

Implementation and Outcomes of Oakland's 2020 CalVIP Grant: June 2021 – June 2023

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Executive Summary

Through a California Violence Intervention and Prevention Grant (CalVIP), the City of Oakland's Department of Violence Prevention (DVP) and its partners sought to strengthen and expand elements of the Ceasefire process and procedural justice efforts. Through grant-funded activities, the city aimed to (1) increase take-up of life coaching and other DVP support services among Ceasefire participants, (2) reduce criminal justice involvement and victimization among participants, (3) improve life outcomes for participants, and (4) strengthen community-police relations. The primary component of the CalVIP grant project focused on enhancing the Oakland Ceasefire program's communication and data collection processes. The Oakland Police Department (OPD) works with community and faith partners to search for individuals identified as being at the center of gun violence, engage them in conversation, warn them about the risks of further violence, and offer life coaching support as a way out. The secondary component of the CalVIP grant project focused on expanding Oakland's procedural justice efforts to improve community-police relations. The evaluation sought to assess the implementation of these components and the outcomes of participants. Several key findings emerged:

- **Enhanced data structures and the use of data to inform decisions appeared to improve cohesion between Ceasefire partners as well as decrease follow-up time for participants and reduce the number of participants that partners lost contact with.** During the first round of interviews in fall 2021, Ceasefire team members shared that, while communication between partners was frequent, decision making felt siloed and sharing information was limited. In follow-up interviews in spring 2023, partners expressed they had continued to communicate well and also reported an increase in using data to inform decision making and program improvements after the data management system was upgraded.
- **The custom notification team has begun in-custody outreach that has been well received by participants.** Partners noted differences in how participants responded to custom notifications in and out of custody. The individuals who received in-custody notifications frequently referenced a desire to change their life and not return to jail as a main motivator in their decision to engage with services. This approach to notifications also allowed the custom notification team to have direct contact with individuals that they may have otherwise struggled to connect with outside of the corrections system.
- **From June 2021 to June 2023, 387 individuals were successfully contacted as part of Ceasefire strategy outreach.** Of these, 197 custom notifications were delivered directly to an impacted person, 104 impacted individuals attended call-in meetings only, and a Ceasefire outreach message was delivered to 86 influencers. Among individuals included in the outcomes study period between June 2022 and June 2023, 117 individuals were successfully reached through a custom notification.¹
- **About 16 percent of impacted individuals who were successfully contacted via custom notification between June 2022 and June 2023 enrolled in DVP life coaching services.** Although the take-up rate was higher among individuals who only attended a call-in meeting (32 percent), custom notification recipients interacted with services at a greater intensity and duration than call-in recipients. When the custom notification was successfully delivered, the impacted person received services an average of 26 times and was enrolled for an average of 18.8 weeks, while individuals who only attended a call-in meeting interacted with services an average of 20.8 times and were enrolled

¹ The outcomes study focuses on this period due to the data integrity issues discussed in the outcomes study methods section. The custom notification counts include individuals who received both a custom notification and a call-in and cases where both an impacted person and an influencer received outreach.

for an average of 15.2 weeks. The result is not statistically significant, but should be explored further in a future evaluation.²

- **From June 2021 to June 2023, impacted individuals who received a custom notification were less likely to be arrested for a gun offense six months after outreach than those who attended a call-in meeting (6.8 percent and 8.9 percent).**³ The result is not statistically significant, but should be explored further in a future evaluation.

The results suggest that CalVIP partners have clear and well-aligned understandings of the project and its goals. Partners also understand their unique strengths and roles as a part of the team and work together to allow each other the space to play these parts. Having a representative from DVP at custom notifications as well as regular communication and information sharing between partners, including automated data-sharing tools, increase the speed of follow-ups and service engagement for participants, leading to what was perceived as an easier process for service uptake and less disconnection from participants with decreased burden on service providers. Participants view the custom notification team as approachable, genuine, and invested in their success and indicate that the messaging resonates with them and motivates them to take up services.

Areas for improvement were also identified for both Ceasefire and procedural justice strategies.

- Custom notification team members shared that the emotional toll of being involved in this work can be a personal challenge. Staff often encounter difficult situations and are almost always on call for Ceasefire participants. Expanding the existing team to bring in additional staff to help support the notification team when necessary, may help mitigate burnout and ensure future outreach is able to continue uninterrupted.
- There is a need to improve the job opportunities available through existing service providers to encourage potential participants to take up life coaching and other DVP-funded services. For example, many of the current employment opportunities available have limited growth potential and low hourly pay. Participants are looking for sustainable and well-paid careers that can set them up for long-term success and partners shared it is a challenge to get individuals interested in existing opportunities.
- The Procedural Justice work has at times moved slowly due to a lack of capacity within partner organizations; clarifying roles and responsibilities of partners and individuals may help improve these delays. A procedural justice coordinator role may help to address both issues. Coordinator responsibilities could focus on getting procedural justice programming up and running including identifying partners and trainers, soliciting and implementing feedback, scheduling meetings between organizations, and ensuring work plans are being followed. This role would help partners work to together to ensure progress is being made on procedural justice efforts.

² The difference in number of times services were received ($P = 0.60$) and the difference in number of weeks enrolled ($P = 0.50$) were not statistically significant. The sample was limited to individuals who either received a custom notification or a call-in (but not both) in order to compute statistical significance.

³ This result is not statistically significant. The P-value for a chi-square test is $P = 0.53$ for the difference in arrest rates between custom notification and call-in recipients. The sample was limited to individuals who either received a custom notification or a call-in (but not both) in order to compute statistical significance.

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I. Project Description

In 2020, Oakland’s Department of Violence Prevention (DVP) was awarded a California Violence Intervention and Prevention Grant to support its strategies to address violent crime. Prior to receiving the grant, violent crime in Oakland had dropped substantially since it last peaked in 2012, when nearly one in every 50 residents was a victim of violence (Larkin et al. 2021). These improvements coincided with strengthened efforts by the City of Oakland to reduce gun and group violence. Since 2012, Oakland has implemented Ceasefire (Box 1), a focused deterrence model consisting of enhanced violence prevention and intervention services offered through Oakland Unite (now the Department of Violence Prevention, or DVP) in partnership with the Oakland Police Department (OPD), and community partners. Additionally, DVP and criminal justice partners have worked to improve community–police relations through procedural justice.⁴ However, this progress came to an end in 2020 when, like the rest of the country, Oakland experienced a dramatic uptick in gun violence during the COVID-19 Pandemic (Gun Violence Archive 2020; Young, 2023).⁵

Prior independent evaluations have found support for these strategies. For example, Oakland Ceasefire was associated with a 32 percent reduction in gun homicides and a 20 percent drop in shootings involving gang and group members from 2013 to 2017 (Braga et al. 2019). In an evaluation of Oakland Unite life coaching services for high-risk individuals, participation reduced short-term arrests for violent offenses compared to similar individuals and significantly reduced the likelihood of arrest for a violent offense among Ceasefire participants after 30 months (Gonzalez et al. 2017, 2020).

Box 1. Ceasefire strategy components

Ceasefire is an evidence-based model implemented in partnership among social service providers, community groups, and law enforcement that work together to reduce violence, build community–police trust, and improve outcomes for high-risk individuals. The Oakland Ceasefire strategy has five primary components:

1. Problem analysis by law enforcement of shooting and homicide data to identify individuals at the center of violence
2. Respectful, in-person communications with high-risk individuals through call-ins and one-on-one “custom notifications” to warn about the consequences of ongoing violence and offer assistance
3. Relationship-based social services through Oakland’s DVP, including life coaching, employment, subsidized housing, and other services⁶
4. Narrowly focused law enforcement actions coupled with training throughout the Oakland Police Department (OPD) in the principles of procedural justice and strategies to improve community–police relations
5. An intentional management structure built around regular meetings between OPD, DVP staff, community and faith partners, and city leaders to stay on top of violence trends, track progress toward yearly violence reduction goals, and refine service delivery

⁴ Procedural justice is an evidence-based practice that provides a framework for building police legitimacy—a measure of how communities perceive their police and trust them to carry out their work—and improving community–police relationships (California Commission on Peace Officer Standards and Training 2021).

⁵ Oakland reported 102 homicides and 1,205 shootings in 2020, which corresponds to a 38 percent and 68 percent increase from the previous year, respectively. The trend continued in 2021, with 123 homicides and 1,527 shootings reported as of December 2021 (Oakland Police Department – Citywide Weekly Crime Report 2020, 2021).

⁶ Life coaching incorporates essential features identified by research on intensive case management, such as small caseloads and relationship building with supportive life coaches who share similar life experiences as clients.

To continue and further refine its efforts to reduce violent crime, Oakland's DVP and its partners used a CalVIP grant to strengthen and expand elements of the Ceasefire process and procedural justice efforts. Through these activities, the city aimed to (1) increase take-up of life coaching and other DVP support services among Ceasefire participants, (2) reduce criminal justice involvement and victimization among participants, (3) improve life outcomes for participants, and (4) strengthen community-police relations.

The primary component of the CalVIP grant project focused on enhancing the Oakland Ceasefire program's communication and data collection processes. OPD planned to work with community and faith partners to locate individuals identified as being at the center of gun violence, engage them in conversation, warn them about the risks of further violence, and offer life coaching support as a way out. The individuals at the center of violence are identified through weekly intelligence based OPD shooting reviews that involve police officers who support the analysis of recent fatal and non-fatal shootings that have occurred throughout the city. These shooting reviews help identify individuals who demonstrate high risk factors including: significant criminal justice involvement (nine or more previous arrests), involvement or association with an active gang in Oakland, and connection to a recent shooting (victim of a shooting, associated with a victim, or suspect of a shooting). The individuals identified during the shooting reviews then receive a direct communication from the Ceasefire direct communications team. CalVIP funds allowed Ceasefire to contract with a faith-based organization (Faith in Action) to ensure a community member or faith partner is present at every custom notification delivered out of custody to promote uptake of life coaching and other relevant DVP services, such as relocation support. The grant also supported the enhancement of DVP's data collection efforts to better track and continuously inform Ceasefire service delivery by hiring a data analyst.

A secondary component of the CalVIP grant project focused on expanding Oakland's procedural justice efforts to improve community-police relations. Previous studies have found a positive relationship between procedural justice and police legitimacy (Hinds and Murphy 2007; Murphy 2005; Tyler 2003; Tyler and Fagan 2008). CalVIP funds intended to support the following three elements of Oakland's procedural justice initiatives: (1) seek input from impacted individuals and their families on how to reduce community-police tensions and improve relations, (2) hire consultants to develop a "trauma trust" curriculum for OPD, and (3) hire a DVP homicide response family liaison.

II. Evaluation Goals and Objectives

The evaluation of this CalVIP grant project expands the knowledge base about approaches to connecting high-risk individuals to services that will help them avoid involvement with gun violence and the justice system. The evaluation has two components, an implementation study and an outcomes study. The implementation study describes the activities carried out to implement the strategies funded by Oakland's CalVIP grant. Additionally, the implementation study explores the factors that facilitated or impeded the achievement of the stated project goals. The outcomes study focuses on the extent to which DVP achieved project goals and objectives. For each project goal, we describe the corresponding program objectives in Table 1.

The evaluation describes the strategies used, successes and challenges, and outcomes related to increasing the take-up of life coaching (Goal 1), reducing criminal justice involvement and victimization (Goal 2), and improving the life outcomes for Ceasefire participants (Goal 3). To assess the progress made toward strengthening community-police relations (Goal 4), the evaluation describes the activities implemented to support the procedural justice strategy and details successes and challenges.

Table 1. Project goals and objectives

Goal 1: Increase take-up of life coaching among Ceasefire participants

1. 60 percent of individuals who receive a custom notification engage in life coaching
2. Participants meet with their life coach two or three times per week
3. Participants access needed resources through a coordinated service network

Goal 2: Reduce criminal justice involvement and victimization among Ceasefire participants

1. Participants have reduced rates of arrest, conviction, and incarceration
2. Participants have reduced victimization rate

Goal 3: Improve life outcomes for participants

1. Participants develop life maps with their life coach and loved ones, including life goals and services/supports to help them achieve their goals
2. 80 percent of participants earn at least \$1,600 in incentives by achieving milestones (life goals)
3. 75 percent of participants are placed in employment; 50 percent retain their jobs for at least 90 days

Goal 4: Strengthen community–police relations

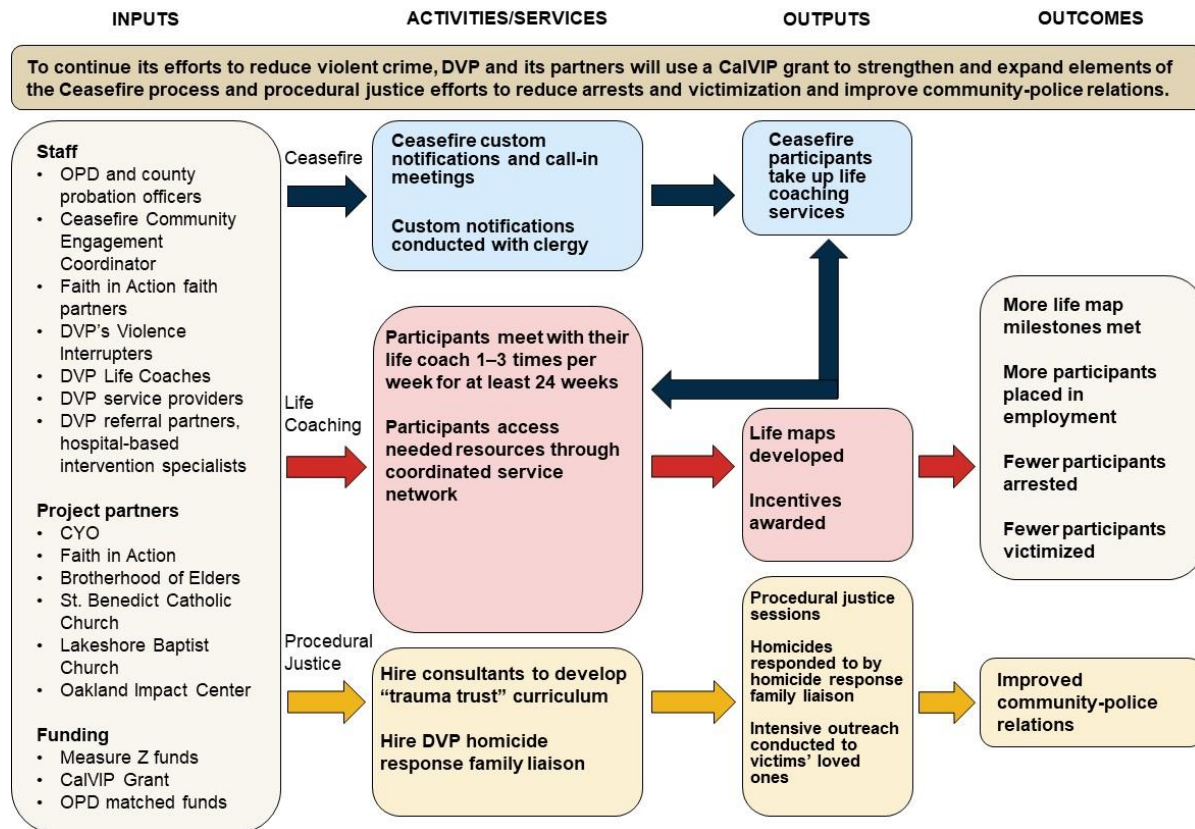
1. OPD seeks input from community members on how to reduce community–police tensions and improve relations
2. OPD hires consultants to develop a “trauma trust” curriculum
3. DVP hires a homicide response family liaison

Source: DVP CalVIP narrative and work plan.

CalVIP = California Violence Intervention and Prevention Grant; DVP = Department of Violence Prevention; OPD = Oakland Police Department.

The logic model for the CalVIP grant project informed the implementation and outcomes studies by specifying the activities and outcomes of interest that the evaluation examined. The logic model (Figure 1) is based on the CalVIP grant project narrative and work plan, and details how DVP, OPD, and its partners planned to implement the Ceasefire and procedural justice strategies to achieve their long-term goals of reducing arrests and victimization among Ceasefire participants and improving community–police relations.

Figure 1. CalVIP grant project logic model



Source: Mathematica compilation, based on CalVIP project narrative, work plan, and budget documents.

CalVIP = California Violence Intervention and Prevention Grant; CYO = Community & Youth Outreach, Inc.; DVP = Department of Violence Prevention; OPD = Oakland Police Department.

III. Evaluation Method and Design

Mathematica used a descriptive evaluation approach to describe the implementation of the project activities and the extent to which project goals were achieved (outcomes). Mathematica consulted with DVP and OPD to develop and prioritize the evaluation research questions summarized below.

A. Implementation study

The goal of the implementation study was to describe the implementation of the activities conducted to support the realization of the stated project goals. Table 2 details the research questions, the data sources used to answer the questions, and the timing and frequency of the data collection activities. Mathematica conducted two rounds of interviews with staff partners and participants. The first round occurred in fall 2021, about a year after the project start date (October 2020) and focused on clarifying partner roles and stated project goals. The second round of interviews occurred in spring and summer 2023 and focused on learning about how the grant activities were implemented and understanding the barriers and facilitators to successful implementation. In addition to the interviews, the program team collected program documents and administrative data from DVP and its partners.

Table 2. Implementation study research questions

Research questions and subquestions ^a	Data sources	Timing/frequency of data collection
What activities were implemented to increase take-up of life coaching among Ceasefire participants? <ul style="list-style-type: none"> • <i>How did participants perceive these activities?</i> • <i>What successes were reported? Challenges?</i> 	Program documents Interviews with staff/partners and participants	Summer 2021 (program documents only) Fall 2021 and spring 2023 (both program documents and interviews)
How many individuals were reached through custom notifications? Call-in meetings? ⁷ <ul style="list-style-type: none"> • <i>How many custom notifications included a community partner?</i> 	DVP data	Summer 2023 (covering the period of June 2021–June 2023)
What activities were implemented to support the procedural justice strategy? <ul style="list-style-type: none"> • <i>How many homicides did the family support homicide liaison respond to, and how?</i> • <i>How did OPD seek input from victims, families, and community members?</i> • <i>What successes were reported? Challenges?</i> 	Program documents Interviews with staff/partners and participants ^b Program data	Summer 2021 (program documents only) Fall 2021 and spring 2023 Spring 2022 and summer 2023

^a The evaluation team planned to address both primary research questions and subquestions of interest (*italicized*). However, we were unable to address all subquestions due to limitations in our data.

^b The evaluation team did not speak to any individuals who participated in the procedural justice strategy.

DVP = Department of Violence Prevention; OPD = Oakland Police Department.

In fall 2021 Mathematica interviewed DVP staff members, OPD representatives, and an Alameda County Probation Department (ACPD) representative with varying degrees of involvement in both the custom notification and procedural justice strategies, and members of the custom notification strategy team from a faith-based partner agency, Faith In Action (FIA). In spring and summer 2023 Mathematica interviewed Ceasefire participants, members of the custom notification strategy team representing DVP, ACPD, and faith-based partner FIA, and members of the procedural justice strategy team representing DVP and FIA (Table 3).

Table 3. Individuals interviewed, 2021–2023

	DVP	OPD and ACPD	FIA	Participants	Total individuals interviewed
Fall 2021	4	3	2	0	9
Spring 2023	3	1	3	5	12

Note: One individual representing DVP, one individual representing OPD, and two individuals representing FIA were interviewed in both fall 2021 and spring 2023.

ACPD = Alameda County Probation Department; DVP = Department of Violence Prevention; FIA = Faith in Action; OPD = Oakland Police Department.

⁷ Call-ins were not the primary focus of the grant-funded activities. However, at these meetings, individuals also receive messaging around violence reduction and are informed of available community services, including life coaching. Therefore, we explore the take-up of life coaching services among those receiving call-ins.

B. Outcomes study

The outcomes study aimed to describe the take-up of life coaching services among Ceasefire participants and the association between life coaching and gun arrests for these individuals. Because the goal was to connect all Ceasefire participants who receive a custom notification to life coaching, there is no comparison group. Table 3 details the research questions, the data sources needed to answer the questions, and the timing and frequency of the data collection activities.

Table 4. Outcomes study research questions

Research questions and subquestions ^a	Benchmarks	Data source	Timing/frequency of data collection
<p>What percentage of Ceasefire participants took up DVP services?</p> <ul style="list-style-type: none"> Which services did they take up? Did take-up vary across Ceasefire channels (custom notifications and call-in meetings)? 	60 percent of Ceasefire participants who receive a custom notification will engage in DVP services.	DVP and OPD data	Spring 2022 and summer 2023 (covering the period of June 2021–June 2023)
<p>What was the intensity and duration of Ceasefire participants' engagement in DVP services?</p> <ul style="list-style-type: none"> How did this vary across services? Did this vary across Ceasefire channels (custom notifications and call-in meetings)? 	Participants will meet with their life coach two or three times per week	DVP data	Spring 2022 and summer 2023 (covering the period of June 2021–June 2023)
<p>What percentage of Ceasefire participants were arrested for a gun offense after outreach?</p> <ul style="list-style-type: none"> Did this vary across Ceasefire channels (custom notifications and call-in meetings)? Did this vary between participants who did and did not take up DVP services? 	Less than 30 percent of Ceasefire participants who receive a custom notification will become arrested for a gun offense 6 months after outreach	DVP and OPD data	Spring 2022 and summer 2023 (covering the period of June 2021–June 2023)

^a The evaluation team planned to address both primary research questions and subquestions of interest. However, we were unable to address all subquestions due to limitations in our data.

DVP = Department of Violence Prevention; OPD = Oakland Police Department.

To be included in any part of the outcomes analysis, participants needed to be present in the data file provided by OPD, which included all individuals identified for a custom notification or call-in. While the grant period was June 2021 to June 2023, the service data used in this report spanned from June 2022 to June 2023 due to data linking challenges.⁸ Therefore, analyses focused on outcomes using the DVP service data was restricted to the June 2022 to June 2023 time period.

⁸ The ID used in the Cityspan database was non-unique. Multiple individuals were attached to a single ID, and one individual was attached to multiple IDs. The Ceasefire service notes data between June 2021 and June 2022 was recorded in Cityspan, so we were not able to link this data to other data sources.

Table 5. Sample sizes (June 2021 – June 2023)

Sample	N	Percent of total
All individuals identified for a Ceasefire communication	525	100
Individuals who received a custom notification, contact with an influencer, or call-in ^a	387	73.7
Individuals who were identified for a communication but not contacted	138	26.3

Source: OPD data

^a Includes influencers (such as a close family member) who were reached and asked to deliver the message to the intended recipient on behalf of the Ceasefire team.

Outcome measures

The outcomes study used life coaching data provided by DVP and Ceasefire and arrest data provided by OPD. An individual was considered to have been arrested after receiving an outreach by the Ceasefire team if the individual was arrested for a gun offense by OPD at least once in the 6 months after receiving a custom notification or attending a call-in meeting. Individuals with no record of arrest in Alameda County were treated as having no arrests after outreach.⁹ Two-tailed t-tests were used to compute statistical significances for continuous data and chi-square tests were used to compute statistical significances for categorical data (Parab and Bhalerao, 2010).

Outcomes study limitations

There were several factors that affected the extent of the outcomes analysis. The lack of a unique identifier in the Cityspan data restricted the analysis of engagement in DVP services to 13 months, June 2022–June 2023. The data provided by the Oakland Police Department (OPD) did not contain an ID variable and were merged onto Apricot ID by full name. The presence of typos and spelling differences in participant names limited the ability to link to the Apricot service notes data. This also led to some individuals being treated as more than one unique individual, since records that appeared to belong to the same person but had spelling differences in the full name field were unable to be linked.

DVP’s migration to the Apricot database has significantly improved the structure and reliability of the DVP data compared to previous evaluation years. However, linking data stored in the Apricot system to arrest data remains challenging. In future years, DVP could consider options for a closer collaboration with the OPD data system without compromising the independence of the two agencies. This would also allow for a larger sample size, which would increase the options for future analyses.

IV. Results and Conclusions

In this section, we present detailed findings of the implementation and outcome evaluation and conclude by interpreting the results in light of the project’s overarching goals of reducing violent crime, building community–police trust, and improving outcomes for high-risk individuals.

⁹ Two individuals in the data set did not have a personal file number (PFN) and were treated as missing arrest data because it was not clear whether the data were in fact missing or if there was no arrest.

A. Implementation study results

1. What activities were implemented to increase take-up of life coaching among Ceasefire participants?

To increase the take-up of life coaching among Ceasefire participants, the strategy focused on strengthening existing practices as well as implementing new activities. Key activities included:

- Enhanced data collection structures and use of data among partner agencies.
- Continuing to conduct custom notifications with a mix of community partners, including the addition of a DVP representative and formalizing the role of faith-based community partners.
- Utilizing influencers (such as a close family member) to reach individuals identified for custom notifications.
- Development of in-custody custom notifications for incarcerated individuals.

Enhanced data structures and the use of data to inform decisions appeared to improve cohesion between Ceasefire partners as well as decrease follow-up time for participants and decrease the number of participants that partners lost contact with.

During the first round of interviews in fall 2021, Ceasefire team members shared that while communication between partners was frequent, decision making felt siloed and data sharing was limited. In 2023 follow-up interviews, partners expressed they had continued to communicate well and attend bimonthly Ceasefire coordination meetings to discuss shooting trends, referrals, upcoming notifications, successes, opportunities to improve, and services. Team members described this communication as something “that happens all the time” via ad hoc phone calls and text messages in addition to these formal meetings. In follow-up interviews, partners also reported an increase in data sharing since the start of the CalVIP grant. Typically, the DVP partner captures information about potential participants and logs it in a database that the other partner agencies can access. In June 2022, the data system was upgraded and appeared to improve the use of data. The DVP representative said that after upgrading the data management system, “everyone involved in the referral process [appears to be] a lot more cognizant of data” and that partners are now “looking at it much more frequently.” The database also serves as a record that the DVP Ceasefire team member could reference to quickly locate information about participants who reengage with programs after being disconnected or choosing not to engage after initial Ceasefire outreach.

Custom notification team members have well-defined roles that they believe facilitate their ability to deliver their message.

One of the first changes made as part of the CalVIP grant was adding a DVP partner representative to the

Custom notification team partners and roles

- **Law enforcement partners** gather background information about individuals identified for custom notification, including contact information, and assists partners in initial introduction to individual. They also share the message of violence reduction.
- **DVP partner** introduces services, discusses options and goals with individuals identified for custom notification during initial outreach, connects participants to life coaching services and ensures service partners are connected and following up with individuals.
- **Faith-based partners** utilize their recognition and established trust within the community to help initiate discussion with individuals identified for custom notification. They also provide incentives to individuals, such as gift cards, and follow up to hold community-based partners accountable for connecting individuals with services.

custom notification team made up of law enforcement and faith-based partners. Members of the custom notification team believed that having a DVP partner representative on the team was a powerful addition. The faith-based partner said “introducing [the DVP partner] really changed the situation completely...people are way more likely to take up services now.” Team members found that this DVP partner had a comprehensive understanding of both the program and processes and was able to discuss potential services in detail with participants, serve as a representative of the life coaching strategy to demonstrate their commitment to participants, and more immediately engage individuals in services.



[Ceasefire] messaging is better received with this trio of partners, one talks about the purpose of the meeting, the next focuses on [the] service piece—how to help you and your family—and the [faith-based partner] presents faith-based tools. This combination is more holistic and is better received than stand-alone [law enforcement partner] who is often not well received.

Throughout the grant, custom notifications continued to be carried out by a mix of DVP, faith-based, and law enforcement partners. Team members believed that this combination strengthened the Ceasefire strategy as they each brought unique perspectives, expertise, and skills to these notifications. All partners understood and adhered to their distinct roles and responsibilities during custom notifications. For example, while probation partners served in a key role in identifying individuals and making initial introductions, they also recognized when to step away if conversations with potential participants

started to become more personal or touch on topics that they would likely not want to discuss around law enforcement. The law enforcement partner expressed the importance of maintaining these roles both during and after custom notifications and explained, “[Law enforcement partners] don’t ask personal questions about [participants], we make it very clear that [DVP and faith-based partners] are not part of law enforcement. My role is to know where [the individual is] and provide some background. [Partners] keep some things private, as these relationships are built on trust, [and I] don’t ask questions that could compromise relationships with [participants].” During notifications these clear role distinctions and demarcations between law enforcement and DVP helped to facilitate more effective and trust-building interactions with individuals.

Participant perceptions of the messengers’ credibility

Participants felt that the members of the Ceasefire team they met with were credible messengers and described them as genuine, approachable, respectful, and reliable. The team didn’t make the individuals they met with feel pressured to immediately agree to take up services, but rather listened to their challenges, took an interest in their goals, and made it clear they wanted to help them achieve these goals through the services they had to offer. Some participants said these conversations were the first time they had discussed and truly thought through the goals they had for themselves, as the team created a space where they felt safe and supported.

*“The way [the DVP partner] came at me with **maturity, respect, and patience**. He also said he was coming back in a week to give me more information and he did come back. I wasn’t expecting him to come back. He was **a man of his word** and had concern for my situation.”*

*“They were very genuine, it makes you open up. **Once you see they listen to you and have a response when needed, it makes you accept their help.**”*

*“Our first conversation was about goals, what do you want to accomplish. **I had never really talked about that before.** [The DVP partner] helped me, he stayed on me about it.” ▲*

Ceasefire partners have strong connections to the communities they serve and have also gained increased recognition and trust from community members over the course of the grant.

All partner representatives have strong communication skills and connections to the communities in which they are conducting these custom notifications. Having shared life experience with the individuals they connect with helps establish credibility and makes potential participants more open to Ceasefire messaging. Custom notification team members recognize that notifications are better received with the right mix of people all playing their distinct roles. Having well-defined responsibilities has allowed the team to meet prospective participants where they are to build trust and increase their likelihood of engaging in services.

As more individuals have become involved with Ceasefire and had services successfully meet their needs, the program's reputation and name recognition in the communities they serve has improved. The custom notification team has found potential participants are more open to hearing their messaging as they more frequently know of someone involved in the program and the benefits it has brought them. When asked about this shift in response, they said, "There's more trust from the community...people know who DVP and the faith-based organizations are, people are starting to know that they are for real." Even with individuals not interested at the time of the custom notification, more are reaching back out to partner representatives down the line to learn more about or engage with services.

The team has found the addition of DVP and faith-based partners has increased trust in the program and made individuals more willing to engage with them as compared to when they are approached solely by law enforcement partners.

The addition of a DVP representative was a change to the strategy implemented through the CalVIP grant and has helped demonstrate Ceasefire's commitment to providing immediate assistance. The DVP partner is able to begin collecting information about individuals' needs and interests in services at the time of custom notification and potentially even begin the paperwork necessary to enroll them in services. This has gained the Ceasefire team the reputation of being committed to helping right away. The faith-based partner role in these custom notifications has also become more formalized since the start of the grant. Prior to the CalVIP grant, faith-based partners were involved in Ceasefire on a volunteer basis; grant funds allowed stipends to be provided to these partners which increased the number of individuals doing this work and stabilized their role in these notifications. A faith-based partner described the importance of having a stipend, saying, "For some people this is [now] part of their income, this money helps prioritize this work for people who otherwise would not be able to do this work or do it as well." Funds were also set aside to allow faith-based partners to provide more direct assistance to potential participants, such as gift cards to address immediate needs like buying diapers or Christmas presents for children.

Participant perceptions of the Ceasefire team's follow-through with supports

Participants highlighted that Ceasefire staff kept their word on the offers they made during custom notifications and call-ins and followed through with support quickly. Partners followed up with participants about the services they were interested in as well as fostered personal connections with them. In addition to the initial services they discussed, they were willing to connect participants with other programs to support their full breadth of needs. Participants also appreciated how quickly they were able to access services, with many being connected to life coaches on the same day as their initial outreach. Custom notification team members echoed the importance of quick and dependable follow-through to establish Ceasefire as a credible program to participants, both in and out of custody. The team has found that connecting individuals with service agencies within 24 hours and conducting

a warm handoff to these partners is “instrumental in reaching participants” and ensuring their engagement with services.

*“They would call me, pull up to talk to me for a minute to see how I was doing. **It shows you that someone other than your family cares.**”*

*“I told them what help I needed at that time and from there they connected me to life coaching. **It’s never a no with them, they always try to connect me with services.**”*

*“The only thing that showed me he was serious is that he gave me his number and when I called him, **he got right into action.**” ▲*

Influencers help connect the custom notification team with hard-to-reach individuals by sharing contact information or passing along Ceasefire messaging.

The engagement of influencers (close friends and family of the intended custom notification recipient) was described as a key component to helping the custom notification team reach individuals. Although this was not a new strategy, the law enforcement partner said that the team relies on influencers “a lot” and that they “enjoy when [they] speak with a mom, sister, grandmother, uncle, because they are people with influence over these individuals.” The DVP partner said that the team “definitely rel[ies] on influencers” for the particularly hard-to-reach individuals, but estimated “less than half of notifications include influencers.” Influencers play a range of roles in these notifications, including providing the correct address for a “cold knock” notification where the team is visiting a potential participant with no prior interaction, passing messaging along to potential participants on behalf of the Ceasefire team, encouraging participants to reach out to the team and attend services, and reaching out to Ceasefire to request they conduct a custom notification or call-in with an individual in their lives. The law enforcement partner said that the team will “deliver the [Ceasefire] message to the influencers and then the influencers will deliver the message to the [intended individual],” allowing individuals to receive messaging even if the team is not able to directly interact with them. Because of the existing relationships these influencers have with potential participants, individuals are frequently more willing to hear about services from them or are more open to speaking with the actual custom notification team if they are endorsed by a close influencer in their lives. Although the team did not track whether the message was in fact delivered by the influencer, they felt it was working because they would hear from the individual they were intending to reach after leaving the message with an influencer.

The custom notification team has begun in-custody outreach that has been well received by participants.

The project narrative noted that custom notifications could occur at the probation office, a residence, community location, or in a correctional facility. The law enforcement partner initially conducted this outreach alone while DVP and faith-based partners obtained the necessary clearance to enter the facility. The law enforcement partner was soon joined by the DVP partner during these custom notifications, to begin to mirror the mix of partners that conduct out-of-custody notifications. Faith-based partners also intend to join these in-custody custom notifications.

The individuals contacted via in-custody custom notifications were people who had been identified in Ceasefire shooting reviews but not yet received outreach and were set to be released from Alameda County Santa Rita Jail. In order to be eligible to receive in-custody notifications, individuals must be set

to be released in the coming two to four weeks and have no police action pending.¹⁰ In addition to conducting the custom notifications with individuals, the Ceasefire team also reaches out to their family members before release, so the family members are aware of who the team members are, their purpose, and the services they offer. Through these in-custody notifications, participants are able to develop goals and a plan for service uptake prior to release, allowing them to engage with services immediately upon their release.

Partners noted differences in how prospective participants responded to custom notifications in and out of custody. Ceasefire messaging for in-custody individuals is no longer theoretical, as these individuals have seen the negative repercussions of violence firsthand and are motivated to stay out of the justice system in the future. The individuals who received in-custody notifications frequently referenced a desire to change their life and not return to jail as a main motivator in their decision to engage with services. These notifications also allowed the custom notification team to contact individuals directly that they may have otherwise struggled to connect with outside of the corrections system. The custom notification team also expressed that individuals in custody were very receptive to their messaging and highly motivated to make a change in their lives upon release through service engagement. Individuals receiving custom notifications outside of correctional facilities are often still open to the messaging—as the DVP partner put it, “Having probation officer, pastor, and faith partner knocking on your door is hard to ignore.” However, the message may take longer to resonate with these individuals, sometimes taking weeks or months until they are ready to participate.

Participant perceptions of in-custody custom notifications

Participants who received in-custody custom notifications spoke very highly of this outreach. They were impressed with the commitment shown by Ceasefire staff and noted how unique it was for a program like this to speak with them before their release. One participant explained, “They came out to the jail to see me before I got out to let me know what’s available to me while I’m on probation. It opened my eyes; I’d been to other prisons and counties, and they didn’t do that for you.” Another shared the value of these in-person meetings simply, stating “Visiting me in jail motivated me to sign up for services. Presence means a lot.”

The in-custody outreach in combination with the presence of ACPD staff shifted some participants’ view of the probation department. They transitioned from viewing probation as a primarily punitive authority to recognizing it as a potential supportive partner in their development. One interview participant noted,

*“[It resonated that] **probation is actually trying to help**...[other programs] overlook folks, they usually just focus on drug users and not the high-risk probationers. That’s what opened up my eyes. It wasn’t addiction or substance use focused.”*

“Usually the programs just tell you about it and if you come you come, but [the DVP partner] was ensuring that it was a good stepping stone for me and he came back—wasn’t expecting him to come back. I had never seen that from no type of program, I was expecting to be put at the bottom of the barrel.”▲

Engagement of family members and developing plans to engage in services immediately upon release was also a beneficial component of in-custody notification for both participants and the program. Having family understand the program prior to participant release allowed them to act as influencers to encourage participants to engage with services once released. This support, combined with the ability to immediately engage with services based on the plan developed in custody, helped to ensure follow-through and decrease participants’ chances of reoffending upon release. This immediacy was evident in how quickly

¹⁰ Often the in-custody participants were individuals the team could not previously speak with in the community due to pending police actions; now that they had served their required time and were not facing additional charges or jail time, the team was able to reach out to them.

participants engaged in services after release. As one participant recalled, “It didn’t even take two days to get enrolled.”

Partner communication has improved, leading to quicker participant connection to life coaching services.

In fall 2021, custom notification team members reported that connecting individuals to life coaching after custom notifications could sometimes take significant time and effort, sharing, “Sometimes we find ourselves doing follow-ups on [the] same customs from the week before, [as the] initial meeting does not always lead to life coaching engagement, sometimes we have to take time to walk people through [the] process.” The follow-up process has improved over the course of the grant due to improved data structures and information sharing. The data recorded for each custom notification are immediately shared among multiple life coaching agencies that play a role in the Ceasefire strategy, saving time for staff and improving follow-up time for participants.

The enhanced data structures and use of data to inform decision-making combined with the presence of a DVP and faith-based representative allows teams across organizations to quickly get on the same page about any needs or issues that may arise. In turn, partners can quickly share concerns or requests for additional support with leadership and have them addressed.

2. How many individuals were reached through custom notifications and call-in meetings? How many custom notifications included a community partner?

In its grant application, DVP anticipated delivering 185 custom notifications and up to four call-in meetings with up to 20 invitees each year. From June 2021 to June 2023, 387 individuals were successfully contacted as part of Ceasefire strategy outreach. Of these, 197 custom notifications were delivered directly to an impacted person, 104 impacted individuals only attended call-in meetings, and a Ceasefire message was delivered to 86 influencers. Among individuals included in the outcomes study period between June 2022 and June 2023, 117 individuals were successfully reached through a custom notification.¹¹

Table 6. Individual outreach type (June 2021 – June 2023)

	N	Percent of total
All individuals contacted through Ceasefire outreach	387	100%
Custom notification delivered directly to an impacted person	197	51%
Call-in meeting	104	27%
Ceasefire outreach delivered to an influencer only	86	22%

Note: The custom notification category includes 25 cases where the custom notification was delivered to both an impacted person and an influencer and 21 cases where the individual received a custom notification and attended a call-in meeting. The call-in meeting category includes 3 cases where the message was delivered to an influencer and the impacted person attended a call-in meeting.

Between June 2021 and June 2023, a total of 138 individuals were identified for outreach but were not successfully contacted by the Ceasefire team. The most frequent reasons for not contacting identified

¹¹ The outcomes study focuses on this period due to the data integrity issues discussed in the outcomes study methods section. The custom notification counts include individuals who received both a custom notification and a call-in and cases where both an impacted person and an influencer received outreach.

potential Ceasefire participants were issues with the address on file and the individual not answering the door.

3. What activities were implemented to support the procedural justice strategy?

Two main activities supported the procedural justice strategy:

1. The hiring of a family support homicide liaison.
2. The development of a procedural justice training curriculum, including the hiring of a consultant.

DVP hired a family support homicide response liaison, who helped strengthen community-police relations by defusing tension, anger, and frustration often encountered by families at the scene of a homicide.

In line with its CalVIP grant goals, DVP hired a family support homicide liaison to support its procedural justice strategy. Although there was some turnover in the position there was not a gap in homicide response services after the first liaison was hired in mid-2021. After the first liaison was promoted, the current liaison was brought on board in spring 2022. The liaison is dispatched to active homicide scenes, where they act as an intermediary between family members and law enforcement. In these high-emotion situations, liaisons help law enforcement and families communicate calmly and effectively to avoid conflict. Liaisons also offer connections to supportive services and resources to family members and loved ones to meet any immediate needs as well as longer-term needs to reduce violence and contribute positively to their communities.

Family support homicide liaison key responsibilities

- **Relaying information** between law enforcement and the victim's family and loved ones to de-escalate tension at the scene of the homicide.
- **Offering supportive services**, such as to the victim's family and loved ones with the goal of decreasing the likelihood of retaliatory violence.
- **Following up** with the victim's family and loved ones to ensure requested services are being received or to reassess interest in services.

Liaisons help to defuse tension, anger, and frustration often encountered by families and loved ones while attempting direct communication with law enforcement at the scene. The liaison explained, "Because of our professional understanding with law enforcement, now we're usually alerted to who the lead officer or detective is on the scene and they usually give us something to tell the parents or family members because family members and loved ones have questions." The liaison then introduces themselves to the



We show up at these scenes on behalf of the families, because a lot of the time these families don't know what to do...the officers are not giving [them] any information...and they just want to know what's happening, so we act as a buffer to help them navigate through the process, which has somewhat of a calming effect.

Family support homicide liaison

the victim's family, explains their affiliation with DVP, and shares any information they have received. In addition to de-escalating tensions and relaying crucial information at the scene, the liaison offers a range of supportive services to the family. These services include counseling, case management, relocation support, and financial assistance including aid with funeral expenses. The overarching aim of this position, aligned with the broader Ceasefire strategy, is to reduce retaliatory violence in the community by helping connect families with appropriate services and

resources to move towards healing. Providing these services to family members and loved ones, with a particular focus on youth, helps to equip them with skills and opportunities to break the cycle of violence. Explaining the importance of providing these supports, the liaison said, “We help the youngsters and those most at risk for gun violence [by] offering them services and case management. We help them overcome the barriers that keep them involved in that type of lifestyle.”

Liaisons undergo regular training and regularly engage in discussions with their colleagues and the communities they serve to refine their approaches and become more effective in their roles. This includes fostering communication with community-based organizations that provide services to victims’ loved ones, in order to provide guidance to help these organizations prioritize individuals associated with high-profile and high-risk shootings. Over time, the liaison has developed strong relationships with these organizations, becoming well-acquainted with the services they provide. The liaison described these connections across the city as seamless, noting, “We all know each other, and know each other’s strengths and areas of expertise, we know who to reach out to... if someone needs services in a particular area, I know who to reach out to in that area.” Partners frequently communicate with each other via phone calls and the Signal messenger app. Alongside this communication, information sharing has also increased, with system partners openly exchanging information across organizations and departments as situations unfold, enabling the swift connection of community members to services and engagement with the most suitable partners. DVP also acquires data from law enforcement, which are disseminated during weekly staff meetings to enable the liaison to focus their efforts and perform their role more effectively.

The liaison also participates in Town Nights, hosted by DVP, to further engage with their community. These events are free, community-based gatherings held simultaneously throughout the city of Oakland,



I think if people had the choice, they’d choose peace. If they had that option, they knew that option was available and viable, they would choose it.

Family support homicide liaison

with a central focus on creating safe spaces that foster unity and violence prevention. Town Nights occur on Friday nights during the summer and offer community members a range of positive activities, including free games, movies, haircuts, food, entertainment, and information about local resources, such as job fairs, educational opportunities, and health care access.

Community members are slowly building trust with the family support homicide liaison, which is increasing their engagement with the liaison and the services they offer.

Families approached by the family support homicide liaison are sometimes wary of their role due to their proximity to law enforcement. The liaison explained, “It’s a thin line, [to] not be viewed as law enforcement...we have to conduct ourselves in such a way that there is a balance...so it doesn’t look like we are a part of law enforcement [to ensure] that we’re not viewed as the police.” Serving as the intermediary between families and law enforcement requires a delicate balance to be seen as a credible and trustworthy partner to both parties. The liaison cited trainings on how to conduct themselves at the scene of a homicide and beyond as vital to ensuring this role is carried out effectively: “We have those trainings on how to conduct ourselves, because [it] would hurt the work, we wouldn’t be trusted to do the work we’re doing, if we were viewed as law enforcement.”

Though the liaison sometimes encounters initial concerns from community members, as the liaison has attended more scenes the liaison has seen “[community] trust built up not only with [the liaison] but also with DVP.” The liaison sees trust as leading to more proactive outreach prior to violence and more

engagement in services after an incident. The liaison said, “[Community members] look for DVP. I get calls before anything happens about how to get services that [DVP] provides because they know that we got a solid track record...If someone is heading down the wrong path or about to get out of jail, a family member may reach out and see what services are available for them.” This outreach demonstrates how trust has been established as families feel comfortable coming to the liaison for support and this is “happening more often now.” The liaison’s life experiences have also helped them to establish their credibility. They are from the community they serve, which allows them to “approach [the work] with a level of confidence, even while aware of a level of danger...I know what to say, I know when to fall back, I know who to approach and not approach.”

The liaison expressed that increased funding for these trainings and additional liaison positions would further benefit the program. The liaison also views their role as primarily serving as a support to victims’ families and loved ones, with building trust in order to help identify their needs and engage them with services being paramount over changing views on law enforcement. As with many direct service roles, the liaison shared that self-care can also be a challenging, as they are frequently dealing with highly traumatic and emotional situations. The liaison highlighted the importance of “being able to take a break” from the work when necessary in order to avoid empathy burnout. As the liaison stated, “We are real human beings, seeing people laid out and their family’s pain affects us emotionally as well.”

Despite a slow start, OPD was able to make progress towards its procedural justice strategy by developing a training curriculum, hiring a consultant, and beginning to identify law enforcement and community partners to support the training.

The second key activity of the procedural justice strategy was developing a procedural justice training curriculum for OPD, training OPD and partner staff, and convening community seminars to promote respectful, trauma-informed, reparative approaches for responding to incidents and interacting with victims, families, and the community. Initial development of the training program was delayed due to shifts in key city leadership, including the mayoral office and OPD, as well as a lack of capacity in partner organizations, due to periods of leave and resignations among staff. The original community partner was replaced with FIA in 2022. In early 2023 DVP connected FIA with a law enforcement consultant who had formerly worked for the police department of another large city in California and had previously developed a similar procedural justice curriculum for his department to serve as a consultant in this work. After the law enforcement consultant was hired, a statement of work was developed, outlining FIA’s work plan, partner roles, and deliverables associated with the procedural justice strategy. In the spring 2023 the law enforcement consultant developed a curriculum for trust-building procedural justice trainings. FIA gathered staff, representatives from community-based partners, and law enforcement partners to review the curriculum and provide feedback. Much of the feedback centered around how to adjust the training to reflect the context, history, and concerns most prevalent in the City of Oakland. As of summer 2023, this curriculum had been finalized and train-the-trainer training was being developed. Simultaneously, law enforcement partners were identifying and recruiting approximately six OPD officers and six community partners with interest, capacity, and ability to implement this trust-building curriculum. Once training leadership is selected and trained on the curriculum, a timeline will be developed that reflects when and how these trainings will roll out to OPD staff.

The city of Oakland has been discussing procedural justice practices for over 15 years and implemented two previous cycles of procedural justice training. Community partners are eager to continue this work and many community members also support these efforts. With this history, law enforcement has existing knowledge of procedural justice language and practices and are well positioned to move this work

forward. Both law enforcement and community partners recognize the role the other plays in these efforts and are invested in working together on procedural justice strategies. OPD also has a strong partner in its law enforcement consultant, as he has successfully implemented procedural justice training programs in other cities in California. His support has guided the development of the existing training program and he remains an ongoing partner in this work.

OPD sought input on its procedural justice training from community partners and designed the training to include both members of law enforcement and community members impacted by violence.

Community organizations were involved in the development of the procedural justice training work plan and in reviewing and providing feedback on the procedural justice curriculum. FIA described these partners as “trusted partners and messengers in the city of Oakland” who had been involved in previous procedural justice efforts. Their feedback primarily focused on adapting the procedural justice strategy to the unique context of Oakland and the history of the OPD. This feedback included recognizing that many OPD officers do not live in Oakland and thus may have limited knowledge of and experience with the communities they police, therefore the training required background information on the city and its history. Community partners also highlighted the importance of integrating procedural justice into ongoing trainings, assessments, and performance evaluations to ensure these practices were not viewed as a “one and done” training experience. This integration may include monitoring and documenting how procedural justice strategies are being implemented in real-world situations as well as collecting information on community–police relations to see if these strategies have a positive impact on these relationships. The procedural justice curriculum also emphasizes the involvement of families impacted by gun violence in the training process. The procedural justice strategy partners aimed to identify approximately six community members with this experience to participate in the training. In addition to involving families, the training is designed to be led by both members of law enforcement and community organizations that are less typically involved in police work.

The partners and individuals working on the procedural justice strategy must be chosen intentionally to ensure they are willing to work together as representatives of law enforcement and community partners.

Selecting partners for procedural justice work must be deliberate and tactful to ensure the success of the training and overall strategy. As a community-based partner described, “The idea is not to bring a hostile space, to bring in law enforcement that’s already tapped in [to procedural justice work] and community members who are going to challenge law enforcement but are not so against law enforcement that they can’t work together.” Procedural justice team members expressed that all individuals would need to understand the importance of this work and be willing to come together to reach their shared goals of implementing procedural justice in Oakland. Both law enforcement and community partners need to be willing to work with one another and recognize the importance of both of their roles. Selected individuals need to be familiar and comfortable with procedural justice principles.

Community partners will need to strike a balance between being willing to work with OPD and law enforcement while also being viewed as credible messengers that reflect the views and experiences of their communities in order to get community buy-in. The community-based partner emphasized the importance of this in a community partner, sharing that, “[The strategy] won’t work if someone doesn’t come in with relationships with the community,” and that they would also need to “recognize the role of police in the community healing process.” Finding these partners is possible but requires time and dedication to ensure the right fit. Community-based partners suggested it may also be beneficial to engage

community organizations beyond faith-based partners. Within the city of Oakland, the majority of gun violence in Oakland is committed by 25- to 34-year-olds. As younger generations in the U.S. are increasingly less religiously affiliated than previous generations, expanding the reach of community partners beyond the faith community may help forge connections with the young people involved in shootings (Cox 2022).

B. Outcomes study results

The outcomes study examined the relationship between outreach type, service take-up, and gun arrests. While a higher percentage of individuals who attended a call-in meeting enrolled in services, those who received a custom notification interacted with services at a higher intensity and duration. Individuals who received a custom notification were also about 4 percentage points less likely to be arrested after receiving outreach than those who attended a call-in meeting. However, the findings are not statistically significant.

1. What percentage of Ceasefire participants took up DVP services?

There were differences in uptake of services across outreach type, with approximately 16 percent of impacted individuals who received custom notifications taking up services and about 32 percent of individuals who attended only call-in meetings taking up services.

The goal of enrolling 60 percent of individuals in life coaching after receiving a custom notification was not met. About 18 percent of individuals who were successfully contacted via custom notification or call-in between June 2022 and June 2023 enrolled in DVP life coaching services.¹² A majority (84 percent) of individuals who received services enrolled for the first time after receiving the custom notification or attending a call-in meeting during this period; in other words, some individuals were already receiving services before the Ceasefire outreach occurred.¹³

Enrollment in services varied across Ceasefire channels, with 16 percent of impacted individuals who received a custom notification enrolling in services, while 32 percent of individuals who attended only a call-in meeting enrolled in services.¹⁴ When the Ceasefire message was delivered to an influencer only, 4 percent of individuals enrolled in services. The custom notifications team expressed during interviews that influencers were helpful in getting them connected to the prospective participant, however the take-up rates were quite low. This suggests individuals were either not ready to enroll in services or preferred to enroll in other services such as relocation.

The take-up rates did not align with participants' perspectives. During interviews with participants, they expressed appreciation for the personalized nature of the custom notifications, which focused on their individual needs and goals. Whereas the larger group messaging from call-in meetings sometimes felt disconnected from their experiences, which at times caused potential participants to be less receptive to engaging in services. They also felt the one-on-one attention conveyed a higher level of respect and dedication from the Ceasefire team during custom notifications as compared to the call-in meetings. It is possible that the presence of multiple partners and law enforcement agencies at the call-in meetings

¹² This percentage includes individuals who enrolled in services after an influencer was reached by the custom notifications team. Only individuals who enrolled between June 2022 and June 2023 were able to be identified.

¹³ It is possible that an individual received services prior to June 2022, but this was not able to be reliably tracked.

¹⁴ The custom notification percent includes individuals who received both a custom notification and a call-in and cases where both an impacted person and an influencer received outreach.

continues to place added pressure on individuals to enroll in services as has been reported in prior evaluations of Oakland’s Ceasefire strategy (Braga et al., 2019).

Table 7. Take-up by Ceasefire outreach type between June 2022 and June 2023

Outreach type	Number who received outreach	Number enrolled in life coaching	Percent enrolled by outreach type
All individuals contacted through Ceasefire outreach	224	40	17.86
Custom notification delivered to an impacted person	117	19	16.24
Ceasefire outreach delivered to an influencer only	45	2	4.44
Call-in meeting	62	19	30.65

Note: Analysis based on individuals with complete records in the June 1, 2022 – June 30, 2023 Apricot Service Notes file whose outreach event was completed and who took up life coaching. The custom notification category includes 18 cases where the custom notification was delivered to both an impacted person and an influencer and 16 cases where the individual received a custom notification and attended a call-in meeting. The call-in meeting category includes 2 cases where an individual attended a call-in meeting and an influencer was reached.

2. What was the intensity and duration of Ceasefire participants’ engagement in DVP services?

In total, Ceasefire participants interacted with services on 832 occasions and for 699.9 hours—an average of 22.5 times total and 1.1 hours per week per individual during the period they were actively receiving services.

Life coaching participants are expected to meet with their life coaches two to three times per week. Life coaching services are expected to last 12 to 18 months.¹⁵ Impacted individuals who received custom notifications interacted with services at a greater intensity and duration than those who only attended call-in meetings. Custom notification recipients received services an average of 26 times and were enrolled for an average of 18.8 weeks, while individuals who only attended a call-in meeting interacted with services an average of 20.8 times and were enrolled for an average of 15.2 weeks. This result is not statistically significant, but should be explored further in a future evaluation.¹⁶

3. What percentage of Ceasefire participants were arrested for a gun offense after outreach?

Overall, from June 2021 to June 2023, 7.6 percent of individuals who received a custom notification or attended a call-in meeting were arrested for a gun offense within 6 months after outreach.

From June 2021 to June 2023, impacted individuals who received a custom notification were less likely to be arrested for a gun offense six months after outreach than those who attended a call-in meeting (6.8 percent and 8.9 percent). This result is not statistically significant but should be explored further.¹⁷

¹⁵ The evaluation team was not able to assess whether this goal was met because we did not have a full year’s worth of service data for a sufficient number of participants.

¹⁶ The difference in number of times services were received ($P = 0.60$) and the difference in number of weeks enrolled ($P = 0.50$) were not statistically significant. The sample was limited to individuals who either received a custom notification or a call-in (but not both) in order to compute statistical significance.

¹⁷ This result is not statistically significant. The P-value for a chi-square test is $P = 0.53$ for the difference in arrest rates between custom notification and call-in recipients. The sample was limited to individuals who either received a custom notification or a call-in (but not both) in order to compute statistical significance.

Between June 2022 and June 2023, 10.8 percent of individuals who took up life coaching services were arrested for a gun offense within 6 months after outreach. In this time frame, 4.7 percent of Ceasefire outreach recipients who did not take up life coaching services were arrested for a gun offense within 6 months after outreach. This result is not statistically significant.¹⁸

C. Conclusions

The results suggest that CalVIP partners have clear and well-aligned understandings of the project and its goals and how their unique strengths and roles support the strategy. Additionally, the findings suggest that the enhancements made to the strategy through the CalVIP grant appeared to contribute to some improvements. Having a representative from DVP at custom notifications as well as automated data-sharing tools appeared to increase the speed of follow-ups and service engagement for participants, leading to more service uptake and less disconnection from participants with decreased burden on service providers. Additionally, the development of in-custody custom notifications appeared to facilitate the custom notification team's access to individuals they might not have otherwise been able to reach. Participants also reflected positively on the strategy and reported viewing the custom notification team as approachable, genuine, and invested in their success and indicated that the messaging resonated with them and motivated them to take up services. Although the take-up and participation rates in life coaching were found to be quite low, a future evaluation should examine these outcome measures over a full year after Ceasefire contact.

Areas for improvement were also identified for both Ceasefire and procedural justice strategies.

- **Custom notification team members shared that the emotional toll of being involved in this work can be a personal challenge.** Staff often encounter difficult situations and are almost always on call for Ceasefire participants. Expanding the existing team to bring in additional staff to help support the notification team when necessary may help mitigate burnout and ensure future outreach is able to continue uninterrupted. They highlighted the importance of selecting representatives with the requisite skills and background to be well received in the communities they serve and successful in their efforts. They also recommended the addition of a mental health counselor or licensed therapist to the custom notification group, to be able to help address mental health needs of individuals receiving custom notifications. The importance of mental health services has been well documented in other community violence intervention initiatives around the country (Heller et al., 2017; Lipsey et al., 2017).
- **Existing job opportunities for participants are limited and not well aligned with long-term participant goals.** There is a need to improve the job opportunities available through existing service providers to help encourage potential participants to take up life coaching and other DVP-funded services. For example, many of the current employment opportunities have limited growth potential and low hourly pay. Participants are looking for sustainable and well-paid careers that can set them up for long-term success and partners shared it is a challenge to get individuals interested in existing opportunities. One partner suggested meeting with local employers such as Waste Management, Pacific Gas and Electric, and Tesla to see what it would take to get them involved in Ceasefire services.

¹⁸ The P-value for a chi-square test is $P = 0.31$ for the difference in arrest rates between individuals who did and did not take up life coaching services. The sample was limited to individuals who either received a custom notification or a call-in (but not both) in order to compute statistical significance.

- **Procedural justice work has at times moved slowly due to a lack of capacity within partner organizations; clarifying roles and responsibilities of partners and individuals may help improve these delays.** A procedural justice coordinator role may help to address both issues. Coordinator responsibilities could focus on getting procedural justice programming up and running, including identifying partners and trainers, soliciting and implementing feedback, scheduling meetings between organizations, and ensuring work plans are being followed. This role would help partners work together to ensure progress is being made on procedural justice efforts. The position would likely require significant time at the start of implementation and taper off as programming was developed. Continuing to develop statements of work for future procedural justice efforts will also help to ensure sufficient progress is made on strategies. Additionally, future iterations of this strategy should explicitly define roles and responsibilities of partners, including deliverables, to provide clarity on expectations and goals for all parties.

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