

Innovation Moving a City forward



Impact Report 2022

Table of Contents

Our Values	1
Note from the CEO	3
Our Approach	4
Public/Private Partnerships	6
Community Partners	20
Partner's Gallery	25
Events	26
Acknowledgments	28

Cover Pictures (L-R)

Planting Justice - project 1

Planting Justice - project 2

Interfaith

Hidden Genius

Picture: City of Oakland

Artists: Trust Your Struggle Collective

(@TrustYourStruggleCollective, @erinyoshi,

@Nisha.k.Sethi, @misterbouncer)

Location: 4th and Webster

Our Values

Equity

We believe that equity is innovation. We work to level the playing field by investing in and supporting innovation in the most vulnerable communities of Oakland.

Innovation

We believe that innovation comes from the inherent talent and people who are from and live in the communities of Oakland. We must be brave enough to be the first to try and support bold ideas that address systemic inequities in Oakland and seek to lift up solutions that have proven results.

Integrity

We hold ourselves accountable to our community, our partners, and our mission. We earn trust by doing what we say we're going to do, by measuring what we do, and by openly sharing our successes and challenges.

Proximity

In order to invest and innovate with integrity we must be proximate to the people, neighborhoods, traditions, and challenges faced in the communities of Oakland. Proximity ensures dignity is the foundation of how we support and provide service to the communities of Oakland.

Resiliency

Using potential as our springboard, we remain hopeful and nimble through challenges, and continue to build off the steadfastness of our community and partners. We recognize 'no' is one step closer to 'yes.' We must stay agile to adapt to the needs of Oaklanders.

Strong Partnerships

We believe that building strong partnerships with city, philanthropic, and community leaders is critical to having impact at scale. We seek to collaborate with partners that value Oakland as a pioneering city for innovation and are committed to having equitable impact at scale.

*"You can't understand what a community needs,
until you spend time in that community."*

~ Bryan Stevenson





Juma Crawford,
Chief Executive Officer,
The Oakland Fund for Public Innovation

A Note from the CEO

Return on community,
not return on investment is what defines OFPI's impact.

As a nonprofit whose mission is to create change for the better, we find ourselves having to ask that **“look in the mirror” question - is what we are doing working? Are the partnerships and the investments we have made in the community, creating the intended material value for the people who live in our most vulnerable communities?**

At the Oakland Fund for Public Innovation, we understand that in order to answer this question with integrity it starts with proximity to strong leaders, establishing strong public-private partnerships and being able to test and scale innovative ideas with speed. Still, this is a question that we must continue to confront especially now that we are an independent 501(c)3 organization. In order to truthfully answer this question; we must focus on our strengths and continue to do what we do best: build meaningful partnerships with local government and ensure we are proximate to the families, leaders, and place-based organizations in our most vulnerable communities. It is imperative that we walk it, how we talk it. We made the decision to open our new headquarters in East Oakland and have the unbelievable honor and privilege of working alongside many of the communities and leaders that we invest in as an organization. We only hope that our place-based approach leads not only to a higher level of accountability, but also impact and ultimately a return on community, where all Oaklanders can stay rooted and thrive in our city.

I would like to thank our amazing Board of Trustees, our gutsy donors, our tireless community and non-profit partners and the wonderful leaders at the City of Oakland for all of their support.

A handwritten signature in black ink, appearing to read 'Juma Crawford'. The signature is fluid and stylized, with a large loop at the end.

Juma Crawford,
Chief Executive Officer,
The Oakland Fund for Public Innovation

Our Approach

OFPI works at the intersection of government, community and philanthropy to innovate, pilot and scale innovation:

- As an independent nonprofit funded by private sources we have the agility and speed to quickly pilot new solutions
- We pilot creative ideas and identify new strategies without risking taxpayer funds
- We partner with local government while simultaneously working directly with the community leaders closest to the problem



We partner with local government while simultaneously working directly with the community leaders closest to the problem



Our Goals

OFPI's top goal is to convert 70% of innovative ideas from pilot to permanence or policy in order to have meaningful impact in our most vulnerable communities here in Oakland.

Our Primary Focus Areas

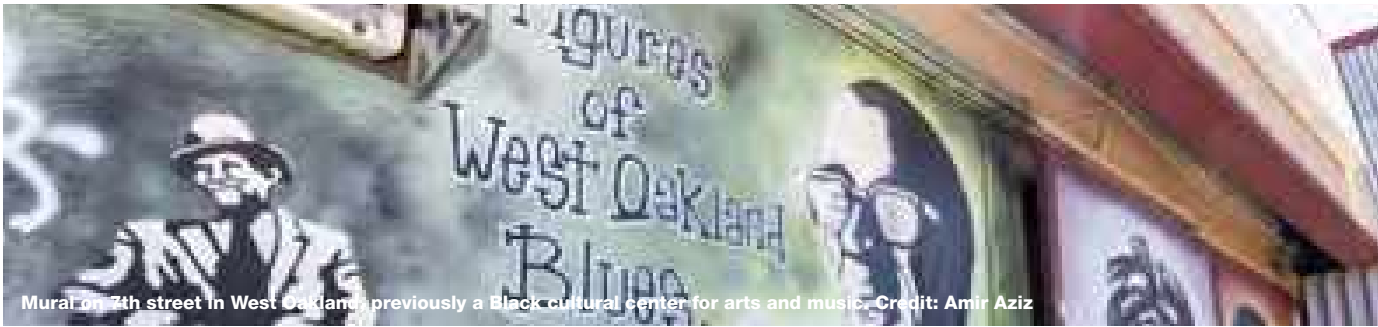
Housing • Creating Healthy and Safe Neighborhood • Job Creation



Public-Private Partners

- Department of Violence Prevention*
- Shallow Subsidy Housing Pilot
- Oakland City Challenge*
- Cultural-Strategist-in-Government Program
- Oakland EcoBlock*
- Summer Youth Employment Program
- Partners in Public Innovation*

**new partnership*



Cultural-Strategist-in-Government Program

Partner: City of Oakland, Department of Cultural Affairs

The Cultural Strategists-in-Government Program (CSIG), in partnership with the City of Oakland's Cultural Affairs Division (CAD), is one of our most innovative programs. **The program aims to demonstrate the value of embedding cultural strategists in government and co-creating new ways of fulfilling the City's equity aspirations.** Since its inception, the program has deployed CSIGs to 11 different City entities. In 2022, all CSIGs had taken up their positions, with some completing their tenure and others embarking on their journey towards building a more equitable and just society. The latest expansion of the program began in 2022 and will continue throughout 2023 with the ultimate goal of fully integrating the program into the City's work. Moreover, the program has already attracted the attention of other municipalities.

The City achieves this by having City workers collaborate with cultural strategists from communities most impacted by inequities. Through the CSIG Program, the City seeks to co-create new ways of fulfilling equity aspirations, bringing in a new perspective to the work of building a fair and just city for all Oaklanders. The City entities collaborating with CSIGs are:

- African American Museum and Library at Oakland & Celia C. Peters to create media innovations for library exhibitions
- Dept. of Race and Equity & Candice Wicks-Davis to animate the data of the Racial Equity Report through song
- Dept. of Transportation & Walter Wallace to promote transparency in government and civic engagement in mobility & safety issues
- Dept. of Violence Prevention & Umi Vaughan to create cultural activities as a protective factor against violence





Cultural-Strategist-in-Government - continued

- Economic and Workforce Development Dept. (Public Art) & Sorell Raino-Tsui to bring more equity and diverse voices into the public art realm
- Human Services Dept. (Head Start) & Sabereh Kashi to promote healing for unhoused families
- Oakland Public Works (Environmental Services Div.) & Maddy Clifford to promote understanding of the importance of zero waste and electrification (ESD also independently contracted Pacita Rudder as a cultural strategist to explore opportunities for public-private partnerships.)
- Office of the City Administrator (Communications) & Kev Choice to ground the meaning of the City's motto, Love Life, across Oakland government and communities
- Office of the City Council President & Tanisha Cannon to build more equitable activation of outdoor spaces, particularly at Lake Merritt
- Office of the Mayor (AssistHub) & Jamica El to remove stigmas and barriers related to accessing public assistance (AssistHub also independently contracted Cheo Tyehimba Taylor as a cultural strategist to support the program.)
- Planning & Building Department & David Peters to deepen understanding of assets and needs in under-resourced neighborhoods during the General Plan Update





Oakland EcoBlock

A Resilient, Decarbonized Neighborhood Pilot Retrofit



OFPI is a proud supporter of Oakland EcoBlock, **a radical retrofit of existing residential homes, establishing a neighborhood block that is more resilient to power outages, creating homes with improved indoor air quality, and allowing residents to co-own the main means of their energy production.**

Halving emissions by 2030 requires innovative ideas and bold moves, especially for existing urban residential building stock. Electrification of natural gas loads and adopting solar plus storage systems have been hindered by transaction costs associated with customer acquisition, permitting, financing and construction inherent to the one- house-at-a-time model, and limited access to capital to finance the high upfront costs.

Since about 60% of California's housing stock was constructed before energy codes, tackling this scale of retrofits calls for a strategic plan that leverages the economies of scale of retrofitting multiple neighboring houses at the same time.

The Oakland EcoBlock advances a new model for scaling resilient, low-carbon solutions in existing neighborhoods through block-scale retrofitting that combines energy efficiency, electrification, water conservation, and rooftop solar plus battery storage systems, including EV car sharing and curbside charging in a low-to-middle income neighborhood in the City of Oakland.

Named as one of 22 microgrid projects to watch in 2022 by Microgrid Knowledge, the project aims to:

- Rapidly and equitably reduce carbon emissions through electrification and EV car sharing.
- Build clean energy resilience with a rooftop solar microgrid that provides power to the block during power outages.
- Create a nonprofit mutual benefit corporation of homeowners and tenants to own and govern the microgrid.
- Strengthen community by promoting connections and shared goals.



Healing Violence in our Communities and Schools

Partner: City of Oakland Department of Violence Prevention

We are excited to launch our **three year Challenge Grant** from the Gilead Foundation's Creating Possible Fund. We are partnering with The City of Oakland's Department of Violence Prevention, where we will be investing in a three-year pledge focused on **a health equity strategy, including a focus on prevention and intervention services to school-age youth, disrupting the pattern of violence.** As a Fund, we deeply believe in the Department's public health approach that will strengthen family, school, and community contexts for OUSD school students living in neighborhoods with high rates of violence, to reduce their exposure to violence and increase their chances of succeeding in our classrooms and our communities.

The following DVP strategies include:

- 1.** Engage 80 families of OUSD students who are at high risk for violence victimization or perpetration in six months of coaching, educational sessions, and resource provision designed to improve the family's ability to protect its members from violence.
- 2.** Organize Town Night community events in Oakland during high-crime hours to engage families in pro-social activities, build community cohesion, and reduce violence. These events, which involve multi-generational participation and mediation discussions, will serve students and families from targeted OUSD schools during the summers of 2023 to 2025.
- 3.** Implement a violence prevention and intervention awareness media campaign at OUSD school sites and during Town Nights events. Campaign messaging will focus on the following: **(1)** emotional, cognitive, and physical effects of violence on victims; **(2)** signs of victimization; **(3)** available prevention and intervention resources in Oakland; **(4)** non-violent responses to violence; and **(5)** cultural misconceptions and unhealthy behaviors related to violence.

Healing Violence in our Communities and Schools - continued

“We understand that violence is a public health issue that many of our schools and young people face daily. Through the Gilead Foundation’s Creating Possible Fund™, we look forward to helping lead the way by investing in equitable solutions that will have real impact and help heal our communities.”

~ Kate Wilson, Executive Director, Gilead Foundation.





Shallow Subsidy Housing Pilot

Partner: City of Oakland, Department of Cultural Affairs

The Oakland Shallow Subsidy Pilot, launched in July 2021, currently provides 200 households a portion of their monthly rent for 18 months to stop their displacement from Oakland and prevent them from experiencing homelessness.

The program focuses on families who live in Oakland's most vulnerable communities and are at the highest risk for being displaced or becoming homeless. Among households enrolled in the pilot, **the average rent burden is 115%, the average area median income is 17%.** A report published by Alameda County's EveryOne Home, "Centering Racial Equity in Homeless System Design", identified 920 Oakland households who could most benefit from an ongoing rental subsidy.

The pilot is being evaluated by researchers at the UCSF Benioff Homelessness and Housing Initiative (BHII). For the 920 families in Oakland who were identified in the County's report as the most vulnerable households, it's estimated that it would cost \$10 million a year to prevent them from becoming homeless.

"We hope that by centering equity at the core of this work and by proving real impact, this cost-effective pilot becomes a sustainable policy solution to curbing homelessness for some of our most vulnerable residents and families here in Oakland."

~ Juma Crawford, CEO, Oakland Fund for Public Innovation.

Ultimately, the goal is for the Oakland pilot to lead to larger policy changes at the regional, state and federal levels.

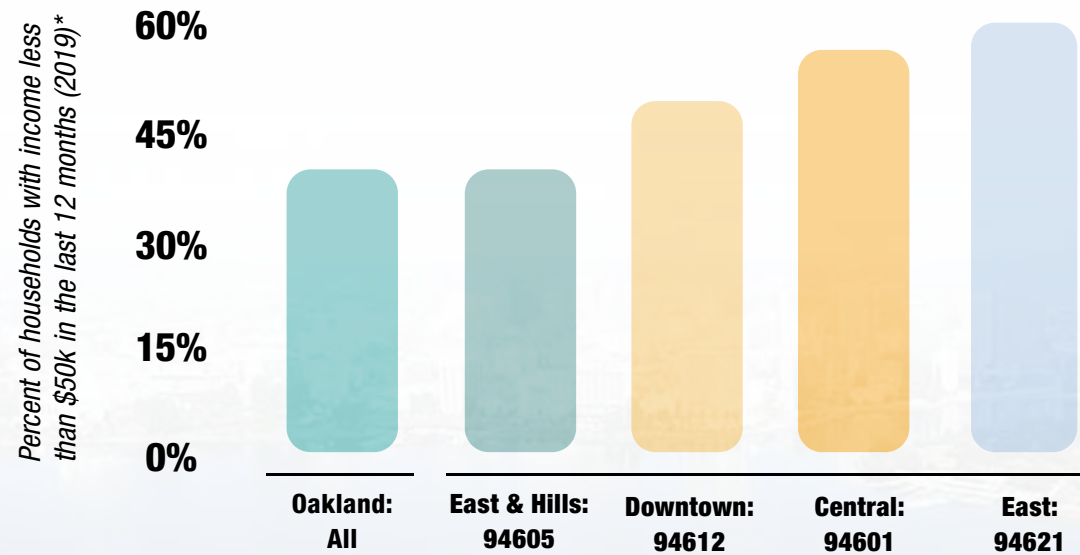
Developing a body of evidence on initiatives that work will lead to systemic changes required to ultimately end the housing and homelessness crisis. Final reports will be released in the winter of 2024.



Shallow Subsidy Housing Pilot - continued

In one of most expensive regions in the country, there are several zip codes where the majority of households make less than \$50,000 per year.

Households with Annual Income less than \$50k



*Source: Analysis of US Census Bureau American Community Survey 5-year estimates (2015-2019)



Oakland City Challenge 2022



The Oakland City Challenge is a public engagement project in which city officials work with residents of Oakland to identify and implement resident-designed solutions to some of the city's most pressing problems. The City Challenge builds the capacity of local civil servants and residents to collaborate, identify and co-design potential solutions that tackle urban challenges and improve the livability of Oakland. The Oakland City Challenge specifically focused on the following three challenge areas:



From April-June 2022, The Oakland City Challenge received solution **proposals from 237 Oaklanders**, which were then **voted on by 860 members of the community**. Solutions were **voted on 2361 times**, with the **average voter up-voting 2.75 ideas**. The top twenty proposals for each category were reviewed by a panel of 18 reviewers, made up of community leaders and city staff, students, and experts in the Oakland City Challenge issue areas.



Winning Proposals

The panel selected six winning proposals that completed a coaching program where winning teams and **city officials collaborated to develop pilots that are implementable and impactful to the three challenge areas: homelessness, violent crime, and illegal dumping**. Winners are all from Oakland and include the formerly incarcerated and homeless as well as students and seniors.

Each winning team received funding from the Oakland Fund for Public Innovation to help them develop an implementable pilot of their project or to further develop their existing programming. Teams will also develop project plans and budget requests to invite the City, philanthropy and corporate partners to fund the scaling of their projects in the future.



Homelessness Challenge Winners

“Urban Compassion Project”

Solution: The Urban Compassion Project (UCP) partners with unhoused residents and a dedicated group of volunteers to dispose of trash, debris, and large items in communities across Oakland. This work helps build trust between housed and unhoused neighbors while establishing an initial point of contact for potential future wrap-around services.

“Tiny Homes Communities”

Solution: Creating Tiny Homes that focus on supporting the formerly incarcerated, unhoused youth, and other specific populations. This solution would focus less on building homes, and more on building community with access to essential services.



Violent Crime Challenge Winners

“Oakland Speaks - Conflict Resolution for All”

Solution: Actively teach and embrace evidence-based conflict resolution and nonviolent/compassionate communication skills all across Oakland. The project will support and challenge every business, school, volunteer group, government partner, philanthropic organization, scout troop, book club, prayer circle, and every person to find ways to embrace, share, and use conflict resolution and nonviolent/compassionate communication in as many ways as possible.

“Project Bedrock”

Solution: In partnership with the Department of Violence Prevention, adapt and replicate a crime prevention program from Liberia that found that providing therapy and cash assistance to young men at high risk of violent crime dramatically decreased the chance that they would commit violent crimes, even 10 years later.



Abandon Vehicle & Illegal Dumping Challenge Winners

“Friends of the Urban Forest for Oakland”

Solution: Develop a mechanism of collaboration between nonprofits and the City of Oakland with a focus on lowering the barrier to entry for street trees, community garden development, and urban beautification efforts.

“Combined Solution on Marketing Free Pickup/Drop-off Services for Trash”

Solution: Multiple solutions pointed to the need for more targeted bulky waste collection programs. These solutions would first and foremost focus on marketing campaigns that would aim to increase the uptake of existing opportunities and programs.

The Goal of the Program

The goal of the program is to help challenge winners launch pilot projects in one year and to prepare proposals for scale up. The City Challenge Team will conduct a media event showcasing the different proposals and will continue to provide updates about the pilot implementation available on our website.



Summer Youth Employment Program

Partner: Economic & Workforce Development Department, City of Oakland



The Oakland Fund for Public Innovation (OFPI) collaborates with the City of Oakland to provide high school **youth ages 16-21** with first time job experience during the summer to gain work experience and earn a wage between school years through the Oakland Workforce Development Board (OWDB) Summer Youth Employment Program (SYEP). Youth within the community have the opportunity to earn money, improve their job readiness skills, foster positive and professional relationships with local businesses, and learn valuable financial literacy skills through the SYEP. **The goal of this program is to increase the number of Oakland youth employed in the summer** and engage stakeholders in an integrative and efficient process. These goals are incentivized through subsidized and employer-paid opportunities for the youth.

The OWDB prioritizes services for youth who are Black, Latinx, Native American or Pacific Islander. SYEP also provides these opportunities to youth who are not connected to the traditional school system as well as youth who are not working. Many of the participants reside in East Oakland, Fruitvale and West Oakland and have little to no previous work experience. Youth complete about **20 hours of job-readiness training** and up to **100 hours of paid work** experience in order to meet the objectives of the program.

Summer Youth Employment by the Numbers





Partners in Public Innovation

Partners in Public Innovation strives to transform public services by fostering a culture of continuous improvement: In other words, to create a government that has the skills to make itself better and delight its citizens. Led by a team of former public servants, PPI has helped local governments around the state and nation provide better services to citizens through data-driven improvement, making it easier to get permits and licenses, helping government hire better people faster, and ensuring that public parks and schools are properly maintained.

“If you care about government working and appreciate what government does, *you have to care about supporting the performance of each and every person in government.*”

In 2022, OFPI and PPI began exploring creative ways to work together to improve the performance of Oakland City services. In collaboration with the City, OFPI funded two strategic pilot efforts:

- Two City staff joined PPI’s Lean Leaders program, where they not only gained the skills needed to lead improvement projects, but immediately put those skills into practice, working to shorten the time it takes to permit Accessory Dwelling Units and increase Oakland’s housing stock.
- PPI provided coaching support to Mayor’s Office staff leading three strategic Impact Teams, coordinating interdepartmental efforts on illegal dumping, homelessness, and violent crime.



Community Partners

- Icy Baby Foundation/Goalsetter*
- Planting Justice*
- Hidden Genius Project*
- Interfaith Power & Light*

**new partnership*



Icy Baby Foundation & Goalsetter - Closing the Racial Wealth Gap

The racial wealth gap is widening in the United States. **In 2016, the median family wealth of white families was \$171,000.00. Black families, in contrast had a median family wealth of \$17,600.00.** If we focus the spotlight on Oakland, we see that families of color in the Bay Area and specifically Black and Brown families have been hit hardest by the cost-of-living and the wealth gap. **Since 2009, Oakland has lost over 50% of its Black population primarily due to economic displacement.** It is imperative that we begin to educate the younger generation of Black and Brown children how to save, invest, and build wealth. Enter the Close the Gap pilot, a public-private partnership to shift the mindset, **empower and educate Black and Brown young people in Oakland how to save and invest money with the hope of closing the wealth gap.**

In December 2022, we partnered with [Goalsetter](#), [Saweezie's Icy Baby Foundation](#), and [Oaklandia Cafe](#) to bring financial literacy to Oakland's young people! The Financial Freedom Party served as the kickoff event for the Icy Baby Foundation's ongoing six-week financial literacy course. The course began in January and is open to ages seven 7-17. Youth in attendance received **a funded debit card, educational resources, and information about saving, budgeting, and financial planning.**





Planting Justice - Grow Food, Grow Jobs, Grow Community

Planting Justice (PJ) believes that building a local, sustainable food system can create thousands of green jobs, promote economic justice, and support community healing by providing access to nutritious food, dignified jobs, and education.

PJ has built over 550 edible gardens and worked with five high schools to develop food justice curricula since 2009. They address the structural inequalities in the industrialized food system, such as the exploitation of food system workers, lack of access to fresh, nutritious food in low-income communities of color, and over-reliance on packaged, processed food.

Grant 1: Fire Recovery

In June 2022, A fire broke out at the PJ Mother Farm destroying 3 acres of established fruit trees, bushes, and irrigation systems. As stewards on the land, PJ has planted a permaculture food forest with an incredible variety of fruits. After the fire, OFPI provided funding to help with the clean up.

PJ has accomplished a lot since then with the help of volunteer events, whole-staff PJ workdays, and tree-by-tree planting by Farm Team members. This includes **(1)** re-establishing a robust irrigation system, **(2)** hydroseeding the hillside to fix nitrogen, create beneficial habitats, and increase moisture retention in the soil, and **(3)** planting dozens of fruit trees.

Grant 2: Aquaponics Farm

PJ's new nursery will create many more dignified living-wage jobs for formerly incarcerated people in service of food and economic justice, as communities transform themselves from dependent consumers to empowered producers. With an OFPI grant, last year's dilapidated greenhouse removals and property clean-up laid the foundation for a fresh start. The renovated houses will serve as meeting spaces, offices, and staff housing. The next stages will focus on greenhouse construction and aquaponics installation.





The Hidden Genius Project - Transforming lives of Black male youth



The Hidden Genius Project is an Oakland-based organization that has been **transforming the lives of Black male youth since 2012 by providing them with training and mentoring in technology, entrepreneurship, and leadership skills.** Through partnerships with community organizations and public systems, the organization addresses the material needs of its students and inspires them to fulfill their hidden potential. The flagship Intensive Immersion Program **provides 800 hours of training and support over a 15-month period to nearly 200 Black male high school students nationwide.** The Hidden Genius Project Catalyst programs also offer free events and workshops throughout the year, providing increased exposure and igniting interest for students in areas such as mentorships, basic coding and computer programming, entrepreneurship, and education about pathways to tech careers.

The [Intensive Immersion] program includes training in **foundational problem-solving and design thinking skills, student-centered project-based instruction in programming languages,** field trips to local technology companies, and leadership development discussions.

Over the past decade, The Hidden Genius Project has impacted the lives of **more than 9,800 young Geniuses across six sites, with 3,400 served directly by the Oakland site, and 227 matriculating through Oakland's Intensive Immersion Program.** Through OFPI's support and the contributions of other partners, The Hidden Genius Project has been able to continue to empower and equip Black male youth with the skills and knowledge needed to succeed in the tech industry and beyond.



Interfaith Power & Light - Creating climate resilience hubs



Mission

California Interfaith Power & Light's mission is to inspire and mobilize individuals and communities of faith and conscience to take bold and just action on climate change.

Our Work

CIPL is greening Oakland's houses of worship, teaching and preaching about caring for Earth, and advocating for just and equitable climate policies at the federal, state, and local levels. Recently they have increased their focus on **building climate resilience by equipping congregations in underserved areas to become community climate resiliency hubs with solar, backup battery, and air filtration systems.** That way, even in power outages, community members can have access to electricity and breathe clean, cool air.



*"Humanity's scriptural mandate is clear. Here's the garden.
Take care of it, and be the best botanist you can be."*

~ Rev. Curtis Robinson, senior pastor of Faith Baptist

With OFPI's support, **Faith Baptist Church in East Oakland** opened the city's **first community climate resiliency hub** in October 2022. We held a celebratory worship service, ribbon cutting, and lunch for the community in November that was attended by 70 people and covered on NPR and on the local CBS affiliate's evening news.



Partner's Gallery



THE OAKLAND GRATITUDE BALL

SATURDAY, DECEMBER 17, 2022

Events

We applaud and thank Mayor Libby Schaaf for her service to the City of Oakland as **Oakland's 50th Mayor**. Mayor Schaaf incubated Oakland Fund for Public Innovation in the Mayor's office and found we met a profound need – using private dollars to test bold ideas for improving the City of Oakland's ability to tackle its greatest challenges and improve the prosperity, safety, and quality of life for all Oaklanders.



**THE OAKLAND FUND
PREPARES TO SOAR!**



Grand Opening Celebration!

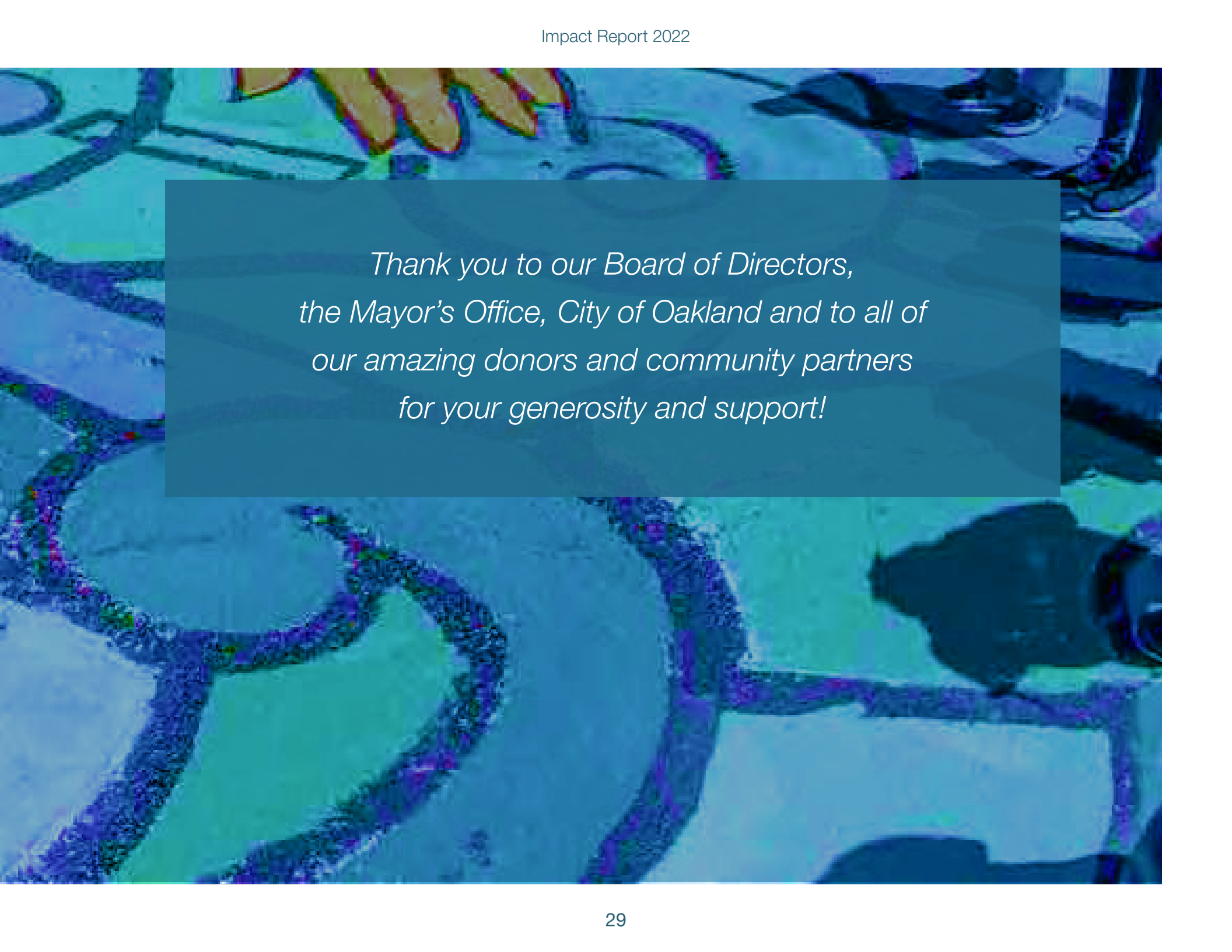
On October 27th, 2022, we celebrated the Grand Opening of our office in East Oakland! Thank you to all of our partners and supporters that came out to celebrate with us. We would not be here without you and we are so excited for this next chapter!

A big thank you to the Oakland-based vendors that helped make the opening a success! Thank you [Ayaba Wines](#), [Oaklandia Cafe](#), and [DJ KG!](#)





Acknowledgements



*Thank you to our Board of Directors,
the Mayor's Office, City of Oakland and to all of
our amazing donors and community partners
for your generosity and support!*



Oakland Fund for Public Innovation

5493 Bancroft Avenue, Oakland, CA 94601

www.OaklandFund.org | info@oaklandfund.org