

Oakland Moving Forward  
Community Task Force Report on  
**PUBLIC SAFETY**





# Oakland Moving Forward Community Task Force Report

## Introduction

October of 2005, various sectors of the Oakland community decided to revamp the process of selecting a candidate for Mayor. Historically, candidates were chosen based on the individual candidates announcing their intention to run for office and *then* proceeding to ask voters for their support. A coalition of residents of the City of Oakland decided to identify an individual rather than wait to be asked for their support. A petition drive was started to draft the Honorable Ronald V. Dellums to run for Mayor. After several months of gathering signatures for the petition to “draft” Mr. Dellums for Mayor, approximately 9,000 names were submitted to him for his consideration. It was this amazing act of civic participation, which began the “Ron Dellums for Mayor” campaign. Six months from the date of the primary election, the former Congressman who had served Oakland for more than twenty-seven years, began a campaign to once again answer the call to public service.

It was a phenomenal expression of the power of organized political action by residents to dare to fight **for** “City Hall.” On Election Day, Mr. Dellums’ candidacy rallied the support and votes of fifty plus one percent of the vote. It was a victory for citizen participation as well as a victory for the democratic process and the system by which citizens are represented in government. This unique coalition encompassed residents who were long-time activists and newcomers to the process. It bridged the generational, racial and gender divide to such an extent that it was often commented by observers, as well as participants, that the campaign had reenergized the passion within the community. Despite differences of opinion on some issues, the overall consensus was that this candidate could and would be a champion for all of the residents of Oakland and that together, anything was possible.

The task force process which was proposed during the campaign as a means of bringing forward specific recommendations to address the myriad of challenges faced by Oakland, as well as other urban centers around the nation, systematically reached out to a wide variety of citizens with a broad range of expertise on the issue addressed by each committee. The participants included residents in the medical profession, developers, academicians, social service providers, city and county employees, business owners – both large and small – union activists, public safety employees, artists, musicians, formerly incarcerated as well as other citizen and community activists. More than 800 citizens participated in the initial phase of the establishment of this process. Nine major committees were formed which ranged from education to City Hall. Subcommittees were formed within each committee to address a specific aspect of each issue. For example, the Education Committee had several subcommittees, one of which was to develop

recommendations regarding wrap-around services for the public schools. The participants were asked to frame their recommendations with three basic principles in mind; multi-jurisdictional collaboration, public/private partnerships and regional collaboration. All recommendations were to include strategies for implementation and further collaboration based on these principles.

The initial phase of the task force process begun by Mayor-Elect Ronald V. Dellums in September 2006 lasted through December 2006. This structure was designed to revitalize democracy by reinvigorating community participation in the City of Oakland and bring forth the brilliance and wisdom from within this community. Mrs. Cynthia Dellums helped to shape the process with the input of hundreds of people from every neighborhood collaborating on dozens of task forces dealing with every aspect of community life.

Over 800 people volunteered for forty-one committees as part of the task force, in conjunction with several "Neighbor to Neighbor" meetings held throughout the city. Each task force had one, sometimes two specific questions to address for deliberation. The task force operated with a set of organizing principles that combined democracy and structure. Agreement on any recommendation required a vote of two-thirds or more of their members. Some committees also developed minority reports as part of the recommendation process. The Mayor, city staff, task force members and others (e.g., business, labor, faith community, etc.) are currently engaged in an ongoing dialogue regarding the follow up on the recommendations.

A steering committee of the task force members provided the day-to-day leadership and logistical support for this largely volunteer process. The National Community Development Institute, an Oakland-based non-profit, provided strategic advice and consultation during this process. Special recognition and gratitude go to Kitty Kelly Epstein for her contribution to the coordination and outreach, which contributed to the success of this effort.

The "Oakland Moving Forward" Community Task Force developed the recommendations included in this document for review and consideration by Mayor Dellums.

The task force process and the structure, which continues to evolve, will be an integral component of this administration and the development and implementation of strategies for public policy moving forward.

Mayor Dellums would like to take this opportunity to once again thank all of the individuals who have participated in this process to date and to encourage those who would like to join him and their neighbors in creating a "Model City" for the twenty-first century.

Together, we **can** do great things!

Oakland Moving Forward  
Community Task Force Report on

# Public Safety

- ▶ Community Policing
- ▶ Police Issues
- ▶ Reintegration of Incarcerated Individuals
- ▶ Youth Violence
- ▶ Domestic Violence
- ▶ Measure Y and Violence Prevention



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# OVERVIEW OF PUBLIC SAFETY TASK FORCES

Six public safety task forces met from approximately September to December 2006 working to answer a public safety question by creating a set of recommendations. Each recommendation was proposed, researched and revised. Adopting a recommendation required an affirmative vote by 2/3 of the members of that task force.

Because each task force operated independently you will notice some overlap and an occasional contradiction between the recommendations of the various task forces. These recommendations have been shared with the Mayor, and there will be an on-going dialogue with the Mayor, city staff, and the task forces about follow-through on the recommendations.



# TOPIC 1 **Community Policing**

Question **What should community policing look like?  
How can it be made to work?**

Proposed Policy

**We recommend that the Mayor affirm public safety and quality of life as the highest priority of his administration.** We suggest he give a major speech, followed by a press conference, in which he fully embraces community policing as defined in Council Resolution 79235 (72727 revised), and affirms that he will implement it according to the spirit and letter of the resolution.

RECOMMENDATION 1

The speech redefines community policing as “a proactive partnership between organized residents, businesses, and police to improve and maintain quality of life in Oakland.” Community policing serves everyone, from senior citizens to youth, because it encompasses a full range of proactive services.

The Mayor clarifies that quality of life encompasses more than being safe; it is about thriving in our city and living productive lives free of fear.

The speech emphasizes the “community” component of community policing and introduces a citywide “block-by-block, neighbor-to-neighbor” effort to organize and empower both residents and local businesses.

The Mayor affirms that every police officer will be involved in community policing. Furthermore, neighborhood beat officers, as defined by Measure Y, are one and the same as community policing officers, and are expected to serve as such.

The present “Neighborhood Crime Prevention Councils” (NCPCs) will be transformed into “Neighborhood Councils” whose wider focus will address all neighborhood quality of life issues (e.g., neighborhood beautification, traffic control, noise, crime, needs for special services, etc.)

Rationale

**What is the rationale?**

There is a growing climate of fear in Oakland, fueled by spiraling crime and homicide rates. While there is no one answer to the crime issue, the strategy of community policing changes our present approach in three significant ways: First, our police department shifts from a 9-1-1 reactive posture to a proactive, problem-solving approach. The goal is to prevent crime - not merely respond to calls for police service. Secondly, we recognize that police, alone, cannot resolve issues of crime - crime reduction requires a partnership between the police and the residents they serve.

Community policing, with its emphasis on organized neighborhood residents in partnership with police, will significantly reduce the impact of crime on quality of life issues in Oakland. Thirdly, community policing's problem-solving approach incorporates health and human services tempered with law enforcement - a viable alternative to a wholly law enforcement approach. We recommend the Mayor forthrightly address the issue of crime by publicly embracing community policing as his plan to improve quality of life issues in our City.

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**What action (if any) do you propose the Mayor’s Office take to bring about this policy recommendation?**

Refer to “Proposed Policy”.

**Do you plan any community initiative to bring about action on this proposal?**

See Community Policing Task Force Recommendation Number 3: “Citywide Campaign to Educate Citizenry Regarding Community Policing.”

**Does this proposal cost a considerable amount of money, as yet specified within the city budget?**

No.

**If the proposal costs a large amount of money, how do you propose it be funded?**

Funding for a speech and press conference are nominal. The cost of a citywide education campaign is contained in Community Policing Task Force Recommendation Number 3.

**We urge the Mayor to create a new position, Public Safety Director (PSD).** The PSD will serve at the pleasure of the Mayor and have authority to create an Office of Public Safety and hire staff as necessary. The Office of Public Safety will function within the Office of the Mayor and report directly to the Mayor.

The Public Safety Director will coordinate, monitor, and oversee all activities of city agencies responsible for public safety and involved in the delivery of community policing services to Oakland's neighborhoods. The PSD will ensure that the various agencies are aware of each other's activities and working cooperatively to fully develop and support community-policing efforts citywide. In doing so, the PSD will solicit information from and work with all residents of the city.

We recommend the PSD function as the sole clearinghouse for all City of Oakland information related to Measure Y programs, community policing, Neighborhood Crime Prevention Councils and Neighborhood Watch (Home Alert) Programs.

The Public Safety Director will ensure compliance with the goals stated in Measure Y, Oakland City Council Resolution 79235 (Community Policing Res. 72727 revised), and will have enforcement and decision-making authority on matters involving community policing as they relate to Oakland Police Department, public safety education and training, neighborhood-based public safety education, neighborhood organization and capacity building.

The Public Safety Director will lead all block-by-block Neighborhood Watch (Home Alert) organizational efforts. We recommend the Public Safety Director be directly responsible for establishment of Neighborhood Watch (Home Alert) programs in at least 40 percent of Oakland’s neighborhoods within the first 12 months of the Mayor’s term, starting with Measure Y’s 13 highest stressor beats.

## Rationale

### What is the rationale?

There is a clear disconnect between the present community policing efforts of the City of Oakland, its county and state agencies, and the citizens of Oakland. In addition, there is a severe lack of accountability between the partners who make up community policing - city employees charged with service delivery and residents of Oakland's neighborhoods. A viable community policing program requires full and active participation of both partners to be truly effective. The Public Safety Director is charged with cementing the partnership by connecting all the dots; organizing our citizenry and galvanizing city services. Moreover, the Public Safety Director is responsible for institutionalizing this effort to ensure the continuity of community policing in Oakland.

## Implementation

### What action (if any) do you propose the Mayor's Office take to bring about this policy recommendation?

See Community Policing Task Force Recommendation #2: "Appoint a Public Safety Director."

### Do you foresee any community initiative to bring about action on this proposal?

To implement this recommendation the Mayor need only make the appointment and direct the City Administrator and staff.

### If this proposal requires action by several different entities, how do you propose it be implemented?

Not applicable.

## Financial Impact

### Does it cost a considerable amount of money, as yet specified within the City Budget?

The recommendation requires personnel costs not included in the present budget.

### If the proposal costs a large amount of money, how do you propose it be funded?

This recommendation requires the hiring of no more than five full-time employees, most of whom are included in the present budget and eligible for transfer within the city.



**RECOMMENDATION 3**

**We recommend the Mayor's Public Safety Director launch a major citywide campaign to educate and train citizens, city staff and agencies, and police department personnel regarding community policing, Neighborhood Watch (Home Alert), and public safety.**

Within the first 100 days, the Public Safety Director will convene Neighbor-to-Neighbor meetings throughout Oakland that address community policing and public safety on a neighborhood level.

Community policing's proactive approach to problem solving will be explained to all citizens, from youth to seniors. Translators will be on hand for residents for whom English is a second language. All education will emphasize that community involvement on a "block-by-block, neighbor-to-neighbor" level is essential to the effectiveness of community policing.

Citywide educational meetings will include a needs assessment to determine the specific service needs of each neighborhood.

The Public Safety Director will partner with the Oakland Unified School District, Oakland Housing Authority, applicable county and state agencies, and various public, religious, spiritual and youth groups to provide widespread notice of these meetings. Information will also be disseminated through newsletters, Web sites, and articles in the mainstream and alternative press. The goal is to organize and inform Oakland's residents of the components of community policing and their role in its success. Issues to be addressed include, but are not limited to traffic and pedestrian safety in residential neighborhoods.

The Public Safety Director will conduct semi-annual needs assessments and trainings to ensure organizational competence and continuity throughout the City of Oakland's neighborhoods.

**What is the rationale?**

There must be a shared vision of community policing - what it is and what it should look like. This goal parallels the charge of the Community Policing Task Force. This can be accomplished by engaging Oakland's neighborhoods and residents, one-by-one, to solicit their insight and vision of community policing. The lack of organizational parity amongst neighborhood groups prevents some from reaching their full potential. Citywide meetings and ongoing training will equalize the knowledge base and make all Neighborhood Councils equally productive and effective.

**What action (if any) do you propose the Mayor's Office take to bring about this policy recommendation?**

See Community Policing Task Force Recommendation #2: "Appoint a Public Safety Director".

**Do you foresee any community initiatives to bring about action on this proposal?**

No.

**If this proposal requires action by several different entities, how do you propose it be implemented?**

Not applicable.

**Rationale**

**Implementation**



## Financial Impact

**If the proposal costs a large amount of money, how do you propose it be funded?**

This recommendation requires funding that may be acquired through the General Fund, Measure Y, or private contributions. Estimated costs for the recommendation depend on the availability of public meeting sites and trainers.

## Proposed Policy

### RECOMMENDATION 4

**As an essential part of the community policing strategy, we recommend Mayor Dellums declare, "Every police officer is a community policing officer."**

This pronouncement will resolve the distinctions between "problem-solving officers" as defined in City Council Resolution 79235 (72727 revised), "neighborhood beat officers" as defined and funded in Measure Y, and other police officers within the Oakland Police Department. All police officers are "community policing officers."

Community policing is "proactive" rather than "reactive" and works to build a community rather than merely enforce the law.

Specialized units with OPD (e.g., burglary, homicide, etc.) will be assigned to a specific geographic area - rather than assigned citywide.

Every officer (including officers assigned to specialized units and detail work, e.g., homicide, burglary, etc.) will work according to and apply community policing principles, and draw upon and contribute to ongoing community policing projects.

Every police officer will undergo periodic community policing training, including training in problem solving using the SARA (Scan, Analysis, Response, and Assessment) problem-solving model.

## Rationale

**What is the rationale?**

There must be continuity and agreement in the City's definition of a "community policing officer." We recommend all officers adopt community policing's proactive law enforcement strategies to prevent rather than merely respond to crime. Use of the SARA problem-solving model and periodic officer training ensures continuity of strategy and practice throughout the department.

## Implementation

**What action (if any) do you propose the Mayor's Office take to bring about this policy recommendation?**

Refer to "Proposed Policy" – recommendation number four.

**Do you foresee any community initiative to bring about action on this proposal?**

No.

**If this proposal requires action by several different entities, how do you propose it be implemented?**

Not applicable.

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**Does it cost a considerable amount of money, as yet specified within the city budget?**

No

**If the proposal costs a large amount of money, how do you propose it be funded?**

This recommendation requires periodic police officer training, much of which is provided within the existing budget.

**We recommend the City immediately fund and undertake a Public Safety Study, conducted by an outside public safety agency or expert, to definitively determine how officers should be effectively deployed within the City of Oakland.**

The study will address changing shifts, days/hours worked, mandatory overtime and other overtime, and the number of officers and other personnel (including dispatch) needed to fully implement community policing as well as crime investigation, crime prevention, and youth and family services. (We note that the University of California, Berkeley, is currently conducting such a study. We recommend the City contact these researchers, determine if their study and/or skills meet the City's needs, and enlist their support.)

The study will examine the current beat structure, implemented in 1976, to determine if "Patrol 35" best serves present-day Oakland. and if the beats should be reconfigured to changing demographics, crime trends, and calls for police services.

**What is the rationale?**

We require definitive research to ascertain what is needed to fully implement community policing in Oakland. A study, as recommended above, would provide the definitive statement as to the best deployment, shifts, and personnel needed to implement community policing.

**What action (if any) do you propose the Mayor's Office take to bring about this policy recommendation?**

Refer to "Proposed Policy" – Recommendation Number Five.

**Do you plan any community initiative to bring about action on this proposal?**

No.

**If this proposal requires action by several different entities, how do you propose it be implemented?**

Not applicable.

## Financial Impact

## Proposed Policy

## RECOMMENDATION 5

## Rationale

## Implementation

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## Financial Impact

**Does it cost a considerable amount of money, as yet specified within the city budget?**

Funds for this recommendation are not included within the existing city budget. Estimated costs are unknown but may be funded through Measure Y funding.

**If the proposal costs a large amount of money, how do you propose it be funded?**

This recommendation requires funding for research that may be provided through Measure Y, the existing city budget or private donations.

## Proposed Policy

**We recommend Mayor Dellums direct the proposed Public Safety Officer to convene a series of meetings and mediations with Oakland's youth and young adults (ages 14-27), including rival affiliations and gangs, to:**

## RECOMMENDATION 6

- a. seek insight and assistance from youth in resolving issues of violence and crime; and,
- b. determine what youth need in order to become productive, peace-promoting citizens of Oakland.

Skilled facilitators, as well as volunteers from faith-based groups and community-based non-profits could help facilitate the meetings.

Principles of anger management, conflict resolution, and restorative justice are among those we recommend for the mediations.

Representatives from city, county, state, and non-profit agencies can be on hand to supply needed services identified during group sessions - counseling, employment opportunities, housing, training, mentoring, treatment referrals, etc.

We recommend a series of small group meetings, organized by the Alameda County Probation Department and the Oakland Unified School District, to gather supervised and unsupervised probationers and at-risk students for a meeting with the Mayor regarding the social service needs of youth and young adults.

Following the meetings, we envision a citywide conference or convention at a large venue with a "million youth march" type of appeal. Popular entertainers, positive youth role models for all genders and sexual orientations, as well as spokespersons for youth and young adults will perform and speak at the convention. Mayor Dellums will appear as the keynote speaker. Service providers will operate information booths on site to engage youth participants.



## Rationale

### **What is the rationale?**

We believe our best opportunity to develop an effective strategy to reduce youth crime and violence lies with the youth themselves. Our recommendation for meetings and mediations is an invitation to all youth and young adults to actively participate in formulating solutions to youth crime and violence.

## Implementation

### **What action (if any) do you propose the Mayor's Office take to bring about this policy recommendation?**

Refer to "Proposed Policy" – Recommendation Number Six.

### **Do you foresee any community initiatives to bring about action on this proposal?**

See Dellums Commission Final Report: *"A Way Out: Creating Partners For Our Nation's Prosperity By Expanding Life Paths for Young Men of Color."*

### **If this proposal requires action by several different entities, how do you propose it be implemented?**

This recommendation requires cooperation and coordination with the Oakland Unified School District and the Alameda County Probation Department.

## Financial Impact

### **Does it cost a considerable amount of money, as yet specified within the City Budget?**

Funds for this recommendation are not included within the existing city budget. Estimated costs may be funded through the General Fund, Measure Y or private donations.

### **If the proposal costs a large amount of money, how do you propose it be funded?**

This recommendation requires funding for research that may be provided through Measure Y, the existing city budget or private donations.

## TOPIC 2 **Police Issues**

### Question

How can the Dellums Administration assure the compliance of the City of Oakland with the Riders' Consent Decree?

How can the Dellums Administration assure that more local residents are recruited and hired to the Oakland Police Department?

### RECOMMENDATION 7

#### **Implementation of the Riders' Consent Decree**

It is the recommendation of this task force that Mayor Dellums retain Police Chief Tucker to assure the further implementation of this Decree.

Mayor Dellums has the sole power, as Mayor, to appoint the Chief of Police. This appointment is not subject to approval from any other city governmental entity.

### RECOMMENDATION 8

#### **Proposal on the Citizen Complaint Process**

The following are the chief components and benefits of suggested legislation:

##### **Chief Components:**

- A. Make the Citizens' Police Review Board (CPRB) the sole intake agency for citizens' complaints against Oakland police officers.
- B. Provide that the CPRB send a copy of each complaint processed to Internal Affairs Division within 24 hours.
- C. Re-deploy as many IAD officers to positions as PSOs, patrol, or other positions, as deemed appropriate by the Chief.
- D. Increase the staff of CPRB commensurate with their increased function.
- E. CPRB staff should 'triage' complaints as follows after an initial investigation;
  - Recommend administrative closure based on current criteria;
  - Assign complaint to Class One or Class Two, based on OPD discipline matrix (Class One designating serious misconduct, like excessive force, unlawful detention, etc. which will result in discipline; Class Two designating 'low level' allegations, such as rudeness, failure to write an accurate report, etc. likely to result in a reprimand, or retraining requirement.)
  - Investigate Class Two complaints; forward findings of CPRB staff to City Administrator and Police Chief; and
  - Schedule Class One complaints for Closed Evidentiary hearing, with recommendation to OPD to conduct a parallel investigation.

##### **Benefits:**

- A. Creates a simple venue for citizens to file grievances with the City. Facilitates public education about the process, encouraging greater public participation in the process.
- B. Creates a more objective process. By having citizens investigating police officers, rather than police investigating fellow police officers, the community will have more faith that legitimate and fair investigations will be done. This will provide an incentive for citizens to utilize the complaint process.

- C. Saves tax payers money: An IAD officer makes more than twice the salary of a CPRB investigator – which doesn't even include benefits comparison. So, 20 CPRB staff would cost the City the same as about eight IAD officers.
- D. Allows most of the 24 IAD officers to be re-deployed to the streets, where they are desperately needed to prevent further crime and violence and help Oakland become a safer community.

## RECOMMENDATION 9

### **Strengthen the Riders' Consent Decree**

The task force recommends that Mayor Dellums request that the two-year monitored compliance period mandated by the Consent Decree/NSA commence only after all of the designated tasks have been completed.

This recommendation grows out of our understanding that the City's previous efforts to implement the various terms of the Riders' Consent Decree are presently incomplete and that there have already been some substantial delays during the process to date. Having a uniform, fully-inclusive, two year period of Court oversight of the City's and the Police Department's compliance with the Consent Decree is the wise and responsible course and one that will be more likely to assure long-term OPD compliance with the Consent Decree.

## RECOMMENDATION 10

### **Resolving Oakland Police Officers Association (OPOA) Contract Negotiations**

We recommend that the Mayor should, early-on, make known his views, vision and objectives regarding resolving the current contract bargaining dispute between the City and the Oakland Police Officers Association.

The members of the Task Force understand that the mandatory and binding process for resolving this type of labor dispute is established in the City Charter. Additionally, the Task Force members hold divergent personal views concerning how certain of the disputed, substantive labor contract provisions should be resolved. Nonetheless, we are making this recommendation because we believe that if the Mayor were to express his views and vision on this matter in the near term, his doing so might motivate the bargaining parties to focus their attention on new or different solutions to their areas of dispute, thereby hastening the day on which this important labor dispute is resolved.

## RECOMMENDATION 11

### **Community Policing Internship Program**

The task force proposes that Mayor Dellums endorse and help to implement a community policing internship program, which will be offered through the Peralta Community College District.

This is an educational internship program emphasizing community policing for Criminal Justice students currently enrolled in the Peralta Community College District. It will be designed to augment the current collaborative program with the Community College District and the Oakland Police Department including the cadet program and outreach to the local high schools.

The primary goal of this program is to foster interest among local community college students who are contemplating law enforcement careers. If successful this program could provide a continuous source of potential recruitment candidates for local law enforcement jobs who would already be well acquainted with Community Policing.

### TOPIC 3

## Reintegration of Incarcerated Individuals

#### Question

What policies and programs could effectively reintegrate incarcerated individuals?

#### RECOMMENDATION 12

##### **A Master Resource Guidebook Manual**

Our committee is recommending Mayor Dellums support the accomplishment of the effective use of the Master Guidebook that comprises documented resources with multiple community services throughout the County of Alameda. The Master Guidebook will contain relevant and applicable services that can effectively transition incarcerated individuals back into the communities of Oakland.

Throughout the years, there has been limited coordination of the resources and services available for released individuals to reintegrate back into the community successfully.

#### RECOMMENDATION 13

##### **Ban the Box**

Our committee is recommending that Mayor Dellums champion the issue of removing the question from the City's standard job application which asks if you have been convicted of a felony. In its place, the applicant should be required to acknowledge that they may be asked to reveal their criminal history.

The Committee is suggesting that the City only ask that people who score the highest on the civil service exam and therefore will be interviewed for the job, be submitted to a criminal background check. In addition, we think it is important that each applicant be given an opportunity to describe the circumstances surrounding the conviction.

#### Rationale

**The revolving door of recidivism is draining our communities and our economies in several ways.** People who cycle in and out of jails and prisons are not able to contribute their talents to our communities, nor are they contributing members of our society. One of the reasons that people shuffle in and out of prison is their inability to obtain and keep a job.

Many formally incarcerated people are intimidated by the question on government job applications which asks if they have been convicted of a felony. Most formerly incarcerated people feel if they answer yes to that question, their application is no longer fairly considered. By changing the application, the City has the opportunity to increase the number of the qualified people who apply for employment with the City.

#### RECOMMENDATION 14

##### **Clean Slate Community Education Events**

Mayor Dellums would host a series of community education and mobilization events where formerly incarcerated people and their families would be able to obtain information about their legal rights and the remedies available to them to clean up their records. These events will be held throughout Oakland and each event will include:

- (1) **Know Your Rights Workshops;**
- (2) **Attorney Consultations for Formerly Incarcerated People; and**
- (3) **A Community Resource Fair.**

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**Know Your Rights** Trainings will be opportunities for groups of individuals to better understand their rights with a particular focus around reentry. These workshops will be held by members of the Community Reentry Service Providers Network and will be organizing opportunities as well as educational events. Attorney Consultations will be opportunities for individuals to meet with volunteer attorneys about their specific reentry challenges with a focus on criminal records remedies. Volunteer attorneys will be trained and coordinated by the Clean Slate Practice at the East Bay Community Law Center. The Clean Slate Practice will ensure that appropriate evaluation and follow up happen at each event. Finally, the community resource fair will be an opportunity for Oakland's non-governmental organizations to reach out to the community, especially formerly incarcerated people.

## Youth Violence

**How can we understand and lessen the causes of youth violence?**

### **500 Jobs Now, 5000 Later**

Only by providing practical alternatives to street life and crime, which often lead to violence and murder, can youth violence be lessened. This is a community-based initiative with the goal of mentoring, training, and employing young people from areas hard hit by violence. The Youth Violence Task Force members, with the help of others, seek to obtain pledges of jobs from the City, unions, corporations, institutions, small businesses, non-profits, and individuals in the East Bay Area. Many mentors will be needed to provide assistance to young people entering the job market for the first time.

### **Media/Education Blitz**

Only by reaching the hearts and minds of the community at large will we lessen youth violence. This is a community-based initiative, with city help, the goal being to utilize murals, billboards, TV, radio, educational curriculum, hip-hop entertainment, town hall meetings, youth conferences, video, leaflets, pamphlets, and books to stop and prevent future violence. The Youth Violence Task Force seeks the assistance of teachers, artists, writers, fundraisers, singers, musicians, producers, printers, photographers, actors, filmmakers and videographers, business owners, elected officials and celebrities.

### **Community Based Healing Centers**

This proposal is designed to be enacted within the first 100 days. Oakland as a community, specifically its youth, has been traumatized by the devastating effects of violence and needs accessible, free, neighborhood centers for grief counseling, conflict resolution, restorative justice, and healing. This is a community-based initiative, with city help, with the goal of establishing at least five healing centers in the most economically depressed areas of the City. They will offer volunteer professional and peer counseling and other services after school and on weekends. The Youth Violence Task Force seeks assistance from community youth, property owners, mental health professionals, medical and alternative physicians, teachers, youth workers, facilitators, lawyers, ministers, community members and elected officials.

## TOPIC 4

### Question

### RECOMMENDATION 15

### RECOMMENDATION 16

### RECOMMENDATION 17

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## RECOMMENDATION 18 **Improvement and Coordination of Existing Services**

Despite there being many plans, programs, organizations, agencies, and individuals working to lessen youth violence in Oakland; there is a gap in coordination of support services. There is a need to create an effective and efficient matrix of services. This would be a joint city and community-based initiative with the goal of improving and connecting the services that presently exist and identifying gaps.

The Youth Violence Task Force proposes to organize a “Youth Violence Prevention Summit” to include community-based youth programs, agencies and faith-based organizations that provide youth and violence related services. Dissemination of city, county and community resources and information relating to youth and violence will be made available through various avenues including, but not limited to: community kiosks, contacts at each healing center (Recommendation #17), and via a neighborhood “ombudsman” who is recruited from within the community and trained to provide resource referral support. A Web site and/or CD of all city, county and appropriate youth violence prevention services will be developed during the task force implementation period, leveraging existing resource materials. The Youth Violence Task Force will seek assistance from the community, city, county, Oakland Unified School District, and agency program directors.

## RECOMMENDATION 19 **Mayor’s City Peace Council**

This proposal was designed to be enacted within the first year. The rationale is that youth violence is affected by risk factors and protective factors. Removing as many guns from the street as possible, mediating arguments and gang truces and restoring justice are protective factors. This is a city effort with community participation. The Youth Violence Task Force recommends the establishment of a Peace Council composed of men, women and youth that have shown effectiveness in facilitating peaceful dialogue between warring gangs, individuals and the community.

It is recommended that the Peace Council collaborate with Youth Uprising, The Mentoring Center, The Ella Baker Center and other organizations to devise effective curricula for schools and teach ways to handle disagreements without violence. To reduce guns, we recommend: limited illegal gun exchange with immunity, gun exchange for jobs, scholarships and apprenticeships; citywide disarmament programs modeled after the Center for Humanitarian Dialogue guidelines, gun lock and safety campaigns, joining Mayors against Illegal Guns and drafting gun-control policy and legislation. The Peace Council can work out of the Healing Centers (partnering with the ombudsman) and other available community centers.



# Domestic Violence

How can we reduce the incidence of domestic violence?

**The City of Oakland is committed to radically reducing the incidence of domestic violence and creating a community where the occurrence of domestic violence is seldom known.** This long-term commitment is anchored in the understanding that violence of all kinds is interconnected and reducing the occurrence of domestic violence will reduce the occurrence of street violence as well as have a positive impact on the lives of individuals, families, neighborhoods, institutions and the community as a whole. In order to impact each of these domains, Oakland is committed to a comprehensive approach that includes prevention, intervention, education and services - all of which are rooted in evidence and best practices within the public health, criminal and juvenile justice and human services arenas.

## **The City of Oakland will undertake a long term social marketing campaign ...**

To ensure that the community is well educated about domestic violence, services currently offered as well as to ensure that domestic violence is considered unacceptable by the citizenry and the institutions that serves them. Similarly successful efforts that should be emulated include "no smoking" campaigns, "healthy foods" campaigns and other efforts that have been engineered by public health professionals.

Examples include: National bid for a social marketing campaign firm/corporation that has had success, such as "No Smoking/Anti-Tobacco," "Fight Child Obesity," and "Sex with a minor go to Jail."

## **The City of Oakland will continue to increase its efforts to provide leadership necessary to foster a cross jurisdictional approach to prevention and intervention of domestic violence. This will include but not be limited to the following:**

Establish a family violence task group

1. **Continued** support and expansion of the **Family Justice Center**.
2. **Placement** of a mayoral liaison on the **Family Violence Council**.
3. **The development of shared data systems** necessary to leverage effective services as well as evaluate the effectiveness of programs and resource allocation.

## TOPIC 5

### Question

### Vision

## RECOMMENDATION 20

## RECOMMENDATION 21

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## RECOMMENDATION 22

**The City of Oakland will conduct a study and create a report articulating the current level of domestic violence occurrence, the resources that currently exist within the City and the need for enhanced or expanded services and interventions.**

This study will look at evidence-based best practices globally and will identify any gaps or barriers that currently exist to the further reduction of domestic violence. Some practices that will be explored for increased or new funding include:

1. Law enforcement enhancers
2. Family violence court
3. Continued support of police training

The study will become the basis for the long term coordinated plan that the City will adapt and undertake to reduce domestic violence in Oakland. A steering committee, appointed by the Mayor representing the various stakeholder groups will oversee the completion of the study.

## RECOMMENDATION 23

**The City of Oakland will recognize, support, and implement non-violent, healthy relationships and models throughout its community and particularly within the public school system.**

Some of these may include the establishment of K-12 school curriculum, on life skills, relationships, failure, success and dispute resolution



# Measure Y and Violence Prevention

What prevention measures, including the use of Measure Y funds, would lessen youth violence and enhance the quality of life for young people?

## Define Community Policing

Community policing is based on three principles:

1. Community partnership
2. Problem solving
3. Geographic focus

## Gang Violence Intervention

1. Expand hours at Park and Recreation facilities during the week (stay open until 8 p.m.) and keep these facilities open on the weekends, with extended hours until 10 p.m. Develop programs that reflect youth input, along with other after school tutorial and enrichment programs. Increase the number of recreational centers, make wrap around services an integral part of the recreational programs.
2. More vocational training programs as an option to those students whose needs are not being met with traditional curriculum.
3. More focus on truancy with wrap-around services for both truant and family members, with a focus on treatment for the whole family.
4. Paid incentives for parents of youth offenders who participate in and complete parenting classes.
5. Address the economics of violence, increase job training programs and employment opportunities.
6. Provide more resources for re-entry programs; drug prevention & treatment; and mandatory education for incarcerated youth.
7. Develop programs, legislation, and penalties to eliminate easy access to guns.

Develop violence prevention programs and introduce to at-risk youth early in the education process.

## Increase the Budget of Office of Parks & Recreation

Increase the budget of the Parks & Rec Department so that facilities can stay open longer during the week ( stay open until 8 pm), stay open during the weekend (until 10 pm), place more interesting programs in the recreation centers and increased, targeted, outreach to attract more at-risk youth.

## TOPIC 6

### Question

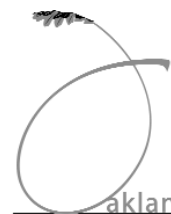
### RECOMMENDATION 24

### RECOMMENDATION 25

### RECOMMENDATION 26

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## RECOMMENDATION 27

### **Street Safe Kids Project**

Street Safe Kids is a 10-step guidebook to help youth develop self-esteem and stay safe. It was written as a result of working with the homeless and discovering what some children didn't learn within their family environment.

This guidebook is written for Oakland families, neighbors, church groups, after school programs and organizations that want to empower youth. Volunteers start discussion groups to give youth the emotional tools they need to resist self-destructive behavior.

Education is the key to keeping youth safe. The guidebook empowers youth so they can resist drugs and reject violence and crime.

Young people become enthusiastic and empowered when they share their stories and discover they have inner power that can keep them safe and healthy. Adults who care about the health and safety of a child can work with pre-teens as well as teen boys and girls.

Adults involved with civic, church or youth groups can start youth discussion groups for one child or as many as 25 children. The guidebook is self-contained and includes graphics, exercises, interactive stories and safety tips.

## RECOMMENDATION 28

### Rationale

### **Create a more comprehensive Department of Neighborhood Services that would be moved from the City Administrator's Office to the Office of the Mayor.**

If we are to have effective community policing, the community must know that they are an important component to the success of this program. By moving this office from the City Administrator's Office to the Mayor's Office, the Mayor is communicating that community involvement and participation is high on his list of priorities. Additionally, this Department would be the access point to governmental program and services. We would like to see the resource and referral portion of the office be expanded and the Department offer the following services:

- Crime prevention
- Neighborhood Watch and Neighborhood Crime Prevention Councils
- Citizen alert network (e-mail network between police and residents)
- Beautification
- Neighborhood summits
- Twenty-four hour tip/complaint line
- Resource and referral line to services (such as drug treatment on demand)
- Commercial Revitalization

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**Truancy Resolution**

Recommendation to support and implement a Truancy Resolution adopted and presented by the Oakland Think Tank (OTT).

The proposal is in the form of a resolution to declare anti-truancy efforts in the City of Oakland as its No.1 priority in deterring and eradicating crime and violence in our City.

The resolution calls for a citywide anti-truancy initiative that unifies and coordinates all City of Oakland anti-truancy efforts into a Truancy Partnership directed by a Truancy Director, selected and appointed by the Mayor of the City of Oakland. The Truancy Director will recommend to the Mayor the best use of all city funding in its anti-truancy efforts, including Measure Y funds already allocated to combat truancy.



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