

# CITY OF OAKLAND

## AGENDA REPORT

OFFICE OF THE CITY ADMINISTRATOR  
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TO: Office of the City Administrator  
ATTN: Deborah Edgerly  
FROM: Office of the City Administrator, Department of Human Services, Oakland Fire Department and Oakland Police Department  
DATE: December 12, 2006

RE: **A Semi-Annual Informational Update Report Regarding Implementation of the Programs and Services Funded by the Violence Prevention & Public Safety Act of 2004 (Measure Y) from the City Administrator's Office, Department of Human Services, Oakland Police Department and Oakland Fire Department**

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### SUMMARY

This report provides an update on the implementation of all programs and services funded by the Violence Prevention & Public Safety Act of 2004 (Measure Y). Measure Y includes funding and mandates for fire services, police services, violence prevention programs, oversight and evaluation.

**Fire Services** 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 provides the gap funding to ensure staffing and equipment to operate 25 fire engine companies and 7 truck companies, expand paramedic services and establish a cadet program to provide opportunities for mentorship relationships between Fire Department staff and Oakland young adults.

**Police Services** Measure Y provides funding for 63 new officers. To-date, 14 new neighborhood officers have been assigned to Problem Solving Officer (PSO) duties, adding to the 14 PSOs in place when the Measure passed. In addition, three PSO Sergeants have been assigned to supervise the 28 PSOs. Truancy abatement commenced through Measure Y funding at the beginning of the school year. Two community policing trainings have been delivered to the PSOs and Sergeants and another is scheduled for January/February 2007.

**Violence Prevention Programs** Measure Y funds a multi-faceted approach to violence prevention with an emphasis on youth and children by expanding preventive social services provided by the City or adding capacity to community-based nonprofit programs with demonstrated past success. Overall, almost 2,000 clients have received Measure Y services across the City in the first quarter of FY 2006-07, including over 320 in the Street Outreach strategy. The substantial local investment in violence prevention efforts is being leveraged with other public and private funds to provide technical assistance to service providers, coordinate efforts with other County and State efforts, and to support an in-depth analysis of Oakland crime

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data. In addition, a database has been developed to track client participation data for all of the funded programs.

## **FISCAL IMPACT**

### **Revenues**

Collection of the 8.5% parking tax surcharge began on January 1, 2005. Approximately \$4.5 million was collected in FY 2004-05. As directed by the Measure, \$1.77 million was allocated to the Fire Department. Of the remaining funds, 60% was allocated to Police (\$1.67 million) and 40% to Violence Prevention Programs (\$1.11 million).

Authorization for a contract for engineering services to prepare and submit the Measure Y tax roll to the County was approved by the City Council on February 1, 2005. The parcel tax rolls were forwarded to the County and the City began receiving parcel tax revenues with the November 2005-April 2006 property tax payments.

Total Measure Y revenues received in FY 2005-06 were \$19.2 million. \$3.72 million was allocated to the Fire Department and of the remaining funds 60% was allocated to Police (\$9.10 million) and 40% was allocated to Violence Prevention Programs (\$6.07 million).

Overall estimates of Measure Y allocations for FY 2006-07 are as follows: Approximately \$20.2 million in total, \$4 million to the Fire Department, \$9.46 million for the Police Department and \$6.44 million for Violence Prevention Programs. Measure Y requires that one to three percent of the Police and Violence Prevention Program funding be set aside for an independent evaluation of said services. At the three percent rate, the estimated FY 2006-07 evaluation fund set aside is \$477,000.

### **Expenditures**

The Fire Department expended its allocation in each fiscal year on the mandated services of keeping the stations open 24 hours per day, 7 days per week (\$1.77 million in FY 2004-05 and \$3.72 million in FY 2005-06). The Fire Department is on track to spend its entire allocation in FY 2006-07 (\$4 million).

The Police Department spent \$4,000 of its allocation in FY 2004-05. In FY 2005-06, the Police Department expended \$2.92 million of its allocation. OPD expects to spend \$11.75 million in FY 2006-07.

The Violence Prevention Programs allocation was not expended in FY 2004-05. In FY 2005-06, \$2.19 of the allocation for Violence Prevention Programs was expended.

## **BACKGROUND**

On November 2, 2004, Oakland voters demonstrated their generosity and their commitment to public safety by passing Measure Y, approving a new parcel tax along with a surcharge on

parking in commercial lots in order to support fire safety, police services and targeted violence prevention programs.

The goal of Measure Y is to increase public safety and to dramatically reduce violence among young people.

Measure Y is a comprehensive effort to address the root issues of violence including, poverty, unemployment, discrimination, substance abuse, educational failure, fragmented families and domestic abuse. Measure Y creates a well integrated violence prevention system, where strong links among the social services, school district, police, workforce development, and criminal justice agencies result in a greater leveraging of scarce resources, better coordination of services and better outcomes for participants. Prevention programs are designed to work together with community policing to provide a continuum of support for high risk youth and young adults. Interventions reach out to those youth and young adults most at risk for committing acts and/or becoming victims of violence.

**Summary of Measure Y Funding and Mandates:**

**Fire Safety**

Funding through Measure Y: \$4 million per year

- Eliminates rotating closures of fire stations citywide
- Re-opens 2 engine companies for total strength of 25 engine companies and 7 truck companies, 24/7
- Expands paramedic services from 25 units to 33 within 3 years
- Enhances the Fire Department's community programs that reach Oakland youth

**Police Services**

Funding through Measure Y: 60% of remaining revenues (approx. \$9.5 million in FY 2006-07)

- 63 additional sworn police officers, bringing total sworn strength to 803:
  - One neighborhood officer assigned solely to serve the residents of each community policing beat to provide consistent contact and familiarity between residents and officers, continuity in problem solving and basic availability of police response in each neighborhood (43 officers added to existing 14)
  - Six sergeants to supervise the neighborhood officers
  - Six officers to serve on Crime Reduction Teams to combat homicides and drug dealing
  - Eight officers to address school safety, truancy, domestic violence and child abuse.

**Violence Prevention Services**

Funding through Measure Y: 40% of remaining revenues (approx. \$6.4 million in FY 2006-07)

- Targeted programs for young people (35 and under) run by the Department of Human Services and the Community and Economic Development Agency
  - Youth outreach and comprehensive services for high risk youth
  - Services to children & youth exposed to violence and/or sexually exploited

- Diversion and reentry services for young people on probation and parole
- Employment and training for parolees, probationers, and high risk youth
- School based prevention services

### **Oversight**

The Measure Y Oversight Committee scrutinizes the administration, coordination and evaluation of the Measure Y funded activities, reviews the annual financial audit, and makes policy recommendations to the City Council and Mayor. It consists of three mayoral appointees and one member appointed by each City Councilmember. This body meets on a monthly basis.

### **Evaluation**

Between one and three percent of the total funds raised by Measure Y are budgeted for evaluation, to:

- Provide analysis and feedback on program outcomes by measuring changes in violent crime levels, changes in participants' behaviors, and impacts on the Oakland community.
- Measure the effectiveness of the collaboration and partnership between community policing services, violence prevention programs and other related City initiatives.

## **KEY ISSUES AND IMPACTS**

### **Current State of Measure Y Violence Prevention Programs Implementation**

#### ***Allocations***

The Department of Human Services, in close collaboration with the Workforce Development Unit, implements approximately \$6.1 million annually in violence prevention programs focused on five broad areas: Youth Outreach and Comprehensive Services, Special Services to Children and Youth Exposed to Violence, Diversion and Reentry Services, Employment and Training, and School-Based Services. Within these general areas are 18 specific program strategies:

- Street Outreach
- Outreach to Sexually Exploited Youth
- Sports & Recreational Programs
- City-County Neighborhood Initiative
- Family Violence Intervention
- Mental Health Services for ages 0-5
- Youth Support Groups
- Project Choice Model
- Pathways to Change
- Restorative Justice Training
- Intensive Reentry Training & Employment
- Crew-Based Sheltered Employment
- After-school Job Training
- Transitional Jobs/Direct Placement
- Subsidized Summer Youth Employment

- Safe Passages/OUR Kids Model
- Second Step Violence Prevention Curriculum
- Peer Conflict Resolution

These strategies are described in detail in Attachment A. From this source of violence prevention program funds, on July 18, 2006, Council approved \$1.6 million in continued direct allocations for FY 06-07 to certain City-run programs and public and non-profit providers. The Subsidized Summer Youth Employment program strategy was separately procured through the Oakland Workforce Investment Board Youth Council competitive bidding process to identify one lead agency to operate the Oakland Mayor's Summer Jobs program. The agencies and allocations are listed below:

Lead Organization	Program Strategy Area	Allocation
Alameda County Health Care Services Agency	Safe Passages/OUR Kids Model	\$240,000
Oakland Unified School District	Violence Prevention Curriculum	\$275,080
Oakland Unified School District	Peer Conflict Resolution	\$235,782
Family Justice Center	Youth Support Groups	\$147,364
The Mentoring Center	Pathways to Change	\$491,214
Neighborhood Services Division of the City Administrator's Office	City County Neighborhood Initiative	\$196,485
Youth Employment Partnership	Subsidized Summer Youth Employment	\$205,848

The majority of the funds – \$3.7 million – were allocated through a single, multi-strategy Request for Proposals process, with Council approving the grant agreements with the following fifteen (15) agencies on May 2, 2006. The agencies and allocations are listed below:

Lead Organization	Program Strategy Area	Allocation
Alameda County – Health Care Services Agency (Interagency Children's Policy Council)	Outreach to Sexually Exploited Youth	\$225,000
Allen Temple Housing and Economic Development Corporation	Intensive Reentry Training & Employment	\$280,000
Allen Temple Housing and Economic Development Corporation	Project Choice	\$ 163,738
Centerforce, Inc.	Project Choice	\$163,738
East Bay Agency for Children	Street Outreach	\$150,000
East Bay Asian Youth Center	Street Outreach	\$200,000
Family Violence Law Center	Family Violence Intervention	\$491,214

Lead Organization	Program Strategy Area	Allocation
Family Violence Law Center	Mental Health Services	\$294,728
Leadership Excellence	Sports & Recreation	\$45,500
Leadership Excellence	Street Outreach	\$200,000
Sports4Kids	Sports & Recreation	\$91,500
The Mentoring Center	Project Choice	\$163,738
Volunteers of America Bay Area, Inc.	Crew Based Sheltered Employment	\$273,750
Youth ALIVE!	Street Outreach	\$175,000
Youth Employment Partnership	After School Jobs	\$190,000
Youth Employment Partnership	Intensive Reentry Training & Employment	\$280,000
Youth Radio	After School Jobs	\$75,000
Bay Area Video Coalition (Youth Sounds)	After School Jobs	\$75,000
Youth UpRising	Sports & Recreation	\$45,500
Youth UpRising	Street Outreach	\$130,670

Centerforce, Inc. subsequently withdrew their proposal. A second RFP process is currently being conducted to replace the Project Choice provider. A recommendation from this RFP process will come to City Council in December 2006. A supplementary bidding process was also held to determine the contractors for the Transitional Jobs/Direct Placement strategy, a unique pay-for-performance strategy. The resulting allocations, approved by City Council on July 18, 2006, were:

Lead Organization	Program Strategy Area	Allocation
Allen Temple Housing and Economic Development Corporation (subcontracting with America Works)	Transitional Jobs/Direct Placement	\$390,000
Youth Employment Partnership	Transitional Jobs/Direct Placement	\$150,000

The funding for the contracts that started July 1, 2006 is in the FY 06-07 budget, thus leaving \$4.4 million in revenues collected in FY 05-06 available for re-programming. Council then decided to allocate some funds into a reserve fund, some into gap funding for domestic violence agencies (The Family Violence Law Center and The Family Justice Center), and the rest into three new strategies:

Lead Organization	Program Strategy Area	Allocation
Youth UpRising	Teen Center Support	\$1.5 million over 5 years
Alameda County	SEM Safe House Challenge Grant	\$225,000, if match is donated
CitySpan and (TBD) Technical Assistance providers	Data Base/ Technical Assistance	\$150,000 over 9 years
TBD	Gang Intervention & Parent Education	\$680,000 for 2 years
TBD	Community Crisis Response	\$800,000 for 2 years

All of the grantees currently funded for FY 06-07 listed in this section, as well as all ongoing grant processes and allocations, are described in detail in Attachment B. Attachment B also lists the program outcomes for the first quarter. Overall, almost 2,000 clients have received Measure Y services, including over 320 in the Street Outreach strategy.

***Special Projects and Initiatives Under Measure Y***

In addition to the administration of the violence prevention program grants, Measure Y staff has been working on a variety of projects to enhance and expand Measure Y services.

**Current RFPs**

*Gang Intervention.* To implement the new strategies identified by Council to address the recent increase in homicides, staff conducted an RFP process to select providers of gang intervention services and gang awareness parent education. Recommendations from this process will be presented to the Public Safety Committee in December 2006. In addition, DHS has been working with National League of Cities such that the City of Oakland will be one of thirteen California cities participating in a Foundation funded learning network around gang violence and effective interventions. The kick-off event will be held in Oakland in January 2007. Finally, in the development of the gang RFP, it became clear to staff that there was a need for more coordination and capacity building among Oakland agencies in regard to gang efforts. To this end, DHS is partnering with Alameda County’s Violence Prevention Coordinator to hold a series of network meetings with local community agencies on the issue of gangs and prevention in Oakland.

*Crisis Response.* In order to respond rapidly to scenes of violence and intervene to prevent retaliation, staff have worked with Alameda County Health Care Services Agency (ACHSA) to issue an RFP for community-based, neighborhood specific, response to the scene of a homicide. The successful applicant(s) will work in partnership with Alameda County Health Care Services

Agency to offer comfort, mediation, and support, including mental health services, to the family and friends of homicide victims. Staff held two bidders conferences, one in East Oakland and one in West Oakland, which were well attended by non profit agencies, church representatives, and individual citizens who regularly perform this work in their communities. Staff sought to create partnerships that would increase capacity of all to do this work. Crisis Response and Support Network (CRSN) proposals are currently under review and recommendations will be presented to the Public Safety Committee on January 9, 2007

*Project Choice.* As described above, another RFP process is currently being conducted to identify an agency to replace Centerforce as the Project Choice provider for young men inside, and returning home to Oakland from, San Quentin State Prison. Recommendations will be presented to the Public Safety Committee on January 9, 2007.

### **Fund Development/Program Development**

*Boston Model/ Network Development.* Staff has worked to leverage the substantial local investment in violence prevention with other public and private funds. DHS recently received an annual commitment of \$170,000 (with the likelihood of a second year of funding) from the Evelyn and Walter Haas, Jr. Fund to implement the best practices from Boston, and to support the collaboration of service providers with community policing services. The goal of this funding is to improve the working relationship of police, providers and community members in order to nimbly react and intervene with young people prior to violent events, and to develop a seamless network of violence prevention services to address the violence in our community in a holistic way. The grant also allows for technical support and capacity building services to be provided to agencies funded under Measure Y.

In addition, the Haas, Jr. Fund hosted a day with representatives from Boston (police lieutenant, director of outreach, and minister) to meet with Oakland's outreach organizations and OPD leadership to talk about how they build their relationships and what they have learned.

Finally, with support from Haas Jr., Anthony Braga from the Kennedy School of Government will be providing an in-depth analysis of Oakland crime data, looking beyond the numbers and identifying trends, relationships and emerging themes. This work was cited by the Boston visitors as critical to focusing and supporting their work.

*Leveraged Reentry Funding.* In order to support the reentry employment and case management services funded through Measure Y, staff applied for, and received, a \$46,000 annual grant from the Community Action Partnership to implement supportive reentry housing. Staff are currently working in partnership with Measure Y reentry grantees and Alameda County Probation staff to submit an application for the California Department of Corrections and Rehabilitation's (CDCR) Intergovernmental Grant Program. If successful, this grant would provide \$1.25 million over two and a half years to expand Project Choice and reentry employment programs funded by Measure Y.



*Involvement in Other County and State Efforts.* Measure Y staff continue to coordinate efforts to complement other local fundraising and violence prevention efforts. This includes coordination with the violence prevention plan being implemented through Senator Don Perata's office. Measure Y staff are also coordinating with Supervisor Keith Carson's office to jointly apply for funding available in January from CDCR to support a reentry pilot program in Alameda County. This program was recently legislated through the Wilma Chan-authored AB 1998. As Proposition 63 – Mental Health Services Act is implemented, Measure Y staff have worked with Alameda County Behavioral Health Care staff in order to coordinate Proposition 63 investments in criminal-justice involved populations with Measure Y investments. Toward this end, Measure Y staff will serve on related Proposition 63 proposal review panels.

*Development of Measure Y Database.* In the past quarter, the City of Oakland has made a tremendous investment in improving the data collection and evaluation capacity of grantees by purchasing an online client tracking and contract management database from Cityspan Technologies. The Measure Y Grantee Database is a web-based data collection tool that tracks service levels and outcomes for individual clients and can be used to keep case notes, effectively replacing paper file systems. This system is a more sophisticated, and much more accurate, method of tracking grantee deliverables than simply collecting aggregate reports written by grantees. This system also builds capacity of grantees by enabling them to keep their case files on a secure electronic system, and providing other useful features, such as client search tools, class attendance sheets, and customized reports on client demographics and activities.

Four training sessions were held for grantees, two in July and two in October, to teach them how to use the system. In addition, grantees can call the Cityspan Help Desk every weekday from 9am to 5pm for assistance in using the system. Grantees have given a lot of feedback on the system to improve its applicability to their programs. The Mentoring Center has worked with Cityspan to create a series of customizations so that the system has replaced their current MIS system altogether. Similarly, Family Violence Law Center (FVLC) and Safe Passages have worked with Cityspan to customize the system in order to perform the data collection and evaluation required by other funding sources. Measure Y staff have also worked with FVLC, Safe Passages and the other members of the Early Childhood Mental Health collaborative to establish protocols to share information on clients through the system. The Cityspan system is now set up to allow collaborative agencies to, when they have client consent, share some information with other agencies serving the same client. This allows for easier cross-agency referral and coordination in the best interests of the client. The agencies in the Sexually Exploited Minors Network are also using this system to share information on clients served in common.

*Capacity Building Activities.* Measure Y staff have also prioritized other types of capacity building and technical assistance for Measure Y grantees and special projects. For example, DHS is providing professional technical assistance to Allen Temple Housing and Economic Development Corporation while the agency is transitioning between executive directors. DHS also hired a consultant to develop transitional housing for returning prisoners served by several Measure Y grantees. This facility is expected to be up and running by the end of the calendar

year. In order to address another critical violence prevention issue, DHS hired an incoming graduate student researcher to develop a plan for improving police and community relations. With close cooperation of OPD and CAO staff, the researcher conducted several focus groups with community members in the Measure Y target population (mainly criminal justice-involved youth and young adults) and with beat and community police officers, to acquire information and ideas for improvement. This research culminated in a report and plan that was the basis for DHS's successful application to the Haas Foundation. Another outcome of this plan was an effort to pilot closer service provider and police officer coordination in a specific neighborhood – West Oakland. DHS has driven efforts by Leadership Excellence's and the City-County Neighborhood Projects to hold regular ground-level coordination meetings in order to target and intervene with specific young people who have a high impact on violence.

### **Current State of Oakland Fire Department Measure Y Implementation**

As a result of Measure Y funding, the Fire Department has permanently opened Fire Stations 7 and 28. Those facilities provide emergency fire services to the North Oakland Hills and Golf Links Road/Grass Valley areas of the City. The \$4,000,000 allocation ensures citizens are provided the highest level of emergency services with no interruptions since the funding was allocated. Additionally the Fire Department was charged with the establishment of a Cadet Program. This program has successfully been implemented with the Department's General Fund absorbing the costs.

#### *Description of Cadet Program*

The Oakland Fire Department responded to the City Administrator's request to consider a Fire Cadet program as an outreach mechanism to Oakland youth and to attract Oakland youth to careers in the Fire Services as an aspect of community outreach and involvement for the Measure Y program. The pilot was designed during spring 2006 and began June 2006 by the Fire Prevention Bureau of the OFD.

As one mechanism to fill critical vacancies in the Police and Fire Department, a partnership between Merritt College and Oakland's Police and Fire Departments was implemented creating a the Public Safety Pre-Academy to help introduce Oakland residents to an academic program designed to help equip applicants to successfully pass the entrance exams for both the Police and Fire Academy. The vast majority of Oakland applicants in the past have not been able to meet the high standards needed to enter the academy. The Pre-Academy offers applicants with an academic program that focuses on the physical agility training and professional skills development required to pass the entrance requirements.

The Merritt Pre-Academy program consists of eight classes that begin during the summer session and continue in the fall and spring. There are four core classes required of all students, and each academy has two additional classes to develop the specific skills needed to perform the functions of a firefighter. The preparatory class is designed to provide an invaluable edge to passing the entrance exam.

The pilot Fire Cadet program focuses on assisting Oakland residents, male and female, ages 18 to 25 years of age to become Oakland Fire Fighters. This pre-training opportunity includes:

- Mentoring and tutoring to assist youth in successfully applying and preparing for a career in fire service
- Merritt College Pre-Academy classes
- First Aid, CPR and EMT training
- Career Counseling and Job Exam preparation

Outreach for the program consisted of a variety of activities including: a job fair at Merritt College, a Cadet program flier, Merritt Pre-Academy publicity materials, a city press release, word of mouth through the fire stations and fire fighters, involvement of the Black Firefighters Association, Local 55, Oakland Housing Authority, youth employment project, and the Department of Human Services.

Twenty potential recruits initially expressed interest in the program. Personal, direct contact with each applicant resulted in eight cadets eligible to participate, who committed to follow through with the program components (See Flow Chart). All are male, between, 18-25 years, Oakland residents, and all are very serious and committed to preparing for fire service.

Mentors have been assigned to each cadet and meet weekly to provide personal support and tutoring. All cadets are registered in the Merritt Pre Academy and each has expressed a high level of satisfaction with the program and content they are learning. They understand the relevance and are looking to the Cadet program to be a great asset in their pursuit of a career in fire service. All have completed the first aid and CPR certificates. Cadets are also required to participate in public service volunteer program hours as part of the program. Activities include the National Night Out, the 15<sup>th</sup> Anniversary of the '91 Firestorm, Creek to Bay Day Wildfire Vegetation Management, etc. The program will conclude in May 2007, when they will be ready to apply for fire trainee positions through the civil service process.

The second class of Cadets is anticipated for June 2007, with up to 15-20 cadets. Recruiting for this next group is an ongoing effort. As the pilot program year progresses, staff anticipates adding elements to the program and reaching out to more at risk youth to make it an attractive opportunity for them.

To date all costs for the program are absorbed by the Fire Department;s general fund and donations from the Black Firefighters Association. Attachment C provides an illustrated description and flyer for the Cadet Program.

### **Current State of Community Policing Implementation**

The Violence Prevention and Public Safety Act of 2004 (Measure Y) funds a total of 63 officers dedicated to community policing duties, 43 of which will be assigned as PSOs. As of September 23, 2006, there are three PSO sergeants and 28 authorized PSO positions in Strategic Area Command. Fourteen of the PSO positions are funded by the general fund and the remaining

fourteen are funded by Measure Y. Currently, three PSOs are on extended leave and one is working modified duty.

Measure Y also mandates that the Department shall deploy at least six of the total additional officers to a crime reduction team. An additional three PSO sergeants will also be funded by Measure Y and eight officers to address school safety, domestic violence and child abuse intervention. Measure Y also mandates that not more than \$500,000 be set aside each year for officer training and equipment.

*Truancy Abatement*

At the beginning of the school year, the Oakland Police Department began expending Measure Y funds for four officers five days per week on overtime to address truancy abatement. As of September 30, 2006, \$7,405 has been expended on this activity. This is an interim measure until full-time officers can be assigned to this duty.

The truancy officers have made a measurable impact on truancy abatement since the beginning of the school year. OPD delivered 239 truants to the Oakland Unified School District OTAP Center in September, 204 in October and 209 in November, as of November 16<sup>th</sup>. Attachment D shows the number of truant retrievals by all law enforcement agencies this year. The OTAP Center's yearly capacity is 3,700 truants. They would like to reach 2,000 truant retrievals from all of the partner law enforcement agencies and are currently counting on OPD to retrieve 1,500 truants this year to meet this goal. Because of the OPD officers funded by Measure Y, the Center is on track to meet this goal.

*Community Policing – Problem Solving Officer Deployment*

OPD's Strategic Area Command, the division in which the Problem Solving Officers are assigned, has experienced many significant community policing successes. Weekly, PSOs give presentations to their peers and to the Neighborhood Services Coordinators about successful community policing projects. Twice a month, PSOs have given similar problem oriented policing presentations to OPD Command at Crime Stop. These presentations both reinforce the importance of community policing and also provide training about current best practices.

The Strategic Area Command has strengthened community policing by bringing more resources to focus on community priorities. PSOs work from the same division and same OPD Eastmont Sub-Station as Traffic, Crime Reduction Teams, ABAT, and Foot Patrol. This gives the PSO unprecedented access to the resources they need to address the most prevalent neighborhood problems. PSOs have been challenged to work more systematically and with closer supervision on these neighborhood issues. The PSO Sergeants monitor community meeting attendance and work on the community problems. Each week, one PSO often in partnership with a Neighborhood Services Coordinator, presents a successful SARA community policing project to all PSOs, NSCs and PSO Sergeants. SAC Lieutenants often sit in on these presentations. In addition, every two weeks, PSOs present SARA community policing projects at Crime Stop to Chief Tucker and police captains, lieutenants and sergeants. These presentations are meant to

reinforce the importance of community policing and as an opportunity to share best practice strategies.

Strategic Area Command personnel routinely attend Neighborhood Crime Prevention Council (NCPC) and other community meetings. PSOs are required to attend the NCPC meetings in their assigned community policing beats. The PSOs and Neighborhood Services Coordinators work on the community priorities while empowering and developing leadership in the community.

Strategic Area Command is working on systematically reviewing the NCPC priorities to assure that the PSOs are receiving the proper support and resources to partner with the community in solving addressing those priorities. SAC is also committed to addressing the quality of life issues, emerging crime trends, and perception of fear that affect the entire community, whether or not they belong to an organized group. Captain Kozicki has also met with most of the NCPC leaders to discuss ways to improve the delivery of community-oriented policing to specific service areas.

PSOs also develop strategies to work with individuals who have been unable or unwilling to participate in a more organized community policing process. By some calculations the organized groups represent only 4% of the City of Oakland's population making inclusion a significant objective of the Department's community policing effort. SAC is working with the City Administrator's Neighborhood Services to improve outreach and organization efforts. SAC has established a working relationship with community based organizations such as Youth Uprising and the Youth Employment Partnership to improve police-youth relations and facilitate street-level outreach for those programs. On November 11, 2006, members from Youth Uprising did outreach work in conjunction with an SAC DUI checkpoint at 90<sup>th</sup> Ave and Bancroft. The cooperative project will be used for a template for the future.

PSOs have been asked to spend time walking and using bicycles and small motorcycles in the high crime locations. While walking or cycling, PSOs are required to make contacts with residents, community members as well as potential suspects. These methods of patrol are meant to be a visible example of community policing and an opportunity to reach community members who do not normally participate in community meetings. PSOs are not deployed outside of their assigned beats on these assignments. With input from the PSOs, the locations are selected by their Strategic Area Command Police Service Area (PSA) Lieutenants who analyze NCPC priorities, drug hot line calls, community complaints and crime trends based on crime reports and calls for service.

During the latter part of 2005 and early 2006, the City experienced an increase in violent crime such as homicides, robbery, assaults, and domestic violence. The City has also been plagued by an emerging gang problem and serious juvenile crime, both of which are exacerbated by an increase in the use of "designer drugs" such as ecstasy. Strategic Area Command continues to use traditional sources of information such as the "Drug Hotline" to target and evaluate CRT and PSO projects. New data sources, such as Crime Index, also allow more accurate and timely analysis of crime trends. This information is frequently passed on the community and NCPC's

to assist them in formulating goals that are immediate, specific, and attainable. Captain Kozicki is also participating in a working group assembled by Council Member Brunner to develop a more comprehensive and measurable approach to juvenile crime.

The need to continually address “Sideshow” activity also adds to the important challenges faced by OPD. On their normal days off, PSOs work additional overtime hours to suppress the Sideshow and on violence reduction projects. This is in addition to their normal assignment and is consistent with the rest of the officers and sergeants on the Department who are currently required to complete one mandatory overtime assignment every three weeks. All SAC lieutenants, sergeants and officers participate in this rotation including those assigned to Crime Reduction Teams, Special Events, Traffic and Alcoholic Beverage Action Team (ABAT.) This is a SAC contribution to supporting the short-staffed Bureau of Field Operations and to strategically address the emerging violent crime at the times and locations where it is most likely to occur. Large projects related to prostitution and narcotics dealing have been completed during the mandatory overtime deployments. This mandatory overtime is not charged to Measure Y and does not decrease the amount of time dedicated to community policing.

SAC will be hosting an open house on December 13, 2006 at the Eastmont Substation to highlight many of the accomplishments in the last year. Civic and NCPC leaders have been invited to the substation to see what type of work SAC is producing and talk to officers about issues facing the community.

#### *Training*

In collaboration with the Community Policing Advisory Board and the Oakland Community Organizations, the Oakland Police Department has developed a 40-hour Problem Solving and Community Policing Training Course. Most of the current PSOs and all of the sergeants have completed the course. The next PSO Development Course will be scheduled for January or February 2007.

SAC is also working with Youth Uprising to develop a course for officers to help them better communicate with Oakland youth. The training will be completed by the year’s end. If the course is well received, it will be expanded to include all of OPD.

#### *Strategic Area Command*

Three PSO Sergeants have been assigned to supervise the PSOs. At this time there is one PSO Sergeant for PSAs 1 and 2, one for PSAs 3 and 4 and another for PSAs 5 and 6. These sergeants supervise and guide the PSOs in their community policing and problem solving efforts. In order to comply with the Negotiated Settlement Agreement, the span of control should be one sergeant for every eight officers. When the PSOs are fully staffed at 57 officers, six sergeants will be required.

The table shown in Attachment E displays the current complement of Police Service Area Lieutenants, Problem Solving Officer Sergeants and Problem Solving Officers, their geographic assignments and contact information. Of the 57 PSO positions that are envisioned in the full

implementation of community policing in Measure Y and Resolution 72727, the Department currently has nearly half (28 positions) filled as of September 23, 2006.

### **Process and Outcome Evaluation Status**

Berkeley Policy Associates (BPA), in partnership with the RAND Corporation and Leapfrog Consulting, is conducting the process and outcome evaluation of Measure Y. BPA serves as the prime evaluation contractor and leads the evaluation of the violence prevention services provided to youth and children. Under subcontract to BPA, the RAND Corporation (RAND) leads the community policing and prisoner re-entry components of the evaluation, and Leapfrog Consulting contributes its graphic facilitation techniques to logic modeling, focus groups, and the graphic presentation of findings.

The process evaluation is designed to answer the following research questions: (1) Are the funded programs implemented as intended by Measure Y? (2) Are Measure Y resources being spent to provide services to the target communities? (3) What are the main achievements of programs funded through Measure Y? (4) What implementation challenges do programs face? (5) How are these challenges being addressed?, and (6) Do the individuals being served appreciate and benefit from the programs? To answer these questions, the evaluation relies on three types of data: (a) site visits, (b) administrative program data reported through the Youth Services Information Management System database, and (c) focus groups with program participants. This combination of quantitative and qualitative data will be used to describe in detail what services are delivered during the first year of Measure Y program implementation, how the programs deliver them, what challenges they face, and how participants experience their interactions with the program. BPA is conducting the Measure Y grantees site visits between November 2006 and January 2007.

### *Logic Modeling*

BPA conducted initial informational interviews with the Measure Y grantees and collected background documentation. With this information BPA and Leapfrog Consulting designed and prepared draft logic models that were discussed with grantees in roundtable meetings. The purpose of these meetings was to identify appropriate participation and outcome measures for the evaluation and guide the thinking about the program logic among program and evaluation staff.

### *Data Protections*

The City convened several meetings with BPA, Cityspan, and the Measure Y grantees to develop the protocols, procedures, and tools necessary to protect the privacy of the Measure Y service recipients. The data protections are based on three principles:

- There are no personal identifiers, such as names or social security numbers in the Youth Services Information Management System database for programs that do not want to share or record identifiable data.
- The Youth Services Information Management System database will never contain data from public partners, such as the Oakland Unified School District (OUSD), but these data will be analyzed in de-identified form by the evaluation team at BPA.

- BPA will not have personal identifiers for Measure Y clients when analyzing or matching data for the evaluation.

### *Community Policing Evaluation Activities*

The purpose of the evaluation activities focusing on the community policing component of Measure Y are to assess the deployment and impact of Measure Y-funded Problem-Solving Officers (PSOs). The process evaluation of this component focuses on the following questions:

1. How have the PSOs been deployed?
2. How do the PSOs spend their time?
3. What problem-solving challenges exist and how are they being addressed?
4. What other activities or events occurred that could have influenced crime and violence in the neighborhoods where PSOs work?

The methodology for this evaluation component includes interviews and/or focus groups of PSOs and command staff, as well as a review of administrative data (e.g., number of PSOs, when they were deployed, where they were deployed; time spent problem-solving; and other implementation data collected by OPD).

The outcome evaluation consists of two quasi-experimental analyses to assess the impact of the Measure Y-funded PSOs as they are deployed in the first year. The first of these will be an interrupted time series analysis, a well-established method of assessing the effects of interventions while accounting for the serial dependence among successive observations (e.g., time and seasonal trends). The second type of research design is a so-called “regression-discontinuity” design, which explicitly accounts for the fact that Measure Y problem-solving officers are assigned to beats based on their value on a stressor index that measures variables such as violent crimes, poverty levels, and unemployment in a given community beat. The outcome variables include crime levels, calls for service, and arrests. The PSO outcome evaluation design may be modified depending on program implementation and data availability.

### **Oversight Committee**

The Violence Prevention and Public Safety Oversight Committee established by the Measure Y legislation is tasked with reviewing the annual audit, and evaluating, inquiring and reviewing the administration, coordination and evaluations of the programs funded by Measure Y revenues. The Committee makes 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 Measure Y and presents an annual report to City Council.

Currently, the Oversight Committee meets on the 4<sup>th</sup> Monday of the month, but the regularly scheduled meetings of this body will be held on the 3<sup>rd</sup> Monday of the month beginning March 2007. The meetings are held from 6:30-9:00 p.m. in Hearing Room 1 in City Hall.



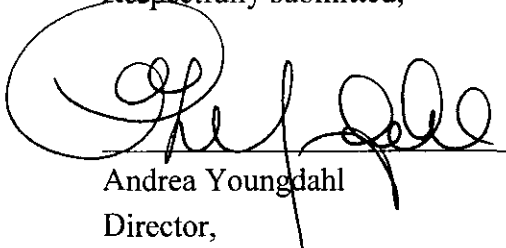
- C. Cadet Program description and flyer
- D. PSO Contact List
- E. OTAP Retrievals By Agency
- F. Oversight Committee Membership

The Oversight Committee consists of three Mayoral appointees and one appointee from each City Councilmember. Attachment F displays the current membership of the Oversight Committee.

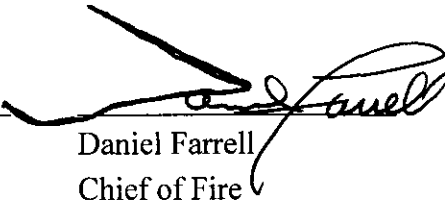
**RECOMMENDATION**

Staff recommends the acceptance of this informational report.

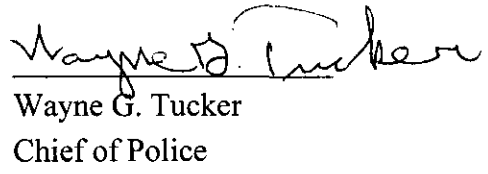
Respectfully submitted,



Andrea Youngdahl  
Director,  
Department of Human Services




Daniel Farrell  
Chief of Fire



Wayne G. Tucker  
Chief of Police

APPROVED AND FORWARDED TO  
THE PUBLIC SAFETY COMMITTEE

  
Office of the City Administrator

Reviewed & Prepared by:  
Anne Campbell Washington  
Office of the City Administrator

Sara Bedford & Anne Marks  
Department of Human Services

Deputy Chief James Williams & Fire  
Marshal Gary Collins  
Oakland Fire Department

Captain David Kozicki & Daphne  
Markham  
Oakland Police Department

Hans Bos & Tommy Smith  
Berkeley Policy Associates

**ATTACHMENTS**

- A. Program Strategies Chart
- B. Grantee List



## Measure Y Violence Prevention Strategies Update

Component	Program Strategy	Target Population		# to be served	# served through 1st Quarter 06-07	Agency Providing Services
		Age Group	Risk Factor			
<b>Youth Outreach &amp; Comprehensive Services</b>	Street Outreach	Children & Youth	Chronic truants, school drop outs, suspended or expelled for violence, or on probation	510	323 outreached; 179 case managed	Youth UpRising, Leadership Excellence, Youth ALIVE!, East Bay Asian Youth Center, East Bay Agency for Children
	Outreach to Sexually Exploited Youth	Children & Youth	Exposed to violence and/or sexually exploited	300	599 contacts; 23 case managed	Ala. Co. Interagency Children's Policy Council (ICPC)
	Sports & Recreational Programs	Children & Youth up to 18	Chronic truants, school drop outs, suspended or expelled for violence, or on probation or parole	450	162	Youth UpRising (w/ Destiny Arts), Leadership Excellence (w/ YMCA), Sports4Kids
	City-County Neighborhood Initiative	Youth & their Families	Chronic truants, school drop outs, or suspended or expelled for violence	N/A	N/A	Program run by City Administrator, Neighborhood Services Division
<b>Special Services to Children &amp; Youth Exposed to Violence</b>	Family Violence Intervention	Children, Youth & their Families	Exposed to violence and/or sexually exploited	1,500	1,111	Family Violence Law Center
	Mental Health Services	Children (ages 0-5)	Exposed to violence and/or sexually exploited	60	Services began in September	Family Violence Law Center w/ the Early Childhood MH Collaborative
	Youth Support Groups	Youth	Exposed to violence and/or sexually exploited	60	This contract has not started yet.	Alameda County Family Justice Center
<b>Diversion &amp; Reentry Services</b>	Project Choice Model	Youth and Young Adults	In custody and on juvenile or adult parole, and/or adult probation	70	65	The Mentoring Center, Allen Temple
	Pathways to Change	Youth	On probation	140	140 (end of year)	The Mentoring Center & 6 Sub-Grantees
	Restorative Justice Training	Adult professionals	Working with youth involved in criminal justice systems	75	Training to be held in December	Attitudinal Healing Connection
<b>Employment &amp; Training</b>	Intensive Reentry Training & Employment	Young Adults	On parole and probation	54	26	Allen Temple, Youth Employment Partnership
	Crew-Based Sheltered Employment	Young Adults	On parole and probation	16	8	Volunteers of America Bay Area
	After-school Job Training	Youth	Chronic truants, school drop outs, or suspended or expelled for violence, or on probation	162	68	Youth Radio, Youth Sounds, Youth Employment Partnership
	Transitional Jobs	Young Adults	On parole and probation	126	Contracts began in September	Youth Employment Partnership, Allen Temple (with America Works)
	Subsidized Summer Youth Employment	Youth	Chronic truants, school drop outs, suspended/expelled, or on probation	110	111	Mayor's Summer Jobs Program (Youth Employment Partnership)
<b>School Based Strategies</b>	Safe Passages Middle School Model	Children	Chronic truants, school drop outs, or suspended or expelled for violence	500	432 (since 05-06)	Alameda County Health Care Services Agency
	Second Step Violence Prevention Curriculum	Children	none	35,100 students	All K-8 schools, Pre-K, and Head Start	Oakland Unified School District
	Peer Conflict Resolution Program	Children (in middle school)	none	350	296 (since 05-06)	Oakland Unified School District



## **Attachment B: Measure Y Violence Prevention Programs Funded for Fiscal Year 2006-2007 Updates listed by program strategy**

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### ***Street Outreach and Sports and Recreation***

#### **EAST OAKLAND**

**Youth ALIVE!** has expanded their nationally renowned Caught in the Crossfire program, with the Castlemont Community of Small Schools, school linked health clinic, and Highland Trauma staff to provide outreach to Castlemont students identified as highly at risk for violence by school staff or connected to violent incidents treated at Highland Hospital. As of the end of the first quarter of FY 06-07, 19 students have been enrolled in high intensity case management. The case management goal for the year is 50.

*Annual Funding: \$175,000.*

**Youth UpRising (YU)** offers intensive case management, structured violence prevention activities, and violence prevention/intervention outreach that includes life skills training and recreational opportunities for truant, suspended, and probationer youth, primarily from East Oakland. After the first quarter of FY 06-07, YU outreached 99 such youth and assessed 78, enrolling 68 in case management, 75 in violence prevention training, and 20 in on-site dance classes provided through a sub-grant with Destiny Arts. Youth UpRising has already exceeded their annual goal of outreaching to 80 youth and enrolling 60 in case management.

*Annual Funding: \$176,170 (\$130,670 for Street Outreach, \$45,500 for Sports & Recreation).*

#### **WEST OAKLAND**

**Leadership Excellence** operates a coordinated program with YMCA and Youth Alive! called the Bridge, which combines outreach, case management, employment, and recreation services to reduce drop-out rates at McClymonds High School and decrease violence in West Oakland community police beats 06X and 08X. This program also provides outreach and assistance to youth served at OUSD's Oakland Truancy Assistance Program. In the first quarter of FY 06-07, The Bridge outreached to hundreds of young people; enrolling 32 in their intensive case management services, and a total of 40 in sports/mentoring programs. They have reached their annual goals already in terms of outreach and sports enrollment; the case management goal for the year is 50 youth.

*Annual Funding: \$245,500 (\$200,000 for Street Outreach, \$45,500 for Sports & Recreation).*

#### **CENTRAL OAKLAND**

**East Bay Asian Youth Center (EBAYC)** has a multi-racial, multi-ethnic, and multilingual EBAYC Street Team in Oakland's San Antonio and Fruitvale neighborhoods. The Street Team provided street outreach and face-to-face assessments with 132 in the first quarter of FY 06-07. These clients were 46% African American, 26% Asian & Pacific Islander, 15% Latino, 3% White, and the rest unknown. All were either chronic truants, school drop-outs, suspended/expelled students, and/or juvenile offenders. Of this number, 21 of the most high risk youth were enrolled in intensive case management. EBAYC has nearly met its goal of outreaching and assessing 160 youth, but due to prioritizing case management of the most high risk youth, are still short of their case management goal of 80 for the year.

*Annual Funding: \$200,000.*

#### **ALTERNATIVE EDUCATION SITES**

**East Bay Agency for Children (EBAC)** provides outreach, assessment, and clinical case management to increase school attendance and diminish involvement in violence among students at Dewey and Rudsdale Continuation High Schools, with a focus on probation youth. The project has just been up and running for a month as of September 30. Thus far, 10 students have been seen for therapy services and 29 have been seen for outreach services. All 39 are receiving case management. EBAC has also met with all school staff and made presentations to all students to educate them about counseling. Over the course of the year, EBAC plans to work with 70 students, providing mental health services to 35.

*Annual Funding: \$150,000.*

**Sports4Kids** programs meet the needs of expelled, delinquent and chronically truant youth at alternative education sites, by providing recreational activities integrated with mental health services and theories of non-violence to students at Community Day School and Rudsdale continuation high school throughout the day. Over 100 students have participated in these programs in the first month of school, and the Rudsdale site coordinator has already organized a Leadership Team that is joining a basketball league. By the end of the school year, Sports4Kids aims to work with 350 students.

*Annual Funding: \$91,500.*

## ***Outreach to Sexually Exploited Youth***

### **CITYWIDE**

**The Alameda County Interagency Children's Policy Council** manages a collaborative of agencies including Asian Health Services/Banteay Srei, CAL-PEP, Covenant House, Dreamcatcher / Xanthos, and the Scotlan Center to conduct outreach to and assess sexually exploited minors throughout Oakland, link and sometimes physically transport them to immediate needs such as shelter and medical care, and connect them to the Family Justice Center where they can receive case management. In the first quarter of FY 06-07, collaborative members conducted 99 street outreach sessions, making 599 contacts with sexually exploited minors. From these contacts, 22 clients were enrolled in services. The collaborative also provided 11 presentations to 136 community members and public system partners about the issue of youth sexual exploitation. The goal for the year is to outreach and assess 300 SEM youth.

*Annual Funding: \$225,000.*

## ***Pathways to Change***

### **CITYWIDE**

**The Mentoring Center**, with subgrantees hired Leadership Excellence, Scotlan Center, Center for Family Counseling, Easy Bay Asian Youth Center, Youth ALIVE!, and Pacific News Service, completed their first 12 month contract to implement Pathways to Change, a diversion program for repeat juvenile offenders on probation, at the end of September. In the last quarter, The Mentoring Center has taken steps to work explicitly with the SEM Network to identify and address sexual exploitation issues among the female probationers. In total, 160 probation youth were enrolled in Pathways to Change in the first twelve months, meeting their contracted goal. DHS has renewed their contract for another 9 months.

*Annual Funding: \$491,214.*

## ***After-School Job Training and Summer Subsidized Employment***

### **WEST OAKLAND**

**Bay Area Video Coalition- Youth Sounds'** Next Generation Partnership is contracted to provide technology training, literacy intervention, meaningful professional development and employment to 30 high risk youth annually at the Youth Sounds offices on the McClymonds campus. BAVC provided an average of 125 hours of programming to 38 youth overall in the first quarter. This number will change as BAVC moves from a general program towards a specific programming strand tailored to Measure Y enrollees.

*Annual Funding: \$75,000.*

#### **CENTRAL and EAST OAKLAND**

**Youth Employment Partnership, Inc.** with recruitment/case management partners at EBAYC (Fruitvale/San Antonio), Youth Uprising (East Oakland), and Scotlan (West Oakland), will provide after school training and employment to 110 high-risk youth through a "Career Try-Out" paid internships or training program during the school year. In the first quarter, 14 students were employed in after school jobs. Also, in conjunction with the Mayor's Summer Jobs Program, YEP enrolled 111 court-involved and/or truant youth in paid summer internships and paid soft skills workshops over the summer. Of these youth, 86 completed the program and worked 120 hours at \$7 per hour at one of fifty-four affiliated employers.

*Annual Funding: \$395,848 (\$190,000 for After School Jobs; \$205,848 for Summer Subsidized Employment).*

#### **DOWNTOWN OAKLAND**

**Youth Radio** has provided 752 client hours of after school job-training and stipended work experience to 16 probation, truant and expelled youth, recruited in part through Camp Sweeney. The program emphasizes skill-building in graphic and media production as well as media and cultural literacy through hands on media production workshops. Youth Radio has been so successful in recruitment and retention that they are now overenrolled in their 6 month program. The annual enrollment goal is 22 students.

*Annual Funding: \$75,000.*

### ***City-County Neighborhood Initiative***

#### **WEST OAKLAND and EAST OAKLAND**

**The City-County Neighborhood Initiative**, a program run by the City of Oakland Division of Neighborhood Services operates in two neighborhoods, Ghost Town and Sobrante Park. Community builders go door-to-door to support and encourage neighbors to address their issues) and help them ultimately to organize and take ownership of their communities. The community builders work closely with teams of service agencies including the Service Delivery System (SDS) Teams, Neighborhood Services Coordinators, County agencies, schools, and local non-profit agencies. Both neighborhoods have had exciting things happening in the past three months. In West Oakland, a resident action council has been created to help unite the various neighborhood groups to prioritize issues of importance. Also, there has been an emphasis on outreach to youth regarding employment which has helped to place ten people into jobs in September alone. The Friends of Durant Park annual Halloween Party was the largest ever with over 100 children receiving free costumes. In Sobrante Park, the Time Banking Program began. This program has residents share resources through a type of barter system that helps the community to better know each other. In October, Rebuilding Together Oakland had 1000 volunteers rehabilitate nine homes, the middle school, and the church in two weekends. Also Sobrante Park held its first youth forum, an event organized entirely by youth in the neighborhood. There were contests, prizes, a forum on violence and over 300 attendees.

*Annual Funding: \$196,485.*

## ***Family Violence Intervention and Mental Health Services***

### **CITYWIDE**

**Family Violence Law Center**, with subgrantees Safe Passages, Center for Child Protection/The D.O.V.E.S. Project, Jewish Family and Children's Services, Parental Stress Services, Inc., and Through the Looking Glass, runs a coordinated program called Family Violence Intervention and Prevention (Family VIP) based out of the Family Justice Center. In the first quarter of FY 06-07, Family VIP contacted 1111 families within 48 hours of a police report of domestic violence, and operated an overnight crisis hotline that received 165 calls. To address the immediate crisis, 20 families were immediately relocated; 16 families received in person immediate crisis response. In addition, Family VIP enrolled 151 clients in case management, of whom 11 were placed in emergency shelter and 49 attained temporary restraining orders. To support the mental health needs of children exposed to domestic violence in these families, an intake coordinator has been hired who works out of the Family Justice Center and conducts assessments and connects children to mental health services provided by members of the Early Childhood Mental Health Collaborative. To increase OPD officer awareness and competence in handling domestic violence situations, FVLC has also conducted training for 30 police officers in the first quarter. Annual goals for FVLC include crisis intervention for 1,500 families and mental health services to 375 children exposed to violence.

*Annual Funding: \$785,942 (\$491,214 for Family Violence Advocacy and \$294,728 for Mental Health Services.*

## ***Youth Support Groups***

### **CITYWIDE**

**The Family Justice Center** supports the older children of families receiving domestic violence services through partners at the Family Justice Center as well as sexually exploited minors outreached through Measure Y grantees by offering support groups. The Girls Justice Initiative has been hired by the Family Justice Center to run separate groups for older boys and girls who have been exposed to violence, and also to provide mental health support to the sexually exploited minors identified by the Alameda County SEM Network partners. 40 youth will receive cognitive behavioral group therapy and 20 youth will receive individual therapy through this program.

*Annual Funding: \$147,364.*

## ***Project Choice Model, Intensive Reentry Employment & Training, Transitional Jobs and Crew-Based Sheltered Employment***

### **CITYWIDE**

**Allen Temple Housing and Economic Development Corporation**, located in East Oakland, provided intensive case management and mentoring as well as employment and training services to 21 young adult parolees, 3 of whom have already found unsubsidized employment. In addition, starting in September, ATHEDCO began subcontracting with America Works to provide direct job placement to 100 young adult parolees and probationers, with follow-up services to guarantee a 60% retention rate after 180 days. The annual goal is to serve 30 Project Choice clients, 40 Intensive Reentry Training & Employment clients and to place 100 clients directly into jobs.

*Annual Funding: \$833,738 (\$163,738 for Project Choice; \$280,000 for Intensive Reentry Employment and Training; \$390,000 for Transitional Jobs direct placement).*

**The Mentoring Center**, located in Downtown Oakland, is contracted to continue their Project Choice reentry program for 30 youth offenders throughout Oakland. The program provides cognitive behavior change and intensive case management services to wards while in California

Youth Authority and after their parole to Oakland. As of the first quarter, there were 34 incarcerated clients enrolled in the program; another 10 clients are being served post-release, of whom two are already working full time.

*Annual Funding: \$163,738.*

**Volunteers of America Bay Area, Inc.** has spent the first quarter of FY 06-07 assisting young adult parolees by integrating behavior modification, participation in drug awareness and treatment, and structured, subsidized, crew-based employment. There are currently 8 parolees paid to work in a crew on Public Works projects throughout Oakland, learning landscaping and light machinery skills for six months. All clients are case managed and live in a subsidized supportive housing facility in either Fruitvale/San Antonio or Downtown. In the first quarter, clients completed almost 2,200 hours of work, as well 300 client hours of classroom instruction. VOA is on track to serve their annual goal of 16 clients, 8 at a time for six months each.

*Annual Funding: \$273,742.*

**Youth Employment Partnership, Inc.**, located in the Fruitvale District, will provide Intensive Re-Entry Training and Employment is contracted to provide an intensive, subsidized, on-the-job training program in the construction industry to 24 young adults under age 25 who are on probation or parole. In addition, through a pay-for-performance agreement, YEP will provide direct job placement to 26 young adult parolees and probationers, with follow-up services to guarantee a 70% retention rate after 180 days. As of the first quarter, 5 clients were enrolled in the paid construction training.

*Annual Funding: \$430,000 (\$280,000 for Intensive Reentry Employment; \$150,000 for Transitional Jobs).*

### ***Safe Passages/ OUR Kids Middle School Model***

#### **CITYWIDE**

**Alameda County Health Care Services Agency** has begun another year of the Safe Passages/OUR KIDS middle school strategy in nine OUSD middle schools: Brewer, Claremont, Elmhurst, Frick, Havenscourt, Kizmet, Madison, Simmons and Westlake. The program consists of a total of six interventions focusing on parent engagement, coordinated services, alternatives to suspension, after-school programs, second step violence prevention curriculum and targeted intervention. The program works with OUSD to identify high risk students who are provided with case management and mental health services. Last year, 423 students and their families received services. The goal for FY 06-07 is to serve 500 students.

*Annual Funding: \$240,000.*

### ***Second Step Violence Prevention Curriculum and Middle School Peer Conflict Mediation Program***

#### **CITYWIDE**

**The Oakland Unified School District** is implementing *Second Step* Violence Prevention Curriculum, a nationally renowned social-emotional learning program that has been shown to reduce suspensions and violence, in all Oakland Head Start sites, Family Day Care Centers, and Kindergarten through 8<sup>th</sup> grade schools. All OUSD K-8 schools are now implementing some type of violence prevention curriculum, with middle schools given the option of implementing *Too Good for Violence*, another federally approved violence prevention curriculum, instead of Second Step. Eight middle schools are choosing to do so. OUSD is again implementing Peer Conflict Resolution Program at 21 middle schools with high rates of truancy, and is in the process of recruiting and training 350 mediators to handle over 750 disputes annually. Last year, 296 peer mediators resolved 681 disputes. In 13 of the 15 sites with new Conflict Resolution programs last year, suspensions for fighting decreased, even though suspension had increased overall at all



OUSD schools.  
*Annual Funding: \$510,862.*

### ***Restorative Justice***

**Attitudinal Healing Connection, Inc.** provides facilitation for the regular meetings of the Restorative Justice for Oakland Youth (RJOY) Committee and arranges for and hosts restorative justice trainings for various community members and professionals who work with youth, as well as restorative circles on an as needed basis, including two ongoing circles – one at Cole Middle School and one for emancipating foster youth. One example was in early October, when a circle was held for the young man targeted in the shoot out at McClymonds high school. The focus was on healing and supporting the family in dealing with the fear of violence and supporting the young man in whatever decision he needed to make that would increase his inner and outer safety. About 20 people came - concerned Elders in the community, counselors from Leadership Excellence who had been supportive in this young man's life, his mother, his brother, other concerned youth, and other community members. Many issues surfaced and were handled in the circle: violence on the school and in the community, the emotional and physical harm that comes from this violence, the young people's acceptance of the violence, and elders' sense of responsibility for the violence. An advanced "train the trainers" restorative justice training will be held in early December as a follow up to last December's introductory training.  
*Annual Funding: \$32,000.*

### ***Teen Center Support***

**Youth UpRising**, or YU, Oakland's largest full service youth development-focused teen center, is a major resource for Measure Y violence prevention efforts. As such, Measure Y has committed to five years of operational support. In the first three months of FY 06-07, YU was able to hire six new staff members to bring their personnel to capacity, including a Development Director, and complete a 64-page Policies and Procedures manual. YU has also developed a comprehensive evaluation plan with Social Policy Research Associates, and is using this as the basis for developing MIS client tracking software. YU has also recently confirmed a fund development strategy for the coming year.  
*Annual Funding: \$300,000.*

### ***Safe House Challenge Grant***

A challenge grant has been issued to the Alameda County Health Care Services Agency for the purchase and renovation of a facility to be used as a Safe House for Sexually Exploited Minors (SEMs). The Safe House will provide SEMs with emergency shelter, health and mental health assessment, food and clothing for a 72 hour period. It will also provide professional and peer counseling. Ultimately, it will provide long term services to those SEMs who decide to permanently leave the street life. If enough additional funds are not raised to cover the full cost of purchasing and renovating a Safe House facility by June 30, 2009, the funding will be reallocated.  
*One Time Funding: \$225,000.*

### ***Gang Intervention***

Proposals are currently being reviewed for two Gang Prevention and Intervention Program Strategies are demonstration projects: (1) parent education programs for families with elementary and middle school children and youth at-risk for gang involvement; and (2) programs that provide youth living in Measure Y High Priority beats in Central and East Oakland (aged 12-24) who are gang involved and/or at high-risk for becoming gang involved with positive alternatives to gang life. These programs will begin in January.  
*Two Year Funding: \$680,000*

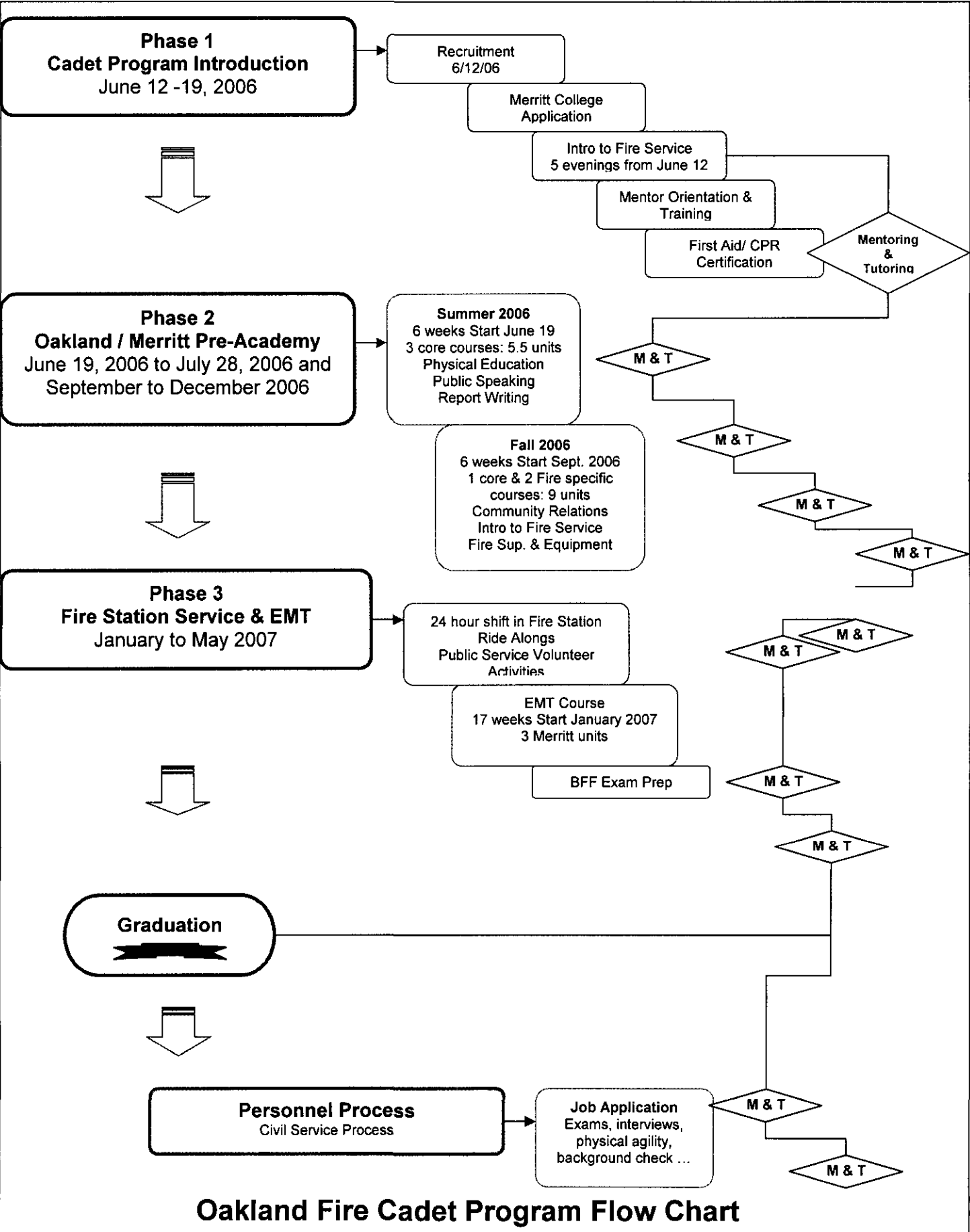
## ***Crisis Response***

Proposals are currently being reviewed to select agencies to implement the Oakland Community Response and Support Network (CRSN) program. This network will provide first response, intensive support services, emergency funds, mental health and support groups for family and friends of victims of homicides and other violent incidents by geographic area. These programs will begin in February.

*Two Year Funding: \$540,000.*

# Oakland Fire Cadet Program

Attachment C



**Oakland Fire Cadet Program Flow Chart**



*Program Recruitment Flier*  
Fire Cadet Program  
Oakland Fire Department  
Fire Prevention Bureau



Announcing a new pilot program to assist Oakland residents, male and female, ages 18 to 25 years of age become Oakland Fire Fighters.

**Intensive Pre-training Program:**

- Mentoring and tutoring to assist you in success
- Merritt College classes
- First Aid and EMT training
- Career Counseling and Job Exam preparation
- *May have available stipend for participation and for class costs*

**Phase 1**

**Cadet Program Introduction**

April 19 to June 16, 2006 – Welcome to the Cadet Program – Assistance with costs, college courses application, etc. One week intensive program introduction June 12 to June 16 for First Aid and CPR Certification, Mentoring and tutoring are set up at an Oakland Fire Station, Career Exploration, and more!  
Evenings – Mondays to Friday, 6:00 to 10:30 p.m.

**Phase 2**

**Oakland / Merritt Pre-Academy**

June 19, 2006 to December 2006 – 20 weeks, 14.5 Units – 4 core and 2 fire specific courses.  
Evenings – Mondays to Friday, 6:00 to 10:30 p.m.

**Phase 3**

**Fire Station Service & EMT**

January to May 2007 – 17 weeks, 3 units – Emergency Medical Training is an intensive course prerequisite for job. Also includes one 24-hour shift per week for 12 weeks at as part of an Oakland Fire Station crew – Ride Alongs, Fire House Life, Intro to Fire Service – Equipment & Operations. Evenings – Mondays and Wednesdays, 6:00 to 10:30 p.m. and one 24-shift

**Job Application Process**

May and June 2007 – Civil Service Process – including Resume and Job Application, Interviews, Physical Agility Test, References, Background Check

**Requirements:**

Desire to find out more about being an Oakland firefighter or EMT!  
Oakland resident for whole program  
18 years of age by June 12, 2006  
High school graduate or have a GED  
No felony conviction

For more information and an application,  
Please call Assistant Fire Marshal Gary Collins (510) 238-6234.

10-Nov-06

**PROBLEM SOLVING OFFICERS DIRECTORY  
POLICE SERVICE AREA COMMAND ROSTER**

Area	Call Sign	Name	Desk	Cellular	Fax	Email
City Wide	2X92	Capt. Dave Kozicki	777-8560	773-2774	777-8507	<a href="mailto:dakozicki@oaklandnet.com">dakozicki@oaklandnet.com</a>
PSA1	2X81	Lt. Paul Berlin	238-7149	773-2753	777-5559	<a href="mailto:pberlin@oaklandnet.com">pberlin@oaklandnet.com</a>
PSA2	3X82	Lt. James Meeks	777-8522	773-2762	777-5559	<a href="mailto:jmeeks@oaklandnet.com">jmeeks@oaklandnet.com</a>
PSA3	2X83	Lt. Ed Tracey	777-8625	867-7317	777-5559	<a href="mailto:etracey@oaklandnet.com">etracey@oaklandnet.com</a>
PSA4	2X84	Lt. Rick Orozco	777-8521	773-6316	777-5559	<a href="mailto:rorozco@oaklandnet.com">rorozco@oaklandnet.com</a>
PSA5	3X85	Lt. Sharon Williams	777-8543	773-2748	777-5559	<a href="mailto:sjwilliams@oaklandnet.com">sjwilliams@oaklandnet.com</a>
PSA6	2X86	Lt. Freddie Hamilton	777-8524	773-2766	777-5559	<a href="mailto:fhamilton@oaklandnet.com">fhamilton@oaklandnet.com</a>

			Cellular	Fax	Email
PSA 1 & 2	38L72	Sgt. Leronne Armstrong	774-6543	777-8640	<a href="mailto:larmstrong@oaklandnet.com">larmstrong@oaklandnet.com</a>
<b>PSA1 Beats</b>					
01X					
02X	38L02	Ofc. Kevin Wright	773-8146	777-8640	<a href="mailto:kdwright@oaklandnet.com">kdwright@oaklandnet.com</a>
02Y	38Y02	Ofc. Erin Mausz	750-4538	777-8640	<a href="mailto:emausz@oaklandnet.com">emausz@oaklandnet.com</a>
03X					
03Y	38Y03	Ofc. Steve Bang	774-2150	777-8640	<a href="mailto:sbang@oaklandnet.com">sbang@oaklandnet.com</a>
04X	38L04	Ofc. Brad Young	773-6411	777-8640	<a href="mailto:bkyoung@oaklandnet.com">bkyoung@oaklandnet.com</a>
05X					
05Y					
06X	38L06	Ofc. Brodie Rivera	750-4546	777-8640	<a href="mailto:brrivera@oaklandnet.com">brrivera@oaklandnet.com</a>
07X	38L07	Ofc. Bruce Vallimont	851-2140	777-8640	<a href="mailto:bvallimont@oaklandnet.com">bvallimont@oaklandnet.com</a>
<b>PSA 2 Beats</b>					
08X	38L08	Ofc. Curtis Worchester	773-6315	777-8640	<a href="mailto:cworchester@oaklandnet.com">cworchester@oaklandnet.com</a>
09X	38L09	Ofc. Everett Peterson	750-4547	777-8640	<a href="mailto:epeterson@oaklandnet.com">epeterson@oaklandnet.com</a>
10X					
10Y	38L10	Ofc. Steve Mitchell	750-4557	777-8640	<a href="mailto:smitchell@oaklandnet.com">smitchell@oaklandnet.com</a>
11X					
12X					
12Y	38L12	Ofc. Debi Mack	774-6127	777-8640	<a href="mailto:dmack@oaklandnet.com">dmack@oaklandnet.com</a>
13X					
13Y					
13Z					

<b>PSA 3 &amp; 4</b>	<b>38L73</b>	<b>Sgt. Carlos Gonzalez</b>	<b>774-5186</b>	<b>777-8640</b>	<b><a href="mailto:cgonzalez@oaklandnet.com">cgonzalez@oaklandnet.com</a></b>
<b>PSA3 Beats</b>					
14X					
14Y					
15X					
16X					
16Y					
<b>17X</b>	<b>38L17</b>	<b>Ofc. Scott Wong</b>	<b>750-4566</b>	<b>777-8640</b>	<b><a href="mailto:scwong@oaklandnet.com">scwong@oaklandnet.com</a></b>
17Y					
<b>18X</b>	<b>38L18</b>	<b>Ofc. Mario Bonilla</b>	<b>773-8149</b>	<b>777-8640</b>	<b><a href="mailto:mbonilla@oaklandnet.com">mbonilla@oaklandnet.com</a></b>
18Y					
<b>19X</b>	<b>38L19</b>	<b>Ofc. Sammy Kim</b>	<b>774-1541</b>	<b>777-8640</b>	<b><a href="mailto:skim@oaklandnet.com">skim@oaklandnet.com</a></b>
<b>PSA4 Beats</b>					
<b>20X</b>	<b>38L20</b>	<b>Ofc. Bob Silva Rodriguez</b>	<b>774-0946</b>	<b>777-8640</b>	<b><a href="mailto:rsilvarodriguez@oaklandnet.com">rsilvarodriguez@oaklandnet.com</a></b>
<b>21X</b>	<b>38L21</b>	<b>Ofc. Ouseng Saeparn</b>	<b>773-8141</b>	<b>777-8640</b>	
<b>21Y</b>	<b>38Y21</b>	<b>Ofc. Michael Valladon</b>	<b>750-4537</b>	<b>777-8640</b>	<b><a href="mailto:mvalladon@oaklandnet.com">mvalladon@oaklandnet.com</a></b>
22X					
22Y					
<b>23X</b>	<b>38L23</b>	<b>Ofc. Sean Festag</b>	<b>774-5757</b>	<b>777-8640</b>	<b><a href="mailto:sfestag@oaklandnet.com">sfestag@oaklandnet.com</a></b>
24X					
<b>24Y</b>	<b>38L24</b>	<b>Ofc. Ryan Chan</b>	<b>773-8109</b>	<b>777-8640</b>	<b><a href="mailto:rdchan@oaklandnet.com">rdchan@oaklandnet.com</a></b>
25X					
25Y					

<b>PSA 5 &amp; 6</b>	<b>38L76</b>	<b>Sgt. Steve Walker</b>	<b>774-0542</b>	<b>777-8640</b>	<b><a href="mailto:slwalker@oaklandnet.com">slwalker@oaklandnet.com</a></b>
<b>PSA5 Beats</b>					
<b>26X</b>	<b>38L26</b>	<b>Ofc. Maureen Vergara</b>	<b>774-1542</b>	<b>777-8640</b>	<b><a href="mailto:mvergara@oaklandnet.com">mvergara@oaklandnet.com</a></b>
26Y					
<b>27X</b>	<b>38L27</b>	<b>Ofc. Greg Loud</b>	<b>773-6336</b>	<b>777-8640</b>	<b><a href="mailto:gloud@oaklandnet.com">gloud@oaklandnet.com</a></b>
<b>27Y</b>	<b>38Y27</b>	<b>Ofc. Garrett Smit</b>	<b>774-5679</b>	<b>777-8640</b>	<b><a href="mailto:gsmit@oaklandnet.com">gsmit@oaklandnet.com</a></b>
<b>28X</b>	<b>38L28</b>	<b>Ofc. Ron Johnson</b>	<b>750-4584</b>	<b>777-8640</b>	<b><a href="mailto:rjohnson@oaklandnet.com">rjohnson@oaklandnet.com</a></b>
29X					
<b>30X</b>	<b>38L30</b>	<b>Ofc. Sekou Millington</b>	<b>774-5728</b>	<b>777-8640</b>	<b><a href="mailto:smillington@oaklandnet.com">smillington@oaklandnet.com</a></b>
30Y					
<b>PSA6 Beats</b>					
<b>31X</b>	<b>38L31</b>	<b>Ofc. John Cave</b>	<b>750-4593</b>	<b>777-8640</b>	<b><a href="mailto:jcave@oaklandnet.com">jcave@oaklandnet.com</a></b>
31Y					
31Z					
32X					
32Y					
<b>33X</b>	<b>38L33</b>	<b>Ofc. Derek Smitheram</b>	<b>774-5999</b>	<b>777-8640</b>	<b><a href="mailto:dsmitheram@oaklandnet.com">dsmitheram@oaklandnet.com</a></b>
<b>34X</b>	<b>38L34</b>	<b>Ofc. Steve Vierra</b>	<b>774-6046</b>	<b>777-8640</b>	<b><a href="mailto:svierra@oaklandnet.com">svierra@oaklandnet.com</a></b>
<b>35X</b>	<b>38L35</b>	<b>Ofc. Sarah Whitmeyer</b>	<b>750-4594</b>	<b>777-8640</b>	<b><a href="mailto:swhitmeyer@oaklandnet.com">swhitmeyer@oaklandnet.com</a></b>
35Y					







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

Attachment X

<b>First Name</b>	<b>Last Name</b>	<b>Appointed By</b>	<b>Date of Appointment</b>
Donald	Blevins	Mayor	11/2/2006
Maya	Dillard Smith	Councilmember Reid (District 7)	4/6/2005
Jose	Dorado	Councilmember Quan (District 4)	4/6/2005
Amy	Lemley	Councilmember Brunner (District 1)	4/6/2005
Ken	Lupoff	Councilmember De La Fuente (District 5)	4/6/2005
Eli	Naor	Councilmember Kernighan (District 2)	7/6/2005
Ron	Owens	Mayor	11/2/2006
Gerald	Simon	Councilmember Brooks (District 6)	4/6/2005
Phil	Tagami	Mayor	8/22/2006
Roseann	Torres	Councilmember Nadel (District 3)	9/20/2006
Danny	Wan	Councilmember Chang (At-Large)	10/24/2006