



**RISE
EAST**



**Oakland, we are the dream
and the hope. Now is our
time to rise.**

Imagine an East Oakland where Black children and families not only survive, but flourish. In this vibrant and inclusive community, individuals can reach their full potential and contribute to the greater good. Rise East embodies the belief that prioritizing the well-being and success of Black children and families can create a catalytic ripple effect that uplifts and empowers all members of our city.

Rise East is a call to East Oakland - past, present and future - to rise up and build a space and place where Black people can vigorously grow and thrive. Through its programs, initiatives, and partnerships, we will provide resources, support, and opportunities for growth and success in East Oakland, which will serve as a beacon of hope for the entire city of Oakland.

Rise East was born out of the vision and efforts of community leaders and longtime and legacy residents living in Deep East Oakland. Our initiatives are direct reflections of the hopes and needs of the people who live here and those who wish to return.

TABLE OF CONTENTS

Our road map to a thriving East Oakland where Black children and families are flourishing.

**RISE
EAST**

PART I

Welcome to Rise East

Welcome	6
This Place is Home	8
Introduction	10
Who We Are	14
Creating the Rise East Plan	24

PART 2

The Rise East Plan

Our Community	29
Our Vision for East Oakland	30
Our Investment Strategy	25
Our Funding Model	52
We Rise Together	55



WELCOME

Imagine a place where Black children and families not only survive, but flourish, in a vibrant and safe community. The Rise East Road Map outlines a community-led strategy to make that future possible for legacy, current, and future residents of Deep East Oakland.

As stewards of this community, we want every resident to experience good health, housing security, quality education, economic opportunity, safety, peace, and dignity. That's why we have invested our time, effort, vision and strategies with Oakland Thrives to create the Rise East Plan. More than 400 current and legacy residents contributed their ideas to this plan.

Rise East is a roadmap to make deep, lasting improvements in the 40x40 neighborhood of East Oakland. This is a roughly 40x40 block area in the heart of East Oakland that is home to the largest concentration of Black residents (over 30,000) who remain across Oakland's flatlands. This community-led, collective impact initiative to preserve, protect, and build the 40x40 community - by centering rather than displacing its Black residents - is rooted in decade-long efforts to create a Black Cultural Zone in East Oakland. A Black Cultural Zone is a geographic area where Black people have a significant presence and where Black culture is celebrated and preserved. These zones can be found in cities and towns all over the world, and they often feature Black-owned businesses, restaurants, and cultural institutions. Harlem, NY is one example.

Black Cultural Zones are important because they provide a sense of community and belonging for Black people. They also play a vital role in preserving and promoting Black culture. In a world where Black people are often marginalized, these zones are a place where Black people can express themselves freely and celebrate their heritage. For more than 10 years, community leaders in East Oakland have done the groundwork to bring this vision to life.

Rise East envisions an Oakland where Black children and families can return, remain, thrive, and flourish, for generations to come. Rise East directly confronts the legacy of historical racism, discrimination, and wealth-stripping that deprived Oakland's Black residents, particularly Black East Oakland residents, from staying, returning, and self-actualizing.

The Rise East plan identifies core investable strategies that will accelerate this work over the next ten years by distributing resources across nonprofits serving Deep East Oakland and members of the East Oakland Black Cultural Zone Collaborative, and leveraging substantial amounts of public funding. Key to this place-based strategy is deep partnership and collaboration among community based organizations, community members, public and private sector institutions, and philanthropic organizations.

The Rise East plan is supported by national leaders, including Geoffrey Canada, the Founder and President of Harlem Children's Zone, which has served as a proof of concept by demonstrating that empowered local leaders can make transformational change at the neighborhood level when adequately resourced.

We invite you to come on this journey with us. We have the vision, the plan, and – thanks to Blue Meridian Partners – a substantial down payment on the resources required to make this vision a reality.

Now is our time to rise.

RISE EAST.



This Place is Home

Keyanna and Martin Trahan have been a part of the East Oakland community for more than 40 years. From growing up near Havenscourt Junior High School to visiting the Eastmont Mall on the weekends to hanging out with friends, they have seen remarkable changes in the East.

Keyanna has played basketball since the second grade and started attending the East Oakland Youth Development Center (EOYDC) at 13 years old, where she developed a deep love for the community. She now works at EOYDC and coaches several boys Amateur Athletic Union (AAU) teams and is working on adding a girls team soon. Martin attended St. Benedict's School on 82nd and Bancroft, and remembers fondly playing basketball at Arroyo Park and serving as an altar boy at the church led by community legend, Father Jay. Today, Martin is a barber and community leader.

The two met in junior high school, started dating in high school (graduating from Fremont High School and Castlemont High School respectively), married in 2006, and have been together ever since. They have two children who both graduated from Oakland High School: One daughter, and a son who is headed to Morgan State University this year. Because of their long history and deep love for East Oakland, we asked them to share their hopes for Rise East.

What do you love about East Oakland?

We know East Oakland is a handful, but this place is home in so many ways. We raised our family here. We love being homeowners, working in our garden, connecting with our neighbors, and being fully immersed in our community. We are considering buying a duplex to help bring more young, Black families to the East.

What's hard about living in East Oakland?

We are disconnected in most neighborhoods. Neighbors don't know neighbors. Most of our schools are academically underperforming, and it seems like unless you drive your kid to school, there are no safe routes that allow them to walk or ride their bike.

We have the constant feeling that we are not safe when outside of our home, and when our son leaves the house, that feeling is magnified. We see lots of empty lots and abandoned buildings where there were once businesses. And the streets are not kept up by the city or community.

When you imagine what Rise East can do, what do you see?

We see ourselves being proud of our community. We have good middle and high schools and more outdoor green spaces that the city keeps clean. We feel safe walking or riding our bikes to work and home, and there are no doughnut marks on our major intersections. Our streets are clean! In this vision, there are more Black homeowners and Black people serious about buying homes in the Deep East. And most importantly, we are a connected community.



Flora 6650

Havenscourt BLVD
←
2100

RISE EAST

In the late 1960s and early 1970s, East Oakland was home to a thriving Black middle-class community.

Streets hummed with teenagers on their way home from Castlemont High School. City-run rec centers in local parks were filled with grade-school children who enjoyed the arts, reading, and playing sports after school and during the summer. Eastmont Mall housed scores of local and regional businesses – East Oaklanders went there to buy TVs, outfits for church, engagement rings, and comic books. Oakland A's games packed the Coliseum, and all the top bands played next door at the Oakland Arena.

A Black child growing up in East Oakland in that era felt safe and connected to their neighbors. They felt grounded in and proud of their cultural identity and hopeful about their future. Many great leaders grew up in East Oakland during the late 1970s and early 1980s, including Oakland Unified School District Superintendent Kyla Johnson-Trammell, and East Bay Community Foundation CEO Brandi Howard.

Fast forward to 2023, and Eastmont Mall is a ghost town containing little more than vacant storefronts, a police station, and a social services agency.

Instead of applying for a job at a local store, residents can go to the mall to sign up for welfare benefits. Most parents do not feel safe sending their children to the local parks, even for a program at the park and rec center, and many neighborhood children spend entire summers indoors, watching screens to avoid potential dangers looming outside.

Many of the city's lowest performing schools are in East Oakland. Less than one in four Black third graders in Rise East area schools are reading at grade level. Fewer than a third of graduates from Castlemont High School go on to any post-secondary pathway. East Oakland schools are struggling to draw and retain students from East Oakland. Only 38% of students living in Rise East school attendance areas go to their designated OUSD neighborhood school. Homeless encampments sprawl on once-manicured sidewalks, and many parked cars now house families.

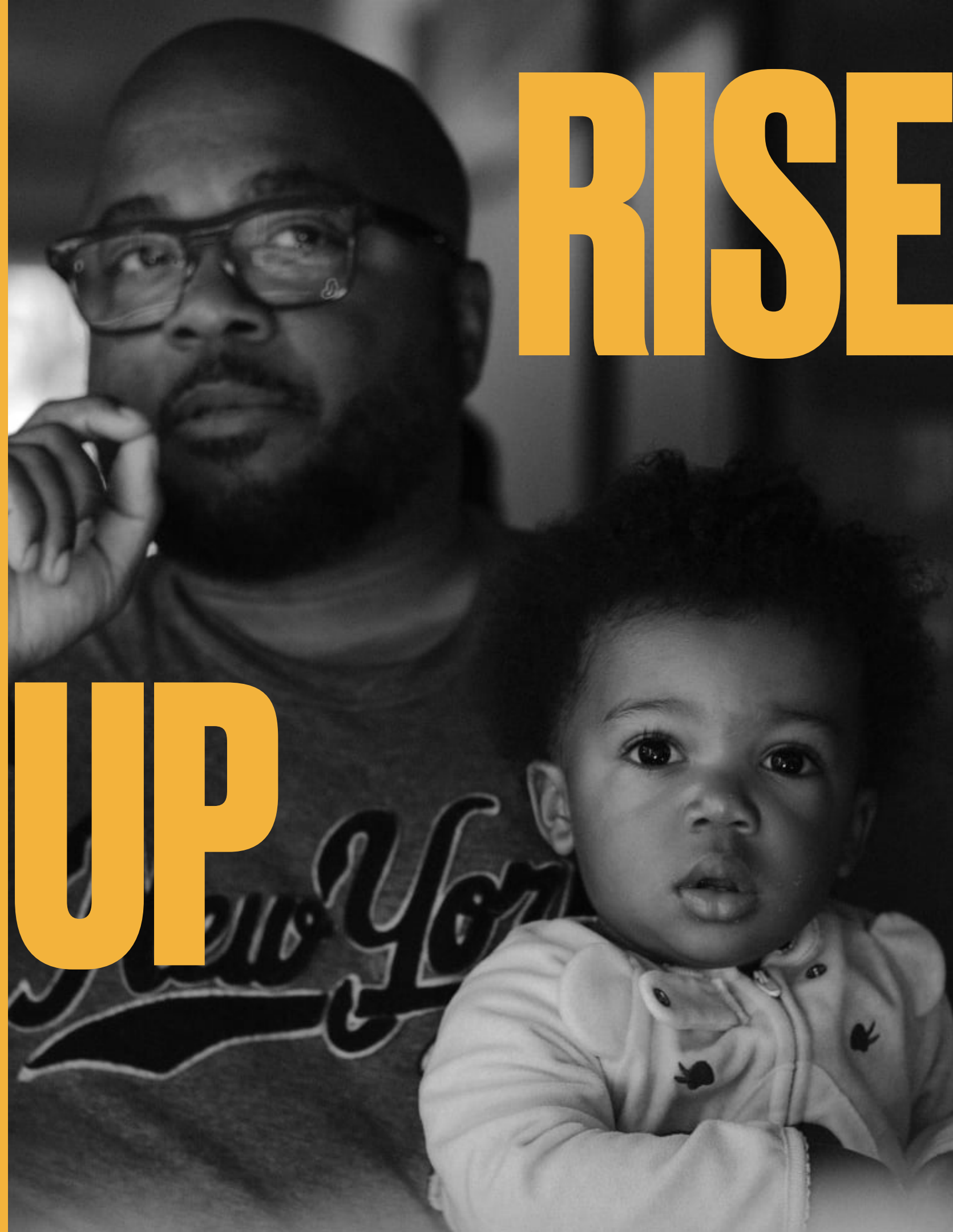
An array of factors led to East Oakland's decline: urban renewal policies that disrupted functioning neighborhoods, new freeways that decimated once-thriving commercial corridors, redlining practices which left Black residents with predatory loans and discriminatory appraisals, defunding and decoupling of support for public schools in urban neighborhoods, the crack epidemic and War on Drugs, brutal policing that made residents too afraid of police to rely on them for safety, the exodus of blue-collar and factory jobs and the decline of industries that paid living wages, the foreclosure

crisis and Great Recession. As neighborhood conditions worsened, a population "tipping point" occurred and Black families began leaving East Oakland. In 1990, 163,526 Black residents lived in Oakland, accounting for 44% of the city's population. By 2020, the Black population was only 21% citywide and numbered just 93,820, with the expectation of a continued exodus. Today, just over 9,000 Black families live in East Oakland, and if current displacement trends continue, more than 2,600 Black families will be pushed out or leave by 2030.

While these numbers are alarming, they have catalyzed an unprecedented level of collaboration in East Oakland. First, a coalition of neighborhood leaders came together to create a shared vision for the 40x40 neighborhood. Then Oakland Thrives, the city's collective impact table representing the public and private sectors, stepped up to manage a 10-year planning process that ultimately resulted in a pledge of \$50 million from a national philanthropic group, Blue Meridian Partners, to support the goals and strategies outlined in the 10 year plan. This document sheds light on those plans and serves as an invitation for all to join us as we strive together to make East Oakland a place where Black children and families can once again thrive.

RISE

UP



WHO WE ARE

In 2010, EastSide Arts Alliance called together a coalition of neighborhood leaders to create a shared vision for a Black Cultural Zone in East Oakland. Over the next several years, the East Oakland Black Cultural Zone Collaborative took shape, launching a community development corporation to focus on real estate acquisition and development.

During this same period, Roots Community Health Center identified a roughly 40x40 block area in East Oakland grappling with many systemic inequities and began crafting a plan to improve health and quality of life in the neighborhood.

Then came COVID-19, which highlighted the acute and unmet needs of Black people in East Oakland. Roots Community Health Center and the East Oakland Black Cultural Zone Collaborative worked tirelessly alongside the African American Response Circle, Oakland Frontline Healers, UMOJA Health, Resilient Fruitvale, the COVID Communications Collaborative, and others to organize critical resources to address the COVID 19 Pandemic.

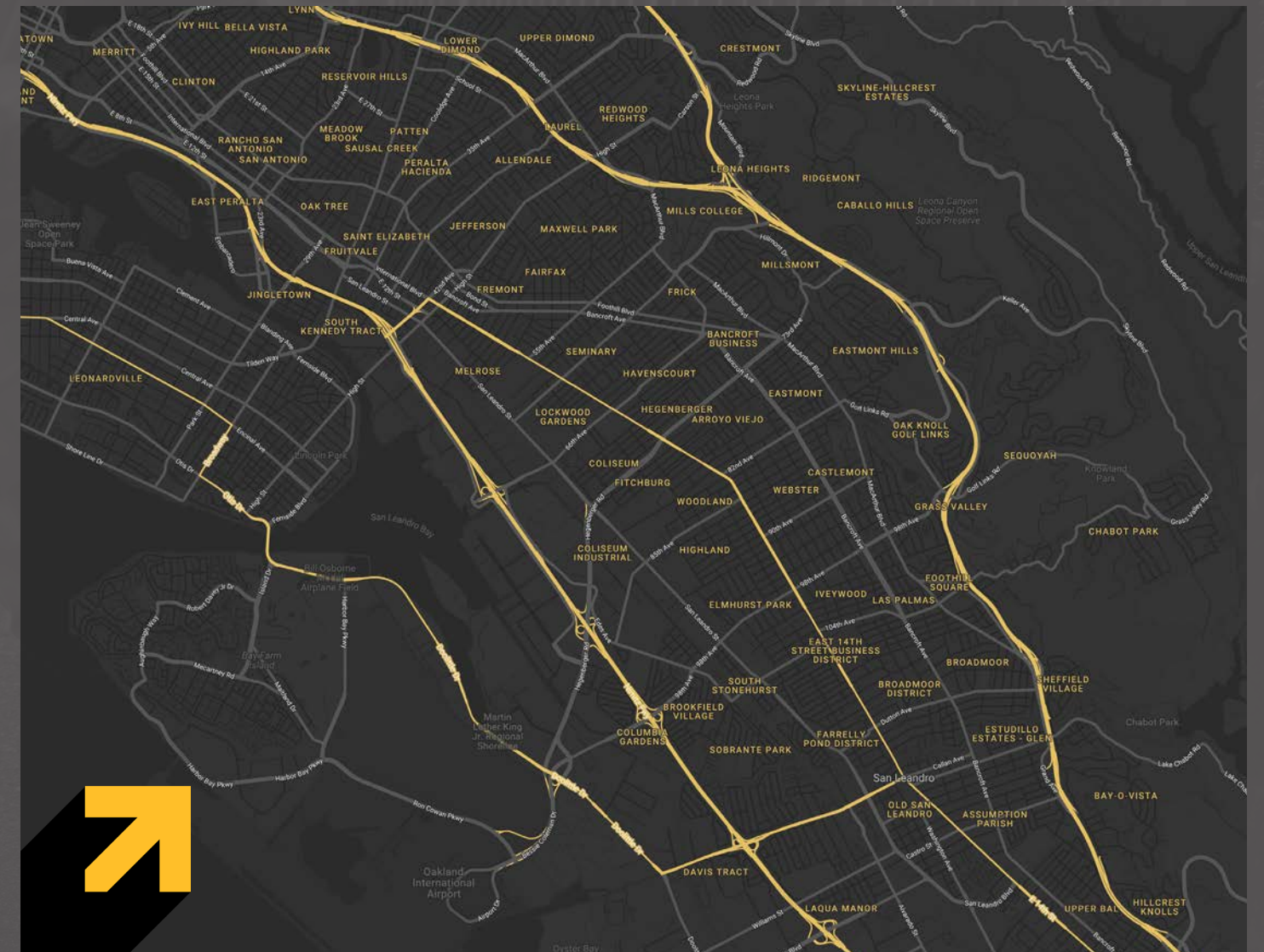
In 2019, we agreed to unite our efforts and form the 40x40 Council. We invited East Oakland Youth Development Center to join us. With a long history of collaboration, and the trust built through the most challenging times of the pandemic, we were ready to commit to long-term partnership. In 2022, Oakland Thrives invited us to participate in a ten-year planning process, out of which grew the Rise East plan.

Rise East was born out of the vision and efforts of residents and community leaders, including Carolyn Johnson, Founder and CEO of the Black Cultural Zone CDC, Dr. Noha Aboelata, MD, Founding CEO of Roots Community Health Center, Selena Wilson, CEO of East Oakland Youth Development Center (all born and raised in East Oakland), and Greg Hodge, CEO of the Brotherhood of Elders Network (and a 40-year resident of Oakland). Throughout the planning process, Rise East has been nurtured and supported by grounded institutional leaders, including Dr. Kyla Johnson-Trammell, Superintendent of Oakland Unified School District, and Brandi Howard, President and CEO of the East Bay Community Foundation, both of whom were also born and raised in East Oakland. We know the value and potential of East Oakland because we lived it as children, and we have deep roots and ties in the neighborhood.

THE 40X40 COUNCIL

The 40x40 Council is a network of community-based organizations in the 40x40 area of East Oakland working together to improve the neighborhood's health and quality of life.

Launched in 2019, the 40x40 Council includes four highly impactful and Black-led nonprofits: Black Cultural Zone, Brotherhood of Elders Network, East Oakland Youth Development Center, and Roots Community Health Center. The initiative includes a People's Advisory Council composed of Black community leaders and residents from the 40x40 who know the issues impacting the community and a vested interest in improving the neighborhood without displacing the residents. It also includes the East Oakland Black Cultural Zone Collaborative, comprised of over twenty Black Led organizations committed to a thriving Black community in East Oakland. The 40x40 Council will take the lead on operationalizing and implementing the 10 Year Plan.





Carolyn (CJ) Johnson
CEO, Black Cultural Zone



BLACK CULTURAL ZONE

Since 2014, Black Cultural Zone has worked with a coalition of residents, government agencies, churches, and grassroots organizing and community groups to help keep Black folks in East Oakland.

Black Cultural Zone addresses the disparate impact of decades of disinvestment in East Oakland and the more recent displacement of Black people and businesses from Oakland by centering Black arts and culture within a community development framework. By building power, securing land, and directing more dollars to community-driven projects, Black Cultural Zone is securing a foothold in East Oakland so that Black residents can remain, return, and rise. Black Cultural Zone CDC, formed in 2019 at the direction of a community steering committee and the East Oakland Black Cultural Zone Collaborative, is led by CEO Carolyn (CJ) Johnson, MPH, MBA, EdD, a lifelong East Oakland resident and proud graduate of Castlemont High School, who brings more than 30 years of experience in finance, business management, nonprofit operations, and commercial real estate - investment, brokerage, development and management.

EAST OAKLAND YOUTH DEVELOPMENT CENTER

Founded in 1978, EOYDC provides free after-school and summer programming to over 1,000 young people (ages 5 - 24) annually.

EOYDC's Education Continuum programs are designed to provide youth with holistic support from kindergarten, through high school and post-secondary education, into careers. The Education Continuum helps youth build a strong connection to their community, develop leadership skills, provide learning support, and bolster the socio-emotional skills required to complete their education, succeed in the workplace, and become positive contributors to their communities.

EOYDC is currently led by CEO Selena Wilson, who grew up in the 40x40 and began attending EOYDC programs at age four. A graduate of Castlemont High School and Holy Names University, Selena went on to earn her Master's degree in Learning & Organizational Change at Northwestern and served as a management consultant with Deloitte Consulting, before returning home to lead EOYDC.



Selena Wilson
CEO, East Oakland Youth Development Center





Dr. Noha Aboelata
CEO, Roots Community Health Center



ROOTS COMMUNITY HEALTH CENTER

Roots Community Health Center uplifts those impacted by systemic inequities and poverty. Roots was founded in 2008 to address the need for accessible, culturally-appropriate, comprehensive health care in East Oakland.

Roots aims to eliminate health disparities and improve health outcomes for uninsured, low-income, Black and Brown residents in East Oakland, through medical and behavioral health care, health navigation, workforce enterprises, housing, outreach, and advocacy. Roots is led by founding CEO Dr. Noha Aboelata, MD. Born and raised in Oakland, Dr. Noha is the recipient of the 2022 James Irvine Leadership Award and a graduate of Howard University School of Medicine.

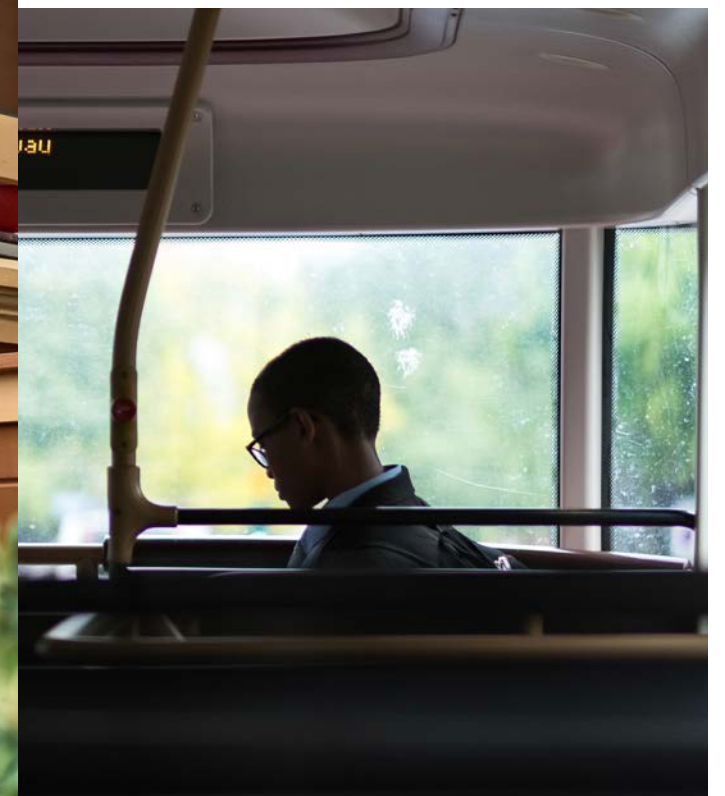
BROTHERHOOD OF ELDERS NETWORK

Brotherhood of Elders Network is an intergenerational network of men of African descent whose mission is to foster environments where Black males are empowered to flourish.

Founded in 2011, the organization advocates for males of African ancestry, from infancy to adulthood, and leverages resources and relationships to benefit Black boys. The network is managed by an intergenerational Leadership Council, with support from a small consulting team. Most of the group's work on the ground is carried out by volunteer committees. Through these efforts, Brotherhood of Elders Network advances and preserves the health and wellness of Black families and communities, while celebrating African culture and heritage. Brotherhood of Elders Network is led by CEO Greg Hodge, a longtime Oakland resident and proud father of five, who brings more than 35 years of community leadership experience, including two terms on the Oakland Unified School District Board of Education.



Greg Hodge
CEO, Brotherhood of Elders





Melanie Moore
CEO, Oakland Thrives



OAKLAND THRIVES

Oakland Thrives is a collective impact backbone organization that convenes decision-makers and community leaders to ensure long-term gains in health, wealth, education, housing, and safety for Oakland families.

Oakland Thrives brings private and public sector leaders together to scale solutions, strengthen public systems, and change policies. As the backbone organization, Oakland Thrives is also charged with facilitating convenings, stewarding funders, and providing support to community-based organizations in the form of data analytics, evaluation, communications, fiscal mapping and fundraising. Oakland Thrives is led by CEO Melanie Moore, PhD, a longtime Oakland resident and social sector leader with more than 20 years of experience leading public-private partnerships.

Oakland Thrives is led by two governing bodies that represent Oakland's diverse constituents – the Youth Ventures Joint Powers Authority and the Oakland Thrives Leadership Council. To balance the power of these positional leaders, Oakland Thrives created an East Oakland Steering Committee of community resident leaders to share decision-making and monitor progress of Rise East as implementation unfolds.

Oakland Thrives Governing Bodies

YOUTH VENTURES JOINT POWERS AUTHORITY TRUSTEES

Sheng Thao - Mayor, City of Oakland, Co-Chair
Dr. Kyla Johnson-Trammell - Superintendent, Oakland Unified School District, Co-Chair
Susan Muranishi - County Administrator, Alameda County, Co-Chair
Nikki Fortunato Bas - Council President and District 2 Councilmember, City of Oakland
Kevin Jenkins - District 6 Councilmember, City of Oakland
Brooklyn Williams - Chief of Education and Community Safety, City of Oakland Mayor's Office
Mike Hutchinson - Board President and District 5 Director, OUSD Board of Education
Cliff Thompson - Board Vice President and District 7 Director, OUSD Board of Education
Sam Davis - District 1 Director, OUSD Board of Education
Curtiss Sarikey - Chief of Staff, Oakland Unified School District Office of the Superintendent
Nate Miley - Board President, District 4 Supervisor, Alameda County Board of Supervisors
Lena Tam - District 3 Supervisor, Alameda County Board of Supervisors
Colleen Chawla - Director, Alameda County Health Care Services Agency
Andrea Ford - Director, Alameda County Social Services Agency
Kristin Spanos - CEO, First 5 Alameda County
Alysse Castro - Superintendent of Schools, Alameda County Office of Education



OAKLAND THRIVES LEADERSHIP COUNCIL

Yvette Radford - Regional Vice President of External and Community Affairs, Kaiser Permanente, Co-Chair
Jane Garcia - CEO, La Clínica de La Raza, Inc
Dr. Tony Iton - Senior Vice President, The California Endowment
Dr. Noha Aboelata - CEO, Roots Community Health Center
Dana Cilono - Director of Education Strategy and Ventures, Kenneth Rainin Foundation
Lori Cox - Vice President of Programs, The California Wellness Foundation
Rev. Dr. George C.L. Cummings - Regional Executive Director, Oakland Community Organizations
Sandra Ernst - CEO, Oakland Promise
Darlene Flynn - Executive Director, Department of Race and Equity, City of Oakland
Donald Frazier - CEO, Building Opportunities for Self-Sufficiency
David Harris - President and CEO, Urban Strategies Council
Chris Iglesias - CEO, The Unity Council
Carolyn Johnson - CEO, Black Cultural Zone
Kym Johnson - CEO, BANANAS, Inc.
David Kakishiba - Executive Director, East Bay Asian Youth Center
Barbara Leslie - President and CEO, Oakland Chamber of Commerce
Ay'Anna Moody - Senior Director of Social Impact, Golden State Warriors
Sofia Navarro - Interim Director of Economic and Workforce Development, City of Oakland
Andrew Park - Executive Director, Trybe
Ron Smith - Vice President of Education Initiatives, Salesforce
Rev. Dr. Jacqueline Thompson - Senior Pastor, Allen Temple Baptist Church
Patricia Wells - Executive Director, Oakland Housing Authority
Lakisha Young - CEO, The Oakland REACH

EAST OAKLAND STEERING COMMITTEE

Nasira Seals, East Oakland High School Student
Nehanda Imara, East Oakland Community Organizer
Dr. Sabrina Moore, Principal Coach, Alameda County Office of Education
Azlinah Tambu, East Oakland Parent Organizer
Lamar Hancock, OUSD Teacher, Coliseum College Preparatory Academy
Henry "Hank" Mitchell, East Oakland Legacy Resident
Meisha Fogle, East Oakland Parent Advocate
Keta Brown, Co-Founder, The Oakland REACH

CREATING THE RISE EAST PLAN

In 2021, Oakland Thrives received support from Blue Meridian Partners, a national philanthropic organization, to launch a 10 year planning process to promote economic mobility. In early 2022, Oakland Thrives began engaging neighborhood and public sector leaders and community members to research, vet, design, and propose this plan, focused on community health and well-being, with children and families at the center.

Planning kicked off with 67 stakeholder interviews, ten community-based information-gathering sessions, and five in-person design retreats. Each drew over 50 participants, many returning for multiple planning sessions. Numerous public sector leaders participated in these sessions, understanding that while philanthropic investment might catalyze the effort, long-term success requires alignment with, and support from, public sector systems.

The needs of Oakland's diverse flatland neighborhoods and residents were carefully considered by planning participants. Data on the unique challenges facing East Oakland's Black community ultimately led participants to focus on Black children and families in the 40x40 neighborhood as the starting place for this collective effort. Following this decision, planning continued into 2023, with leaders from the 40x40 Council and Deep East Oakland developing a clear vision for a thriving neighborhood, identifying focal issues, and designing a set of investable strategies, all of which are expressed in this 10 Year Plan.

These collective efforts by community collaboratives in partnership with Oakland Thrives ultimately resulted in a pledge of \$50 million from Blue Meridian Partners, to support the goals and strategies outlined in the plan. This document highlights the actions we will take to make East Oakland a place where Black children and families can once again thrive.





PART 02

THE RISE EAST PLAN



OUR COMMUNITY

Oakland is never confused with any other city on Earth. It is in many ways Kintsugi, a city that makes its cracks beautiful, and turns grit into luster and shine. It's a town full of dynamic culture, constantly pushing, pulling, and poking to become something newer, different, and greater. Oakland isn't – nor has it ever been – one thing, one way, or one dimensional.

Oakland is internationally known as a city rooted in Black culture, Black communities, and Black creativity. It was to Oakland that thousands of Black migrants from the South were pulled for promising jobs and the hope for a better, more equitable, and liberated future during the Great Migration that followed World War II.

The Rise East plan focuses on a community in the heart of East Oakland known as the 40x40, whose boundaries run from Seminary Avenue to the Oakland-San Leandro border and from the MacArthur Freeway to the Bay. This neighborhood is home to the largest concentration of Black residents (over 30,000) who remain across Oakland flatlands today.

Half of the Black families who live in poverty citywide reside in the Rise East plan focus area. Barriers to income and wealth are greatest for Black residents. 43% of Black families in the Rise East plan focus area have household income less than \$50,000.

Third grade reading and 8th grade math proficiency rates, which are viewed as key predictors of academic and economic success, are two-to-five times lower in Rise East area schools than Oakland Unified School District overall. Racial inequities in education and health are large and persistent. Today, there is a 15-year difference in life expectancy between Black residents of East Oakland and white residents in the Oakland Hills.

We use the above data not to paint a bleak picture, but to raise awareness about the importance of the work to uplift all communities by starting with the group that has faced the greatest institutional and structural barriers to health, wealth, and upward mobility in East Oakland: Black people. This data, although striking, is not the end of East Oakland's story, but the beginning of its journey to becoming an equitable, safe, and healthy place for all children and families to grow and flourish.

OUR VISION FOR EAST OAKLAND

Close your eyes and visualize a renewed East Oakland: Black residents have not only continued to live in East Oakland, but many of those that left have returned, and community resources are abundant. The Black community is thriving.

As you drive past 73rd Avenue, headed down MacArthur Boulevard, you see smiling, Black families waiting in line for the showing of the weekly outdoor movie and lifelong East Oakland residents shopping and laughing at the Market Hall at Liberation Park. The streets near Castlemont High School, once strewn with trash and scarred with tire marks, are now the picture of pristine cleanliness and perfectly paved roads. Small businesses and shops have sprouted around the campus and the once-empty lots are vibrant and filled with Black-owned establishments that students pass by on their way to school.

As you drive east down MacArthur Boulevard and turn right on 98th Avenue, you can see new affordable housing rising on either side of the street and as you approach Bancroft, you see joyful children full of laughter at play at Reach and Cox Academies – two of the highest performing elementary schools in the city. You continue down 98th, passing the manicured lawn of Elmhurst United – East Oakland’s flagship middle school – and you notice a young boy and girl gliding safely into the bike lane from Verdese Carter Park, headed toward San Leandro Boulevard.

As you turn the corner and make your way down East 14th headed toward 73rd, you see the magnificent footprint of East Oakland Youth Development Center, which is enshrined by a bustling marketplace with a tantalizing diaspora of foods and vibrant experiences inviting passersby to join in the sights, sounds, and tastes of East Oakland. Across the street, you hear the bustle of the collectively-owned Black Cultural Hub and notice a few elders heading into the health and wealth resource center.

Today’s trauma is a distant memory. This vision is not due to gentrification, but because of our catalytic investment in Black empowerment and a unified focus on improving whole life outcomes for the people that were born and raised in East Oakland. Residents no longer look over their shoulders in fear, but engage one another with welcoming smiles, open arms, cultural daps, and big hugs. This is the East Oakland we can build together.



VISION

EAST





OUR APPROACH

Our approach is guided by the theory of targeted universalism, which acknowledges that improving outcomes for the most marginalized ultimately improves conditions for everyone.

Activists from the disability rights movement fought for legislation that requires wheelchair accessibility features such as curb cuts, ramps, and elevators in spaces used by the public. In doing so, they made life better for everyone, as countless groups benefit from these improvements.

Rise East will apply the approach of targeted universalism by focusing on material improvements in the health, wealth, and well-being of Black children and families because we know that an Oakland where Black children and families are thriving is an Oakland where everyone can thrive.

Rise East is a collective impact partnership where power and decision-making are shared equally across diverse stakeholders, including resident, nonprofit, and system leaders. Our two governing bodies have an equal voice in approving the strategy and selected investments. These two bodies are the Steering Committee, a group of experienced community leaders with deep roots in East Oakland, and the Oakland Thrives Executive team, which includes the Mayor of Oakland, the Superintendent of OUSD, the Alameda County Administrator, and representatives from key public agencies, nonprofits, foundations, and corporations, notably Kaiser Permanente, a co-founder of Oakland Thrives.

Community engagement and public sector participation were core components of the planning process and will remain central to our model in the years ahead.



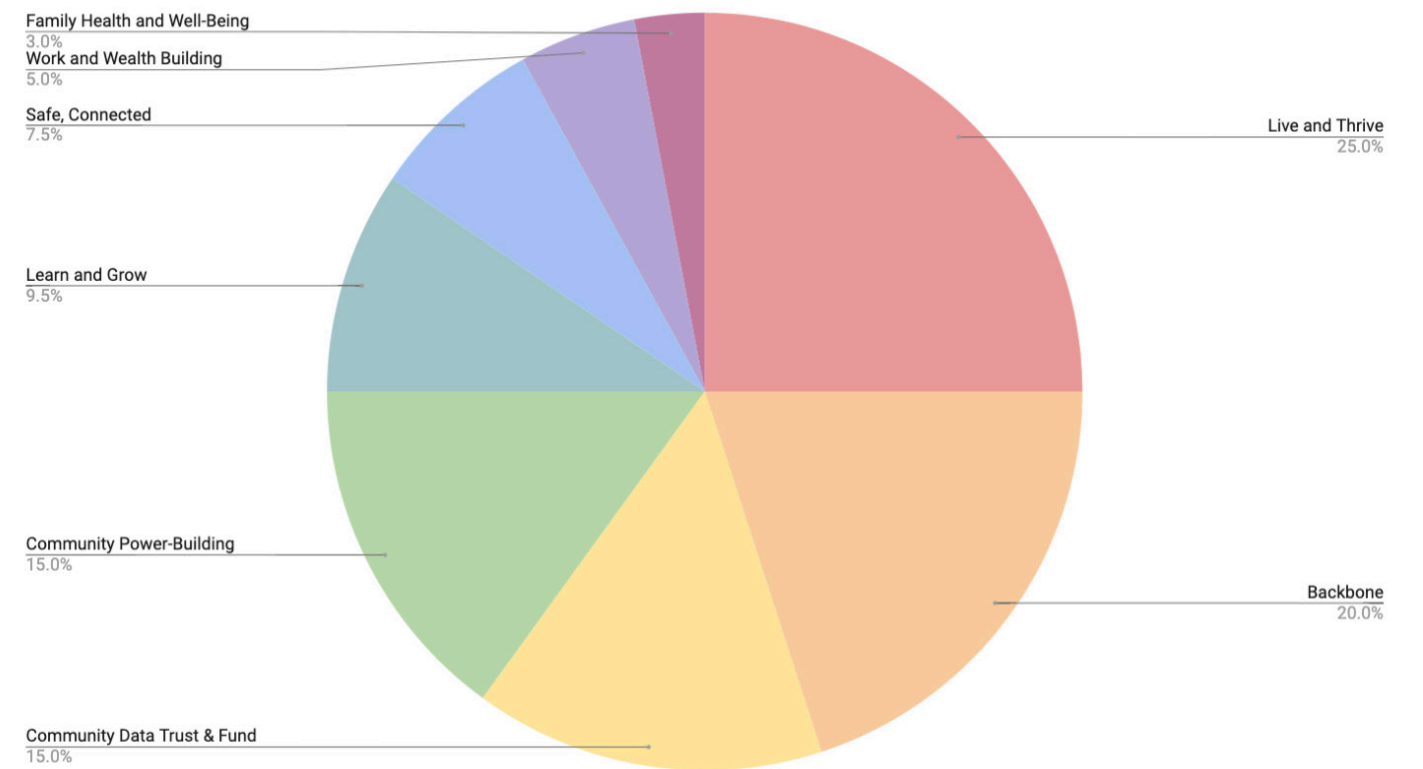


OUR INVESTMENT STRATEGY

Rise East will deploy \$100m in private philanthropic capital across Five Investment Areas and Five Amplifiers, described in detail below.

The Five Investment Areas represent our community's top priorities, where residents have identified both challenges facing the neighborhood and concrete solutions that will generate immediate benefits in their lives. The Five Amplifiers represent the tools of collective impact and community power building. These investments will address the underlying causes of inequity and disinvestment in our neighborhood and build our capacity to tackle these issues through data, narrative change, organizing, and people power.

ALLOCATION CHART



The Allocation Chart shows our spending plan, with roughly 50% of our resources going toward programs and 50% going toward collective impact and power building. Certain areas, such as Live and Thrive, demand more capital because of the costs associated with acquiring commercial and residential real estate. As with other place-based initiatives, transformative, lasting change will require far more than five or ten years and \$100 million. That is why we will leverage this initial investment to raise additional private and public sector resources for East Oakland. We have painted a picture of what this might look like in the Funding Model section below.



**RISE
EAST**



FIVE INVESTMENT AREAS





INVESTMENT AREA 1

Black Children & Youth Learn and Grow

VISION

All Black East Oakland youth have an enriching, holistic educational journey, connected with the supports, experiences, and personalized pathways needed to thrive and contribute their gifts to the world.

OUR PLAN

Expand Access to Affordable Early Care & Education

- » Rise East funding will support a small business accelerator to increase the number of affordable, licensed early care options in the 40x40. Rise East will also start a fund to cover the cost of small home improvements required for licensure.

Increase Early Literacy

- » Rise East will expand high-dosage literacy programs in East Oakland public elementary schools and reinforce this with parent engagement and neighborhood messaging campaigns to increase the percentage of children ready for kindergarten and on-track to maintain or surpass grade-level reading throughout their educational journey.

Strengthen Culturally Resonant Black Youth Development

- » Rise East will expand culturally resonant youth development programming in school, after school, and during the summer to boost attendance, academic performance, and social-emotional wellness.

Expand College and Career Pathways

- » Rise East will create a career exploration hub to coordinate internships, connect students with mentors and employers, and help them prepare for a meaningful, joyful, and productive life after graduation.

Accelerate Black Educator Pipeline

- » Rise East will increase the number of Black teachers in East Oakland by investing in recruitment, professional development, and retention efforts. We will also provide a structured pathway for students from the neighborhood to pursue careers in education and become teachers in our neighborhood schools.

OUR GOALS

- » Increase enrollment in high-quality, affordable early care programs
- » Improve Black student socio-emotional wellness
- » Improve Black student attendance and enrollment
- » Increase Black student literacy at all ages and grade levels
- » Increase Black student access to early career support, including internships and professional mentors
- » Increase postsecondary success for Black students
- » Increase the number of Black teachers in 40x40 schools
- » Improve community-school relationships in the 40x40 neighborhood
- » Increase and better coordinate public funding for Black youth success



INVESTMENT AREA 2

Black Residents are Safe, Connected, and Enriched

VISION

All Black East Oakland residents live, work, and play in safe, vibrant neighborhoods free of violence and with behavioral health supports, continuum of care pathways, and autonomy to resolve conflict.

OUR PLAN

Resource Community Members

- » Rise East funding will resource community stewards with Mental Health First Aid and conflict mediation skills and form block-level community peacekeeping committees to intervene and resolve conflicts before they escalate to community violence and criminal system involvement.

Invest in Behavioral Health and Healing

- » Rise East funding will ensure that victims of violence and frontline health workers are connected to comprehensive behavioral health & healing services. The 40x40 Council organizations, as a part of this funding opportunity, will also organize community healing events.

Revitalize our Neighborhood

- » Rise East funding will invest in parks, play spaces, corner lots, and commercial corridors so that our community is safer, cleaner, and more welcoming to all.

OUR GOALS

- » Reduce community violence and increase feelings of safety in the 40x40
- » Improve mental health and reduce trauma among 40x40 residents
- » Enhance the ability of residents and staff to identify mental health issues and conflicts before they escalate to crisis
- » Improve access to behavioral health support and services
- » Expand opportunities for conflict resolution outside of the criminal legal system
- » Develop the capacity for collaborative, neighborhood-based, resident-driven problem solving to address local issues
- » Improve residents' sense of trust in their neighbors and safety in their neighborhoods
- » Improve the physical environment, activate vacant lots, and work with the city to improve safety in public spaces
- » Improve system responsiveness to behavioral health and safety needs in the 40x40 and create strong working relationships with Behavioral Health and Gun Violence Prevention services



INVESTMENT AREA 3

Black Families Have a Place to Live & Thrive for Generations

VISION

All Black East Oakland residents live in affordable and stable housing; Black businesses and commercial spaces thrive; Black displacement ends and legacy residents return.

OUR PLAN

Create New Vehicles for Real Estate Acquisition

- » Rise East will fund the stabilization of the neighborhood by creating a community-owned land trust to purchase residential and commercial real estate. Rise East will fund the launch of a program to promote home ownership through matched savings, loan guarantees, and other forms of financial assistance programs. Rise East will also seed fund an endowment to support these efforts in perpetuity.

Prevent and Reverse Displacement

- » Rise East funding will leverage public and private resources to provide financial assistance and services that help residents avoid eviction, foreclosure, and homelessness. Honoring the neighborhood's rich history, Rise East will also consult with legacy residents who were priced out of the neighborhood and wish to move back.

Support Small Businesses and Commercial Corridor Development

- » Rise East funding will develop thriving commercial and cultural corridors and provide emergency assistance to preserve Black-owned businesses and help residents to serve as neighborhood and commercial navigators.

OUR GOALS

- » Reduce housing instability and Black family displacement
- » Increase housing affordability
- » Increase homeownership
- » Increase community-owned land, homes, and storefronts
- » Increase the number and size of Black-owned businesses
- » More public funds are unlocked to develop housing, preserve businesses and prevent displacement



INVESTMENT AREA 4

Our Economy Supports Black Workers and Small Businesses

VISION

All Black East Oakland residents seeking to work have ready access to high-quality job skill training and living-wages, good work to make ends meet, professional advancement, and the ability to grow their wealth.

OUR PLAN

Resource for the Jobs of the Future

- » Rise East will resource residents for employment in high-growth sectors, including green jobs, healthcare, tech and transportation, while building relationships with employers to ensure resources lead to living-wage jobs.

Prepare Workers for Union Jobs

- » Rise East will provide resourcing and work experiences to qualify Black workers for Union apprenticeship programs.

Develop Career Pathways for Residents

- » Rise East will create entry-level jobs with career opportunities for local residents to work with us in service of the neighborhood. We will resource and pay neighborhood ambassadors to advance our work in all five areas of the plan.

Strengthen the Black Cooperative Economy

- » Rise East will help residents start and expand Black-owned businesses and network these businesses together to create a cooperative local economy.

OUR GOALS

- » Increase the share of workers earning a living wage, or advancing in their earnings or employment status
- » Increase the number of dignified, paid, and unionized work positions in the 40x40
- » Increase the number of residents in fields considered “resilient” or “future-oriented”
- » Increase the amount of public funding for job resourcing & employment programs
- » Increase the number, size and strength of Black-owned businesses in the 40x40



INVESTMENT AREA 5

Black Family Health and Wellbeing are Supported

VISION

All Black East Oakland families and caregivers are healthy and thriving. Babies are born healthy. Young children grow up in enriching environments. Families and caregivers have resources to flourish.

OUR PLAN

Support Black Birthing and Babies

- » Rise East funding will reduce racial disparities in birth outcomes by providing financial assistance and wraparound support during and after pregnancy.

Create Local Healthy Food Systems

- » Rise East funding will launch a comprehensive food access program to eliminate food deserts and make it easier for residents to access healthy food in the 40x40. Rise East will expand the AKOMA resourcing market, increase the availability of fresh food at corner stores, and create community gardens.

Support The Establishment of Young People's Wellness Center

- » Rise East funding will support the establishment of a Young People's Wellness Center – A youth space in the heart of the 40x40 with confidential, non-judgemental clinical, behavioral and navigation services, counseling, substance use treatment, in addition to workforce development, leadership development, youth programming, and opportunities for civic engagement and advocacy. The Wellness Center will support youth ages 13-26, filling the gap of those who do not have access to healthcare through their schools or families and, more broadly, a place for them to connect with community supports, opportunities for growth and economic stability.

OUR GOALS

- » Increase healthy birth outcomes for Black people, including access to pre- and postnatal care
- » Increase kindergarten readiness rates for children in the 40x40
- » Increase food security for families living in the 40x40
- » Improve wrap around support services by expanding access to care for young people
- » Leverage public funds, including Medi-Cal, Measure AA, and Measure C, to support these goals



**RISE
EAST**



AMPLIFIERS

Economic Power

VISION

The 40x40 neighborhood has reliable, responsive resources for economic and social wellness.

ACTION

Rise East funding will help to seed and disperse the 40x40 Community Fund for Economic, Social and Cultural Wellness. This fund will support Black families and small businesses, with an initial focus on rapid-response funds for housing and economic stability; micro-grants for Black businesses; and community healing funds for Black arts & culture.

Knowledge Power

VISION

Residents and leaders in East Oakland have timely, trusted, and actionable data to make decisions that center and benefit the community.

ACTION

Rise East funding will help to launch the 40x40 Community Data Trust to build, host, and govern a robust repository of 40x40 data for community-level insights, action, advocacy, and system accountability.

People Power

VISION

40x40 residents are connected to resources and opportunities through a network of peers and youth leaders.

ACTION

Rise East funding will help to build social capital by investing in community ambassadors – paid positions for residents to serve as peer navigators, connecting residents to resources. We will also support youth-led innovation by scaling community liberation education programs and formalizing youth advisory bodies.

Cultural Power

VISION

East Oakland residents control the narrative about their community and advance a hopeful vision that celebrates the community's assets, strengths and potential.

ACTION

Rise East funding will invest in narrative change efforts to shift mindsets and lift community voices. This will include supporting local Black artists and multi-generational storytelling, expanding the 40x40 narrative change healing circles, and launching the Town Story Collective campaign.

Political Power

VISION

East Oakland residents and leaders have the political power to determine their own destiny and make lasting, systemic change.

ACTION

Rise East funding will invest in organizing and advocacy for neighborhood, policy and systems change. This will include analyzing how public funds are currently used through an equity lens and advocating for changes and reparations.

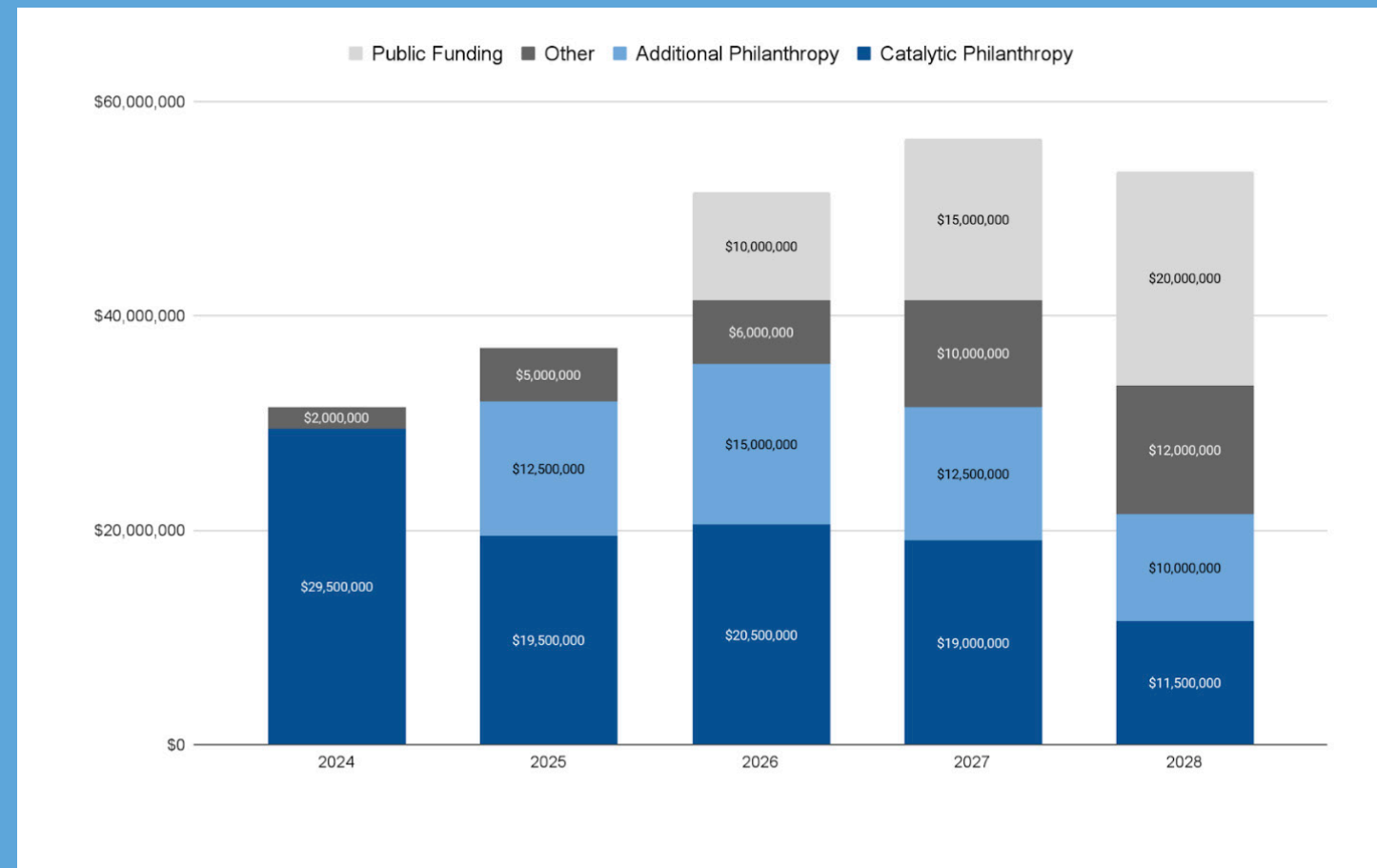


FUNDING MODEL

We estimate that the cost to implement all of the programs developed during the first five years, from 2024-2028, is approximately \$230M. The Rise East investment will accelerate and scale successful existing programs, seed innovative community-based approaches, and drive systems change to sustain long-term impact citywide. Rise East will be funded by a combination of private philanthropy and leveraged public resources.

Specifically, \$100M of initial catalytic philanthropic funding from Blue Meridian Partners and local funding partners will be combined over the 5-year period with \$50M of additional philanthropic funding, \$45M of leveraged public resources, and \$35M in other funding, including from loan capital, PRI funds, and impact investing. Over \$130M of additional public resources will be heavily influenced, leveraged, or created by Rise East but will not directly finance these investable strategies.

Philanthropic capital supporting Rise East will be managed through the Oakland Thrives Fund at the Philanthropic Ventures Foundation. A Governance Team and Investment Committee made up of philanthropy professionals, public system leaders, and community members will meet regularly to monitor progress and distribute resources.



RISE

WE RISE TOGETHER

Rise East is rooted in Oakland, but part of a broader national movement to connect neighborhoods with the public and private sector investments they need and deserve to promote well-being for children, youth, and families. Across the country, government and community stakeholders are increasing the extent and quality of their collaborations, guided by the growing field of collective impact.

Our work in Oakland has been influenced and supported by leaders of the Harlem Children's Zone, including Geoffrey Canada, Strive Together, Purpose Built, Results for America, Converge, and Blue Meridian Partners. Oakland is one of just over a dozen cities in the United States invited by Blue Meridian Partners to create a ten-year plan for economic mobility for families, and one of only five cities where these investors have made a catalytic funding commitment – \$50M over the next five years.

The goals of this game-changing investment include building the capacity at both the neighborhood and systems levels to continue and deepen collaboration, data-driven decision-making, resource alignment, capital aggregation, and resident leadership. These capacities lay the foundation for long-term advocacy for public and ongoing private sector investment in East Oakland, long after the first philanthropic dollars have been spent. The business sector also has a role to play long term, and we expect corporate partners to strengthen the local economy by opening banks, grocery stores, pharmacies, and other businesses in the 40x40.

The ultimate goal of Rise East – even more fundamental than positive changes in measurable indicators of well-being – is to shift the paradigm of investing in East Oakland from a focus on charity to a belief in shared liberation. As collaborations between community organizations, public sector systems, residents, and businesses strengthen, as more people in the neighborhood vote and participate in civic life, as more families sink their roots deeper into the Oakland earth, and more young people achieve their dreams, East Oakland will become again what it always was – the heartbeat of the city.

UP



RISE WITH US

Imagine an East Oakland where Black children and families are not only surviving, but flourishing and returning. In this vibrant and inclusive community, every individual can reach their full potential and contribute to the greater good.

We have an unprecedented opportunity to make this dream a reality with the \$50 million funding commitment from Blue Meridian. This commitment is contingent on Oakland Thrives securing an equal-sized investment from local funders. Commitments can be paid anytime over the next five years.

**TO MAKE A COMMITMENT OR LEARN MORE,
CONTACT: RISEEAST@OAKLANDTHRIVES.ORG
OR VISIT WWW.RISEEAST.ORG/DONATE.**

If you are interested in being part of Rise East, please visit our website to learn more.

WWW.RISEEAST.ORG

ENDNOTES

- P.6 US Census, 2020
- P.12 Oakland Unified School District, iReady and SBAC, 2021-2022 (Spring)
Oakland Unified School District, Live/Go Data, 2022-2023
US Census, 1990 & 2000
American Community Survey, 5-yr files, 2020
- P.29 US Census, 2020
American Community Survey, 2021, 5-yr files
Oakland Unified School District, iReady (3rd grade) and SBAC (8th grade), 2021-2022 (Spring)
Alameda County Public Health Department, Oakland vital statistics data, 2018-2020
- P.33 AG Blackwell, "The Curb-Cut Effect", Stanford Social Innovation Review, 2017

**NOW IS
OUR
TIME TO
RISE**