**SAFETY AND SERVICES OVERSIGHT COMMISSION**  
**REGULAR MEETING**  
*SSOC created by the Public Safety and Services Violence Prevention Act of 2014*

**Monday, November 26, 2018**  
**6:30-9:00 pm**  
**City Hall, 1 Frank Ogawa Plaza,**  
**Hearing Room 1**

**Oversight Commission Members:** Chairperson: Jody Nunez (D-1), Dayna Rose (D-2), Rev. Curtis Flemming, Sr. (D-3), Vacant (D-4), Vacant (D-5), Carlotta Brown (D-6), Kevin McPherson (D-7), Troy Williams (Mayoral); Letitia Henderson Watts (At-Large),

**PUBLIC COMMENT:** The Oversight Commission welcomes you to its meetings and your interest is appreciated.

✓ If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.

✓ If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.

✓ If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.

Please be brief and limit your comments to the specific subject under discussion. Only matters within the Oversight Commission’s jurisdictions may be addressed. Time limitations shall be at the discretion of the Chair.

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<th>ITEM</th>
<th>TIME</th>
<th>TYPE</th>
<th>ATTACHMENTS</th>
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<tr>
<td>1. Call to Order</td>
<td>6:30 pm</td>
<td>AD</td>
<td></td>
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<tr>
<td>2. Roll Call</td>
<td>1 Minutes</td>
<td>AD</td>
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<td>3. Agenda Approval</td>
<td>1 Minutes</td>
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<td>4. Open Forum</td>
<td>10 Minutes</td>
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<td>5. Approval of Minutes from October 22, 2018</td>
<td>5 Minutes</td>
<td>A</td>
<td>Attachment 1</td>
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<tr>
<td>6. The Hawkins Company - Chief of Violence Prevention Engagement</td>
<td>45 Minutes</td>
<td>I</td>
<td></td>
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<tr>
<td>8. Urban Strategies Council’s - Department of Violence Prevention Community Research Project</td>
<td>15 Minutes</td>
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<td>9. Measure Z Joint Meeting Progress</td>
<td>10 Minutes</td>
<td>I</td>
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<td>10. Proposed SSOC 2019 Meeting Calendar</td>
<td>10 Minutes</td>
<td>A</td>
<td>Attachment 3</td>
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<tr>
<td>11. Schedule Planning and Pending Agenda Items</td>
<td>5 Minutes</td>
<td>A</td>
<td></td>
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<tr>
<td>12. Adjournment</td>
<td>1 Minute</td>
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A = Action Item    
I = Informational Item    
AD = Administrative Item

A* = Action, if Needed
ITEM 1: CALL TO ORDER

The meeting was called to order at 6:36 pm by Chairperson Jody Nunez.

ITEM 2: ROLL CALL –

Present: Chairperson Jody Nunez
Vice Chairperson Kevin McPherson
Commissioner Letitia Henderson Watts (Arrived at 6:50PM)
Commissioner Carlotta Brown
Commissioner Dayna Rose

Excused: Commissioner Curtis Flemming
Commissioner Troy Williams

Absent:

ITEM 3: AGENDA APPROVAL

Commissioner McPherson motioned to approve the item; item approved by common consent;

ITEM 4: OPEN FORUM

1 public speaker.

ITEM 5: New Member Dayna Rose Introduction

Commissioner Rose provided a brief introduction.

No speaker.

ITEM 6: Approval of Minutes from September 24, 2018

Commissioner Brown motioned to approve the item; item approved

No speaker.

ITEM 7: Fire Department Quarterly Report

Staff provided a brief presentation on the fire department’s quarterly report which included:
- Measure Z goals for OFD
- OFD Staffing
- OFD IT enhancements to help reduce response times in alignment with the measure
- Reduce homicides
- Operation highlights

Commissioner Henderson Watts would like in the next report to include new trends and information on homeless encampment related fires.

1 speaker

Commissioner Henderson Watts motioned to receive and file; approved by common consent.

**ITEM 8: Police Department**

Staff provided an overview on the Community Resources Officer (CRO) staffing and retention plan. To date, there are no permanent vacancies. All 35 positions are filled. The goal is for CRO’s to have longevity in the assignment. The average CRO assignment is estimated to be an average of 2 years. OPD completed their own retention survey of current and former CRO’s and provided a summary of the responses.

Staff presented an overview of CRO training, funded by Measure Z to provide training for community policing they stressed the importance that training for CRO’s be consistent as they are provided with the core job functions and how to engage with the community. The CROs recently participated in a 2-day training developed by “The Virginia Center for Policing Innovation”, a private training organization, along with the U.S. Department of Justice developed a training on community policing oriented services. This national training program represents what police are doing locally and provides a good example to other local law enforcement agencies in terms of what community policing is and how to effectively. The next training will be scheduled in early 2019 and will be focused on the usage of OPD’s data to help with problem solving. OPD will be releasing a new community policing policy soon. The training will reflect this new policy as well. Future CRO trainings will be made available for the commissioners to attend.

Commissioner Henderson Watts would like to see that community members, and local agencies be invited to these trainings as well. Staff will bring to the Community Police Advisory Board (CPAB) meeting to consider inviting local stakeholders for a panel discussion and to provide strategies and suggestions on how to work more collaboratively with community

Staff provided a summary of the funding that is provided to OPD. End of fiscal year 17-18, OPD spent $16.5 million. CRT, CRO and Ceasefire personnel come from 3 funding sources - 15% Measure Z; 30% COPS Hiring Grants; 55% General Purpose Fund.

Top 3 expenses for the fiscal year:
- $15.6 was for personnel costs;
- $600,00 on contracts with different vendors;
- $100,000 supplies and equipment

$30,000 on training was used from Measure Z. General Purpose Fund and different grants were used as well and also paid for Measure Z personnel.
Commission is concerned with the short retention period and location assignment of CRO’s and the commission would like staff to follow up with a retention strategy plan, project completion, and goals/visions for the CRO’s that also include incentives to stay in the position longer.

1 speaker

Commissioner Brown motioned to approve the item; approved by common consent.

ITEM 9:  **Human Services Division**

Staff provided a report on the quarterly expenditures for the period of April-June. Staff provided an overview of the spending plan process that will be presented to Commissioners at the November. Staff will provide the spending plan packet to the commissioners during the week of Nov. 12th.

Commissioner Watts commented that:
- Strengthening family support and a partnership with organization(s) that focuses on wrap around support for those that are impacted by violence and especially those that are re-entering into the community from the justice system is important
- Providing technical assistance to non-grantees.
- Work with other counties to have a regional approach to healing

1 speaker

Commissioner Watts moved to approve the item; approved by common consent

ITEM 10:  **DVP Update**

Staff provided an update on the development of the Department of Violence Prevention. Urban Strategies Council (USC) is the consultant overseeing the community engagement and participatory research to determine the priorities for the department through a community based lens.

USC research staff has completed their literature review of violence prevention best practices and polices across the country with compared analysis with different efforts and other municipalities. USC has administered 160 surveys thus far aimed at Oakland residents city-wide to compare findings obtained from a broad resident sample regarding Violence and Violence Prevention. USC is also completing an inventory of existing research reports on violence and community safety in Oakland. They also attended the Oakland Unite listening sessions held by Be The Change.

The bulk of the research process is from participatory research interviews conducted in the community with a team of research fellows who conduct community based interviews. They have hired fellows to help with the community interviews and set a goal of 300 interviews. To date they have completed 278 interviews. USC has provided 16 mini grants to different community based individual and grass root groups to work on focus groups in the community. A steering committee was formed and they meet regularly. The steering committee is comprised of a variety of community groups and city staff. The end goal is to have a Community Summit to occur sometime in January or February, which will be open to the public. Urban Strategies Council will have a briefing session with staff, research fellows, grantees, city and steering committee on Nov. 10th to go over their research to date.
1 speaker

Staff responded to the public speaker’s concern about the community’s frustration on the process. There is still mistrust with law enforcement and outside groups that are trying to work with the community. The community members primarily from the DVP coalition has been attending the Life Enrichment committee meetings to address their concerns that the community still has mistrust of law enforcement. The Summit is to be a safe place where the public can speak freely on their perspectives and problem solve together without law enforcement being present. Staff is exploring how to engage law enforcement into the conversation and how the community and law enforcement can work together.

There has been attrition among the research staff. USC originally had 27 research staff that were trained, but due to other work commitments have since dropped out. Currently there are 14-15 staff left.

ITEM 11: **Measure Z Joint Meeting Progress**

Staff provided an overview of 2 options for the joint meeting.

Commissioner Nunez suggested that Option A would be more manageable

The Commission ask that staff return with the following:
- Consider Laney or Scottish Rite as a location instead of Castlemont High as listed in the draft
- Intra board communication: logic model/info graphic/conceptual map showing how each board and commission works and how they are related
- Report be provided to the public prior to the meeting
- Public outreach
- Provide itemized cost for the meeting and see who has a budget to help with the cost(s) of the meeting
- Have a facilitator
- Event planner
- Project SSOC’s agenda near the joint meeting date to ensure that the workload of the commissioners is not heavy

No speakers

Commissioner Brown motioned to accept the draft report and have staff prepare a Rules Request; item approved by common consent.
ITEM 12: Schedule Planning and Pending Agenda Items

Staff to provide draft spending plan for approval at November meeting.

Commissioner Nunez asked about the update on SSOC vacancies - No updates currently available.

No speaker

ITEM 13: Adjournment 8:53 pm by common consent.
MEMORANDUM

TO: Public Safety and Services Oversight Commission (SSOC)
FROM: Peter Kim, Interim Director, Department of Violence Prevention
Josie Halpern-Finnerty, Acting Manager, Oakland Unite Programs
DATE: November 14, 2018
SUBJECT: Oakland Unite Violence Prevention Services Spending Plan

PURPOSE AND SUMMARY
This memo provides the SSOC with recommendations on the strategic investment of funds from the Safety and Services Act for violence intervention and prevention programs. Oakland Unite worked with community members, the SSOC, and public partners to develop the framework and allocations in the attached Spending Plan (Attachment A). Below is a timeline of items brought to the SSOC to inform the 3-year spending plan.

Table 1 – Timeline of SSOC Spending Plan Input

<table>
<thead>
<tr>
<th>Meeting Date</th>
<th>Item</th>
<th>Action Requested</th>
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<tbody>
<tr>
<td>September 24</td>
<td>Listening Campaign Update to inform the Spending Plan</td>
<td>Requested reflections and input based upon what was learned</td>
</tr>
<tr>
<td>October 22</td>
<td>Preliminary Spending Plan Thoughts</td>
<td>Requested discussion and input to inform the final plan</td>
</tr>
<tr>
<td>November 26</td>
<td>Proposed Spending Plan</td>
<td>SSOC review final spending plan</td>
</tr>
</tbody>
</table>

Highlights and shifts in the Spending Plan include the following:
- Dedicate the bulk of funds to people and families at the center of gun violence;
- Prioritize diversion and reentry for youth to help them avoid deeper system involvement;
- Increase funding for gender-based violence response services; and
- Launch a community healing strategy to support resident-led initiatives.

Following SSOC input, the Spending Plan is anticipated to go to Public Safety Committee December 4 and Full Council on December 11. Approval of the plan will allow staff to issue a competitive request for proposals (RFP) for a three-year funding cycle, with new contracts to begin in July 2019.

FUNDING CYCLES
The Safety and Services Act sunsets in December 2024. Following the previously awarded three and half year funding cycle, Oakland Unite recommends that violence prevention grants be awarded through two additional competitive requests for proposals.

Awarded: January 2016 – Fiscal Year 2017-18 (2.5 years)
Fiscal Year 2018-19 (1-year extension)
MEMO: Oakland Unite Violence Prevention Services Spending Plan

Proposed: Fiscal Year 2019-20 – Fiscal Year 2021-22 (3 years)
Fiscal Year 2022-23 – December 2024 (2.5 years; subject to a future spending plan, with additional 6 months to be awarded dependent on availability of funds)

PLANNING PROCESS
The strategy recommendations for the spending plan were informed by an extensive community listening campaign, review of local and national lessons from the field, and emerging themes from the citywide, participatory planning process related to the newly formed Department of Violence Prevention (DVP). Oakland Unite participated in: internal review of service and evaluation data; interviews with community and public partners; conversations with local and national leaders in the field; and, most importantly, listening sessions and interviews with Oakland community members impacted by violence. Details on the process can be found in the attached memo on community input developed by Be The Change Consulting (Attachment B).

To inform the development of the DVP, Urban Strategies Council (USC) is currently leading a participatory planning process. Oakland Unite is taking part in this community-led process as a member of the Steering Committee and worked to align the spending plan with the findings from that larger process. USC and community partners also took part in Oakland Unite’s planning process and there has been ongoing dialogue to inform recommendations.

Oakland Unite recommends holding $1.5 million from Safety and Services Act violence prevention funds in reserve to support implementation of the Department of Violence Prevention (DVP), where such activities constitute an eligible use of the tax revenue collected pursuant to the Safety and Services Act. Holding some funds in reserve will allow the City to meet additional needs that emerge through that process.

PROPOSED REQUEST FOR PROPOSALS PROCESS
Staff recommends releasing most of the available funds (80%) for the Fiscal Year 2019-20 through 2021-22 funding cycle through a competitive RFP process. The remainder is recommended for direct allocation for programs and positions that are implemented by Oakland Unite and public partners. For the RFP submission process, Oakland Unite will solicit proposals from nonprofit community-based and public agencies. As in the past, applicants will be required to demonstrate the ability to leverage an additional 20 percent in matching funds. Oakland Unite will provide technical assistance to applicants, including at least one bidders’ conference following RFP release.

For the RFP review process, Oakland Unite will convene review panels that consist of community members, subject-matter experts and public sector partners involved in the strategy. Past performance will be shared with the review panel for any applicants that are former grantees. Oakland Unite will present final grant recommendations to the SSOC and City Council for approval. An estimated timeline of key dates includes:

- RFP release – January 14, 2019
- Proposals due – February 25, 2019
- Grant recommendations – April 22 (SSOC); May 28 (Public Safety Committee); June 4, 2019 (City Council Approval)
- Contract start date – July 1, 2019
ALTERNATE OPTIONS
Staff recommends the strategy allocations, process, and timeline outlined above based on input from community members and local stakeholders about current violence prevention and intervention needs. This recommendation lets Oakland meet needs that emerge through the DVP planning process while strengthening gun violence and gender-based violence response services, youth diversion and reentry support, and community healing. The recommended option and an alternate option are described below.

Table 2 – Spending Plan Options

<table>
<thead>
<tr>
<th>Description</th>
<th>Pros</th>
<th>Cons</th>
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</table>
| Option 1 (recommended): Release RFP in January 2019 for 3-year contracts; hold $1.5 million in reserve for DVP implementation | • Allows for needed shifts from currently funded strategies based on community input  
• Uninterrupted service delivery  
• New community organizations able to apply for funding  
• Reserve funds available to meet emerging DVP needs | • Does not incorporate final recommendations from USC DVP planning process  
• Challenges administrative capacity to handle other large City contracts (e.g., OFCY, Sugar-Sweetened Beverage Fund) |
| Option 2: Release all funds in January RFP for 3-year contracts; no funds held in reserve | • Supports expansion of services and allows for needed shifts from current strategies based on input  
• Uninterrupted service delivery  
• New community organizations able to apply for funding | • Funds unavailable to meet any new emerging DVP needs  
• Challenges administrative capacity to handle other large City contracts (e.g., OFCY, Sugar-Sweetened Beverage Fund) |
| Option 3: Delay release of RFP and approve 12-month extension of existing contracts | • Allows extra time for DVP process to unfold and further alignment of spending plan with DVP  
• Timeline off-cycle from other RFPs (e.g., OFCY, Sugar-Sweetened Beverage Fund) | • Delays needed changes to violence intervention work  
• Delays ability of new community groups to apply for funds |

PROJECTED EXPENSES AND REVENUE SOURCES
The total projected cost of all these direct service efforts in FY 2019-2020 is $9,200,000. In addition to services funded through the RFP process, the Spending Plan will partially fund one position based at Alameda County Probation and one position based at Oakland Unified School District who coordinate youth reentry, and nine City positions that coordinate and provide direct services.

In addition, one-time funding in the amount of approximately $1,500,000 will be kept in reserve to support future DVP implementation activities, where such activities constitute an eligible use of the tax revenue collected pursuant to the Safety and Services Act.
MEMO: Oakland Unite Violence Prevention Services Spending Plan

The recommended allocations will be supported primarily by restricted funds collected for violence prevention programs as authorized by the Safety and Services Act. The Safety and Services Act is estimated to provide a total of $27.4 million in FY 2018-19. As prescribed in the voter-approved measure, funding is allocated as follows:

Table 3 – Safety and Service Act Funds

<table>
<thead>
<tr>
<th>Category</th>
<th>Percent Allocation</th>
<th>FY 2018-19 Amount</th>
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</thead>
<tbody>
<tr>
<td>Audit and Evaluation</td>
<td>3% of total funds</td>
<td>$0.8 million</td>
</tr>
<tr>
<td>Oakland Fire Department</td>
<td>$2 million of remainder</td>
<td>$2 million</td>
</tr>
<tr>
<td>Oakland Police Department</td>
<td>60% of remainder</td>
<td>$14.8 million</td>
</tr>
<tr>
<td>Oakland Unite</td>
<td>40% of remainder</td>
<td>$9.8 million</td>
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</table>

This funding will continue in FY 2019-20 and FY 2020-21. Of the annual allocation of Safety and Services Act funding for violence intervention services, approximately 12 percent is used to cover program management activities, including planning, data analysis, and contract management.

All funding is held within the Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252). In addition, carryforward from the Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252), HSD Policy and Planning Organization (78311), Measure Z Violence Prevention Service Reserve Project (TBD) will be used to enhance funding for the three-year grant period. Revised revenue projections are not yet available for Fiscal Years 2019-2020 and 2020-2022, and if revenue projections change, either positively or negatively, staff will reflect adjustments during the grant award process.

LEVERAGED FUNDS

Oakland Unite works with multiple partners to leverage funds and resources, including the Oakland Fund for Children and Youth, Head Start, Community Housing Services, Alameda County Probation, the Workforce Development Board, and Oakland Unified School District. Over $3.5 million in funds from the California Board of State and Community Corrections, California Department of Corrections and Rehabilitation, the California Workforce Prison to Employment Program, and the Office of Juvenile Justice and Delinquency Prevention have been secured to supplement Safety and Services Act funds. Additional available funding from related grants and other revenue sources may be included in the RFP alongside Safety and Services Act funding to facilitate a more efficient allocation and award process.

ATTACHMENTS:
A       Oakland Unite Spending Plan 2019-2022
B       Memo on Community Input by Be the Change Consulting
OAKLAND UNITE
SPENDING PLAN
2019-2022
EXECUTIVE SUMMARY

Oakland Unite is proud to present its proposed 2019-2022 Spending Plan.

To develop the framework and recommendations in this plan, residents living at the center of violence shared insights about what they need, and where existing supports fall short. Local and national experts also shared knowledge about effective models. Oakland Unite engaged deeply with this information, building on years of local experience and evaluation, and recommends the following investments to address trauma, support healing, and reduce violence.

**Oakland needs to focus on gun violence.** We know that young adults in Oakland Unite programs are less likely to be arrested for violence. And through coordinated City and community effort, homicides are lower than in past years. This is good; but it is not enough. There is more work to be done. Oakland must continue to act with urgency to reduce violence, save lives and strengthen communities. Half of available funds will support interventions that serve people and families at the center of gun violence.

**The City also needs strategies that help young people steer clear of violence.** Community members and system leaders value programs that divert youth from arrest or prosecution, and help them transition home after incarceration. These interventions must include family members, community-based coaching, and school and career supports. Funding diversion and reentry efforts will support youth to achieve their goals and avoid harm.

**Ending the cycle of violence means addressing violence against women and girls.** We heard repeatedly the need for a more intersectional approach to violence. Oakland Unite recommends increasing current funding to serve survivors of domestic violence and commercial sexual exploitation, and more intentionally engaging with women, girls, and people who identify as LGBTQI.

**Oakland must support community leadership to promote healing.** Where violence occurs most frequently, residents don’t necessarily feel the impact of citywide reductions. Community members want spaces to connect and resources to lead further violence reduction efforts. Oakland Unite will launch a community healing strategy that supports grassroots neighborhood efforts to reduce violence and heal trauma.

**Oakland Unite aims to bring together a network of community providers and system partners who strive together to support people at the center of violence.** This network relies on skilled workers with a personal understanding of trauma, who meet people where they are and form strong relationships. But Oakland Unite and its network of service providers cannot achieve safety and healing alone. The recent creation of a Department of Violence Prevention presents an important opportunity to re-articulate and improve how Oakland works to eliminate violence. This spending plan offers a framework to build upon, fueled by a community-centered vision of healing and transformation. When people and families most affected by violence are supported through crisis and have access to opportunity, they can lead the way to ending the cycle of violence in our communities.
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- **Oakland Unite Framework for Safety and Healing**
- **Values-Based Investing**
- **Systems Approach to Violence Prevention**

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## Developing the Spending Plan

- **Community Listening Campaign Themes**
- **What’s Working: Lessons from the Field**
- **Department of Violence Prevention Learning Process**

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## Overview of 2019-2022 Strategies

- **Overview of Strategies**
- **Gun Violence Response**
- **Youth Diversion and Reentry**
- **Gender-Based Violence Response Services**
- **Community Healing**

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## Appendix A: Partners Consulted

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## Citations

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Oakland Unite Spending Plan: 2019-2022
INTRODUCTION

TOWARDS SAFETY AND HEALING IN OAKLAND

When it comes to promoting safety and healing in Oakland, residents have supported a shared approach: one that strengthens people and communities at the center of violence through a combination of intensive services and focused policing practices. In 2014, Oakland voters passed Measure Z, the Public Safety and Services Violence Prevention Act (Safety and Services Act). The Act built on the lessons learned from the previous Measure Y, the Violence Prevention and Public Safety Act of 2004, to bolster a shared safety approach for the City. The Safety and Services Act raises over $27 million annually – out of this, $2 million is set aside to improve fire response services, $14.8 million goes to the police department for specific violence reduction efforts, and $9.8 million goes toward community-based violence intervention programs. The Act establishes a Safety and Services Oversight Commission (SSOC) to ensure proper spending of the funds and evaluation. Collectively, these funds represent a major investment by Oakland residents in strategies to promote safety and healing in the City.

OAKLAND UNITE

Oakland Unite is the division in the City of Oakland Human Services Department charged with implementing violence intervention programs. Oakland Unite provides direct services and funding to community-based organizations to serve people and families at the center of violence. Oakland Unite focuses on the three forms of violence named in the Safety and Services Act: gun violence, family/domestic violence, and commercial sexual exploitation. In the four years since the Act was passed, Oakland Unite programs have provided intensive interventions to over 3,000 people each year and reached thousands more through community events.

Every three years, Oakland Unite prepares a spending plan to outline the strategies and services recommended for the next funding cycle. Recommendations are based on community input and local and national evidence about what works to reduce violence.
COMMUNITY APPROACHES TO VIOLENCE INTERVENTION

Community approaches to violence intervention start with people at the center of serious violence and extend outwards to their loved ones and the broader community. When experiencing trauma, people and communities often move through phases in which they first react, seek to recover, and then work to rebuild. Oakland Unite aims to bring together a network of community providers and system partners to support people as they move through these stages. The network relies on skilled workers with a personal understanding of trauma, who meet people where they are and form strong relationships.

Oakland Unite’s Framework for Safety and Healing, shown on the following page, offers a public health approach to violence reduction that begins by engaging people experiencing serious violence to help them find safety, and supports them as they heal and grow.

MISSION

Bring together and fund community-driven support for people at the center of violence in Oakland to seek safety, healing, and growth through transformative relationships and opportunities.

VISION

People at the center of violence are safe and have access to opportunity. They lead the way to ending the cycle of violence in our community.
# Oakland Unite Spending Plan: 2019-2022

## Oakland Unite Framework for Safety and Healing

### PEOPLE AT CENTER

- **People at the center of gun violence and their loved ones**
  - When someone is killed, their loved ones get grief support including funeral planning and help accessing victim assistance funds.
  - When a shooting or serious injury occurs, victims are met at hospital bedside and connected to resources including conflict mediation when needed.
  - Street-credible violence interrupters work with groups/gangs to mediate conflicts.
  - Life coaching helps people involved in gun violence address safety concerns and work towards their personal goals.

- **Young people involved or at risk of justice-system involvement and their loved ones**
  - Youth get support to move away from violence and out of the justice-system, such as help reentering school and the community after incarceration.
  - Diversion programs use restorative techniques to help youth repair harm instead of facing charges.

- **Survivors of family violence or commercial sexual exploitation and their loved ones**
  - Survivors have access to 24-hour support to find a way out of immediate danger.
  - Interventions involve crisis response hotlines, drop-in "safe space" centers, and reaching out to people identified by law enforcement. Emergency housing helps people stay safe in the short-term.

- **Communities that experience most of the serious violence in Oakland**
  - Activities and events such as vigils, healing circles, and support groups offer people a way to connect with one another after violence occurs.

### ENGAGEMENT & SAFETY

### HEALING & GROWTH

- **Victims of violence are offered longer-term healing and mental health services, and links to other needed resources.**

- **Interrupters help people involved in groups/gangs identify alternatives to violence, and connect them to life coaches for support when ready.**

- **Life coaching is based on transformative relationships and includes mentoring, systems advocacy, and connection to job supports, housing or other resources.**

- **Life coaching supports young people to navigate their situation and strengthen socio-emotional skills.**

- **Education and career exploration programs help young people work towards their future.**

- **Longer-term support includes transitional housing, legal assistance, healing, coaching and mental health supports.**

- **Providers bring specialized experience of working with family violence survivors and commercially sexually exploited young people.**

- **Block parties, barbecues or parks events led by community members provide safe spaces to gather, celebrate, and transform norms around violence.**
VALUES-BASED INVESTING

To fulfill its mission, Oakland Unite holds the following values in mind:

EQUITY
People who have experienced violence must be at the center.
To Oakland Unite, equity means that people and communities most impacted by violence receive the most resources and organizations based in those communities are prioritized. This also means valuing service providers who have similar life experiences as the people they serve.

COMMUNITY & COLLABORATION
We are stronger together.
Government and community-based service systems must work hand in hand with community members most affected by trauma and violence. Funding streams and service systems should be aligned with one another to have the greatest impact.

INDIVIDUAL & COMMUNITY RESILIENCE
All people have the power to heal.
Oakland is full of strong, resilient people. Support at the right time can help people at the center of violence move through pain and create solutions for themselves and their loved ones. Stronger, healthier individuals build stronger, healthier communities.

ACTION
Learn and do; repeat.
Oakland must continue to act with urgency to reduce violence, save lives, and support communities. Action should be guided by ongoing learning about what works, which requires looking carefully at outcomes and listening to participants’ own reflections. The challenges are persistent and dynamic; the solutions must be even more so.

SYSTEM APPROACHES TO VIOLENCE PREVENTION

Oakland Unite and its network of service providers cannot achieve safety and healing alone. Disparities in wealth, health, education, and housing are all forms of structural violence – and they perpetuate the cycle of individual violence. The City of Oakland has embraced an explicit equity narrative that highlights the need to change its own systems and institutions that contribute to inequitable outcomes.

Oakland Unite’s success relies on larger efforts to undo root causes of violence and must help drive those efforts forward. The people most affected by unequal systems have the most insight into how they function. By working in partnership with people and communities at the center of violence, Oakland Unite seeks to identify solutions that improve public systems, reduce disparities, and decrease violence in all its forms.
DEVELOPING THE 2019-2022 SPENDING PLAN

The framework and strategy recommendations in this report were informed by a community listening campaign, review of local and national lessons from the field, and emerging themes from a citywide participatory planning process focused on violence prevention. Most importantly, recommendations are directly informed by the people and neighborhoods most impacted by violence.

COMMUNITY LISTENING CAMPAIGN

Oakland Unite worked with Be The Change Consulting, a local women-of-color led business, to hold five community listening sessions with: young adults at highest risk for gun violence, families of homicide victims, young people impacted by commercial sexual exploitation, community advocacy groups and faith leaders, and Oakland Unite service providers. Additional listening sessions were held with established family violence survivor support groups and the Safety and Services Oversight Commission. Altogether, over 100 people participated in conversations about Oakland's current violence intervention strategies to explore what's working, what can be improved, and to answer specific questions such as how community members can play a greater role.
LISTENING CAMPAIGN THEMES

Those that are closest to the problem are closest to the solution; strategies should uplift the wisdom of the community, individuals with lived experience, and grassroots, community organizations.

Urgent action is needed to further reduce gun violence, sustain existing reductions, and for the community to actually feel safer.

Preventative diversion programs should help young people avoid deeper involvement in violence and the justice system.

Services for women who experience violence should be expanded, and less disconnected from service offerings for men.

Closer coordination with other local and regional service systems is critical to meet needs related to housing, substance abuse treatment, mental health, family support and jobs.

Service providers with personal understanding of violence are trusted and help demonstrate opportunities for growth and transformation.

People need support and advocacy when interacting with law enforcement. There must be clear boundaries between Oakland Unite and law enforcement.

Reducing violence requires more than immediate response; community healing is necessary to address ongoing experiences of loss and trauma.
WHAT’S WORKING: LESSONS FROM THE FIELD

Oakland has had significant reductions in gun violence in recent years -- though much work remains to be done. Oakland Unite works with an independent evaluator, Mathematica Policy Research, to better understand what services and strategies are most effective for people affected by different forms of violence. In the two years since launching new strategies, Oakland Unite learned that:

**People are better off.** Adults who received life coaching or employment and education support services had fewer short-term arrests for a violent offense, relative to a comparison group of similar individuals. Participants across strategies benefited from direct use of grant funds for incentive stipends and wages, and from connection to resources like conflict mediation and job placement.5

**The Oakland Unite network serves people at high-risk of violence.** Program participants have experienced violence, contact with local law enforcement, and are often disconnected from education. Most people are between 14-35 years-old, live in West, Central, and Deep-East Oakland, and the majority identify as African American (61%) and Latino/a (20%). Programs focused on gun and gang violence serve mostly men and boys, while programs focused on sex trafficking and family violence primarily serve women and girls.6

**Agencies have shared values and shared practices.** Oakland Unite grantees value hiring peer providers with similar lived experience and agree that training and support -- including livable salaries -- for providers is necessary for program success. Oakland Unite coordination has increased use of best practices such as small caseload ratios, longer service duration, case planning, and incentives.

DEPARTMENT OF VIOLENCE PREVENTION LEARNING PROCESS

On June 20, 2017, Oakland City Council created a new Department of Violence Prevention (DVP). The mission of the DVP is to dramatically reduce violent crime and serve communities impacted by violence to end the cycle of trauma. To inform the development of the DVP, Urban Strategies Council (USC) is leading a participatory planning process informed by a Steering Committee of community and City stakeholders. Oakland Unite staff is engaged with their community-led process, and USC and Steering Committee members also attended Oakland Unite listening sessions.

Through ongoing dialogue to share what was learned in each process, common themes were identified. Central among these was the desire for a balanced approach to intervention and prevention that prioritizes the people at the center of violence, both victims and perpetrators, while also meeting the needs of youth at-risk of becoming involved in violence. In addition, both processes lifted-up the need for integration of trauma-informed/healing-centered principles in systems and practices, and more funding for grassroots, resident-led ideas and innovations.