** Measure Y prevention program recommendations focus on: 1) intensive case management and employment services for youth and young adults on probation and parole;

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2) interventions for truant, drop out and otherwise disengaged youth, including outreach and employment support and school-based interventions for middle schools with high suspension rates; 3) enhancement of the OPD Family Violence Intervention Unit and services for children exposed to violence and sexually exploited youth; and 4) violence prevention curricula for pre-school through 8<sup>th</sup> grade students, peer mediation and conflict resolution services support in middle schools with high suspension rates, and restorative justice training for staff who work with high risk youth and young adults. It is estimated that nearly 80% of the funds will be allocated to agencies through current or new Request for Proposal processes.

## **FISCAL IMPACT**

### **Revenues**

Collection of the 8.5% parking tax surcharge began on January 1, 2005. It is estimated that revenues from this source will provide up to \$3.8 million during the second half of FY 2004-05. As directed by the measure, approximately \$2 million of these funds were allocated to Fire Department. Of the remaining funds, 60% was allocated to Police and 40% to approved prevention programs.

Authorization for a contract for engineering services to prepare and submit the Measure Y parcel tax roll to the County was approved by the City Council on February 1, 2005 (Resolution No. 79047 C.M.S.). Staff anticipates the engineer's report will be presented to the Council in July 2005. The parcel tax rolls will then be forwarded to the County and the City will begin receiving revenues with the November 2005 - April 2006 property tax payments.

Overall estimates of Measure Y allocations for FY 2005-06 are as follows: Approximately \$19 million in total, \$4 million to the Fire Department, \$9.5 million to the Police Department, and \$6.2 million for prevention programs. Measure Y further requires that 1 to 3 percent of the Police and prevention program allocations be set aside for an independent evaluation of said services. At the 3 percent rate, the estimated FY 2005-06 evaluation fund set aside is \$471,000. The following analysis uses these revenue estimates as a basis for all implementation recommendations. These figures are preliminary and will be updated during the FY 2005-07 budget process.

Sixteen (16) Police Officer Trainees (POTs) began training as the 154<sup>th</sup> Academy. One POT resigned in Week 2 for medical reasons. It is expected that 12 of the remaining 15 POTs will graduate in September 2005. The 6<sup>th</sup> Lateral currently has 17 Police Officers registered to start training in April 2005. Using OPD's standard attrition rate formula, an estimated 12 of the lateral hires will graduate into service in May 2005.

The Police Department will assign 40% of Academy graduates to Measure Y identified activities.

## **BACKGROUND**

On November 2, 2004, Oakland voters passed Measure Y approving a series of taxes to support three primary violence prevention objectives: 1) 63 new police officers for community policing and other focused policing efforts; 2) full staffing for 25 fire engine companies and 7 truck companies - - ending rotating closures; and, 3) violence prevention programs.

## **KEY ISSUES AND IMPACTS, WITH RECOMMENDATIONS AND RATIONALE(S)**

### **Fire Department**

Effective January 1, 2005, the Fire Department began implementing its mandate under Measure Y with the end of flexible deployment and/or rotating engine closures. Measure Y funds have been allocated to the Fire Department's overtime account for the second half of FY 2004-05 to maintain 25 engine companies and seven (7) truck companies in service 365 days a year.

### **Police Department**

The following key issues and challenges will impact OPD's efforts to meet Measure Y hiring goals:

- The recruiting, hiring, and training of new officers can take over a year from start to finish. (See Appendix A - Hiring Timeline - 739 to 802 Authorized Strength)
- An accelerated, overlapping academy schedule was adopted to maximize training efficiency.
- The selection and background investigation process has been streamlined and cost-reducing measures implemented.
- The existing FY 2004 – 05 budget will be sufficient to cover initial O&M costs.
- Background investigations and academy instructor overtime costs will be significant.
- Identifying and certifying an adequate number of Field Training Officers is a key component to the success of scheduling overlapping academies.

### *Recruiting Activities*

Media advertising was placed in local and regional print media such as the Oakland Tribune, Contra Costa Times, and San Francisco Chronicle in anticipation of the approval to proceed with hiring. Advertisements in the employment opportunity section and then display ads were placed in the Police Officers Research Association of California (P.O.R.A.C.) Law Enforcement News, a widely-read California law enforcement journal. Additionally, seven different website postings were initiated to advertise the Police Officer positions. The Oakland Police ([www.oaklandpolice.com](http://www.oaklandpolice.com)) and the City's ([www.oaklandnet.com](http://www.oaklandnet.com)) websites were also updated with the Police Officer testing information.

Department recruiting officers conducted presentations at a variety of locations including Oakland High School Career Day, University of Phoenix-Women in Policing Job Faire, the Oakland Technical High School Career Day, and the Berkley Adult School Career Day. Future recruiting activities are planned for:

- Laney College Career Center
- Mills College Career Center
- Fiesta Filipina 2005
- CSU Sacramento
- Santa Rosa Regional Training Academy
- Sacramento Regional Public Service Training Center Job Faire
- Oakland Diversity Job Faire
- Holy Names Career & Internship Fair
- SFSU Public Service Career Fair
- Heald College Spring 2005 Career fair
- Black Expo 2005
- Chabot College Spring job fair

To pique the interest of qualified candidates and assist in the selection process, a number of information seminars have been, or will be, held. These seminars include:

- *“Women in the Oakland Police Department”* was developed to provide a woman’s perspective into law enforcement, specifically with the Oakland Police Department. This seminar provides an open forum where the “Q and A” session is free flowing and no subject is off-limits.
- *“Policing in Oakland”* This seminar provides insight into the job of an Oakland Police Officer and gives possible applicants a chance to ask questions of a panel of experienced Oakland Police Officers.
- *“Mock Oral Boards and Completing Your Personal History Questionnaire”* This seminar is designed to help applicants be successful during the oral interview process. Mock boards are conducted several times during the seminar and applicants get an opportunity to ask questions. They also get a chance to participate on the board panel to gain first hand experience of the process. Candidates also have an opportunity to ask questions concerning the completion of their Personal History Questionnaires (PHQ). This document is emphasized because it is the basis and beginning of the background investigation process for each applicant.
- *“Practice Physical Agility”* This seminar was developed to give applicants a practical sense of what the physical agility test is all about. During the seminar applicants run the actual course (timed if they wish) to gauge their individual preparedness. Recruiters are

available to offer advice and instruction on how to successfully negotiate the course and overcome some of the obstacles, such as the six-foot wall.

### *Background Investigations*

The Police Department currently has 42 certified background investigators (both sworn and civilian). Although adequate for 154<sup>th</sup> Recruit School and 6<sup>th</sup> Lateral Academy hiring, this number of investigators is insufficient to meet future background investigation needs. To increase the number of certified investigators, two "*Basic Background Investigation*" courses are being planned. Over 100 members have indicated an interest in receiving background investigations training. Investigator classes are scheduled for April and May, to ensure a sufficient number of trained background investigators are available for 155<sup>th</sup> Recruit Academy hiring process.

Changes in the background investigation process have been enacted to streamline hiring timelines and reduce overall background costs. The Computer Voice Stress Analysis (CVSA), currently conducted on all candidates by Department personnel, is being replaced with a polygraph examination conducted by an outside contractor. Use of an outside contractor is more cost-effective and reduces the likelihood of scheduling delays. Polygraph examinations will be conducted after a conditional job offer is tendered to the candidate. This allows for additional questioning during the Department's examination. CVSAs will continue to be used to resolve any discrepancies noted during background investigations.

### **154<sup>th</sup> Recruit Academy**

On February 28, 2005, 16 Police Officer Trainees began the 154<sup>th</sup> Recruit Academy (one POT resigned in Week 2 for medical reasons). OPD anticipates a 25% attrition during the academy, leaving 12 POTs to graduate to Police Officer on September 2, 2005 (Table 1) and begin the 15-week field-training program. These new officers will complete field training on December 12, 2005.

### **6<sup>th</sup> Lateral Academy**

OPD received 90 + interest cards from interested lateral police officer applicants. Fifty-two (52) filled out an employment application with the Office of Personnel Resource Management. An application eligibility review was conducted on each application, reducing to 31 (Table 1) the number of applicants invited to the oral interview boards February 16 – 17, 2005. Twenty-three candidates participated in the oral boards, with 19 candidates progressing on to the physical agility test. Seventeen (17) candidates successfully completed the physical agility test and were placed on the eligible list. Background investigations on the 17 eligible candidates are in progress. The 6<sup>th</sup> Lateral Academy is scheduled to begin April 18, 2005.

Table 1: **ACADEMY ATTRITION SUMMARY**

	154 <sup>th</sup> R A		6 <sup>th</sup> L A		155 <sup>th</sup> R A	
	Start	Passed	Start	Passed	Start	Passed
Applications	6	6	58	31		
Written	6	4	Waived		596	392
Oral Board	4	4	23	19	392	254
Physical Agility	4	4	19	17	254	
Eligible Candidates	21		17			
Background	21	19	17			
Medical	19	19				
Psychological	19	17				
Academy	17					

**155<sup>th</sup> Recruit Academy**

The Recruiting Unit received approximately 1,200 interest cards in response to OPD’s advertising and recruiting efforts. Each inquiry was answered with a flyer announcing the written test date.

Approximately 600 applicants were tested. A waiting list of approximately 500 applicants has been developed for future use. These applicants were advised they would be contacted when the next written test is scheduled, sometime in the later part of 2005.

Three hundred ninety-two (392) applicants passed the written test and advanced to the next stage of the selection process, the oral interview board, which was conducted during the first week of March 2005. Two hundred fifty-four (254) candidates passed the oral board and are scheduled for the Physical Agility tests on March 26 and April 9, 2005.

OPD expects 35 Police Officer Trainees to begin the 155<sup>th</sup> Recruit Academy on July 11, 2005.

**Field Training Program**

The accelerated academy schedule adopted by the Department depends on the availability of an adequate number of certified Field Training Officers (FTO). A request for nominations for Field Training Officers resulted in 46 Police Officers being nominated for FTO training. After review by the Deputy Chief, 12 nominations were dropped for reasons that included officer complaint history and use of force issues, leaving 34 nominees. Additionally, 20 former FTOs have requested recertification. This should ensure an adequate pool of Field Training Officers to meet the training needs of the accelerated academy plan.

The selection process for new FTOs is underway, with selection boards scheduled for March 2005. The FTO Certification Course, for new FTOs, is scheduled April 2005. Refresher courses for former FTOs seeking recertification are scheduled for April and May 2005.

### **Violence Prevention Programs (Administered by Department of Human Services)**

*Measure Y states, in part:*

Violence Prevention Services with an Emphasis on Youth and Children: Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives:

- a. **Youth outreach counselors:** hire and train personnel who will reach out, counsel and mentor at-risk adolescents and young adults by providing services and presenting employment opportunities.
- b. **After and in school programs for youth and children:** expand existing City programs and City supported programs that provide recreational, academic tutoring and mentoring opportunities for at-risk adolescents and children during after school hours; expand truancy enforcement programs to keep kids in school.
- c. **Domestic violence and child abuse counselors:** make available counselors who will team with police and the criminal justice system to assist victims of domestic violence or child prostitution and to find services that help to avoid repeat abuse situations; expand early childhood intervention programs for children exposed to violence in the home at an early age.
- d. **Offender/parolee employment training:** provide parolee pre-release employment skills training and provide employers with wage incentives to hire and train young offenders or parolees.

The language of the Measure does not require investment in all of the strategies nor does it specify the investment be proportionate across the strategies.

### **Process and Criteria Used to Make Program Recommendations**

The Mayor's Office, Department of Human Services and Workforce Investment Board staff met with institutional and community stakeholders to gather recommendations and best thinking for Measure Y implementation. Some coalitions submitted written recommendations for review. A list of the individuals and agencies interviewed can be found in Appendix B. Community input from local providers, public agencies, and local leaders was vital in shaping these recommendations. As staff spoke with these local stakeholders, common themes emerged that are reflected in the recommendations.

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Based on the language of Measure Y and on information about best practices, staff distilled the criteria that guided the formation of the recommendations:

1. Invest in violence prevention strategies and programs that are grounded in national best practices, based on data, and with proven track records.
2. Invest in strategies and programs in which the City is already a committed partner and/or has committed funding.
3. Build on existing Request for Proposals (RFP) processes, when possible, to minimize administrative costs.
4. Focus on programs that leverage existing grants and have the potential to leverage new sustainable funding streams [e.g., MediCal, Early Periodic Screening and Diagnostic Testing (EPSDT), and Targeted Case Management reimbursement programs].
5. Ensure strong linkages and coordination among public systems where children are identified as at-risk and with community based systems where such youth are served.

#### *Who?*

The language of the Measure Y strategies clearly focuses on children, youth and young adults who are, or are most at-risk, of being victims and/or perpetrators of violence. Specifically, the following high risk populations are noted:

- Youth and young adults on probation or parole;
- Chronic truants, drop outs and/or suspended for violence; and
- Children and youth exposed to violence and/or sexually exploited.

Research demonstrates that these high risk populations are more likely to engage in violence or be victims of violence than their peers. As a result, interventions with these young people are most likely to have a measurable impact on community crime and quality of life.

It should be noted that the City of Oakland already makes important investments in positive youth development through the Oakland Fund for Children and Youth (OFCY), Library, and Parks and Recreation Departments - - targeting a broad range of children and youth and focusing programs on health and well being. However, Measure Y must demonstrate violence reduction and therefore its program focus must necessarily be different.

#### *Where?*

Oakland's local communities are affected by violence at vastly different levels. Distribution of Measure Y resources should reflect those differences. In order to determine the varying needs of each community, staff evaluated the fifty-seven (57) community police beats on eleven data indicators, referred to as "stressors." The stressors identified include:

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- **Crime Factors:** Juvenile and young adult arrests, domestic violence and child abuse, violent offenses and total crime
- **Economic Factors:** Unemployment, poverty, and public assistance levels
- **Education Factors:** Chronic truants and violent suspensions.

Each beat was rated on each stressor and the top ten beats for each stressor were highlighted. The number of times a beat was found in the top ten on any given variable counted toward the total stressors for that beat. The data table is attached as Appendix C and lists the beats from the most (11) to the least (0) stressors.

After identifying the 12 beats with the greatest number of stressors (4 or more) and the eight (8) beats with medium level of stressors (2 to 3), staff generated a map to show the concentration of high-stressor beats in three sections of the city ( Appendix D), with shading to indicate the beats with high and medium levels of stressors. On the asset side of the equation, the map has 25 beats that do not rank in the top ten for any of the stressors.

It is important to note an overlap of different stressor types in the identified beats. For example, although poverty and unemployment are not in and of themselves markers for violence, they do correlate with crime indicators. Similarly, the education indicators are highly related to the economic and the crime indicators. Economically burdened communities also experience the highest levels of crime and violence. These important data can help focus Measure Y interventions in specific neighborhoods.

### **Recommendations for Violence Prevention Programs**

Measure Y implementation recommendations are summarized in a chart (Appendix E) that also details the estimated number to be served annually, costs, implementation recommendations and leveraging opportunities. The primary program areas recommended for funding are:

- Mentoring/case management and comprehensive support services for youthful offenders, parole and probation
- Intensive employment and training and/or sheltered employment model
- Transitional employment wage supports serving persons on parole or probation
- After school and summer employment for youth
- School and community-based outreach workers with a special focus on truancy
- City-County Neighborhood Initiative, community building outreach and engagement
- Advocates and case management support for the Family Violence Intervention Unit (FVIU) in OPD and to be housed at the Family Justice Unit
- Mental health support for children exposed to violence and/or sexually exploited youth
- Restorative justice (mediation between victims and perpetrators) training for professional staff working with youth who are in the criminal justice system, truant and/or suspended for violence

- Peer-based conflict resolution in schools and Second Step Violence Prevention Curriculum for pre-school through 8<sup>th</sup> grade

These Measure Y recommendations have been shaped by what is known about successful strategies and best practices. For example, the following principles about the kinds of interventions that work best for young people involved in the criminal justice system (based on a compendium analysis of research studies) has helped inform the Measure Y recommendations.<sup>1</sup>

- The intensity of the treatment intervention should match the risk of the youth being served. Data indicates serving low risk offenders with high intensity treatment can in fact, increase recidivism.
- Interventions should focus on factors that predict criminal or antisocial behavior --- poor impulse control, family factors, isolation. They should not focus on behaviors such as low self-esteem and anxiety that do not correlate with the antisocial behavior that must be changed.
- Effective programs with juvenile offenders have been shown to be cognitive, behavioral, social learning programs. These interventions reduce recidivism far more than criminal sanctions (which actually increased recidivism) and institutional settings.

The recommendations presented here also take into account that youth and young adults are embedded in family, school and community contexts. It will be essential to build on, align and enhance existing community and public resources to address the complex context in which young people find themselves. For example, DHS and OPD have agreed to meet monthly to ensure the Measure Y investments in policing services are carefully coordinated and mutually supportive of the prevention program investments. Similar coordination will also need to take place among community based providers and the other public entities (e.g., OUSD, Probation Department) who will be critical to the successful implementation of Measure Y.

The following section describes the specific programmatic recommendations in detail and the rationale for those interventions. The recommendations are organized by the youth or young adults that the intervention is seeking to support.

#### **FOCUS: YOUTH AND YOUNG ADULTS ON PROBATION OR PAROLE**

##### **Interventions:**

1. *Intensive mentoring/case management* with support services starting with pre-release for those who are incarcerated. (Serves an estimated 240 individuals on probation and parole, \$1,000,000 per year – Project Choice and Pathways to Change)
- 2a. *Intensive employment* and on-the-job training program for older youth and young adults to enter the job market. (Serves 40 young adults at \$585,000) and sheltered employment model (16 individuals at \$365,000).

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<sup>1</sup> Dr. Latessa, University of Cincinnati

- 2b. *Transitional employment*: Wage supports and incentives provided to employers which can be accessed by programs serving youth and young adults on probation and parole. (40 young adults at \$548,000).
- 2c. *Summer/ after school work experience and skills training* for younger participants not entering the full-time job market (see costs in next section). These funds can also support community service work projects for juvenile offenders (e.g., Probation Department’s Weekend Training Program for first time offenders).
3. *Restorative justice training* for key school and community staff on principles and practices of mediating between perpetrators of violence and the communities they injure. (Training and technical support to over 75 professionals working with high-risk youth, \$25,000).

**Recommendation(s) and Rationale:**

Young people on probation or parole are the highest risk group. They have already engaged in negative behavior and statistics demonstrate they have a higher likelihood than their peers to be on a trajectory for further violence. These young people are typically former or current foster children, youth with learning disabilities, and/or truant youth. Successful interventions with these young people must be the cornerstone of any violence reduction effort.

Effective intervention programs for these youth and young adults have the potential to have a major impact on crime. As the data show in the chart in Appendix C, arrest rates for ages 18-29 are three to four times higher than for those under 18 years of age. Recidivism rates for parolees are estimated as high as 80% over a three-year period – an effective intervention could have a positive impact on the use of police services, crime rates, and stop the cycle of re-incarceration.

1. *Intensive Mentoring/ Case Management*. The City of Oakland has already invested in two specific intervention strategies: Pathways to Change, a diversion program for repeat juvenile offenders on probation, and Project Choice, intensive support both pre- and post-release for youth and young adults paroling to Oakland. Each program is executed through community based providers (currently, Mentoring Center, Youth Alive, EBAYC, Scotlan Center, Center for Family Counseling, Centerforce). Each of these models is highly comprehensive, with low caseloads for case workers, frequent contact with clients (daily at times), family contact and support, pre-release planning, and careful coordination of community services including substance abuse treatment, education and housing. A key element for each program is coordination with assigned parole agents and probation officers and the courts.

Pathways to Change clients show a 60% decrease in recidivism over 6 months and 45% over 12 months when compared to youth not receiving the service. Project Choice shows preliminary recidivism numbers of 23%, encouraging data that will be tracked over time. In addition, Project Choice has identified an evaluation methodology that compares the outcomes for participants to other non-participating young men who are returning to Oakland under similar circumstances.

Staff recommends sustainable funding for these programs to annually serve 120 juvenile probationers and 120 youth and young adults on parole. Currently, each of these programs serves between 60-100 persons annually. Current numbers served can only be sustained if pending grant requests are successful. The case management work with those under 18 years old has the potential to leverage sustainable funding through federal reimbursement programs. Measure Y funds would be allocated by DHS to providers through existing RFP processes used by these programs or new ones if needed.

*2a. Intensive employment/training/job experience.* For young adults in particular, the pressure to work is enormous. Many have children already or families that were without financial support during their incarceration, yet young men returning from prison frequently lack education and have little or no job experience. Staff recommends intensive pre-employment basic education and vocational skills with cash incentives and paid work experience. The employment strategy should be matched with the case management strategy described above. With this model, wages are earned – helping to reduce the allure of the underground economy – while skills are developed, to ensure long term employability.

Staff recommendations also include two (2) sheltered employment options in which the City would provide subsidized employment and training support modeled after an East Bay MUD project. Sheltered employment options may face serious implementation hurdles such as union concerns. The sheltered employment recommendation has two implementation options. One to create a program working closely with Public Works and the second is to create a program that places workers throughout the City in a variety of “trainee” positions. If Council does not recommend this option, staff proposes the funds be added to the Mayor’s Summer Jobs Program which would support an additional 200 youth (beyond the current proposal of 115) for the summer.

*2b. Transitional Employment.* Another barrier for these young adults is the reluctance of employers to hire people with criminal records and therefore the near impossibility of establishing work experience. Staff recommends establishing a Transitional Employment fund for wage supports and incentives. These funds will be accessible to WIB approved programs (e.g., Measure Y programs, Allen Temple’s Trades Training Program for Ex-Offenders -- DJASSTA) serving this target group for use as wage subsidies to entice employers to hire their participants. Through its regular RFP process the WIB will pre-qualify programs to participate in the transitional employment program.

*2c. Summer/ After School Employment.* For younger youth on probation or parole, education is the most important goal, yet the need for money is real and pressing. Staff recommends after-school and summer employment that helps youth acquire skills and yet contributes financially as well. This strategy is discussed in more detail under the truant/out-of-school youth section below. These funds could also be used to support community service projects for youth offenders (e.g., Alameda County Probation’s Weekend Training Program). In this type of program, young people are diverted from incarceration and develop skills while performing community service.

3. *Restorative Justice Training.* Provides training and technical support to staff who regularly work with young people on probation and parole (e.g., alternative school staff, parole agents, outreach workers) in the principles and practices of restorative justice. Restorative justice can help engage communities in an important dialogue with perpetrators of violence and find ways for each to heal. There is a collaboration of key stakeholders (including City representatives, Alameda County judges, District Attorney’s Office, OUSD) currently reviewing best practices from communities such as Santa Clara County and Minneapolis. DHS would administer these funds.

**FOCUS: *YOUNG PEOPLE WHO ARE TRUANT, OUT-OF-SCHOOL AND/OR SUSPENDED FOR VIOLENCE***

**Interventions:**

1. *School and/or community based outreach workers* providing mentoring, case management and support services for truants, school drop-outs, and other disengaged youth. This is inclusive of a comprehensive approach to truancy that must be aligned with the Oakland Unified School District. Options for administration include outreach workers who are: 1) public employees (i.e., OPR Radical Roving); 2) contracted to community-based agencies; or 3) a hybrid model with both community based and city outreach workers. (\$1,100,000 supporting an estimated 15 outreach workers and 5 case managers with supervision and flexible funds to outreach to 1,500 truants/high risk youth in high need neighborhoods and provide intensive home visits/case management to 150 truants/high risk youth)
2. Sustain and expand the current *City-County Neighborhood Initiative* in Sobrante Park and West Oakland and adding a third neighborhood based on the analysis of stressors. Neighborhood outreach workers with AmeriCorp teams will coordinate with Neighborhood Service Coordinators, SDS teams and other public agencies to focus on community building. (\$200,000 for three neighborhoods reaching approximately 3,000 youth and family members).
3. *Case managers for highest risk youth at three (3) additional middle schools* complementing current investment at seven (7) middle schools by Safe Passages. (\$240,000 reaching approximately 150 high risk middle school students)
4. *Summer employment wages* using the Mayors Summer Jobs Program as a vehicle and *after-school employment* for youth (ages 14-17) based on a Team Oakland model. These employment resources are available for youth contacted through the outreach effort, truancy initiative and/or the probation/parole case management programs. (combined summer and after-school employment is \$545,848 serving 215 youth).

**Recommendation(s) and Rationale:**

Truancy, suspensions, drop outs – these behaviors serve as markers indicating a much higher likelihood of being caught up in cycles of violence later in life. Targeting young people

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exhibiting these behaviors allows Measure Y resources to focus on individuals and neighborhoods with the highest level of need. In nearly all best practices cities staff reviewed, from Boston to San Jose, interventions have close, coordinated partnerships among public and private agencies that focus on specific high-risk youth.

1. *School or community-based outreach workers.* Staff recommends investing Measure Y funds on outreach workers and caseworkers, associated with community facilities (schools, community agencies such as Project YES and McClymonds Health Center, City facilities), providing assessments, support and planning for disengaged youth. Outreach workers should be focused in those neighborhoods and schools having the highest rates of crime, dropouts, and truancy (see the Appendices C and D). Outreach workers will have access to the employment and case management programs funded by Measure Y and will have flexible funds available to purchase key services as determined by the individual needs.

Outreach workers could be managed through Parks and Recreation (e.g., OPR Radical Roving), based in community agencies experienced in addressing the needs of this population (e.g., Youth Alive, EBAYC), or they could be some mix of City and community run programs. Staff recommends priority funding to public-private partnerships that use the expertise of community based agencies, but leverage the resources and infrastructure of public agencies. For example, the outreach strategy should be closely aligned with public institutions – specifically Oakland Unified School District, Probation, and the OPD’s Community Policing officers – so all available resources are strategically working together in neighborhoods.

2. *City-County Neighborhood Initiative.* Staff recommends the City-County Neighborhood Initiative, currently operating in West Oakland and Sobrante Park, be continued and expanded to a third neighborhood. This strategy, based on best practices, has community builders going door-to-door to support and encourage neighbors to address their issues (e.g., typically truant youth, blight, and drug dealing) and help them ultimately to organize (e.g., Block captains, neighborhood watches, Home Alert, Renters or Home Owners’ Associations) and take ownership of their communities. The community builders work closely with teams of service agencies including the SDS teams, Neighborhood Services Coordinators, County agencies, schools, and local non-profit agencies. In the neighborhoods currently participating in the initiative, youth have become a key focus for neighborhood organizing. This strategy is based on the theory that violence must be addressed in the context of the community – the people, physical locations, and social fabric -- in which it occurs.

3. *Middle School Case Managers.* The Safe Passages Middle School Model is a six-component strategy based on research of best practices in violence prevention. It is designed to provide impoverished children and families with the support systems they may lack at home or in their communities. The components of the model include: 1) Second Step Violence Prevention Curriculum; 2) Alternatives to Suspension; 3) Site Based Targeted Intervention/ Individualized Case Management; 4) After-school Activities; 5) Mental Health Services; and, 6) Parent Engagement. Evaluation of the Safe Passages Middle School Model shows that violence related suspensions decreased by 43% in Safe Passages middle schools versus only 8% in other schools.

Staff recommends Measure Y funds be used to support case managers at three (3) additional Middle Schools, bringing the number of Safe Passages middle schools to ten (10) as originally envisioned.<sup>2</sup> The Middle School strategy is leveraging nearly a million dollars in OUSD and County funds and should be able to leverage additional MediCal services and/or reimbursements.

4. *Summer and After School Employment.* Investing in employment opportunities for at risk youth keeps them engaged and builds strong basic work habits. Staff recommends funding 115 summer jobs. These funds could be channeled through the infrastructure of the Mayor's Summer Jobs Programs. Staff also recommends 100 high risk youth be served in a more structured and supervised after-school employment program modeled after Team Oakland. Youth would be paid to work after school hours on community related projects, under close supervision, to learn basic work responsibilities. Youth would be identified through the outreach work described above and other avenues.

**FOCUS: *CHILDREN AND YOUTH EXPOSED TO VIOLENCE OR BEING SEXUALLY EXPLOITED AND THEIR FAMILY MEMBERS***

**Interventions:**

1. Increase OPD *Family Violence Intervention Unit* resources with additional advocates and case management staff to respond to all domestic violence cases with children involved. (\$500,000 to provide approximately 6 family advocates/ case workers, with overnight coverage, to provide an estimated 2,500 client contacts) Clients include children and adults in the families served.
2. Establish a pool of funds to provide *mental health services to children exposed to violence or who are sexually exploited.* These funds expand the supply of services and support families who cannot qualify for MediCal reimbursement. (\$300,000 to serve 100-150 young children and families)
3. Expand availability of *support groups for older youth exposed to violence and/or sexually exploited youth.* (\$150,000, with numbers served to be determined by the Family Justice Center)

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<sup>2</sup> The original Safe Passages Middle Schools are: Calvin Simmons, Carter, Frick, Havenscourt, King Estates, Lowell, and Madison.

**Recommendation(s) and Rationale:**

Research shows that children who witness domestic violence are more likely to exhibit behavioral and physical health problems. Early exposure to violence increases the risk of violent behavior during adolescence by as much as 40%.<sup>3</sup> Current research suggests there are actual physical changes in the brain paths of children exposed to violence – making their responses more reactive – which in turn results in behavior that is not adaptive in later life and can result in more aggression. Mental health support for very young children and their parents is a proven strategy, just as support groups provide effective intervention for older youth.

Oakland is fortunate to be the focus of a federal grant to develop a Family Justice Center (FJC) – a multi-service, one-stop shop for victims of domestic violence. FJC is a collaboration of over 50 service agencies, both public and private, who have agreed to coordinate resources and collaborate on service delivery so families experiencing domestic violence can address all of their needs, from court orders to mental health counseling, in one location. The FJC, overseen by the Alameda County District Attorney’s Office, will also be a resource for sexually exploited children, including child prostitutes. This is an important platform for Measure Y investments to use as nearly all partners in this field are participating.

*1. Family Violence Intervention Unit.* The OPD Family Violence Intervention Unit will be located at the FJC. It should be supplemented by the addition of more advocates and case managers. Currently the Family Violence Intervention Unit does not have the capacity (with family advocates) to provide adequate services to the victims of domestic violence and their children. According to a 2000 survey conducted by Oakland Police Department, 85% of the people who contacted the police for a “domestic-related incident” had children, of those, 63% had children aged 0-5 in the home. This indicates that of the 6,303 calls for domestic violence reported in 2000, children aged 0-5 was exposed to more than 3,350 incidents of violence.

Staff recommends Measure Y funding be used to provide OPD with Family Advocates and Child Caseworkers, who accompany police to the scene of domestic violence-related incidents in which children are present to assess the child’s safety and their immediate needs. This recommendation includes advocate coverage for the overnight hours. Case workers would also be responsible for developing and maintaining a case plan for children exposed to violence and brokering services in the community - - specifically those focused on the child and his/her development. The Family Advocates would continue their general legal, social, and emotional support for victims. Since the inception of the current unit, 170 survivors have been assisted in attaining protective orders and OPD’s issuance of protective orders increased by over 200%.

The co-location of the Family Violence Intervention Unit at the FJC will enhance its effectiveness, allowing the unit to respond to more families in a timely manner, and with more comprehensive services (i.e., legal support, case management, mental health). The funds for the

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<sup>3</sup> Elliot, D.S., *Youth Violence: An Overview*. Boulder, CO: Center for the Study and Prevention of Violence Prevention, March 1994.



Unit would be allocated through an expansion of the existing contract with OPD, to be managed by OPD and DHS, in collaboration with the Family Justice Center.

2. *Mental health services.* Mental health services are critical for children who witness violence in their neighborhoods, streets and schools. Currently only children eligible for MediCal or with private insurance can receive such support and the supply of services is still limited. Staff recommends a pool of funds be set aside to address the mental health needs of children (0 – 5) exposed to violence, as identified through the Family Violence Intervention Unit and other avenues. Funds will also be available to expand the pool of services with an emphasis on children who are not eligible for MediCal. Staff recommends these funds also support services for children 0-5 in early childhood education settings who are experiencing the effects of violence. This supports the Early Learning grant currently being implemented in select “flatland” early childhood education sites. These funds would be allocated through a RFP administered by DHS.

3. *Support groups.* Support groups based on a mental health model have been found to be the most effective support for older youth exposed to violence. Staff recommends that funds be set aside for the FJC to establish such groups and to establish services to address the needs of children who are sexually exploited. This work will become more defined as the partners in the FJC develop and identify the gaps in service for these young victims. Similarly, there is much interest from our partners in doing more work with sexually exploited children, but this is in the early stages of the planning process. Measure Y funds can be an important resource to this effort in coming years.

**FOCUS:** *IN-SCHOOL YOUTH, PRE-SCHOOL THROUGH MIDDLE SCHOOL AGE*

**Interventions:**

1. Support the continued implementation of the *Second Step Curriculum* in all Oakland public schools, pre-school through eighth grade. Measure Y provides on-going training of teachers, the training of new staff and monitoring of the quality of the implementation. (\$280,000, serving 35,100 students pre-K through 8<sup>th</sup> grade including Head Start)
2. Peer-based *mediation and conflict resolution* in an estimated 12-15 Oakland middle schools with the highest violent suspension and truancy rates (\$240,000, provides 10.5 mediation counselors to train and oversee youth in 12-15 middle schools)

**Recommendation(s) and Rationale:**

Oakland Unified School District, in collaboration with the City and its Safe Passages partners, has implemented the nationally evaluated and proven Second Step Violence Prevention Curriculum in all Head Start Centers, OUSD Early Childhood Development Centers, and in

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grades K through 8. This is an excellent achievement. It is recommended that Measure Y sustain this curriculum by supporting on-going training and implementation.

*1. Second Step Curriculum Support.* The *Second Step Curriculum* is a nationally renowned social-emotional learning program designed by the Committee for Children.<sup>4</sup> Several Federal offices, including the U.S. Department of Education and the U.S. Department of Health and Human Services, Substance Abuse Mental Health Services, have ranked *Second Step* as a model program. The curriculum teaches empathy, impulse control, problem solving, and anger management in order to decrease aggression and increase pro-social behavior among children. The acquisition of positive social skills enables children to identify their own feelings, acknowledge the feelings of others, and express themselves appropriately. Children without skills in place for emotional self-regulation have a difficult time attending to instructional activities in early childhood programs and later in school.<sup>5</sup> Furthermore, children lacking social skills tend to be disruptive in the classroom setting, which can impede learning among their classmates. The curriculum also trains teachers to recognize behavioral indications of stress and aggression early so that children can be referred to appropriate services.

At OUSD, suspensions for fighting in elementary schools using Second Step dropped 62%, versus a 4% increase in elementary schools not using the curriculum. In Second Step middle schools, suspensions for violent offenses were reduced by 43% versus only an 8% reduction for the same category in the non-Second Step middle schools. Teacher survey results indicate that Second Step contributes to students staying more on task and giving teachers more time for teaching academics.

*2. Conflict Resolution.* Staff recommends the implementation of a peer-based conflict mediation program in 12-15 Oakland middle schools, with selection based on highest rates of truancy, suspension and incidences of violence. Given this is the same criteria for selecting the Safe Passages middle schools discussed earlier, it is expected this program will be in those same schools and as such will lend strength to that model as well.

Resolving conflicts through peer mediation has been shown to reduce playground and classroom conflicts, office referrals, and suspensions by preventing the escalation of conflicts that could otherwise lead to disruption of learning. A survey in one OUSD middle school showed that of 174 conflicts resolved by the peer mediators, 90% did not re-occur between the disputants. In that same school, students suspended for fighting were required to go through peer mediation before being re-admitted to school. Records show that of the 39 students referred to mediation, 38 never appeared on the suspension list again, representing a 97% reduction in repeat suspensions.

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<sup>4</sup> Committee for Children is a Seattle-based nonprofit organization dedicated to promoting the safety, well-being, and social development of children.

<sup>5</sup> Gramann, J., *Windows of Opportunity in Early Learning*. Literacy Links, Volume 8, No. 3, June 2004: <http://www-tcall.tamu.edu/newsletr/june04/june04f.htm>.

### **Allocation of Funds**

To minimize the administrative burden of allocating Measure Y funds, staff recommends capitalizing on existing infrastructure wherever possible for distributing funds. For example, Project Choice already administers an RFP process to secure community based providers. This same process can be used to allocate Measure Y dollars. Similarly, the Workforce Investment Board can administer all employment programs through its regular granting process. DHS and OPD as partners in the Family Justice Center can work with the FJC to strategically allocate funds that focus on domestic violence and children exposed to violence. If the investment in outreach workers is approved, a new RFP process will need to be developed and implemented. This process would be administered by the Department of Human Services.

To further minimize repetitive administrative processes, staff recommends contracts be issued for one year with two one- year options for renewal contingent upon performance. In this way, expensive RFP administrative processes can be minimized, yet performance accountability is retained. Many DHS contracts are presently structured in this manner.

The recommendations presented herein are a starting point, given the current status of violence in Oakland and the array of programs and services already in place. Measure Y must be flexible enough to respond to the information the evaluation and contract monitoring processes will provide on effectiveness and respond to the community's evolving landscape. Measure Y must be able to adjust and modulate its investments to fit changing demographics, crises or epidemics in violence as they arise, and increase investments as successful interventions are identified.

### **Staffing for Coordination, Implementation and Fiscal Oversight**

The Department of Human Services has been asked to manage the Measure Y prevention funding. While recommendations have tried to minimize overhead costs, additional staff will be necessary to ensure accountability and coordination of the strategies, provide fiscal management, develop service standards, protocols and cross training, and monitor service delivery. DHS requests the following support to ensure strong coordination, oversight and accountability.

The personnel costs cited below include salary and fringe benefits

*DHS Planner (full time), Cost: \$107,072*

Coordinates RFP processes to ensure allocation of Measure Y funds is consistent with legislation; develops and oversees any new RFP processes; staffs Measure Y Oversight Committee; manages development of services contracts, MOUs, and other agreements; oversees leveraging strategies such as Targeted Case Management applications; provides overall coordination through the convening of contractors to ensure integration across all Measure Y strategies; develops cross training protocols for contracted staff within given strategies; develops and staffs coordinating structure for all Measure Y partners –

strategies; develops and staffs coordinating structure for all Measure Y partners – including developing common standards and protocols that are critical for accountability. Supervises Program Analyst I and coordinates with CEDA/WIB Program Analyst II.

*WIB Program Analyst II (1.00 FTE), Cost: \$86,484*

Coordinates and supports all Measure Y-funded employment and training components to ensure full integration of services and to maximize leveraging of existing and new resources. This position works with DHS staff, but will be housed within CEDA's Workforce Development Unit. Supports expansion of WIB-funded programs and agencies qualified to serve targeted youth and young adult clients and new RFQ/RFP processes as needed to disburse Measure Y funding to other qualified agencies. Develops, monitors, and oversees \$2 million in Measure Y-funded employment contracts including performance reporting through the City's Job Training Performance Standards system and other mandated reporting processes.

*DHS Program Analyst I (1.00 FTE), Cost: \$79,998*

Develops and processes contracts (\$4 million in DHS contracts); processes payment requests; serves as administrative secretary to the Oversight Committee preparing minutes, agenda, and related materials; monitors contracts; collects all progress and data reports and ensure compliance with contractual requirements; manages correspondence and communication with the DHS Planner.

*DHS Grants Administrator (.05 FTE), Cost: \$5,820*

Fiscal monitoring, interface with annual audit.

The addition of Measure Y prevention dollars represents approximately a 10% increase in the DHS budget. The above staff increases are estimated at \$279,374, or just under 5% of the total Measure Y allocation. This is similar to the Oakland Fund for Children and Youth oversight costs and other initiatives have oversight costs ranging from 9% to 15%. An estimated \$600,000 in Measure Y funds have already accrued in FY 2004-05, which can be used for start-up activities and could begin to support the administrative structure for the first year and a half. On-going support needs to be provided, either through Measure Y monies or other funding sources.

### **Violence Prevention and Public Safety Oversight Committee**

Measure Y creates the “Violence Prevention and Public Safety Oversight Committee” to “review the annual audit, evaluate, inquire and review the administration, coordination and evaluations of the programs and make recommendations to the Mayor and the City Council for any new regulations, resolutions or ordinances for the administration of the programs to comply with the requirements and intent of this Ordinance.” The 11 - member Oversight Committee will be comprised of three Mayoral appointees and one appointee from each of the eight Council Members. Council Members have been asked to bring their appointments for confirmation at the April 19, 2005 meeting of the City Council.

The accompanying Ordinance officially creates this mandated body and gives it the powers specified by the legislation. Additionally, the proposed Ordinance requires:

- Members shall be appointed to serve a two year term (no term limits are recommended);
- Members do not need to reside in the City of Oakland, but should have the appropriate skills and expertise to carry out the duties of the Committee. It would be useful for members to have one or more of the following areas of expertise:
  - Evaluation and Performance Audits
  - Financial Audits
  - Offender re-entry
  - Domestic Violence
  - Broad knowledge of Violence Prevention efforts in Oakland and Alameda County
  - Youth Violence Prevention
  - Truancy Reduction
  - Community Policing
  - Youth & former offender Job Training;
- The Committee shall elect its own Chair and Vice Chair who will serve a one year term
- The Committee shall establish rules and procedures for the conduct of its business by a majority vote of the members present.

### **Evaluation and Outcome Measures**

Measure Y language regarding program evaluation states:

*Evaluation: Not less than 1% and not more than 3% of the funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluations of the program, including the number of people served and the rate of crime or violence reduction achieved.*

The total available funding for evaluation, at 3% of the community policing and prevention programs, is \$471,000 for FY 2005-06. Staff recommends a multi-level approach that will: 1) build the City's capacity to support evaluation and clearly tell an accurate story regarding crime and violence in Oakland and real-time evaluation of police and prevention activities; and 2) ensure an independent assessment and public document on the progress of Measure Y and its impact on violence reduction. This evaluation would look at both community policing outcomes and prevention programs.

It is recommended that three percent (3%) of both the prevention and community policing funds be used to support the following evaluation strategy.

- *Agencies and programs funded through Measure Y will be expected, as part of their regular budget, to collect data necessary for an independent evaluation.* This type of requirement is standard in most DHS contracts. The Agencies will also be asked to share any evaluation efforts they already undertake.
- *Create a City Measure Y Data/Evaluation Position* (shared between DHS and OPD). This position collects and analyzes OPD crime data, trend analysis, manages RFP and contract for outside evaluation, identifies common data points for all contractors, ensures contractors are reporting accurate data, and trains contractors, as necessary. (\$180,000 )
- *Hire an external evaluator.* External evaluator develops a single comprehensive report assessing "number of people served, impacts on community, and rate of crime or violence reduction achieved." This information would be available as a public document and reported to City Council and the Oversight Committee (\$250,000).

The annual evaluations will assess the ability of Measure Y to impact specific outcome measures. It is expected that outcome measures would be established through discussions with the evaluators and then shared with the Oversight Committee. Some evaluation measures such as the Workforce Investment Board's standards for employment and training already exist (e.g., job placement, wages, retention) and will apply to Measure Y funded program. Many programs such as Pathways to Change and Project Choice have very specific client outcomes (e.g., stable housing, wage gains, drug treatment). These outcomes will continue to be measured. However, over and above specific client outcomes, population level measures should also be assessed, depending on the specific investments ultimately approved for Measure Y. For example, reductions in truancy and recidivism for youthful offenders should be able to be measured and assessed if Measure Y resources are focused on these populations. Performance outcomes or measures for assigned OPD officers will also be created and assessed.

## **SUSTAINABLE OPPORTUNITIES**

### **Economic:**

The employment strategies outlined under the prevention programs as well as the police officer positions will provide new job opportunities and enhance the economic self-sufficiency of Oakland residents.

### **Environmental:**

No environmental impacts are anticipated at this time.

### **Social Equity:**

The prevention programs and community policing strategy will add focused resources on the City's most distressed neighborhoods as well as on youth and young adults facing the highest risk of being disenfranchised. The recommendations also provide community building opportunities for key neighborhoods that will lead to sustainable neighborhood improvements.

## **DISABILITY AND SENIOR ACCESS**

All programs funded through Measure Y will be accessible to person with disabilities and mobility impaired seniors. All Measure Y programs contribute to increasing the safety of Oakland communities which is particularly beneficial to residents with disabilities and to seniors.

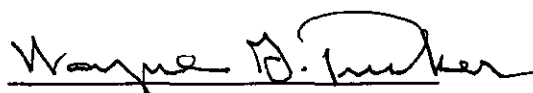
## **ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that City Council adopt the recommendations regarding the implementation of Measure Y as outlined in this report as follows:

- Accept the status report on the staffing implementation plans for Fire and Police Departments;
- Approve the spending plan for the Violence Prevention Programs as detailed in Attachment E;
- Select the preferred method of implementation for the Community Outreach Workers proposal: (p.14)
  - (a) Direct funding to Department of Parks & Recreation or
  - (b) RFP to Community Based Organizations with oversight and cross-training by Department of Human Services or
  - (c) Hybrid of the above models;

- For the Sheltered Employment proposal (p.12), select the preferred method of implementation:
  - (a) crew based model under Public Works or
  - (b) *internship model in various City departments;*
- Approve the proposed administrative staffing plan;
- Approve the allocation and plan for evaluation;
- Adopt the Ordinance to create the Violence Prevention and Public Safety Oversight Committee; and
- Direct Department of Human Services to return to the Public Safety Committee with all proposed RFPs and, if necessary, contracts, needed to implement the approved spending plan.

Respectfully submitted,

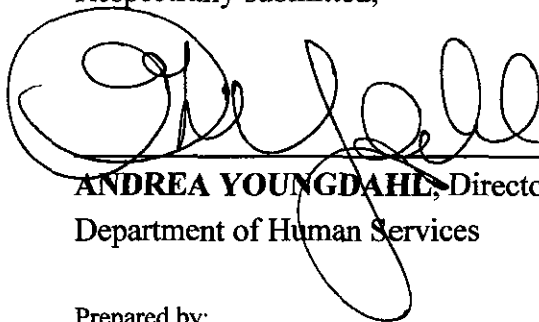


**WAYNE G. TUCKER**  
Chief of Police

Prepared by:  
Lt. Doug Anderson  
Commander, Personnel Section  
Bureau of Services

William R. Uber  
Management Assistant  
Bureau of Administration

Respectfully submitted,



**ANDREA YOUNGDAHL**, Director  
Department of Human Services

Prepared by:  
Sara Bedford, Manager  
DHS Policy and Planning

Al Auletta  
CEDA Workforce Development Manager  
Oakland WIB Executive Director

Libby Schaaf  
Special Assistant to the Mayor  
Office of the Mayor

Attachments: Measure Y - Appendices A - E

**APPROVED AND FORWARDED TO  
THE PUBLIC SAFETY COMMITTEE:**



**Office of the City Administrator**

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Public Safety Committee  
April 12, 2005



## **MEASURE Y - APPENDICES**

- **Appendix A**     **Hiring Timeline- 739 to 802 Authorized Strength**
- **Appendix B**     **List of Key Informants**
- **Appendix C**     **Population, Crime, Economic, & Education Factors  
Community “Stressors” by Beat**
- **Appendix D**     **Map of Police Beats  
With Highest Number of “Stressors”**
- **Appendix E**     **Summary of Violence Prevention Program Recommendations**

# HIRING TIMELINE - 739 TO 802 AUTHORIZED STRENGTH

Updated 28 Feb 05

Authorized 739

FY04-05	1-Jul-04	1-Aug-04	1-Sep-04	1-Oct-04	1-Nov-04	1-Dec-04	1-Jan-05	1-Feb-05	1-Mar-05	1-Apr-05	1-May-05	1-Jun-05
Filled	734	731	728	724	722	718	707	703	703	700	697	694
+/- 739	-5	-8	-11	-15	-17	-21	-32	-36	-36	-39	-42	-45
Attrition	3	3	4	2	4	11	4	0	3	3	3	3
POs added												11

Notes Actual attrition through 28 Feb 05.

15 Laterals Start 6th LA on 18 Apr

16 POTs start 154th RS on 28 Feb >>

FY05-06	1-Jul-05	1-Aug-05	1-Sep-05	1-Oct-05	1-Nov-05	1-Dec-05	1-Jan-06	1-Feb-06	1-Mar-06	1-Apr-06	1-May-06	1-Jun-06
Filled	702	699	696	705	702	699	696	693	715	712	734	731
+/- 739	-37	-40	-43	-34	-37	-40	-43	-46	-24	-27	-5	-8
Attrition	3	3	3	3	3	3	3	3	3	3	3	3
POs added			12					25		25		

35 POTs start 155th RS on 11 Jul

>> 154th graduates 35 POTs start 156th RS 155th graduates 35 POTs start 157th 156th graduates 35 POTs start 158th RS >>

FY06-07	1-Jul-06	1-Aug-06	1-Sep-06	1-Oct-06	1-Nov-06	1-Dec-06	1-Jan-07	1-Feb-07	1-Mar-07	1-Apr-07	1-May-07	1-Jun-07
Filled	728	725	722	744	741	763	760	757	754	751	773	770
+/- 739	-11	-14	-17	5	2	24	21	18	15	12	34	31
Attrition	3	3	3	3	3	3	3	3	3	3	3	3
POs added			25		25					25		25

157th RS graduates 35 POTs start 159th RS

>> 158th graduates 35 POTs start 160th RS 159th graduates 35 POTs start 161st RS 160th graduates >>

FY07-08	1-Jul-07	1-Aug-07	1-Sep-07	1-Oct-07	1-Nov-07	1-Dec-07	1-Jan-08	1-Feb-08	1-Mar-08	1-Apr-08	1-May-08	1-Jun-08
Filled	792	789	786	783	780	802	799	796	793	790	787	784
+/- 739	53	50	47	44	41	63	60	57	54	51	48	45
Attrition	3	3	3	3	3	3	3	3	3	3	3	3
POs added					25							25

>> 161st graduates

Timing of future academies to be determined.

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**LIST OF KEY INFORMANTS**

(City of Oakland staff communicated with or offered briefings to the following groups or organizations who requested information)

1. Acts Full Gospel Church/Men of Valor
2. Alameda County District Attorney's Office
3. Alameda County Health Care Services Agency
4. Alameda County Probation Department
5. Alameda County Public Health
6. Alameda County Social Services
7. Allen Temple Baptist Church
8. Alliance for Justice (staff and Youth Focus Group)
9. Community Policing Advisory Commission
10. Department of Parks and Recreation
11. District 6 Leadership Meeting
12. District 7 Leadership Meeting
13. East Bay Asian Youth Center
14. East Bay Community Foundation
15. East Oakland Youth Development Center
16. Family Justice Center Providers
17. Family Law Center
18. First Place Fund for Youth (staff and Youth Focus Group)
19. Gardner Center, Stanford University
20. Interagency Children's Policy Council
21. League of Women Voters
22. Measure Y Coalition (including members of PUEBLO, ACORN, etc.)
23. The Mentoring Center (staff and Youth Focus Group)
24. North Oakland St. Augustine's Church/OCO
25. North Oakland St. Columba Church/OCO
26. Oakland Community Organizations (OCO)
27. Oakland Coalition of Congregations (OCC)
28. Oakland Metropolitan Chamber of Commerce
29. Restorative Justice for Oakland Youth ("RJOY") Roundtable
30. Oakland Police Department
31. OPD Neighborhood Services Coordinators
32. Oakland Think Tank
33. Oakland Unified School District
34. Oakland Youth Advisory Commission (staff and Youth Focus Group)
35. Project Choice Steering Committee
36. Project YES
37. Safe Passages
38. San Antonio St. Anthony's Church/OCO
39. Supervisor Nate Miley
40. Urban Strategies Council
41. Workforce Investment Board
42. Workforce Investment Board One Stop Committee
43. Workforce Investment Board Youth Council
44. Youth Employment Partnership (staff and Youth Focus Group)
45. Youth Alive

CP BEAT	POPULATION			CRIME FACTORS							ECONOMIC FACTORS			EDUCATION FACTORS		TOTAL STRESSORS
	TOTAL POPULATION	RESIDENTS AGE 0-17 years	RESIDENTS AGE 18-29 years	ARRESTS 18 AND UNDER	ARRESTS 19 - 29 YRS	INCIDENTS Domestic Violence	INCIDENTS CHILD ABUSE	INCIDENTS VIOLENT CRIME	INCIDENTS ALL PART I & II OFFENSES	UNEMPLOYMENT	BELOW POVERTY LINE	PUBLIC ASSISTANCE	CHRONIC TRUANTS	VIOLENT SUSPENSIONS		
06X	7,291	2,207	1,181	673	2,558	86	83	652	3,023	9.4%	41.1%	20.7%	273	85	11	
26Y	8,420	3,035	1,675	520	1,493	80	74	451	2,823	9.2%	36.5%	24.3%	257	132	11	
34X	9,238	3,410	1,840	454	2,115	71	97	658	3,078	7.4%	20.2%	7.9%	317	102	9	
27Y	10,907	3,863	2,426	287	1,135	73	72	466	2,831	6.2%	26.6%	17.7%	290	118	7	
30X	10,191	3,388	1,973	389	1,523	66	106	439	2,973	6.4%	30.7%	15.3%	286	123	7	
23X	8,621	2,596	2,135	414	1,704	54	63	609	3,895	4.9%	45.5%	16.7%	168	36	6	
08X	9,779	1,443	2,279	265	1,230	87	56	591	5,548	2.6%	36.1%	17.8%	112	39	5	
33X	7,489	2,746	1,552	311	1,470	70	66	568	3,222	4.9%	22.1%	8.1%	243	63	5	
19X	10,523	2,543	2,521	456	1,726	46	53	544	3,832	2.9%	26.8%	7.0%	177	29	4	
20X	9,948	3,184	2,441	311	1,498	51	85	498	3,100	2.6%	19.2%	6.2%	193	45	4	
21Y	11,622	3,575	2,126	219	822	84	66	370	2,793	5.8%	11.4%	1.7%	252	91	4	
35X	8,083	2,643	1,504	451	1,179	74	87	416	2,818	6.4%	24.4%	10.7%	198	104	4	
02Y	4,528	1,582	861	279	982	55	48	423	2,082	11.9%	3.7%	0.7%	225	74	3	
03Y	2,264	187	447	148	1,564	13	5	79	1,002	3.7%	35.5%	18.4%	8	1	3	
04X	6,117	624	1,388	358	1,833	41	22	564	5,791	2.6%	24.4%	6.3%	40	18	3	
07X	5,252	1,551	1,058	452	1,690	42	53	417	2,826	12.0%	20.3%	7.0%	172	60	3	
27X	8,299	2,641	1,614	390	1,075	56	64	384	2,604	5.6%	2.5%	0.2%	233	86	3	
26X	1,645	468	413	113	794	15	16	188	1,888	6.2%	28.7%	16.9%	29	7	2	
30Y	8,094	2,520	1,493	362	1,102	64	77	317	2,291	3.8%	16.6%	3.2%	158	50	2	
32Y	7,516	2,407	1,401	157	655	57	49	293	1,972	5.6%	32.2%	18.4%	113	39	2	
02X	3,657	1,148	711	211	563	40	47	252	1,813	8.0%	6.8%	2.6%	161	47	1	
13Z	10,336	1,841	843	51	101	17	10	58	1,704	0.3%	26.6%	17.8%	23	5	1	
15X	8,945	1,127	2,044	112	229	17	19	175	2,235	1.6%	27.9%	13.6%	49	19	1	
18Y	6,877	2,193	1,496	157	558	51	42	163	1,681	2.8%	9.3%	3.6%	200	33	1	
24X	8,988	2,863	1,844	216	591	49	55	269	1,969	8.0%	8.5%	2.5%	170	37	1	
25X	6,619	2,193	1,363	125	397	23	32	264	2,787	2.4%	7.4%	1.9%	160	77	1	
25Y	5,322	1,018	521	128	65	1	6	41	715	0.7%	27.5%	16.3%	35	14	1	
28X	5,982	1,437	1,041	70	240	19	26	113	1,408	3.5%	39.7%	14.7%	86	42	1	
29X	9,979	2,792	1,747	333	1,243	72	63	369	2,963	3.9%	16.0%	6.6%	191	71	1	
31X	452	186	93	114	1,288	8	2	96	2,749	12.7%	19.6%	9.7%	0	0	1	
31Y	5,474	1,647	877	161	877	39	28	318	2,928	11.1%	11.5%	1.5%	90	47	1	
31Z	5,054	1,701	984	109	353	37	60	180	1,510	7.6%	22.4%	10.2%	130	58	1	
09X	9,007	824	1,886	114	363	12	18	243	3,089	2.4%	8.4%	3.1%	39	20	0	
14X	10,177	851	2,388	63	257	42	12	192	2,684	2.7%	6.2%	1.0%	37	12	0	
21X	6,119	2,725	1,605	244	1,075	42	64	242	1,570	6.4%	3.1%	0.6%	196	67	0	
01X	532	84	80	89	1,255	11	5	93	1,548	2.1%	21.2%	13.5%	5	1	0	
03X	5,382	679	761	149	752	26	10	260	2,435	2.7%	6.1%	3.1%	22	6	0	
06X	4,367	1,233	759	204	668	19	45	229	1,477	6.4%	19.1%	7.3%	109	50	0	
06Y	952	304	134	49	218	14	10	66	512	3.0%	24.8%	7.8%	38	11	0	
10X	6,582	1,456	1,131	182	730	44	41	277	1,929	3.8%	19.4%	10.9%	142	56	0	

CP BEAT	TOTAL POPULATION	RESIDENTS AGE 0-17 years	RESIDENTS AGE 18-29 years	ARRESTS 18 AND UNDER	ARRESTS 19 - 29 YRS	INCIDENTS Domestic Violence	INCIDENTS CHILD ABUSE	INCIDENTS VIOLENT CRIME	INCIDENTS ALL PART I & II OFFENSES	UNEMPLOYMENT	BELOW POVERTY LINE	PUBLIC ASSISTANCE	CHRONIC TRUANTS	VIOLENT SUSPENSIONS	TOTAL STRESSORS
10Y	5,625	1,392	963	133	431	37	47	226	1,597	2.7%	2.9%	1.0%	193	51	0
11X	6,569	1,173	1,574	120	493	29	34	178	1,892	3.0%	26.7%	13.9%	135	60	0
12X	4,191	655	1,171	226	362	22	31	328	2,275	2.5%	26.7%	12.0%	46	17	0
12Y	10,575	1,389	2,153	90	232	12	25	252	3,144	2.0%	3.3%	0.9%	48	28	0
13X	5,760	1,118	469	22	31	2	4	22	845	0.4%	23.7%	15.0%	9	1	0
13Y	7,280	1,183	694	12	46	8	6	21	1,176	0.6%	4.8%	1.7%	6	4	0
14Y	7,264	846	1,483	34	144	10	8	136	1,624	2.2%	23.9%	11.5%	32	9	0
16X	4,757	1,082	327	37	91	3	6	58	796	1.1%	21.3%	10.7%	15	8	0
16Y	6,862	1,144	852	50	128	7	8	88	1,486	1.3%	20.5%	9.6%	25	11	0
17X	7,927	2,015	1,939	120	434	57	27	241	1,888	3.3%	23.2%	13.5%	131	41	0
17Y	9,663	2,366	2,107	228	459	42	47	219	2,424	4.0%	26.5%	6.5%	149	68	0
18X	3,559	1,227	686	133	490	22	18	124	1,015	3.7%	18.4%	12.5%	136	13	0
22X	8,274	1,789	1,005	155	307	28	28	234	2,569	2.0%	17.5%	12.3%	76	29	0
22Y	9,271	1,780	1,260	175	186	7	33	149	1,976	2.2%	18.9%	9.4%	103	27	0
24Y	7,836	2,281	1,644	123	333	47	31	227	1,791	3.3%	9.2%	5.6%	188	53	0
32X	6,917	2,347	1,352	269	926	51	62	327	2,186	4.0%	24.9%	11.2%	169	38	0
35Y	6,190	1,105	553	28	111	11	13	55	1,055	2.6%	25.8%	13.0%	52	30	0
CITY AVG	7,020	1,748	1,313	208	793	38	40	276	2,280	4.4%	20.2%	9.4%	125	43	1.9

Population data taken from 2000 Census. Beat breakdown courtesy of Urban Strategies Crime Factor data from Oakland Police Department Crime Analysis Section. Date range: 01 January 2000 through 31 June 2004.

Arrest data indicates the location of the arrest, and are for all offenses. Domestic Violence includes felony offenses only.

Child Abuse Offenses include the following penal code sections: 273A, 273A(A), 273A(A)(1), 273(A)(B), 273D, 273G, 286(A), 288, 288(A), 288(B)(1), 288.2(A)

Violent Offenses include the following penal code sections: 187(A), 211(A), 211(S), 212.5(A), 212.5(B), 215(A), 245(A)(1), 245(A)(2), 245(B), 245(C), 245(D)(1), 245.5(A), 245.5(B), 246, 220/261, 261, 261(A)(1), 261(A)(2), 261(A)(3), 261(A)(4)

Economic Factors derived from the 2000 Census. Beat breakdown courtesy of Urban Strategies.

Unemployment is measured as adults unemployed as a percent of those in the labor force.

Below Poverty Line is the percentage of people in the beat living below the poverty line in 1999.

Public Assistance is the percentage of households receiving public assistance income.

Education Factors derived from Oakland Unified School District data. Provided Courtesy of Safe Passages

Violent suspensions data are for the 2003-2004 school year and count each incident of a violent suspension (Dangerous Object/Weapon, Hate Violence, Injured Another Person, Robbery or Extortion, Sexual Assault or Battery, Terrorist Threat, Violence Not in Self Defense) and map to

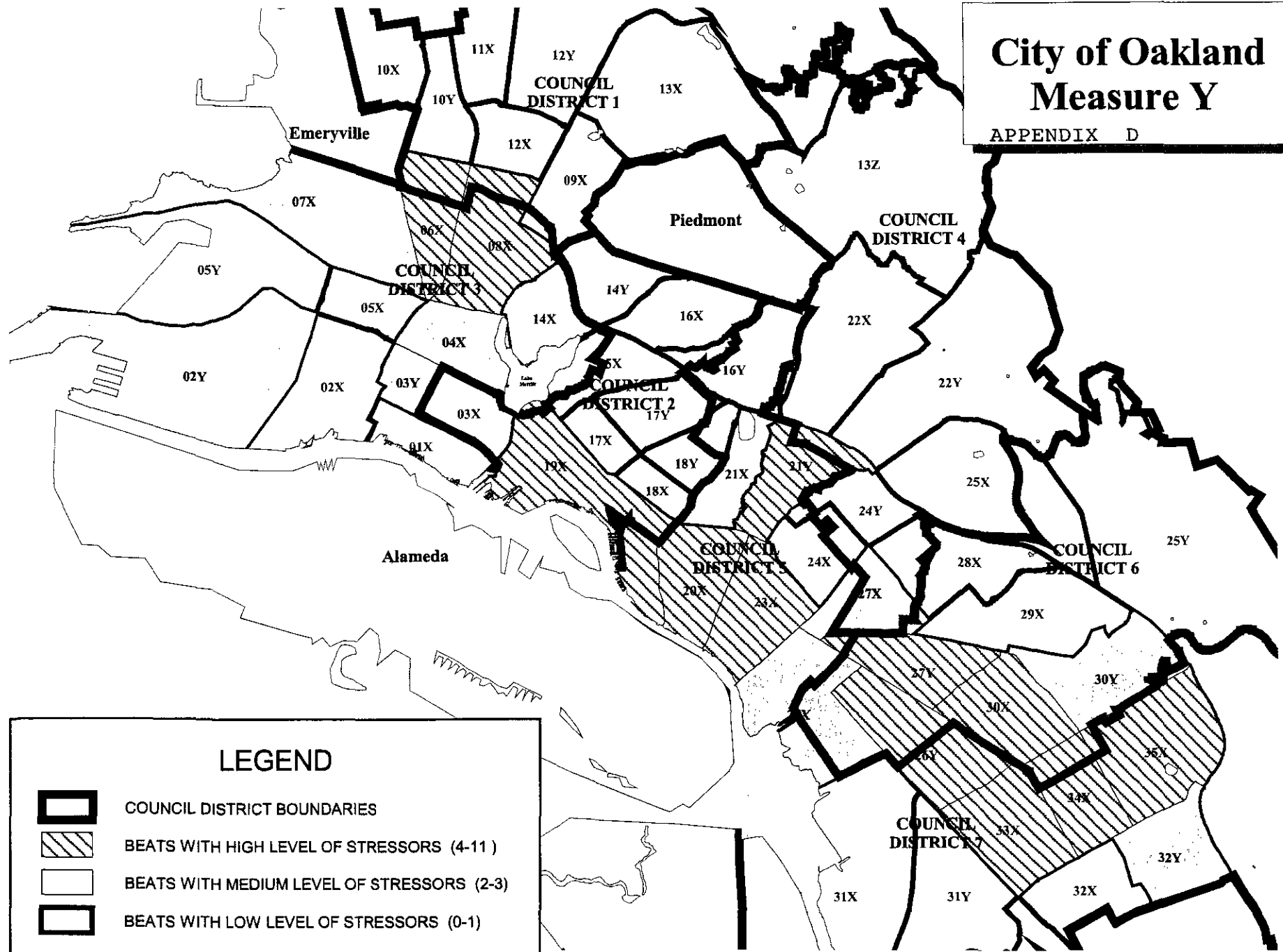
the student's home address.

Truancy data are for the 2002-2003 school year and count students who had 16 or more unexcused absences and map to the student's home address.





Shaded boxes indicate that beat is in the top ten beats for that indicator

# City of Oakland Measure Y

APPENDIX D



## LEGEND

-  COUNCIL DISTRICT BOUNDARIES
-  BEATS WITH HIGH LEVEL OF STRESSORS (4-11)
-  BEATS WITH MEDIUM LEVEL OF STRESSORS (2-3)
-  BEATS WITH LOW LEVEL OF STRESSORS (0-1)

**MEASURE Y: SUMMARY OF VIOLENCE PREVENTION PROGRAM RECOMMENDATIONS**

<b><i>YOUTH AND YOUNG ADULTS ON PROBATION OR ON PAROLE</i></b>					
<b>PROGRAM DESCRIPTION</b>	<b>NUMBER SERVED</b>	<b>COST</b>	<b>HOW FUNDS ALLOCATED</b>	<b>LEVERAGING?</b>	<b>WHO IMPLEMENTS?</b>
Case workers (6) tied to high risk juvenile offenders on probation under Pathways to Change model. Intensive supports and diversion model, could include restorative justice component.	120 per year juveniles under age 18 on probation	\$500,000	DHS issues RFP through existing Pathways model.	Currently OPD supports w/ \$200,000; OFCY funding pending; MediCal or EPSDT leveraging likely.	DHS oversees community based providers.
Coaches/ case workers (6) tied to young adults (under age 30) on parole (CYA & CDC) most at risk of reoffending under Project Choice model. Intensive supports, pre- and post- release.	120 per year 16-30 yrs old on parole	\$500,000	DHS allocates through existing Project Choice RFP process	Leverages current federal money (\$1,000,000); other grants pending; CDC leveraging possible.	DHS oversees community based providers.

**Legend:** CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening & Diagnostic Testing, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

## MEASURE Y: SUMMARY OF VIOLENCE PREVENTION PROGRAM RECOMMENDATIONS

<b>YOUTH AND YOUNG ADULTS ON PROBATION OR ON PAROLE</b>					
<b>PROGRAM DESCRIPTION</b>	<b>NUMBER SERVED</b>	<b>COST</b>	<b>HOW FUNDS ALLOCATED</b>	<b>LEVERAGING?</b>	<b>WHO IMPLEMENTS?</b>
<p>Young Adult Offender Employment and Training Model</p> <p>Provides one year of intensive pre-employment, basic education and vocational skills training with cash incentives and paid work experience.</p>	40	\$585,000 Nearly 50% of cost to go towards participant incentives and paid work experience (600 hrs).	WFD Unit allocates through existing WIB RFP and contract processes.	This is an out-of-school youth program model that will leverage the resources of <b>Project Choice</b> and other established programs dedicated to serving young adults on probation and parole.	WFD Unit oversees WIB-funded agencies with proven track records.
Transitional Employment for Young Adults: Wage Supports and Incentives Model	40	\$548,000 Includes 1,000 hours of paid work experience for 40 adults.	WFD Unit provides funding to qualified agencies under contract with WIB.	Leverages program structures and support resources of established CBOs and FBOs dedicated to serving parolees	WFD Unit administers using contracts with outside agencies who access the wage supports.
<p>Transitional Employment for Young Adults <i>Sheltered Employment</i></p> <p>Crew Based. Support two crews of 8 parolees who work no more than 1,000 hours on public works projects while receiving ongoing training and</p>	16	\$365,000 Incl. 1,000 of paid work experience at \$11.11/hour.	<p>The crew based model could be contracted out with new WIB RFP .</p> <p>The internship model could be coordinated in-</p>	Leverages program structures and support resources of established CBOs and FBOs dedicated to serving parolees.	<p>Crew Based model uses Public Works Agency in partnership with and WIB-funded service providers.</p> <p>Internship model administered by Workforce Development</p>

**Legend:** CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening & Diagnostic Testing, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board



**MEASURE Y: SUMMARY OF VIOLENCE PREVENTION PROGRAM RECOMMENDATIONS**

<b><i>YOUTH AND YOUNG ADULTS ON PROBATION OR ON PAROLE</i></b>					
<b>PROGRAM DESCRIPTION</b>	<b>NUMBER SERVED</b>	<b>COST</b>	<b>HOW FUNDS ALLOCATED</b>	<b>LEVERAGING?</b>	<b>WHO IMPLEMENTS?</b>
support OR Internship. 16 “student trainees” are placed with City departments and/or outside agencies to perform work suited for their skills and interests.			house or contracted with WIB funded providers.		Unit.
Summer and After School Employment (see Truant Youth Section).	(*Note staff recommends summer youth employment option be expanded if sheltered employment option is not feasible or approved.)				
Restorative Justice training for staff and professionals working w/high risk youth involved in criminal justices systems.	75 professionals working with high risk youth	\$25,000	DHS puts a contract out to bid in collaboration with Restorative Justice Roundtable, a multi-agency collaborative.	Unknown at this time.	DHS oversees outside professional services contractor.

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**MEASURE Y: SUMMARY OF VIOLENCE PREVENTION PROGRAM RECOMMENDATIONS**

<b><i>YOUTH WHO ARE TRUANT, OUT-OF-SCHOOL, OR SUSPENDED FOR VIOLENCE</i></b>					
<b>PROGRAM DESCRIPTION</b>	<b>NUMBER SERVED</b>	<b>COST</b>	<b>HOW FUNDS ALLOCATED</b>	<b>LEVERAGING?</b>	<b>WHO IMPLEMENTS?</b>
Blend of outreach workers and case workers (15 plus supervision) associated with schools or community centers to reach out to, assess and support youth and their families. Must be implemented in partnership with public agencies (e.g., OUSD, Probation). Includes flexible funding that follows participant to address their specific needs. Particular focus on truants.	1,500 youth reached and 150 provided with intensive case management.	\$1,100,000	a) Direct to City if City staff used; b) New RFP process if contracted to CBOs; c) Blend of direct to City and new RFP if hybrid model is adopted.	Medi-Cal reimbursement very likely.	Options: a) Run by OPR; b) Community-based agencies or other public entities with oversight & cross-training by DHS; c) Hybrid with a mix of City and community based agencies.
City County Neighborhood Initiative – 3 outreach workers with AmeriCorp partners – doing door to door community building with youth and their families.	3,000 youth and their family members in 3 neighborhoods.	\$200,000	Direct to DHS to administer.	Leverages AmeriCorp grant (\$200,000); Bof A grant (\$200,000) and investment of Alameda County Public Health and other partners. Included in DHS’s current MediCal	DHS implements in close collaboration with other City and County partners.

**Legend:** CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening & Diagnostic Testing, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

**MEASURE Y: SUMMARY OF VIOLENCE PREVENTION PROGRAM RECOMMENDATIONS**

<b><i>YOUTH WHO ARE TRUANT, OUT-OF-SCHOOL, OR SUSPENDED FOR VIOLENCE</i></b>					
<b>PROGRAM DESCRIPTION</b>	<b>NUMBER SERVED</b>	<b>COST</b>	<b>HOW FUNDS ALLOCATED</b>	<b>LEVERAGING?</b>	<b>WHO IMPLEMENTS?</b>
				leveraging application.	
Expand Case Managers to three (3) additional middle schools (brings total to 10 schools served) providing intensive services to students with discipline and attendance issues under Safe Passage Middle School Model.	150 high risk middle school students.	\$240,000	To Alameda County Health Care Agency or OUSD. Current case managers are a mix of County and OUSD staff.	Leverages existing case managers in other schools & EPSDT funding for services	Employees of public system, either Alameda County or OUSD, which allows for leveraging of MediCal funding.
After-School Job Training Model for Youth ages 14 to 17 including community service models for youth involved in criminal justice system.	100	\$340,000 Includes incentives for benchmark achievements and 180 hours of paid work experience at \$7.5/hr for 16-17 yr olds.	Through existing WIB contracts and RFP processes.	Leverage WIA year-round youth formula funding and \$200,000 in CYA funding for youth in alternative schools.	WFD Unit oversees community based providers.
Subsidized Summer Youth Employment.	115	\$205,848 Based on 180 hours of paid	Allocated directly to Mayor's Summer Jobs	Leverages the program and administrative	Oakland WIB in partnership with its funded youth service

**Legend:** CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening & Diagnostic Testing, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

**MEASURE Y: SUMMARY OF VIOLENCE PREVENTION PROGRAM RECOMMENDATIONS**

<i>YOUTH WHO ARE TRUANT, OUT-OF-SCHOOL, OR SUSPENDED FOR VIOLENCE</i>					
<b>PROGRAM DESCRIPTION</b>	<b>NUMBER SERVED</b>	<b>COST</b>	<b>HOW FUNDS ALLOCATED</b>	<b>LEVERAGING?</b>	<b>WHO IMPLEMENTS?</b>
		work experience at \$7.5/hour w/mandatory benefits and a 10% payroll admin. fee	Program and administered through that process.	support system funded by the Oakland WIB and City for the Mayor's Summer Jobs Program.	providers.

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**MEASURE Y: SUMMARY OF VIOLENCE PREVENTION PROGRAM RECOMMENDATIONS**

<b><i>YOUTH AND YOUNG CHILDREN EXPOSED TO VIOLENCE AND SEXUALLY EXPLOITED YOUTH</i></b>					
<b>PROGRAM DESCRIPTION</b>	<b>NUMBER SERVED</b>	<b>COST</b>	<b>HOW FUNDS ALLOCATED</b>	<b>LEVERAGING?</b>	<b>WHO IMPLEMENTS?</b>
OPD Family Violence Unit fully staffed with 6 advocates/case workers providing comprehensive support to children and their family members experiencing domestic violence.	2,500 family contacts	\$500,000	RFP issued jointly by OPD & DHS.	Currently OPD pays \$350,000 toward this budget which is expected to be eliminated thus requiring full Measure Y support.	Community based provider in close collaboration with the Family Justice Center and under oversight of OPD and DHS.
Support groups for older youth who witness domestic violence and/or sexually exploited youth.	TBD	\$150,000	RFP issued by Family Justice Center.	Leverages federal dollars for the Family Justice Center.	Community based providers through the Family Justice Center.
Mental Health consultation for children and youth experiencing violence (victims of abuse, sexually exploited, witnesses of domestic or community violence). Expands available services and pays for services when families are not MediCal eligible.	100-150 children, estimate may vary based on provider fees	\$ 300,000	DHS issues RFP based on existing model.	Leverages federal dollars through MediCal reimbursements.	DHS oversees community based providers.

**Legend:** CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening & Diagnostic Testing, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board

**MEASURE Y: SUMMARY OF VIOLENCE PREVENTION PROGRAM RECOMMENDATIONS**

<i>IN-SCHOOL YOUTH, PRE-SCHOOL THROUGH MIDDLE SCHOOL</i>					
<b>PROGRAM DESCRIPTION</b>	<b>NUMBER SERVED</b>	<b>COST</b>	<b>HOW FUNDS ALLOCATED</b>	<b>LEVERAGING?</b>	<b>WHO IMPLEMENTS?</b>
On-going implementation of Second Step Violence Prevention Curriculum in OUSD Pre-Schools, Head Start & all OUSD middle and elementary schools.	All OUSD Students Pre-school – 8 <sup>th</sup> grade and Head Start. Estimated 35,100 youth in total.	\$280,000	Direct to OUSD and Oakland Head Start to contract for outside trainers.	\$201,100 from OUSD	OUSD Early Childhood Education Program & Student Services; Oakland Head Start.
Peer Conflict Resolution Program in 12-15 Middle Schools.	12-15 middle schools.	\$240,000	Direct to OUSD	\$201,100 from OUSD	OUSD Administers through contracts with community providers.

APR 12 2005  
 PUBLIC SAFETY CMTE  


**Legend:** CDC-California Department of Corrections, CYA-California Youth Authority, CBO-Community Based Organizations, DHS-Department of Human Services, EPSDT-Early Periodic Screening & Diagnostic Testing, FBO-Faith Based Organizations, OPD-Oakland Police Department, OUSD-Oakland Unified School District, RFP-Request For Proposal, WFD-WorkForce Development, WIA-Workforce Investment Act, WIB-Workforce Investment Board



OFFICE OF THE CITY CLERK  
CITY ATTORNEY  
OAKLAND

INTRODUCED BY COUNCILMEMBER \_\_\_\_\_

**ORDINANCE NO.** \_\_\_\_\_

**C.M.S.**

2005 MAR 31 PM 4:56

**ORDINANCE ESTABLISHING THE TERMS AND PROCEDURES  
OF THE VIOLENCE PREVENTION AND PUBLIC SAFETY  
OVERSIGHT COMMITTEE**

**WHEREAS**, the voters of the City of Oakland voted on November 2, 2004 to adopt the Violence Prevention and Public Safety Act of 2004, also known as Measure Y; and

**WHEREAS**, this measure provided for the collection of a dedicated parcel tax and parking tax surcharge to pay for additional programs and services to increase police staffing, enhance fire safety, and expand violence prevention programs; and

**WHEREAS**, Measure Y also contained provisions for the appointment of an 11-member oversight committee, with three members being appointed by the Mayor and one members appointed by each City Councilmember; now therefore

**THE COUNCIL OF THE CITY OF OAKLAND DOES ORDAIN AS FOLLOWS:**

Section 1. It shall be the function and duty of the Violence Prevention and Public Safety Oversight Committee to:

- a. Review the annual audit, evaluate, inquire and review the administration, coordination and evaluations of the programs funded by Measure Y revenues; and
- b. Make recommendations to the Mayor and the City Council for any new regulations, resolutions or ordinances for the administration of the programs to comply with the requirements and intent of The Violence Prevention and Public Safety Act (Measure Y);

In prescribing the above duties and functions of the Violence Prevention and Public Safety Oversight Committee, it is not the intent of the Council to duplicate or overlap the functions, duties, or responsibilities heretofore or hereafter assigned to any other City board or commission or to a City department. As to such functions or responsibilities of another board or commission or of a department of the City, the Violence Prevention and Public Safety Oversight Committee will render assistance and advice to such board, commission or department as may be requested.

Section 2.

- a. The Committee shall consist of eleven (11) members. The Mayor shall appoint three members of the Committee and each council member shall appoint one member. Members do not need to reside in the City of Oakland, but should have the appropriate skills and expertise to carry out the duties of the Committee. It would be useful for members to have one or more of the following areas of expertise:
  - Evaluation and Performance Audits

- Financial Audits
- Offender re-entry
- Domestic Violence
- Broad knowledge of Violence Prevention efforts in Oakland and Alameda County
- Youth Violence Prevention
- Truancy Reduction
- Community Policing
- Youth & former offender Job Training

b. Seven members shall constitute a quorum.

c. The members shall be appointed to terms of two years, said term to commence upon the date of appointment, except that an appointment to fill a vacancy shall be for the unexpired term only. Members may be reappointed to subsequent terms.

### Section 3.

a. A vacancy on the Violence Prevention and Public Safety Oversight Committee will exist whenever a member dies, resigns, or is removed, or whenever an appointee fails to be confirmed by the Council within ninety (90) days of appointment.

b. A member may be removed pursuant to Section 601 of the charter. Among other things, conviction of a felony, misconduct, incompetence, inattention to or inability to perform duties, or absence from three (3) consecutive regular meetings except on account of illness or when absent from the City by permission of the Commission, shall constitute cause for removal.

### Section 4.

The members shall elect a chairperson and a vice chairperson who shall serve for a one year term. The Violence Prevention and Public Safety Oversight Committee shall meet at City Hall, and at an established date and time suitable for its purpose. Such meetings shall be designated regular meetings. Other meetings called by the Mayor or City Administrator and meetings scheduled for a time or place other than for regular meetings shall be designated special meetings. All meetings shall be held in accordance with the Brown Act and Sunshine Ordinance.



Section 5. The Violence Prevention and Public Safety Oversight Committee shall, in consultation with the City Administrator, establish rules and procedures for the conduct of its business by a majority vote of the members present. Voting shall be required for the adoption of any motion or resolution. The Violence Prevention and Public Safety Oversight Committee shall make reports, findings and recommendations either to the City Administrator or the City Council, as appropriate. An annual report will be presented in writing to the City Council. Recommendations from the Violence Prevention and Public Safety Oversight Committee shall first be carefully and fully considered by the City Administrator. If rejected by the City Administrator, the Violence Prevention and Public Safety Oversight Committee may submit recommendations to the Council for consideration, as appropriate.

Section 6. The City Administrator, or a designee, may provide the Violence Prevention and Public Safety Oversight Committee with staff assistance.

Section 7. The Violence Prevention and Public Safety Oversight Committee may not create any Standing Committees for the purpose of delegating any of the Committee’s decision-making or duties, but may form ad hoc committees as needed.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 20 \_\_\_\_\_

**PASSED BY THE FOLLOWING VOTE:**

AYES - BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, and PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_

LaTonda Simmons  
Interim City Clerk and Interim Clerk of the  
Council of the City of Oakland, California