



strategies to realize sustained safety and stability of the communities most-impacted by violence.<sup>1</sup>

The work to dramatically reduce violent crime and to serve communities impacted by violence to end the cycle of trauma is complex.

The City has engaged the Urban Strategies Council to coordinate and facilitate a robust and inclusive citywide community stakeholder engagement and convening process, including a community-based Participatory Research component, that will culminate in a community leadership summit. USC has provided a status update (**Attachment A**) since the last Life Enrichment Committee on January 29, 2019. Notable changes include a delay of one month each in completing the Participatory Research quantitative and qualitative analysis and findings reports, and the Steering Committee setting a summit date of May 18, 2019.

Also since the last Life Enrichment Committee meeting on January 29, 2019, Oakland Unite has organized several opportunities for information sharing, networking, and technical support to non-profit service providers that are interested in submitted proposals under the two-year spending plan that will begin July 1, 2019.

With respect to the search for a permanent Chief of Violence Prevention, advertisements for the position have been placed in local and ethnic media outlets including the Oakland Post, El Mundo and the East Bay Express. First consideration will be given to applications received by February 22.

## **BACKGROUND / LEGISLATIVE HISTORY**

The City Council adopted Ordinance No. 13451 C.M.S. on July 24, 2017 that amended Chapter 2.29 of the Oakland Municipal Code entitled "City Agencies, Departments and Offices" to create the Department of Violence Prevention focusing on ending the epidemic of violent crime in Oakland and healing trauma in impacted communities. Also, as part of the FY 2017-19 Adopted Budget, the City Council established 3.0 FTE for the new department, including a Chief of Violence Prevention, Deputy Chief of Violence Prevention and Administrative Analyst II.

At the Life Enrichment Committee on February 13, 2018, staff prepared an informational report, as scheduled by the Rules Committee on January 25, 2018, that briefly outlined the on-going violence prevention work and next steps in the recruitment and hiring of a permanent Chief of Violence Prevention. In the meantime, the City Administrator appointed an Interim Chief of Violence Prevention.

On May 15, 2018, the City Council approved Resolution No. 87192 C.M.S. authorizing the City Administrator to enter into a contract with Urban Strategies Council, a community building nonprofit organization based in Oakland, CA, to coordinate and facilitate a robust and inclusive community stakeholder engagement process, including a community-based Participatory Research component, that will culminate in a community leadership summit that will inform the

---

<sup>1</sup> This mission statement is taken directly from City Council Ordinance No. 13451 C.M.S. establishing the Department of Violence Prevention.

planning and implementation of DVP strategic planning and operations. The contract was executed on June 11, 2018.

At the Rules Committee on June 28, 2018, at the request of Councilmember McElhaney, staff was directed to prepare an informational report on the implementation of the department for the Life Enrichment Committee meeting of July 17, 2018. This informational report was continued to the meeting of September 11, 2018 and September 25, 2018.

Most recently on September 13, 2018, the Rules Committee approved a standing item directing staff to provide a regular update on the implementation of the Department of Violence Prevention at the Life Enrichment Committee.

### **ANALYSIS/POLICY ALTERNATIVES**

In 2017, the City Council created the Department of Violence Prevention (DVP) with the desire to better align, amplify and elevate Oakland's violence prevention efforts. The City Administrator is charged with its implementation. The mission of the DVP is to work directly with victims of violent crime - and those who are most likely to be future victims or perpetrators of violent crime - to dramatically reduce violent crime and to serve communities impacted by violence to end the cycle of trauma. The DVP shall pursue a public health approach to violence prevention and will focus on the successful implementation of community-led violence prevention and intervention strategies to realize sustained safety and stability of the communities most-impacted by violence.<sup>2</sup>

As referenced in City Council Ordinance No. 13451 C.M.S., Measure Z (Oakland Public Safety and Services Violence Prevention Act of 2014) provides a dedicated funding stream for community policing and community-focused violence prevention and intervention strategies. For the Fiscal Year 2018-19, the City has budgeted approximately \$27.4 million in Measure Z funds dedicated to the objectives of (1) reducing homicides, robberies, burglaries, and gun-related violence, (2) improving police and fire emergency 911 response times and other police services, and (3) investing in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism.

Of the \$27.4 million in Measure Z funds, about 40% (\$9.8 million) is dedicated to provide a public health approach to reducing violence by specifically investing in violence intervention and prevention strategies that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism. Within the city organization, Oakland Unite manages this work and uses collaborative strategies that focus on youth and young adults at highest risk of engaging in or becoming victims of violence such as: (a) street outreach and violence interruption; (b) crisis response, including hospital-based intervention to survivors of violence, and support services to families of homicide victims; (c) life coaching, advocacy and intensive case management; (d) employment and education support; and (e) advocacy and support services for commercially sexually exploited children (CSEC) and for domestic/family violence victims. Oakland Unite administers these violence intervention funds through grant agreements

---

<sup>2</sup> This mission statement is taken directly from City Council Ordinance No. 13451 C.M.S. establishing the Department of Violence Prevention.

with 26 nonprofit and public agencies and by providing direct services within the City to individuals at highest risk for violence.

On December 11, 2018, the City Council approved a two-year spending plan for the City's Oakland Unite violence prevention strategies categorized into four (4) strategic investment areas as follows with shifts from the last spending plan based on feedback from extensive community listening sessions:

- Gun Violence Response, including gun violence response and coordination, violence interruption, adult life coaching, and adult employment and education.
- Gender-Based Violence Response, including commercial sexual exploitation response and family violence response.
- Youth Diversion and Reentry, including youth diversion, youth life coaching and reentry coordination, and youth education and employment.
- Community Healing, including community outreach and engagement, grassroots mini-grants for healing centered activities, and trauma informed training for the provider network.

The Request for Proposals (RFP) for the spending plan was released on January 18, 2019 for implementation to begin on July 1, 2019.

The work to dramatically reduce violent crime and to serve communities impacted by violence to end the cycle of trauma is complex. The violence prevention strategies in place must be diligently monitored, evaluated and adjusted, and will require continued discipline if positive results are to be realized.

Early in 2018, the independent evaluator, Mathematica Policy Research, released findings that showed adults who participated in Oakland Unite-funded programs had fewer short-term arrests for violent offenses. While there is much more work to do, the evaluation indicates that the city's investment is moving the needle in the right direction. Mathematica Policy Research also prepared a separate Agency Report that contained a profile of services for each grantee program. Each 2-page profile contained a brief program description, participant characteristics, service delivery statistics, and program successes and challenges as reported by the grantee profiled. This information, including the complete Agency Report, prepared by Mathematica Policy Research, was presented to the Safety and Services Oversight Commission (SSOC) on April 23, 2018, to the Public Safety Committee on May 8, 2018, and to the City Council on May 15, 2018.

In addition, the City has engaged the Urban Strategies Council to coordinate and facilitate a robust and inclusive citywide community stakeholder engagement and convening process, including a community-based Participatory Research component, that will culminate in a community leadership summit. The themes and recommendations that come out of the Participatory Research process and community leadership summit will further inform the planning and implementation of DVP strategic planning and operations.

At the Life Enrichment Committee meeting on January 15, 2019, the USC Executive Director presented the highlights from the quantitative and qualitative data analyses completed thus far and initial findings. A completed report on the quantitative data and findings is expected at the end of January. And a completed report on the qualitative data and findings is expected at the end of February.

Notable changes include a delay of one month each in completing the Participatory Research quantitative and qualitative analysis and findings reports, and the Steering Committee setting a summit date of May 18, 2019.

The Steering Committee for the USC work met on January 16 and discussed the vision and goals for the community leadership summit. Ideas that emerged from that meeting include:

- a healing space for survivors, impacted individuals and family members to come together to process and share their experiences of trauma, loss and pain among allies and loved ones; to build fellowship and community with intentional healing activities;
- a call for action that is strategically structured to secure commitments from system leaders, elected officials, and or City Administration including the incoming Chief of Violence Prevention;
- a venue for community most impacted by violence and trauma to voice their concerns, describe their experiences and pose questions to a defined audience (i.e., law enforcement, system leaders, or the incoming Chief of Violence Prevention; like the barbershop forums;
- a peace summit aimed at truce-making between active groups in Oakland at the center of the violence; invite the leaders, influential figures and "hitters" who are organic to and embedded in the street dynamics of the community, and their close family members; hear directly from them their needs and ideas towards eliminating violence;
- a conference or summit that focuses on dialogue and workshops geared towards mining the community and stakeholders of ideas and concerns to produce concrete recommendations for the DVP;
- a kick-off event to signal the beginning of a movement and begin building a base of supporters and members, with goal of amassing collective power towards a goal;
- simply a celebration of love, resiliency and community.

Practically, the summit cannot meet all these expectations but may be a combination of a few of the ideas. The consistent theme across all the ideas is that the community leadership summit must include those individuals and communities most impacted by violence and trauma and be an intentionally-designed safe space for these individuals. As mentioned, the Steering Committee determined a date of May 18, 2019 for the leadership summit and will continue to work to refine the vision and goals as planning for the event progresses.

Lastly, in parallel with the work of Oakland Unite and the Urban Strategies Council, the City continues with the search of a new Chief of Violence Prevention. In November and December 2018, The Hawkins Company, an executive search firm, conducted multiple stakeholder engagement meetings and based on the information gathered has drafted a job profile that was released on January 14, 2019 with first consideration given to applications received by February 22.

**FISCAL IMPACT**

This is an informational report that has no direct fiscal impact.

As prescribed in Measure Z (Fund 2252) – Violence Prevention and Public Safety Act of 2014, the \$27.4 million in FY 2018-19 is budgeted in the following categories:

Table 1. Measure Z Funding Allocations by Category

Category	Amount
Audit and Evaluation	\$0.8 million
Oakland Fire Department	\$2.0 million
Oakland Police Department	\$14.8 million
Oakland Unite / Violence Intervention and Prevention	\$9.8 million

The Department of Violence Prevention was established with a budget for 3.0 FTE sourced from the General Purpose Fund (Fund 1010) and Measure Z (Fund 2252). The Chief of Violence Prevention is funded from Fund 1010. Both the Deputy Chief and Analyst positions are 0.50 FTE funded from Fund 1010 and 0.50 FTE funded from Fund 2252.

The Urban Strategies Council contract (\$300,000) is funded from salary savings in Fund 1010 from both FY 2017-18 and current year FY 2018-19 and has a remaining balance of \$107,082.

As of February 11, 2019, the budget and expenses within the department are summarized below:

Table 2. DVP FY 2018-19 Budget and Expenses as of February 11, 2019.

FY 2018-19	Budget	Actual Expenses	Percent Spent
Fund 1010 – General Purpose			
<i>Personnel</i>	\$263,463	\$151,278	57%
<i>Operations &amp; Maintenance</i>	\$198,380	\$147,389	74%
Fund 2252 – Measure Z <sup>3</sup>			
<i>Personnel</i>	\$261,209	\$0	0%

<sup>3</sup> Fund 2252 – Measure Z budget in DVP is sourced from the "Audit and Evaluation" category as shown in Table 1.

**PUBLIC OUTREACH / INTEREST**

This informational report is posted in accordance with the standard City Council agenda noticing procedures.

**COORDINATION**

This informational report is prepared by the Interim Chief of Violence Prevention, in coordination with the City Administrator's Office.

**SUSTAINABLE OPPORTUNITIES**

**Economic:** There are no direct economic opportunities associated with this report.

**Environmental:** There are no direct environmental opportunities associated with this report.

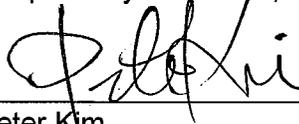
**Social Equity:** The outcome goal of City's work around violence prevention is to dramatically reduce, if not eliminate, violent crime that disproportionately impacts our communities of color, especially African-Americans, and interrupt the cycle of violence, trauma and recidivism.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Receive An Informational Report From The City Administrator On The Implementation Of Ordinance No. 13451 C.M.S. Which Established The Department Of Violence Prevention On Ending The Epidemic Of Violent Crime In Oakland And Healing Trauma In Impacted Communities.

For questions regarding this report, please contact Peter Kim, Interim Chief of Violence Prevention at (510) 238-2374.

Respectfully submitted,



\_\_\_\_\_  
Peter Kim  
Interim Chief of Violence Prevention

Reviewed by:  
Stephanie Horn  
Deputy City Administrator

Attachments (1):

- A. Urban Strategies Council Memorandum Dated February 13, 2019 Regarding Project Update – Department of Violence Prevention Community Research and Leadership Summit Planning Contract

Item: \_\_\_\_\_  
Life Enrichment Committee  
February 19, 2019

## MEMORANDUM

To: Stephanie Hom, Deputy City Administrator, City of Oakland  
From: David Harris, President and CEO, Urban Strategies Council  
Date: February 13, 2019  
Re: Project Update – Department of Violence Prevention Community Research and Leadership Summit Planning Contract

---

### **BACKGROUND**

In June 2019, the City of Oakland contracted with the Urban Strategies Council (USC) to coordinate an innovative and robust citywide community research, engagement and convening process to provide the City of Oakland policy and practice guidance and recommendations for the planning and startup implementation of the newly established Department of Violence Prevention (DVP).

The contract identified five (5) primary outcomes: 1) assembling quantitative data, re: gun and domestic violence, and commercially and sexually exploited children (CSEC) in Oakland; 2) identifying best practices and innovative efforts in violence prevention in Oakland and other comparable cities; 3) implementing a community-focused participatory action research process engaging Oakland residents most impacted by violence; 4) organizing a citywide community convening to provide program and policy recommendations for the DVP and new Chief; and, 5) facilitating and coordinating a DVP Project Steering Committee (consisting of representatives from the City, Brotherhood of Elders Network and DVP Community Coalition).

In summary, primary research activities (both quantitative and qualitative) have been completed. A project briefing was convened in November 2018 to update key project stakeholders on preliminary research findings. The DVP Project Steering Committee has met bi-weekly since September 2018 and has set May 18<sup>th</sup> as the date for a community wide violence prevention summit. (The Summit proposed date and contract end date has been pushed back, from February, to align with the DVP Chief hiring process.) The Steering Committee will continue to meet, through May, to advise and assist Summit planning. A final contract report, including recommendations, will be presented to the City in June 2019. Interim reports, summarizing quantitative and qualitative research findings, will be completed in February and March 2019.

This update is divided into two sections: 1) a dashboard summarizing progress towards the contract outcomes, and 2) an activity review for each phase of the contract.

**OUTCOMES DASHBOARD**

<b><u>Contract Deliverable</u></b>	<b><u>Off Target</u></b>	<b><u>Close to Target</u></b>	<b><u>Hitting Target</u></b>	<b><u>Comments</u></b>
Quantitative Research (Data Review, Comparative Analysis)				Research activities completed.
Qualitative Research (Interviews/Focus Groups)				Research activities completed.
Citywide Violence Prevention Summit				Summit date proposed (5/18/19). (Note 1)
DVP Project Steering Committee Support				Steering Committee actively engaged.
Quantitative Research Interim Report				To be completed 2/19. (Note 2)
Qualitative Research Interim Report				To be completed 3/19.
Final Project Report (with recommendations)				To be completed 6/19. (Note 3)

Note 1 – Original Summit date (2/19) pushed back to 5/19 to align with selection process for new DVP Chief. Summit goals/outcomes to be identified at 2/13 Steering Committee meeting. DVP Fellows will be deployed to recruit interview participants/community residents to attend Summit.

Note 2 – City request for research update reports added to contract 1/19. Originally proposed to be completed late-January; new projected completion date – end of February. Challenges exist obtaining open source domestic violence and CSEC data at a city level.

Note 3 – Dependent on Summit completed by May 2019.

**ACTIVITY REVIEW (BY PROJECT PHASE)**

The contract tasks are organized into four phases of work/activity: 1) Pre-Summit Research; 2) Summit and Convenings; 3) Post-Summit Reporting; and, 4) Ongoing Activities. Following is an update of the contract activities by phase.

**Task Area 1 - Pre-Summit Research**

- USC research staff has completed the literature review of violence prevention best practice policies and programs. A summary of the comparative analysis of select California and U.S. city efforts/investments in violence prevention has been presented to the DVP Project Steering Committee. The analysis of quantitative data for the City of Oakland and non-City jurisdictional districts is near completion. (Domestic violence and CSEC data is incomplete due to limited sources at the City level.)

- USC staff has completed an inventory of existing research reports on violence and community safety in Oakland.
- A report on the quantitative research findings will be presented to the City in February 2019.
- USC staff has attended four OU listening sessions to collect insights and feedback on current programming efforts and has provided OU staff initial project research findings to inform development of the OU Spending Plan.
- USC project Research Fellows has completed approximately 500 interviews with Oakland resident directly impacted by, or living in communities most impacted by, violence. Fellows have met regularly to review progress, and are assisting with: survey distribution, focus group facilitation, interviews with key stakeholders, and project coordination/research tasks.
- 13 community-based organizations have been selected for project mini-grants of \$750 - \$1500 to conduct focus groups of residents impacted by family/sexual/community violence. These organizations include: Adamika Village; Asian Prisoner Support Committee; Cata's Polished Act; Changing Criminal Behaviors; Community Christian Church; Center for Youth Opportunities; Global Communication Education and Arts; Men of Influence; No More Tears; Resident Action Council; Saving Shorty; Youth Alive; and, Young Women's Freedom. All mini-grantees have completed focus group outcomes.
- Three organizations have been selected for and completed mini-grants, conducting interviews and focus groups with special populations (domestic violence and CSEC victims/offenders). These organizations include: A Safe Place, Bay Area Women Against Rape, and MISSEY.
- Three commissioned research papers are in production (G. Galvis – Restorative Justice; C. Dartis – CSEC/DV; T. Owens – Intersection of Community Violence and Housing Instability)
- A total of approximately 525 residents have attended/completed interviews, focus groups and resident surveys to inform the qualitative research component of the project. USC staff has transcribed approximately 80% of the interview/focus group recordings. A report on the qualitative research findings will be presented to the City in March 2019.

#### Task Area 2 - Summit and Convenings

- A research briefing for the Steering Committee was held in early November. Approximately 85 people attended the briefing, including: Steering Committee representatives; USC Research Fellows; mini-grant recipients; and, OU contract stakeholders.

- The Steering Committee and DVP Research Fellows met on January 16<sup>th</sup> to discuss the proposed citywide summit. The following recommendations were made regarding potential approaches to the summit:
  - Create a healing space for survivors, impacted individuals and family members to come together to process and share their experiences of trauma, loss and pain among allies and loved ones; build fellowship and community, with intentional healing activities
  - Facilitate political action that is strategically structured to secure commitments from system leaders or elected officials or the incoming Chief of VP
  - Similar to the barbershop forums, offer a venue and platform for community most impacted by an issue (in this instance, violence and trauma) to voice their concerns, describe their experiences and pose questions to a particular audience (i.e. law enforcement, system leaders, or the incoming Chief of VP)
  - Convene a peace summit aimed at truce-making between active groups in Oakland at the center of the violence; invite the leaders, influential figures and "hitters" who are organic to and embedded in the street dynamics of the community, and their close family members; hear directly from them their needs and ideas towards eliminating violence
  - A conference or summit that focuses on dialogue and workshops geared towards mining the community and stakeholders of ideas and concerns to produce concrete recommendations for the DVP
  - A kick-off event to signal the beginning of a movement and begin building a base of supporters and members, with goal of amassing collective power towards a goal
  - Simply organize a celebration of love, resiliency and community
- The Steering Committee has selected May 18, 2019 as the date for the citywide leadership summit. This coincides with May being Mental Health Awareness Month. Summit goals and outcomes will be identified at the February 13<sup>th</sup> Steering Committee meeting.

### Task Area 3 – Post-Summit Reporting

- There has been no activity towards this Task Area.

#### Task Area 4 – Ongoing Activities

- USC has convened ongoing meetings of the Steering Committee since the contract start date. The Steering Committee met bi-weekly from July to November 2018 and has been meeting weekly (since Thanksgiving).
- USC has provided project updates to the Measure Z Safety and Services Oversight Commission (SSOC), and Oakland City Council Life Enrichment Committee.

In February and March, USC will continue to focus on three activities: 1) analysis of qualitative research data; 2) organizing and documenting qualitative research findings; and 3) Summit planning and outreach activities. Research Fellows will be deployed to assist with Summit outreach and recruitment. Fellows will also participate in leadership development/training activities to strengthen their capacity for ongoing DVP community engagement. As previously reported, USC will prepare three reports of the research findings: 1) a quantitative analysis report (February); 2) a qualitative analysis report (March); and, 3) a project summary report (post-Summit).