

SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING

Created by the Public Safety and Services Violence Prevention Act of 2014

Monday, July 27, 2015

6:30-9:00 p.m.

Hearing Room 1 – City Hall

1 Frank H. Ogawa Plaza, Oakland, California 94612

Oversight Commission Members: Chairperson Rev. Curtis Flemming, Sr. (D-3), Vice-Chairperson Jennifer Madden (D-4), Jody Nunez (D-1), Tony Marks-Block (D-2), Rebecca Alvarado (D-5), Melanie Shelby (D-6), Kevin McPherson (D-7), Letitia Henderson (At-Large), and Gary Malachi Scott (Mayoral).

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

- ✓ If you wish to speak before the Oversight Commission, please fill out a speaker card and hand it to the Oversight Commission Staff.
- ✓ If you wish to speak on a matter not on the agenda, please sign up for Open Forum and wait for your name to be called.
- ✓ If you wish to speak on a matter on the agenda, please approach the Commission when called, give your name, and your comments.

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

ITEM	TIME	TYPE	ATTACHMENTS
1. Call to Order	6:30pm	AD	
2. Roll Call	2 Minutes	AD	
3. Agenda Approval	3 Minutes	AD	
4. Minutes Approval: June 22 SSOC Meeting	5 Minutes	A	Attachment 1
5. Coordinator's Announcements a. Briefing on Presentations to the Public Safety Committee	5 Minutes	I	
6. Open Forum	10 Minutes	I	
7. Presentation of Most Recent Measure Y Audit Report	20 Minutes	I	Attachment 2
8. Safe Passages Letter re: Early Childhood Services	10 Minutes	A/I	Attachment 3
9. Changes to OFD Spending Plan	10 Minutes	A	Attachment 4
10. Evaluation Services RFP Initial Discussion	20 Minutes	I	Attachment 5
11. Retreat Update	10 Minutes	I	
12. Agenda Building	10 Minutes	AD	
13. Adjournment			

A = Action Item

I = Informational Item

AD = Administrative Item

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMITTEE MEETING MINUTES
Monday, June 22, 2015
Hearing Room 1, First Floor

ITEM #1: CALL TO ORDER

The meeting was called to order at 6:33pm by Chairperson Flemming.

ITEM #2 ROLLCALL

Present: Commissioner Rev. Curtis Flemming Sr.
Commissioner Letitia Henderson (late)
Commissioner Kevin McPherson
Commissioner Jody Nunez
Commissioner Gary Malachi Scott
Commissioner Jennifer Madden
Commissioner Melanie Shelby (late)

Excused: Commissioner Tony Marks-Block

Absent: Commissioner Rebecca Alvarado

ITEM #3: AGENDA APPROVAL

Approved by consent

ITEM #4: APPROVAL OF MINUTES

Motion to accept Minutes as submitted was made by Commissioner Nunez. Approved by consent.

ITEM #5: COORDINATOR’S ANNOUCEMENTS – Chantal Cotton Gaines

No Announcements

ITEM #6: OPEN FORUM

No public speakers.

ITEM #7: DISCUSSION OF SPENDING PLAN BUDGETS AND SPENDING PLAN CORRCTIONS – HSD, OPD

Human Services Department (HSD) Changes: Peter Kim, Oakland Unite Manager:

The changes to the HSD Spending Plan are summarized as follows:

1. Per the request of the SSOC, staff added \$200,000 for young people stipends to come out of the surplus of the SSOC funds which will be open available due to the 6-month extension. This money does not change the budget for all other strategies that HSD presented to the SSOC in May. There is about \$1,000,000 in reserve.

2. HSD costed out staffing for ceasefire case managers at step 1 in the previous spending plan calculations instead of at step 3 which is standard for the City budgeting processes. This change resulted in an additional \$15,000 for both staff members in the HSD Spending Plan. Funds coming from the Adult Ceasefire Client Stipends. Was originally budgeted for \$450,000 and will now be reduced to \$435,000.

Discussion Summary:

1. Who are the stipends for? What are they based on?
 - a. The stipends are for those currently engaged in the Ceasefire program. The participants have to meet certain developmental milestones and the bigger the milestone, the bigger the payment. Currently, youth max out at 9 months. Staff is proposing to increase the amount to \$500 a month and that it goes for 12 months. When it comes to youth, the milestones, HSD is budgeting \$300 per month for academic accomplishments (e.g., matriculating from grade to grade).
2. Why take the \$15,000 from reserves rather than the stipend program for reentry stipends?
 - a. HSD had to make a quick decision in terms of the money due to timing which lead to decision to choose a source with which would have the least impact on the rest of the strategies. The funding should balance out with the different milestones met. The individual success is a case-by-case basis with individuals and their case managers and parole officers.
3. What is the City's run rate for benefits?
 - a. Benefit rate for the City for FY 2015-2016 is 78.5% and for FY 2016-2017 is 74.5%. This essentially means that you should add about 70 percent to the salary itself to get the accurate personnel cost.

Oakland Police Department (OPD) Spending Plan Changes: Nell Taylor, Fiscal Manager

The Measure Z budget was made separately from the City baseline budget. Additionally, the officers and sergeants listed in the spending plan were costed at step 6 but the premiums were not included. This required staff to make the following changes to the OPD Spending Plan:

1. Removed the management assistant position
2. Add two (2) additional officers to the list in order to match the number of officers previously funded by Measure Y
3. Remove overtime costs which will now be taken from the General Purpose Fund
4. Remove the Internal Service Fee
5. Adjust the Project Manager II position cost to the complete package cost. That was a mistake.
6. Reduce the "Related Costs" line item

Discussion Summary:

1. Where are the additional officers being placed in terms of tasks?
 - a. The officers were added as CROs. The number of CROs was previously only 17.
2. Are there a set number of sergeants to officers?
 - a. Yes. The Negotiated Settlement Agreement (NSA) dictates that there must be an 8 to 1 ratio of officers to sergeants.

Recess at 7:02PM

Called back to order at 7:08PM

1. Does OPD have job descriptions for CROs and CRTs available?
 - a. The descriptions are in draft form now since the department is transitioning between CROs and PSOs. The draft descriptions are currently in the Chief's Office for review. OPD is using the same dollar amount now because the CROs are existing staff. There is not much change in duties between the PSOs and CROs although the measure gives the department more flexibility to respond to more crime issues throughout the City with the CROs than with the PSOs.
2. How do CROs and CRTs get the jobs?
 - a. They apply and are selected off of the ranking list per the Oakland Police Officer's Association (OPOA) Memorandum of Understanding (MOU). This is their primary assignment unless protest or other events occur which take all officers from other duties.
3. How much time (percentage) will the officers spend doing Measure Z work versus other work?
 - a. Ms. Taylor will pull that information. But the protests and other work are pulled from overtime which is not funded by the Measure.
4. What makes the CRO position special or unique from other officers? Are there any specialized activities that these officers will be engaged in?
 - a. Acting Captain Armstrong: They work with their Neighborhood Crime Prevention Councils (NCPs) and Neighborhood Services Coordinators (NSCs) and attend events in the communities and community meetings.

ITEM #8: CITYSPAN SOFTWARE – HSD - Peter Kim, Oakland Unite Manager and Chantal Cotton Gaines, Assistant to the City Administrator

Mr. Kim walked the SSOC through the PowerPoint included in Attachment 4 from the agenda packet. He explained that staffer, Dyanna Christie, who works directly with CitySpan can come to the SSOC if needed for further details.

The software costs \$50,000 per year for the City. Ms. Christie's position is the main person who works with the software. The CAO and HSD shares the cost of Ms. Christie as well as the software. Moving forward, the software cost will be split exactly down the middle with \$25,000 coming out of the CAO allocation and \$25,000 coming out of the HSD allocation.

The City will use reserve funds for the \$15,000 this year for upgrades.

In addition to the software being used by City staff, CitySpan is also used for outside Community Based Organizations to submit their RFP bids.

HSD will do quarterly updates to the SSOC about how the funds are being spent.

Discussion Summary:

1. What will the Mayor's staffer do related to the measure and data collection?
 - a. Mr. Kim stated that her staffer has less focus on the data collection and more focus on the overall violence prevention strategy for the City as a whole.

2. What are the gender identity domains in the system?
 - a. Additional money this year was spent to get the gender identity info updated. In terms of previous years, Ms. Christie will have to address how we logged such information on the identification page.

3. Is a client's name linked together if entered within Cityspan from different CBOs?
 - a. Yes. The clients within Cityspan each has the name and birthday attributed to them. If the person is receiving services from multiple agencies it would show.

Ms. Cotton Gaines: Just wanted to put on the record that the CAO support for CitySpan will come out of the evaluation services portion of funding since it relates to the data used for HSD program evaluation. This may not be a necessary expenditure in this current year given Mr. Kim's comments about using the reserves.

4. Can the Measure Y reserve funds be used for a larger evaluation of Measure Z?
 - a. The funding for evaluation is pre-allocated within Measure Y and Measure Z, thus the Measure Y evaluation funds would have to be used on Measure Y and likewise for Measure Z.
 - b. Mr. Kim: The Measure Y reserves are being used for the following:
 - \$200,000 is for the youth Stipend fund
 - For a Ceasefire Case Manager for funding for January 1-June 30, 2018
 - These funds can only be used to service, can't be used for Administrative costs. Historically, the reserves have been used to fill in little gaps along the way with services.
 - This will be noted in quarterly financial reports submitted to the Commission.

ITEM #9: SSOC REPORT TO PUBLIC SAFETY COMMITTEE

Chairperson Flemming gave framing remarks about why the SSOC is sending the letter to PSC.

He asked for input to be given to staff within the next day or 2 for the Council agenda packet.

No motion necessary. Commission members will send edits to staff within 2 days and then staff and the Chairperson will be working to finalize it.

ITEM #10: RETREAT PLANNING

Chairperson Flemming: the Commission felt the need for a retreat and should bring someone in to help. If you have ideas of facilitators that you know is qualified to help and guide us through the process, please share the names. Staff can also help facilitate for the technical discussion items. The venue should be somewhere offsite, like in the Oakland Hills.

The purpose is to work with someone who is familiar with the City Council, etc. that will help the Commission to think through some of the things that the Commission needs to work on. This could also include information about the structure of government, Council, Commission, understanding the SSOC scope and role and to help the Commission drill down in SSOC assignments.

Other content ideas for the retreat:

1. Team building
2. Discussion of the SSOC Budget
3. Community education or awareness building about the commission and SSOC duties
4. Planning related to grantees attending SSOC meetings
5. HSD provided quarterly reports last year which they circulated which resulted with concerns from the public regarding the impact of Measure Y and how the monies were being spent. HSD also did an aggressive and comprehensive outreach in the community last year along with the NCPC meetings.

ITEM #11: AGENDA BUILDING

Ideas:

1. Going out and seeing the CBOs
2. MYOC audit
3. CROs and Ceasefire CRTs – Rotate bringing them in
4. Ceasefire Call ins – visiting and participating in those (if that is allowed)
5. Connection to the Community Policing Advisory Board (CPAB) as a start
6. RFP timeline – Wants to see the HSD RFP and where they are in that process.
7. RFP for the evaluator
8. Crisis response network team invited in
9. Discussion about the role of the commission in the broader conversation about citywide public safety beyond the scope of the Measure and the personnel funded by the measure (especially related to the Police Department since all actions of the department affect perceptions about the department including the officers funded by the Measure).

ITEM #12: ADJOURNMENT

Commissioner Shelby moved and Commissioner Nunez seconded for adjournment. Meeting adjourned at 8:27pm



2015 APR 16 AM 1:13

AGENDA REPORT

TO: JOHN A. FLORES
INTERIM CITY ADMINISTRATOR

FROM: Osborn K. Solitei

SUBJECT: Measure Y - FY 2013-14 Financial Audit Report

DATE: April 3, 2015

City Administrator
Approval

Date

4/15/15

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that the City Council accept the Measure Y-Violence and Public Safety Act of 2004 Independent Auditor's Report for the year ended June 30, 2014.

OUTCOME

The City will be in compliance with the reporting requirements of Measure Y, Part 1 Section 3.4 and Part 2 Section 1 as well as Government Code Section 50075.3 (a) and (b).

EXECUTIVE SUMMARY

The Finance Department, Controller's Bureau presents the attached Violence Prevention and Public Safety Act of 2004 (Measure Y) Audit and Program Status Report.

Measure Y, Part 2, Section 1, as well as Government Code Section 50075.3 (a) and (b), require the Chief Financial Officer to present to the governing board an annual report identifying: (a) the amount of funds collected and expended; and (b) the status of any project required or authorized to be funded.

Patel & Associates, an independent accounting firm and subcontractor to Macias, Gini & O'Connell, the City's external auditor, performed the Measure Y financial audit for the year ending June 30, 2014.

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This report also provides the annual program status report for the Measure Y programs (Community and Neighborhood Policing, Violence Prevention Services with an emphasis on Youth and Children, Fire Services, Program Audit and Oversight), for Fiscal Year (FY) 2013-2014 in accordance with Government Code Section 50075.3 (b).

A discussion of audit findings, recommendations and management response is included in the "Schedule of Findings and Responses" subsection of this report.

BACKGROUND/LEGISLATIVE HISTORY

On November 2, 2004, Measure Y was passed by Oakland voters. Measure Y provides approximately \$20 million every year for 10 years to fund violence prevention programs, additional police officers, and fire services. Measure Y funds are generated through a parcel tax along with a parking tax surcharge on the rental of parking spaces. In accordance with Government Code sections 50075.1 and 50075.3(a) and City of Oakland Resolution No. 78734 C.M.S., an independent audit shall be performed to assure accountability and the proper disbursement of the proceeds of the tax and the status of Measure Y programs.

On November 2, 2010, Measure BB was approved by Oakland voters. Measure BB suspends until 2015 a requirement in Measure Y that the City maintain non-Measure Y appropriations for at least 739 police officers in order to collect Measure Y taxes. The adoption of Measure BB allowed the City to resume collecting Measure Y taxes, even if the City had fewer than 739 police officers funded by non-Measure Y funds.

In November 2014, voters in the City of Oakland approved the City's Public Safety and Services Violence Prevention Act of 2014 (Measure Z) which renews the parcel tax at the same rate of Measure Y per property unit and parking tax of 8.5 percent for 10 years. It requires the City to maintain a minimum of 678 sworn police personnel, as of July 1, 2016, unless unforeseen circumstances, such as unforeseen financial events, occur; in which case the City would have to follow a certain prescribed process to correct for it as described in the approved legislation. Measure Z also requires an annual audit similar to the one presented in this report.

ANALYSIS

The Measure Y – Violence Prevention and Public Safety Act of 2004 Audit Report

The Measure Y audit report reflects the independent auditor's opinion that the Measure Y financial schedule of revenues and expenditures fairly presents, in all material respects, Measure Y activities, in conformity with United States generally accepted accounting principles, and in compliance with the purposes for which Measure Y was approved by the voters. The audit report contains a finding for the current year, which is a measure of the financial integrity of the Measure Y program. This finding has no adverse impact on the auditor's unqualified opinion.

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Schedule of Audit Finding, Recommendation and Management Response

Current Year Audit Finding 2014-001:

Payroll charges:

Criteria:

Measure Y allows the City of Oakland (the City) to hire and maintain at least a total of 63 officers which will be assigned to some specific community policing areas. Thus, the officers, who work under the Measure Y positions for these specific duties, should only be charged to the Measure Y program. Internal controls over payroll require that charges by these officers should be verified against the personnel orders and timesheets of these officers to ensure that the actual time spent under Measure Y is only charged to Measure Y. Payroll charges to Measure Y should be reviewed and reconciled by an independent appropriate person for accuracy. A clear audit trail should be maintained to verify the time charged to Measure Y against the time actually worked under Measure Y.

Condition:

For testing of controls over payroll procedures under Measure Y, the auditors selected 24 employees from Oakland Police department (OPD) who were charged to Measure Y. They noted some discrepancies in processing the payroll charged to Measure Y by OPD. In three instances, there were discrepancies in charging the police officer's regular time to correct funding source. In four instances, overtime was wrongly charged to Measure Y. In four instances, other charges such as shift pay and education allowance were wrongly charged to Measure Y.

Based on the prior year audit recommendation, OPD started the payroll reconciliation process towards the end of Fiscal Year (FY) 2013-14. However, this process was performed only for reviewing the regular charges. Therefore, overtime and other charges were not reviewed and reconciled. Also, as the reconciliation of regular charges was done for the whole year at once, there were still some errors in regular charges which could not be caught and corrected during the reconciliation process.

Cause:

The controls over payroll were not implemented effectively. Payroll reconciliation performed by OPD did not cover all the charges incurred under Measure Y.

Effect:

There may be some errors in the time charged by the police officers working under Measure Y which may result in a misstatement of payroll charges under Measure Y.

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Recommendation

The auditors recommend that the OPD strengthen and improve its current payroll review and reconciliation procedures to ensure that they are properly reviewed and reconciled by an independent person on a periodic basis and errors, if any, are corrected in a timely manner.

Management Response

Staffing Issues

During FY 2013-14, the OPD Fiscal Services Division experienced high personnel turnover and staff shortages in positions associated with the Measure Y reconciliation.

In January 2014, the Accountant III started with OPD and a new Fiscal Manager came on board. In mid-April 2014, OPD hired a temporary part-time accountant to reconcile Measure Y. Due to staffing issues, OPD essentially only had a few months to reconcile several thousand hours of data for over 100 officers who, at some point, charged Measure Y.

Improvements

Realizing the need to improve the reconciliation process, OPD identified several process improvements to limit and correct errors. Most of the improvements were implemented in FY 2013-14 however; some went into effect July 1, 2014.

The following actions were taken in FY 2013-14:

- Communications were streamlined among Operations, the Payroll Unit and Fiscal Services;
- Clear standard operating procedures/guidelines were created for Measure Y reconciliation; and,
- Frequently asked questions were identified and distributed with answers to problem solving officers and crime reduction teams (supervisors and officers).

The following actions were implemented beginning July 1, 2014:

- Conducting bi-weekly reconciliations of Measure Y funds; and
- Conducting internal audits of Measure Y funds.

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Status of Prior-Year Finding

This finding is related to payroll charges applied to Measure Y. There were discrepancies in processing payroll charged to Measure Y by OPD in the prior year, and no payroll reconciliation was done. As stated above, the finding is partially implemented.

The Measure Y – Violence Prevention and Public Safety Act of 2004 Program Status Report

Summary of Financials

The Table below summarizes Measure Y expenditures for FY 2013-14 by program and provides a description of each program. The attached audit report provides further details on program deliverables during FY 2013-14.

Program	Program Description	FY 2013-14
Community and Neighborhood Policing	Hire and maintain at least a total of 63 officers assigned to the following specific community policing areas: neighborhood beat officers, school safety, crime reduction team, domestic violence and child abuse intervention, and officer training and equipment.	\$ 13,853,037
Violence Prevention Services with an Emphasis on Youth and Children	Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives: youth outreach counselors, after and in school program for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training.	6,651,979
Fire Services	Maintain staffing and equipment to operate 25 fire engine companies and seven (7) truck companies, expand paramedic services, and establish a mentorship program at each station.	4,266,947
Program Audit and Oversight	<i>Evaluation:</i> Not less than 1% or no more than 3% of funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluation of the program, including the number of people served and the rate of crime or violence reduction achieved. <i>Audit/Administration:</i> In addition to the evaluation amount, tax proceeds may be used to pay for the audit specified by Government Code Section 50075.3.	684,106
TOTAL		\$ 25,456,069

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PUBLIC OUTREACH/INTEREST

The Controller's Bureau is scheduled to present this audit report to the Measure Y Oversight Committee on April 22, 2015. This item did not require any additional outreach other than the required posting on the City's website.

COORDINATION

This report was prepared in coordination with the Oakland Police Department, Oakland Fire Department, Human Services, City Administrator Office, City Attorney's Office and the Budget Office.

COST SUMMARY/IMPLICATIONS

This is an informational report only; there is no fiscal impact.

Measure Y revenues collected totaled \$23.3 million in FY 2013-14 and were generated mainly from the parcel tax (\$15.1 million) and parking tax surcharge (\$8.2 million). Expenditures for FY 2013-14 totaled \$25.5 million. The audited ending fund balance as of June 30, 2014 was \$5,557,413.

SUSTAINABLE OPPORTUNITIES

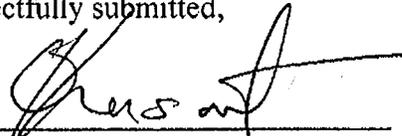
Economic: No direct economic opportunities have been identified.

Environmental: No environmental opportunities have been identified.

Social Equity: No social equity opportunities have been identified.

For questions regarding this report, please contact Osborn K. Solitei, Director of Finance/ Controller at (510) 238-3809.

Respectfully submitted,



OSBORN K. SOLITEI
Director of Finance/ Controller
Finance Department

Attachments:

Measure Y-Violence Prevention & Public Safety Act of 2004 Independent Auditor's Report for the Year ended June 30, 2014

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**CITY OF OAKLAND
MEASURE Y - VIOLENCE PREVENTION AND
PUBLIC SAFETY ACT OF 2004
[A FUND OF THE CITY OF OAKLAND]**

**INDEPENDENT AUDITOR'S REPORT AND
BUDGETARY COMPARISON SCHEDULE**

FOR THE YEAR ENDED JUNE 30, 2014

 **Patel &
Associates, LLP**
Certified Public Accountants

CITY OF OAKLAND
Measure Y - Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]
For the Year Ended June 30, 2014

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INDEPENDENT AUDITOR'S REPORT

Honorable Mayor and
Members of the City Council
City of Oakland, California

Report on the Financial Schedule

We have audited the accompanying budgetary comparison schedule (financial schedule) of the City of Oakland's (City) Measure Y - Violence Prevention and Public Safety Act of 2004 (Measure Y), a fund of the City, for the year ended June 30, 2014 and the related notes to the budgetary comparison schedule, which collectively comprise the revenues and expenditures of Measure Y activities.

Management's Responsibility for the Financial Schedule

Management is responsible for the preparation and fair presentation of the financial schedule in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial schedule that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial schedule based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial schedule is free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial schedule. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial schedule, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the City's preparation and fair presentation of the financial schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control as it pertains to Measure Y activities. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial schedule referred to above presents fairly, in all material respects, the revenues and expenditures of Measure Y activities for the year ended June 30, 2014, in conformity with the basis of accounting described in Note B.

Emphasis of Matter

The financial schedule was prepared to present the total revenues and expenditures of Measure Y activity as described in Note B, and do not purport to, and do not, present fairly the changes in the City's financial position for the year ended June 30, 2014 in conformity with accounting principles generally accepted in the United States of America.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial schedule as a whole. Measure Y Annual Reporting on pages 12 through 17 is presented for purposes of additional analysis and complying with Annual Reporting requirement and is not a required part of the financial schedule.

Measure Y Annual Reporting information has not been subjected to the auditing procedures applied in the audit of the financial schedule and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated January 15, 2015 on our consideration of the City's internal control over financial reporting as it pertains to Measure Y activities and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Governmental Auditing Standards* in considering the City's internal control over financial reporting and compliance.

Patricia Annunzio, CPA
Oakland, California
January 15, 2015

CITY OF OAKLAND
Measure Y - Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]
Budgetary Comparison Schedule (on a Budgetary Basis)
For the Year Ended June 30, 2014

	<u>Original Budget</u>	<u>Final Budget</u>	<u>Actual</u>	<u>Positive (Negative) Variance</u>
Revenues:				
Parcel tax	\$ 13,956,299	\$ 13,956,299	\$ 15,093,619	\$ 1,137,320
Parking tax surcharge	7,109,400	7,109,400	8,189,181	1,079,781
Total revenues	<u>21,065,699</u>	<u>21,065,699</u>	<u>23,282,800</u>	<u>2,217,101</u>
Expenditures:				
Community and Neighborhood Policing				
Salaries and employee benefits	11,613,937	13,411,545	13,309,623	101,922
Other supplies and commodities	500,000	232,363	117,669	114,694
Other contract services	264,706	166,355	109,003	57,352
Other expenditures	<u>264,706</u>	<u>373,659</u>	<u>316,742</u>	<u>56,917</u>
Total Community and Neighborhood Policing expenditures	<u>12,378,643</u>	<u>14,183,922</u>	<u>13,853,037</u>	<u>330,885</u>
Violence Prevention with an Emphasis on Youth and Children				
Salaries and employee benefits	1,275,424	1,368,031	1,168,688	199,343
Other supplies and commodities	12,843	45,992	22,090	23,902
Other contract services	5,639,407	7,023,930	5,398,185	1,625,745
Other expenditures	<u>(196,135)</u>	<u>331,069</u>	<u>63,016</u>	<u>268,053</u>
Total Violence Prevention expenditures	<u>6,731,539</u>	<u>8,769,022</u>	<u>6,651,979</u>	<u>2,117,043</u>
Fire Services				
Salaries and employee benefits	<u>4,000,000</u>	<u>4,266,947</u>	<u>4,266,947</u>	
Total Fire Service expenditures	<u>4,000,000</u>	<u>4,266,947</u>	<u>4,266,947</u>	
Evaluation	<u>481,083</u>	<u>719,260</u>	<u>416,019</u>	<u>303,241</u>
Administration	<u>22,975</u>	<u>81,606</u>	<u>268,087</u>	<u>(186,481)</u>
Total expenditures	<u>23,614,240</u>	<u>28,020,757</u>	<u>25,456,069</u>	<u>2,564,688</u>
(Deficiency) of revenues over expenditures	\$ <u>(2,548,541)</u>	\$ <u>(6,955,058)</u>	<u>(2,173,269)</u>	\$ <u>4,781,789</u>
Other financing sources				
Transfer from City	<u>2,184,390</u>	<u>2,184,390</u>	<u>184,390</u>	<u>(2,000,000)</u>
Change in fund balance, on a budgetary basis	\$ <u>(364,151)</u>	\$ <u>(4,770,668)</u>	<u>(1,988,879)</u>	\$ <u>2,781,789</u>
Items not budgeted:				
Investment income			<u>26,029</u>	
Total items not budgeted			<u>26,029</u>	
Change in fund balance, on a GAAP basis			(1,962,850)	
Fund balance, beginning of year			<u>7,520,263</u>	
Fund balance, end of year			\$ <u><u>5,557,413</u></u>	

The notes to the budgetary comparison schedule are an integral part of this schedule.

CITY OF OAKLAND
Measure Y - Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]
Notes to Budgetary Comparison Schedule
For the Year Ended June 30, 2014

NOTE A – DESCRIPTION OF REPORTING ENTITY

The Oakland City Council (the City Council) approved Resolution No. 78734 on July 20, 2004 submitting the Violence Prevention and Public Safety Act of 2004 – Measure Y (Measure Y) to the electors at the November 2, 2004 general election; making a determination with regard to the majority protest procedure for approval of the assessments; creating the Violence Prevention and Public Safety Oversight Committee; and approving, adopting, and levying the annual parcel tax and parking tax surcharge for Measure Y. The citizens of the City of Oakland (the City) approved Measure Y in November 2004.

The parcel tax is collected with the annual Alameda County property taxes, beginning on July 1, 2005. The annual parcel tax is levied to pay for all activities and services for Measure Y (see below) in accordance with the terms and conditions outlined in the approved ballot measure. Measure Y shall be in existence for a period of ten (10) years. Beginning in Fiscal Year 2004-2005, and each year thereafter, the City Council may increase the tax imposed based on the cost of living for the San Francisco Bay Area, as shown on the Consumer Price Index (CPI). The percentage increase of the tax shall not exceed such increase, using Fiscal Year 2003-2004 as the index year and in no event shall any adjustment exceed 5% (five percent).

Measure Y provides for the following services:

1. *Community and Neighborhood Policing* – Hire and maintain at least a total of 63 officers assigned to the following specific community- policing areas: neighborhood beat officers, school safety, crime reduction team, domestic violence and child abuse intervention, and officer training and equipment. For further detail of the specific community- policing areas see Oakland City Council Resolution No. 78734.
2. *Violence Prevention Services With an Emphasis on Youth and Children* – Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives: youth outreach counselors, after and in school program for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training. For further detail of the social services see Oakland City Council Resolution No. 78734.
3. *Fire Services* – Maintain staffing and equipment to operate 25 (twenty-five) fire engine companies and 7 (seven) truck companies, expand paramedic services, and establish a mentorship program at each station with an amount not to exceed \$4,000,000 annually from funds collected under Measure Y.
4. *Evaluation* – Not less than 1% or no more than 3% of funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluation of the program, including the number of people served and the rate of crime or violence reduction achieved.

CITY OF OAKLAND
Measure Y - Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]
Notes to Budgetary Comparison Schedule
For the Year Ended June 30, 2014

NOTE B - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The accompanying financial schedule presents only the revenues and expenditures of the Measure Y activities and does not purport to, and does not present fairly the changes in the City's financial position for the year ended June 30, 2014 in conformity with accounting principles generally accepted in the United States of America.

A special revenue fund (governmental fund) is used to account for the City's Measure Y activities. The measurement focus is based upon the determination of changes in financial position rather than upon the determination of net income. A special revenue fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Basis of Accounting

In accordance with the provisions of the City Charter, the City adopts an annual budget for Measure Y activity, which must be approved through a resolution by the City Council. The budget for Measure Y is prepared on a modified accrual basis.

Measure Y activity is reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recorded when "susceptible to accrual" (i.e., when they become both measurable and available). "Measurable" means that the amount of the transaction can be determined, and "available" means that revenues are collected within the current period or soon enough thereafter to pay liabilities of the current period. Revenues susceptible to accrual include the parcel tax and parking tax surcharge. The City considers the parcel tax revenues and the parking tax surcharge revenues to be available for the year levied and if they are collected within 60 and 120 days, respectively, of the end of the current year. Expenditures are recorded when a liability is incurred, as under accrual accounting.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts and disclosures. Accordingly, actual results may differ from those estimates.

NOTE C - BUDGET

Measure Y - Violence Prevention and Public Safety Act of 2004, as approved by the voters in November 2004, requires the adoption of an annual budget, which must be approved by the City Council of the City. The City budgets annually for Measure Y activities. The budget is prepared on the modified accrual basis, except that the City does not budget for charges for services or investment earnings on Measure Y investments.

CITY OF OAKLAND
Measure Y - Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]
Notes to Budgetary Comparison Schedule
For the Year Ended June 30, 2014

When the budget is prepared, the City allocates the funds to each program in accordance with Measure Y Ordinance. Thus, the City ensures that of the total proceeds spent on programs enumerated in the *Community and Neighborhood Policing* and the *Violence Prevention Services With an Emphasis on Youth and Children* sections above, no less than 40% of such proceeds is allocated to programs enumerated in the *Violence Prevention Services With an Emphasis on Youth and Children* section each year Measure Y is in effect.

Budgetary control is maintained at the fund level. Line item reclassification amendments to the budget may be initiated and reviewed by the City Council, but approved by the City Administrator. Any shifting of appropriations between separate funds must be approved by the City Council. Annual appropriations for the budget lapse at the end of the fiscal year to the extent that they have not been expended. At year-end, unobligated appropriations may lapse and remain within the authorized program.

Supplemental budgetary changes made to Measure Y throughout the year, if any, are reflected in the "final budget" column of the accompanying budgetary comparison schedule.

NOTE D - TRANSACTIONS WITH THE CITY OF OAKLAND

During the year ended June 30, 2014, the City of Oakland transferred \$184,390 to Measure Y. The transfer was done to provide support services under the Measure and has been shown as other financing sources in the accompanying financial schedule.

NOTE E - SUBSEQUENT EVENT

Approval of Measure Z

In November 2014, voters in the City of Oakland approved the City's Measure Z which renews parcel tax ranging between \$51.09 and \$99.77 per property unit and parking tax of 8.5 percent for ten years. It requires the City to maintain a minimum of 678 sworn police officers unless some sudden, unforeseen event sharply affects the City's financial status. If the City fails to budget for at least this many officers in any given year, the City would be prohibited from levying either the parcel tax or the parking tax.

**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER
FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL SCHEDULE PERFORMED IN
ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

Honorable Mayor and
Members of the City Council
City of Oakland, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the budgetary comparison schedule (financial schedule) of the City of Oakland's (City) Measure Y - Violence Prevention and Public Safety Act of 2004 (Measure Y), a fund of the City, for the year ended June 30, 2014, and the related notes to the financial schedule which collectively comprise the revenues and expenditures of the Measure Y activities and have issued our report thereon dated January 15, 2015.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial schedule, we considered the City's internal control over financial reporting (internal control) as it pertains to Measure Y, to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial schedule, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control over financial reporting as it pertains to Measure Y.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or combination of deficiencies, in internal control such that there is a reasonable possibility that a material misstatement of the City's financial schedule will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that were not identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify certain deficiency in internal control described in the accompanying schedule of findings and responses listed as 2014-001 that we consider to be significant deficiency.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether Measure Y's financial schedule is free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial schedule amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

City of Oakland's Response to Finding

The City's response to the finding identified in our audit is described in the accompanying schedule of findings and responses. The City's response was not subjected to the auditing procedures applied in the audit of the financial schedule and, accordingly, we express no opinion on it.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control or on compliance as it pertains to Measure Y. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control and compliance as it pertains to Measure Y. Accordingly, this communication is not suitable for any other purpose.

PwC
PwC
Oakland, California
January 15, 2015

CITY OF OAKLAND
Measure Y - Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]

SCHEDULE OF FINDINGS AND RESPONSES
FOR THE YEAR ENDED JUNE 30, 2014

Finding 2014-001:

Payroll charges:

Criteria:

Violence Prevention and Public Safety Act of 2004 -- Measure Y (Measure Y) allows City of Oakland (the City) to hire and maintain at least a total of 63 officers which will be assigned to some specific community-policing areas. Thus, the officers, who work under the Measure Y positions for these specific duties, should only be charged to Measure Y program. Internal controls over payroll require that charges by these officers should be verified against the personnel orders and timesheets of these officers to ensure that the actual time spent under Measure Y is only charged to Measure Y. Payroll charges to Measure Y should be reviewed and reconciled by an independent appropriate person for accuracy. A clear audit trail should be maintained to verify the time charged to Measure Y against the time actually worked under Measure Y.

Condition:

For our testing of controls over payroll procedures under Measure Y, we selected 24 employees from Oakland Police department (OPD) who were charged to Measure Y. We noted some discrepancies in processing the payroll charged to Measure Y by OPD. In three instances, there were discrepancies in charging the police officer's regular time to correct funding source. In four instances, overtime was wrongly charged to Measure Y. In four instances, other charges such as shift pay, education allowance were wrongly charged to Measure Y.

Based on audit recommendation in prior year, OPD started the payroll reconciliation process towards the end of fiscal year 2014. However, this process was performed only for reviewing the regular charges. Therefore, overtime and other charges were not reviewed and reconciled. Also, as the reconciliation of regular charges was done for the whole year at once, there were still some errors in regular charges which could not be caught and corrected during the reconciliation process.

Cause:

The controls over payroll were not implemented effectively. Payroll reconciliation performed by OPD did not cover all the charges incurred under Measure Y.

Effect:

There may be some errors in the time charged by the police officers working under Measure Y which may result in misstatement of payroll charges under Measure Y.

CITY OF OAKLAND
Measure Y - Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]

SCHEDULE OF FINDINGS AND RESPONSES
FOR THE YEAR ENDED JUNE 30, 2014

Recommendation:

We recommend that OPD should consider improving and strengthening its procedures for review and reconciliation of payroll to ensure that payroll is properly reviewed and reconciled by an independent person on a periodic basis and errors, if any, are corrected in a timely manner.

Views of the responsible officials and planned corrective action:

During fiscal year (FY) 13-14, the Oakland Police Department (“OPD”) Fiscal Services Division experienced high personnel turnover and staff shortages in positions associated with the Measure Y reconciliation. The Accountant III position was vacant for the first half of the year, the Fiscal Manager left OPD four months into the fiscal year (November 2013), and the lead accountant for Measure Y was on a leave of absence for two months and had performance issues that impacted output.

In January 2014, the Accountant III started with OPD and a new Fiscal Manager came on board as a temporary contract service employee. The Fiscal Manager became permanent in March 2014. In mid-April 2014, OPD hired a temporary part-time accountant to reconcile Measure Y. In May 2014, the temporary employee received access to financial systems and started the reconciliation for the entire fiscal year. Due to staffing issues, OPD essentially only had a few months to reconcile several thousand hours of data for over 100 officers who, at some point, charged Measure Y.

Improvements:

Realizing the need to improve the reconciliation process, OPD identified several process improvements to limit and correct errors. Most of the improvements were implemented in FY2013-14, however, some went into effect July 1, 2014.

The following actions were taken in FY2013-14:

- Communications were streamlined among Operations, the Payroll Unit and Fiscal Services
- Clear standard operating procedures/guidelines were created for Measure Y reconciliation
- Frequently asked questions were identified and distributed with answers to problem solving officers and crime reduction teams (supervisors and officers)

The following measures were implemented beginning July 1, 2014:

- Conducting bi-weekly reconciliations of Measure Y funds
- Conducting internal audits of Measure Y funds

OPD also addressed associated staff performance issues. All of these changes have greatly improved our ability to properly reconcile Measure Y and quickly correct errors. With our current staff and process improvements, OPD is confident that the accounting issues have been properly addressed.

CITY OF OAKLAND
Measure Y - Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]

STATUS OF PRIOR YEAR FINDINGS AND RECOMMENDATIONS
YEAR ENDED JUNE 30, 2014

FINDINGS

STATUS

2013-001: PAYROLL CHARGES

There were many discrepancies in processing payroll charged to Measure Y by OPD. There was no payroll reconciliation done.

Partially implemented. See current year finding 2014-001.

SUPPLEMENTARY INFORMATION

CITY OF OAKLAND
Measure Y –Violence Prevention and Public Safety Act of 2004
[A Fund of the City of Oakland]
For the Year Ended June 30, 2014

ANNUAL REPORTING

The following pages provide the financial and program status reports for Measure Y – Violence Prevention & Public Safety Act of 2004 for the year ending June 30, 2014 in accordance with Measure Y, Part 1 Section 3.4 and Part 2, Section 1; and Government Code Section 50075.3 (a) and (b).

The program status report is provided for each of the four sections of Measure Y:

a. Community and Neighborhood Policing: \$13,853,037

Hire and maintain at least a total of 63 officers assigned to the following specific community policing areas: Neighborhood beat officers, school safety, crime reduction team, domestic violence and child abuse intervention and officer training and equipment.

b. Violence Prevention Services with an Emphasis on Youth and Children: \$6,651,979

Expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following objectives: Youth outreach counselors, after and in school program for youth and children, domestic violence and child abuse counselors, and offender/parolee employment training.

c. Fire Services: \$4,266,947

Maintain staffing and equipment to operate 25 fire engine companies and seven (7) truck companies, expand paramedic services, and establish a mentorship program at each station.

d. Program Audit and Oversight: \$684,106

Evaluation: Not less than 1% or no more than 3% of funds appropriated to each police service or social service program shall be set aside for the purpose of independent evaluation of the program, including the number of people served and the rate of crime or violence reduction achieved.

Audit / Administration: In addition to the evaluation amount, tax proceeds may be used to pay for the audit specified by Government Code Section 50075.3.

POLICE DEPARTMENT

MEASURE Y ANNUAL REPORTING - FISCAL YEAR 2013-2014

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Y language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)	13-14 Status		Outcomes	Comments (Program achievements, issues, etc.)
			Completed	On-Going		
Community and Neighborhood Policing (OPD)						
Neighborhood beat program	\$ 6,411,297	34.00	xx		Neighborhood Officers assigned to neighborhood beats to provide problem-solving and basic police services	
School safety program	-	-	xx		Supplemental police services to respond to school safety and truancy issues	
Crime reduction team program	6,898,325	36.00	xx		Supplemental police services to investigate and respond to illegal narcotics transactions and violent crimes in "hot spots"	
Domestic violence and child abuse intervention program	-	-	xx		Supplemental services to work with social service providers to intervene in domestic violence, child abuse and child prostitution cases	
Officer training, recruitment, and equipment	543,414	-	xx		Training, equipment and supplies for Officers	
Subtotal Comm & Neigh Policing - FY13-14	\$ 13,853,037	70.00				

DEPARTMENT OF HUMAN SERVICES

MEASURE Y ANNUAL REPORTING - FISCAL YEAR 2013-14

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Y language)	Dollar Amount Expended	City Personnel Employed	13-14 Status	Outcomes		Comments (Program achievements, issues, etc.)
				Completed	On-Going	
Violence Prevention Services With an Emphasis on Youth and Children (DHS)		Es for Full Year)		Listing of Grantees Providing Services During the Year under Each Category	Number of People Served During the Year	
Youth outreach counselors						
G463374	110,000.00		XX	Youth Alive	54	Provide outreach, case management, employment and other services for youth who are chronically truant, dropped out of high school, or on probation. Also provide comprehensive support services to sexually commercially exploited children and gang-impacted youth.
G463374	110,500.00		XX	MISSEY	48	
G463374	275,000.00		XX	East Bay Asian Youth Center	117	
G463374	178,000.00		XX	Oakland Unified School District	53	
G463374	74,500.00		XX	The Mentoring Center	45	
G463374	147,029.00		XX	Youth Uprising	81	
G463361	546,000.00		XX	California Youth Outreach	259	
G463361	265,685.00		XX	Healthy Communities	97	
G463361	25,000.00		XX	CAL PEP	264	
G463369	137,955.00	1.00	XX	Violence Prevention Coordinator		Coordinate Street Outreach and Violence Interruptoin teams, as well as participate in coordination with Oakland Unite participation in Ceasefire activities.
G463352	218,199.00	2.00	XX	City County Neighborhood Initiative (CCNI)		Provide outreach services to families, provide employment training and employment. Also implemented community events such as Friday Night Live, Juneteenth, Health Fairs, Job Fairs, and Neighborhood Clean-Ups. Also held workshops and planning meetings (ESL classes, housing, Medi-Cal, community mini-grants).
G463373 Messengers For Change	9,263.00	N/A				Community outreach and organizing
Afiter and in school program for youth and children						
G463366	200,000.00		XX	AI Civ Health Care Services Agency	549	Provide Friday Night Live Parks program in three parks for youth and young adults at the highest stressed neighborhoods between hours of 6pm - 10pm, every Friday for 6 consecutive weeks in the summer months. Coordinate and implement the Mayor's Holiday Toy Drive. Coordinate with local faith community partners on community-based projects.
G463375	125,000.00		XX	OUSD Alternative Education	126	
G463359	150,000.00		XX	Community Initiatives	205	
G463351	180,000.00		XX	Youth Employment Partnership	105	
G463351	89,000.00		XX	Youth Radio	31	
G463351	59,777.00		XX	Unity Council	12	
G463351	90,000.00		XX	Youth Uprising	33	Provide school based services including case management, mental health, violence prevention curriculum and peer conflict mediation. Also provided employment skills training and after-school/summer employment opportunities.

DEPARTMENT OF HUMAN SERVICES

MEASURE Y ANNUAL REPORTING - FISCAL YEAR 2013-14

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Y language)	Dollar Amount Expended	City Personnel Employed	13-14 Status	Outcomes		Comments (Program achievements, issues, etc.)
				Completed	On-Going	
Violence Prevention Services With an Emphasis on Youth and Children (DBS)						
Domestic violence and child abuse counselors						
G463354	400,000.00		XX			
G261270	92,847.00		XX			
G463356	40,000.00		XX			
G463356	60,000.00		XX			
G463357	94,500.00		XX			
G463357	80,000.00		XX			
G463372	125,000.00		XX			
G463376	300,000.00		XX			
Offender/parolee employment training						
G463355	130,216.00	1.00	XX			
G463355	141,000.00		XX			
G463355	92,500.00		XX			
G463355	211,200.00		XX			
G463355	90,000.00		XX			
G463355	100,000.00		XX			
G463355	251,500.00		XX			
G463355	127,800.00		XX			
G463365	100,000.00		XX			
G463365	240,000.00		XX			
supporting all categories						
G261250; G261271; G261273; G261240	879,517.00	4.30				
G358350; G360050; G421150;						
G421250; G463350	44,809.00					
Meyor's (01111/00000000)	60,202.00					
CAO (02111/02811/00000000)						
Subtotal Violence Prev Svcs - FY13-14	6,651,979.00	8.30				

FIRE DEPARTMENT

MEASURE Y ANNUAL REPORTING - FISCAL YEAR 2013-2014

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Y language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)		13-14 Status		Comments (Program achievements, issues, etc.)
		Completed	On-Going	Completed	On-Going	
Fire Services (Fire)						
Minimum staffing and equipment	\$ 4,266,947		xx			The figures for people served through Oakland Fire Department is a department-wide number. Measure Y funds 5.1 percent of the department's operations personnel costs. As part of their duties, department personnel engage in youth public education. As written, Measure Y does not distinguish between Measure Y fire department personnel and non-Measure Y fire department personnel. Therefore Measure Y supports and can be credited for approximately 5.1 percent of the youth served in each fiscal year.
Paramedic services Mentorship program	included in above included in above					
Subtotal Fire Svcs - FY13-14	\$ 4,266,947					

MEASURE Y ANNUAL REPORTING - FISCAL YEAR 2013-2014

PROGRAM AUDIT AND OVERSIGHT

A. Status Report ("status of projects required or authorized to be funded")

Program Name & Description (According to Measure Y language)	Dollar Amount Expended	City Personnel Employed (FTEs for Full Year)	13-14 status		Outcomes	Comments (Program achievements, issues, etc.)
			Completed	On-Going		
EVALUATION EVALUATION COMMUNITY POLICING AND VIOLENCE PREVENTION PROGRAMS	505,000		X		<p>Provider of Evaluation Services</p> <p>Resource Development</p> <p>Reports to the City Administrator, Msr Y Oversight Committee, Oakland City Council that includes summaries of crime map reports and best practices in community policing, includes qualitative and quantitative data on Msr Y's implementation and impact.</p> <p>Includes expenses for Office Supplies, refreshments for Msr Y Committee evening meetings, printing of Measure Y Oversight Committee packets, mailing expenses and Contract/Purchasing administrative fees</p>	<p>EVALUATION COMMUNITY POLICING AND VIOLENCE PREVENTION PROGRAMS</p> <p>Expenses essential to serve the Msr Y Oversight Committee.</p>
	7,787		X		<p>Various vendors and City Duplicating Shop</p>	
	103,232	1.10	X		<p>Personnel costs</p>	
	416,019					
Staff Oversight (CAO)					<p>Services Performed</p> <p>Provided staff assistance to the Measure Y Oversight Committee by noticing meetings, preparing agendas and minutes. Coordinating with OPD, DHS and the Measure Y evaluators for presentations. Prepared the RFP for the new Measure Y evaluator for FY 2013-15 and managed the review and selection process. Prepared staff reports, contracts, and coordinated the agenda process for Measure Y related items for the Public Safety Committee. This is supported by Acting CPRB Executive Director .30 FTE and a part time Senior Aide/ELDE .50 FTE. Provide administrative assistance to Assistant City Administrator who oversees the Oakland Police Dept. Position is annually budget at 30 FTE. Supported by Executive Assistant to the Assistant City Administrator.</p>	<p>Staff support provided to the Measure Y Oversight Committee to hold monthly public meetings. Arrangement of the presentation of reports from the evaluators and audit. Coordinated quarterly reports to the Council's Public Safety Committee. Meet directly with the City Administrator, RDA evaluators, Police Department, and Department of Human Services as program issues arise.</p>
Audit (Administrative Service Department)	22,145		X		<p>Measure Y annual financial audit</p>	
	245,942		X		<p>Administration fees (County of Alameda)</p>	
Subtotal Oversight & Evaluation - FY13-14	684,106	1.10				

TO: SAFETY & SERVICES OVERSIGHT COMMISSON (SSOC)
FROM: Chantal Cotton Gaines
SUBJECT: Letter from Safe Passages
DATE: July 17, 2015

The attached letters from a coalition of community partners including: Safe Passages, UCSF Benioff Children's Hospital Oakland, Through the Looking Glass, Jewish Family and Children's Services of the East Bay, and Parent Voices Oakland. These organizations partnered together as early childhood providers to write a letter to the City Council Public Safety Committee (PSC) related to the Human Services Department (HSD) Spending Plan. In the letter, they advocate for the City Council to invest in support for young children exposed to violence/trauma as one of the strategies for the HSD Spending Plan/Request for Proposals.

At the June 24th PSC meeting when the letter was first presented to the members of the PSC, the Councilmembers on the committee asked for this letter to come to the SSOC for discussion. There are two versions of the letter because one was given to PSC in June and the other was given to them in July.

June 18, 2015

**Public Safety Committee
Oakland City Council
City of Oakland
Oakland, CA**

RE: Item #4: Measure Z Violence Prevention Strategies/Spending Plan -Prevention Services including support for young children exposed to violence/trauma.

Dear Public Safety Committee Councilmembers:

The undersigned Early Childhood providers and advocates have been working in Oakland for decades providing services to young children exposed to violence. We work in partnership with Head Start and OUSD Early Childhood Centers and families to serve young children exposed to violence in our communities. We have trained and supported teachers to identify children in need of specialized services; we reach out to families to meet their immediate needs and provide mental health services to help the children and the families overcome trauma. We have also provided Oakland Police Officer training and referral resources for young children exposed to violence at the scenes of violent crimes.

We are advocating that this young target population, included in the Measure Z legislation, be seriously considered in the policies and funding priorities established by the City of Oakland. Please consider these facts:

- There are 26,099 **children ages 0-5 in Oakland, representing 28.3% of youth under the age of 20.** Yet the most recent Measure Y allocation for these programs was **less than .08%** of the \$5 Million allocation for all intervention programs combined.
- Young children exposed to violence is specifically referenced as one of the highest risk populations in the voter approved Measure Z legislation. The youngest victims of violence are often the highest profile victims in the community.
- Vast research demonstrates that exposure to violence at an early age has great consequences in the long-term ability to perform well academically and socially.
- Children exposed to trauma and/or with developmental delays early in life are more likely to enter Kindergarten with learning deficiencies and are likely to enter the Special Education system.
- A study of youth in detention facilities found that 90% of incarcerated youth had been exposed to violence or trauma at an early age.
- Without intervention that includes family counseling and child therapy for families exposed to violence, we are not breaking the cycle of violence within the City.
- In 2012, Measure Y was providing services to over 6 early childhood centers located in Oakland's most violent police beats; this year funding only supports serving 2 Head Starts sites in the entire City of Oakland.
- Measure Z is the only funding source dedicated to addressing the impact of violence on high-risk populations in the City of Oakland.

We also know that **investing early in children works.** Economist have found that the return for investing in early childhood intervention can save hundreds of thousands of dollars in that child's life including savings in costs of special education, law enforcement and even incarceration. We have the choice today to prioritize breaking the cycle of violence from both the beginning and the

end of the cycle. Addressing the end of the cycle by itself will not prevent the younger generation from a future of being trapped in the cycle of violence. The investment we make today will prevent generations of heartbreak and save the city millions of dollars in the near future.

We are requesting that the Public Safety Committee consider specific funding set asides under proposed Strategies #3 & #4. While ample funding has been set aside for older youth and adults under this funding source, the needs of young children is not being underscored. We proposed the following set asides to be included in the RFP process:

STRATEGY AREA 3: Violent Incident and Crisis Response.

Substrategy: Family Violence Intervention - \$450,000 Proposed Budget

- *Integration of services for young children exposed to intense violence in family violence and homicide response strategies*

Recommendations: Set aside a minimum of \$225,000 (50%) for families with young children residing in high crime areas of Oakland.

STRATEGY AREA #4: New strategy area that focuses on internal capacity of both providers and communities.

Substrategy: Community Asset Building Allocation: Provider Network Skills and Capacity Building - \$200,000 Proposed Budget

- *Intended to highlight best practices within the provider network and encourage learning new skills and shared approaches based on evidence*

Recommendation: Set aside a minimum of \$100,000 (50%) for early childhood provider network skills and capacity building efforts and coordination of services.

We appreciate your careful consideration of these policy recommendations and welcome your questions. We are available to meet to provide further evidence and program outcomes. Please contact Alicia Perez at Safe Passages at aperez@safepassages.org or (510) 325-7447.

Sincerely,

Safe Passages
Jewish Family and Children's Services
Through the Looking Glass
UCSF Benioff Children's Hospital Oakland, Early Intervention Services

Cc: Public Safety Chairperson: Council Member Desley Brooks, District 6; Council Member Noel Gallo, District 5; Council Member Abel J. Guillén, District 2; Council Member Dan Kalb, District 1; Council Member Anne Campbell-Washington, District 4; Safety and Services Oversight Commission (SSOC); John A. Flores Interim City Administrator; Sara Bedford, Director, Human Services Department, City of Oakland; Peter Kim, Manager, Oakland Unite.



July 13, 2015

**Public Safety Committee
Oakland City Council
City of Oakland**

RE: Item #4: Measure Z Violence Prevention Strategies/Spending Plan -Prevention Services including support for young children exposed to violence/trauma.

Dear Public Safety Committee Councilmembers:

The undersigned Early Childhood providers and advocates have been working in Oakland for decades providing services to young children exposed to violence. We work in partnership with Head Start and OUSD Early Childhood Centers and families to serve young children exposed to violence in our communities. We have trained and supported teachers to identify children in need of specialized services; we reach out to families to meet their immediate needs and provide mental health services to help the children and the families overcome trauma. We have also provided Oakland Police Officer training and referral resources for young children exposed to violence at the scenes of violent crimes.

We are advocating that this young target population, included in the Measure Z legislation, be seriously considered in the policies and funding priorities established by the City of Oakland. Please consider:

- There are 26,099 **children ages 0-5 in Oakland, representing 28.3% of youth under the age of 20.** Yet the most recent Measure Y allocation for these programs was **less than .08%** of all intervention programs combined.
- Young children exposed to violence is specifically referenced as one of the highest risk populations in the voter approved Measure Z legislation. Vast research demonstrates that exposure to violence at an early age has great consequences in the long-term ability to perform well academically and socially.
- Children exposed to trauma and/or with developmental delays early in life are more likely to enter Kindergarten with learning deficiencies and are likely to enter the Special Education system.
- Research also shows that the younger the child is exposed, the greater impact it may have on them.
- A study of youth in detention facilities found that 90% of incarcerated youth had been exposed to violence or trauma at an early age.
- Without intervention that includes family counseling and child therapy for families exposed to violence, we are not breaking the cycle of violence within the City.
- In 2012, Measure Y was providing services to over 6 early childhood centers located in Oakland's most violent police beats; this year funding only supports 2 Head Starts sites in Oakland.
- Measure Z is the only funding source dedicated to addressing the impact of violence on high-risk populations in the City of Oakland.

We also know that **investing early in children works.** Economists have found that the return for investing in early childhood intervention can save hundreds of thousands of dollars in that child's life including savings in costs of special education, law enforcement and even incarceration. We have the

choice today to prioritize breaking the cycle of violence from both the beginning and the end of the cycle. Addressing the end of the cycle by itself will not prevent the younger generation from a future of being trapped in the cycle of violence. The investment we make today will prevent generations of heartbreak and save the city millions of dollars in the near future.

We are requesting that the Public Safety Committee consider specific funding set asides under proposed Strategies #3 & #4. While ample funding has been set aside for older youth and adults under this funding source, the needs of young children is not being underscored. We proposed the following set asides to be included in the RFP process:

STRATEGY AREA 3: Violent Incident and Crisis Response.
Substrategy: Family Violence Intervention - \$450,000 Proposed Budget

Recommendations: Set aside a minimum of \$225,000 (50%) for families with young children residing in high crime areas of Oakland.

STRATEGY AREA #4: New strategy area that focuses on internal capacity of both providers and communities.
Substrategy: Community Asset Building Allocation: Provider Network Skills and Capacity Building - \$200,000 Proposed Budget

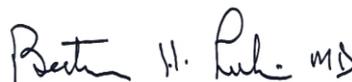
Recommendation: Set aside a minimum of \$100,000 (50%) for early childhood provider network skills and capacity building efforts and coordination of services.

We appreciate your careful consideration of these policy recommendations and welcome your questions. We are available to meet to provide further evidence and program outcomes. Please contact Alicia Perez at Safe Passages at aperez@safepassages.org or (510) 325-7447.

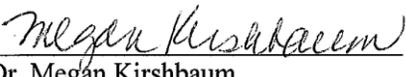
Sincerely,



Josefina Alvarado Mena, Esq.,
CEO, Safe Passages



Bertram Lubin, MD
President & Chief Executive Officer
UCSF Benioff Children's Hospital Oakland



Dr. Megan Kirshbaum
Founding Executive Director
Through The Looking Glass



Clarissa Douthard
Executive Director
Parent Voices Oakland



Avi Rose, Executive Director
Jewish Family & Children's Services of the
East Bay

Cc: Public Safety Chairperson: Council Member Desley Brooks, District 6; Council Member Noel Gallo, District 5; Council Member Abel J. Guillén, District 2; Council Member Dan Kalb, District 1; Council Member Anne Campbell-Washington, District 4; Safety and Services Oversight Commission (SSOC); John A. Flores Interim City Administrator; Sara Bedford, Director, Human Services Department, City of Oakland; Peter Kim, Manager, Oakland Unite.

TO: SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)
FROM: Chantal Cotton Gaines
SUBJECT: Updated Oakland Fire Department Spending Plan
DATE: July 17, 2015

The report on the following page is the updated spending plan for the Oakland Fire Department. In the SSOC report dated May 12, 2015 for the May 18th and May 27th SSOC meetings, Oakland Fire Department (OFD) staff outlined the OFD spending plan. This same spending plan was included in the City Council Public Safety Committee (PSC) Agenda Packet for the July 14, 2015 PSC meeting. However, after the report for the July 14, 2015 PSC Agenda Packet printed, OFD staff compared the OFD Spending Plan to the citywide Fiscal Year (FY) 2015-2017 Adopted Budget and found the need to articulate the spending plan differently to assist with record keeping and operations and to fully align it with the budget. This is because the plan originally given is ideal at regular time rate, but operationally, the OFD staff is generally funded through a combination of time charged at the regular rate and the backfill overtime rate.

TO: SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)
FROM: Teresa Deloach Reed
SUBJECT: Updated Oakland Fire Department Spending Plan

The following narrative is the replacement funding plan for the Oakland Fire Department (OFD):

Measure Z provides \$2,000,000 for the OFD to maintain adequate personnel resources to respond to fire and medical emergencies.

As originally submitted, the OFD spending plan identified that OFD intends to spend the annual Measure Z funding allocation by funding the salary and benefit costs for annual staffing of one (1) engine company.

The spending plan is being modified to state that OFD will maintain adequate personnel resources to respond to fire and medical emergencies by providing sworn backfill coverage. Personnel resources include overtime for minimum staffing due to regular days off, leave (vacation, sick, disability, other), and vacancies. The spending plan provides funding to comply with the minimum fire suppression/medical staffing levels as mandated by the City and International Association of Firefighters, Local 55 Memorandum of Understanding Article 4.2 Staffing.

TO: SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)
FROM: Chantal Cotton Gaines
SUBJECT: Third Party Evaluation Request for Proposals
DATE: July 22, 2015

The Safety and Services Act of 2014 (or Measure Z) requires that a third party, independent evaluator complete an annual evaluation of all programs provided by Measure Z funding. The Safety and Services Oversight Commission (SSOC), as one of its duties, must make recommendations regarding the scope of the annual program performance evaluation. Such recommendations will be used to develop the Request for Proposals (RFP) for evaluation services which will be used to create the contract for the selected vendor.

PURPOSE:

The purpose of this discussion is to introduce the SSOC to the citywide RFP process, to generate and discuss recommendations from the SSOC for the evaluation RFP, and to review the tentative timeline for the evaluation RFP. This discussion will be broken into two SSOC meetings to allow for maximum discussion and dialogue. In addition, some of the high level principle discussion can be discussed at the SSOC retreat.

MEASURE Z EVALUATION REQUIREMENTS:

The Safety and Services Act states specific evaluation requirements in two places within the measure. One place is in the SSOC duties (Section 4A6) with requirements for the SSOC's interactions with the evaluation and the other place is in Section 4B which is the requirement that explains the annual evaluation and audit in the Accountability and Reporting section.

Section 4(A)6 states the following SSOC duties related to the evaluation:

- (b) Make recommendations to the City Administrator and, as appropriate, the independent evaluator regarding the scope of the annual program performance evaluation. Wherever possible, the scope shall relate directly to the efficacy of strategies to achieve desired outcomes and to issues raised in previous evaluations.*
- (c) Receive draft performance reviews to provide feedback before the evaluator finalizes the report.*
- (e) Review the annual fiscal and **performance** audits and **evaluations**.*

Section 4B is where the act sets the requirement of the annual evaluation. It states:

*B. Annual Program Evaluation: Annual independent program evaluations pursuant to Section 3(C) shall include performance analysis and evidence that **policing and violence prevention / intervention programs and strategies** are progressing toward the desired outcomes. Evaluations will consider whether programs and strategies are achieving reductions in community violence and serving those at the highest risk. Short-term*

successes achieved by these strategies and long-term desired outcomes will be considered in the program evaluations.

BACKGROUND:

For background information, this section will provide some key details about evaluations under Measure Y. Similar to Measure Y, the evaluation services of Measure Z are a requirement as shown in the previous section. Over the course of Measure Y, there were only two (2) evaluation firms who provided services throughout the entire 10 year period of the Measure:

1. Resource Development Associates (current evaluator)
2. Rand partnered with Berkeley Policy Associates (evaluator for 2 years)

It is important to note that the RFP for evaluation services under Measure Y seldom generated a lot of bids for the contract. On average, for each RFP posted every two years, the City received no more than two (2) bids for the job. This is not entirely uncommon for other contracts with the City in addition to the fact that the evaluation services RFP is not an easy contract. The balance that is always sought by evaluators but difficult to master is the desire to address short-term, quick, qualitative, individual organization-level data while also providing long-term quantitative analysis about collective program effects on the overall safety of the community. The fact that the evaluation must be completed annually usually leads to more information on the short-term individual-organization performance level instead of long-term analysis.

Another important note is that the RFP scope should be specific in terms of the expectations for short-term and long-term analysis desired for both, the community policing evaluation as well as the violence prevention program evaluation. The evaluation scope should also be specific in terms of the type of evaluation that the City should contract for, whether it be an outcome-based evaluation, developmental-based, process-based evaluation, etc. Such specificity will increase the likelihood of the City receiving good bid proposals from good firms, especially since the evaluation for community policing slightly differs from the violence prevention programs.

Previous Evaluation Budgets:

On average, the evaluation contract under Measure Y was for \$310,000 annually.

Most Recent Evaluation RFP:

The most recent evaluation RFP, released in 2012, contained a few elements that explained the type of work requested from potential bidders. These key sections included:

1. The Guiding Principles on pages 4-5 of the RFP.
2. The Required Elements of the Violence Prevention and Community Policing aspects of the evaluation on pages 8-9 of the RFP.
3. The Narrative Guides for Violence Prevention and Community Policing on pages 15-18 of the RFP.

These sections, revised or rewritten for Measure Z, are where the SSOC input would be included. The rest of the RFP mostly entails general program structures and RFP process guidelines. It's important to note that some of the narrative guides within the RFP are lofty goals and hard to achieve. **Attachment A** contains the 2012 full RFP.

Most Recent Full Evaluation:

The most recent evaluation, conducted by RDA, is available online here:

1. Retrospective report: http://oaklandunite.org/wp-content/uploads/2011/05/MY-VPP_Retrospective-Presentation_20140905_STC.pdf
2. Community Policing report: <http://oaklandunite.org/wp-content/uploads/2012/11/Final-Packet-121514.pdf> (pages 10-71. RDA partnered with Bright Research Group for this report).

TENTATIVE TIMELINE:

The timeline below is subject to change if needed.

Date	Task
July 27	SSOC Initial Discussion of RFP Scope
Aug. 24	SSOC Evaluation RFP Recommendations Approval
Aug. 26	Post the RFP
Sept. 30	Proposals due (5 weeks)
Sept. 14	Readers review (2 weeks)
Sept. 19	Announce Evaluation selection
Sept. 28	SSOC hears selection
Oct. 13 & 20	Public Safety and Council Approval
Nov.	Staff Begins to Work with Selected Evaluator

OUTLINE OF NEXT STEPS:

The next steps of the process related to SSOC involvement in the evaluation RFP include:

1. Go through the basic citywide RFP process with the SSOC.
2. Discuss guiding principles for the evaluation (NOTE: this may overlap with SSOC retreat content).
3. Discuss the narrative guides for the evaluation.
4. Determine an SSOC member to serve on the RFP panel of reviewers.
5. Staff will inform the SSOC when the RFP is finalized and ready to post.

CITYWIDE RFP PROCESS:

The City of Oakland has many regulations for the RFP process to ensure fairness. The RFP entails some of the regulations and the rest of the regulations are internal processes which must be followed by staff. Staff will create a rubric by which to evaluate the RFP bid responses and

the rubric will be used by a panel of reviewers which includes evaluation experts outside of the City organization. The panel should also include a member of the SSOC to participate.

Note: All of the internal processes, RFP bid ratings, etc. will be handled by staff (including the Contracts and Compliance staff) and will not come before the SSOC.



Measure Y
The Violence Prevention and
Public Safety Act
Fiscal Year 2012-15 Funding
Cycle
External Evaluation
REQUEST FOR PROPOSALS

RFP Issue Date:
August 24, 2012

Proposals due September 21st, 2012
Before 5:00 p.m.

Please read the entire document thoroughly prior to
applying.



www.measurey.org

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Overview

MEASURE Y VIOLENCE PREVENTION INITIATIVE

On November 2, 2004, residents of Oakland voted to pass Measure Y, the Violence Prevention and Public Safety Act of 2004. By doing so, voters demonstrated their commitment to the safety and the well being of all City residents, especially youth. Voters approved a new parcel tax and a surcharge on parking in commercial lots in order to: 1) increase fire and paramedic services, 2) fund community police officers, and 3) fund violence prevention programs.

Measure Y provides approximately \$20 million every year for ten years to fund violence prevention programs, additional police officers, and fire services. Measure Y funds are generated through a parcel tax along with a parking surcharge on commercial lots. The annual allocations of the revenues are as follows:

- \$4 million per year for Oakland Fire Department (OFD) services;
- 60% of the remainder for the Oakland Police Department (OPD) services;
- 40% of the remainder for violence prevention programs administered by the Department of Human Services (DHS); and
- Up to 3% of the OPD and DHS allocations set aside for an independent evaluation.

The goal of Measure Y is to increase public safety and to dramatically reduce violence among young people. Measure Y creates a well integrated violence prevention system, with strong links among the social services, school district, police, workforce development programs, and criminal justice agencies. Prevention programs are designed to work together with community policing to provide a continuum of support for high risk youth and young adults most at risk for committing acts and/or becoming victims of violence.

Measure Y mandates appointment of an Oversight Committee to ensure proper administration of revenue collection and expenditures and to ensure proper implementation of the programs by review of the evaluation of the violence prevention programs and community/neighborhood policing services. The Mayor appoints three members to the Oversight Committee and each City Councilmember appoints one member. The Oversight Committee reviews the annual financial audit, inquires and reviews the administration, coordination and evaluation of the programs in order to make policy recommendations to the Mayor and City Council. The Oversight Committee's responsibilities include review of the evaluation. The selected evaluator(s) will present evaluation reports to the Oversight Committee, as well as Public Safety and City Council.

EXTERNAL EVALUATION

The City of Oakland is seeking qualified consultants to evaluate the performance of the Violence Prevention Programs and Community & Neighborhood Policing Services funded by Measure Y. The selected contractor will work with designated stakeholders to plan and conduct the evaluation, produce evaluation reports, and present reports and evaluation findings to the Measure Y Oversight Committee, Public Safety Committee, and City Council. A university/research applicant is strongly encouraged and the ideal applicant would include at least a partnership with a university that brings expertise in research methods and best practices in the field of violence prevention/interruption. The lead agency may, however, be a non-profit, for-profit, or public agency or organization. The ideal applicant would also include evidence expertise in law enforcement policies, practice, and best practices. Evidence of knowledge of community policing models and research is also required.

The contracted evaluation will consist of two parts:

1. A comprehensive evaluation of the Department of Human Services Violence Prevention Programs, and;
2. A comprehensive evaluation of the Oakland Police Department Community & Neighborhood Policing Services.

Applicants should submit a detailed proposal for an outcome evaluation of the two Measure Y service areas listed above. Applications may include a partnership of two or more entities. Partnerships designed to evidence experience in the two core areas above must be sustained throughout the project and may only be modified or revised with the express prior authority of the City of Oakland and upon evidence that qualifications and project goals and deadlines will be satisfied.

A description of each service area and a set of narrative questions for both are provided below. Before applying to evaluate Measure Y Violence Prevention and Community & Neighborhood Policing Services, it is essential that applicants understand the legislative intention and requirements to be evaluated.

VIOLENCE PREVENTION

Measure Y Violence Prevention is a comprehensive and multifaceted effort to address the complex and multiple risk factors associated with violence. These risk factors include, but are not limited to: poverty, unemployment, discrimination, substance abuse, educational failure, fragmented families, and

domestic abuse. Measure Y efforts aim to build on positive assets and resilience in individuals, families, and communities.

Specifically, the legislative language states:

“Violence Prevention Services with an emphasis on Youth and Children:
expand preventive social services provided by the City of Oakland, or by adding capacity to community-based nonprofit programs with demonstrated past success for the following activities:

- 1. Youth outreach counselors: hire and train personnel who will reach out, counsel, and mentor at-risk adolescents and young adults by providing services and presenting employment opportunities.*
- 2. After and in-school programs for youth and children: expand existing City programs and City supported programs that provide recreational, academic tutoring, and mentoring opportunities for at-risk adolescents and children during after school hours; expand truancy enforcement programs to keep kids in school.*
- 3. Domestic violence and child abuse counselors: make counselors available who will team with police and the criminal justice system to assist victims of domestic violence or child prostitution and to find services that help to prevent repeat abuse situations; expand early childhood intervention programs for children exposed to violence in the home at an early age.*
- 4. Offender/parolee employment training: provide parolee pre-release employment skills training and provide employers with wage incentives to hire and train young offenders or parolees.”*

The full text of the legislation can be found at:

<http://measurey.org/uploads/File/measureyfulltext.pdf>.

The following principles guide Measure Y Violence Prevention programming:

- o **Focus on the highest risk individuals** most likely to be victims or perpetrators of violence (at-risk adolescents and young adults, offender/parolees and victims of domestic violence and their young children). Recognizing that many of these youth and young adults have histories of abuse and other trauma-inducing experiences, Measure Y programs must acknowledge the impact of trauma and be ready to address it. Measure Y targets young people under age 35.
- o **Support intensive interventions** for these highest risk individuals. Understanding that high-risk individuals often have high needs (including basic needs such as housing, food, education), intensive and comprehensive interventions are often called for. Services must be individualized, by matching needs with appropriate interventions.

- **Prioritize resources for neighborhoods where violence is most prevalent.** The RFP prioritizes services to the police beats with the highest stressors, which historically and currently have had the highest incidence of shootings and homicides. See Measure Y Stressors Report for a listing of priority areas.
- **Emphasize coordination among public and community service systems.** Measure Y funded agencies must work in coordination with multiple systems that impact the lives of the youth and families they serve. The RFP requires coordination and communication with public systems such as Oakland Police Department, Oakland Unified School District, Probation and Health Care and Measure Y partners through informal and formal means.
- **Align with other funding sources** to complement and build upon other approaches that are already in place. This maximizes impact and reduces the burden on nonprofits receiving money from different funding sources. DHS staff is working with other public partners such as OUSD and Alameda County Probation, to align funding priorities as well as performance measures.
- **Integrate family and community into service plans.** Family and community members play a vital role in the growth and development of youth and young adults. The RFP requires family and community involvement where appropriate.

Below find a chart of the Measure Y Violence Prevention program strategies and a description of the population being targeted by each strategy. Applicants will need to propose a plan for comprehensively addressing outcome analyses of all of the violence prevention strategies being employed.

Measure Y Violence Prevention Program Strategies FY 2012-2015

Funded Component	Program Strategy	Target Population	Minimum/ Estimated Served	Allocation FY 12-13
Focused Youth Services	Juvenile Justice Center (JJC)/OUSD Wraparound Services	Youth (age 12-18) returning to Oakland from the JJC and Camp Sweeney including gang-involved and CSEC and youth referred from street outreach	300	\$880,000
	Youth Employment	Youth (age 14 to 18) returning to Oakland from the JJC	230	\$450,000
	Restorative Justice	Adults working with high risk youth. Youth in schools in high stress areas.	180	\$150,000
	Gang Prevention	Families of youth at risk of gang-involvement; adults working with gang-involved youth	80	\$125,000
	Middle School	Case management and mental health services for at-risk middle school students	500	\$200,000
Family Violence Intervention	Commercially Sexually Exploited Children (CSEC)	Sexually exploited youth (age 18 and under)	400	\$175,000
	Family Violence Intervention Unit	Families exposed to violence	1,000	\$400,000
	Mental Health 0-5	Children ages 0-5	50	\$100,000
Young Adult Reentry Services	Project Choice	Young adults (age 18 to 35) in custody and on juvenile or adult parole, and/or adult probation	80	\$300,000
	Reentry Employment	Young adults (age 18 to 35) on parole and probation	300	\$1,080,00
Incident/Crisis Response Strategies	Street Outreach	Youth and young adults (age 14 to 35) at the highest risk of involvement in street violence	12,000	\$1,108,717
	Crisis Response	Family and friends of homicide victims under age 30	60	\$300,000
	Highland Hospital Intervention	Youth and young adult victims of a gunshot incident (ages 14-35)	60	\$125,000

COMMUNITY & NEIGHBORHOOD POLICING SERVICES

Measure Y provides funding to the Oakland Police Department to carry out the activities described in the Measure Y legislation.

Specifically, the legislative language states:

Community and Neighborhood Policing: Hire and maintain at least a total of 63 police officers assigned to the following specific community-policing objectives:

- 1. Neighborhood beat officers: each community policing beat shall have at least one neighborhood officer assigned solely to serve the residents of that beat to provide consistent contact and familiarity between residents and officers, continuity in problem solving and basic availability of police response in each neighborhood;*
- 2. School safety: supplement police services available to respond to school safety and truancy;*
- 3. Crime reduction team: at least 6 of the total additional officers to investigate and respond to illegal narcotic transactions and commission of violent crimes in identified violence hot spots;*
- 4. Domestic violence and child abuse intervention: additional officers to team with social service providers to intervene in situations of domestic violence and child abuse, including child prostitution;*
- 5. Officer training and equipment: training in community-policing techniques, establishing police-social services referrals and equipping officers provided in the paragraph, the total costs which shall not exceed \$500,000 in any fiscal year that this ordinance is in effect."*

The full text of the legislation can be found at:

<http://measurey.org/uploads/File/measureyfulltext.pdf>.

Content of Evaluation

PURPOSE

The purpose of the independent evaluation is to **ensure that the City of Oakland uses Measure Y funds to effect the greatest possible reduction in violence in the most efficient manner**, through funding violence prevention and community policing services.

The evaluation should inform stakeholders about the impact of Measure Y funded programs upon incidences of violence in Oakland and inform decision-makers about how to properly allocate Measure Y's resources and efforts to achieve the greatest possible reduction in violence.

REQUIRED ELEMENTS FOR VIOLENCE PREVENTION

To address the above stated purpose, the Measure Y evaluation *must* address the following questions to the extent possible given available data:

- **To what extent have Measure Y programs decreased violence and crime in Oakland?** To what extent can we credit Measure Y Violence Prevention with decreases in shootings, assaults, or family violence? To what extent does Measure Y decrease truancy, recidivism, and other negative indicators among the general population of Oakland youth?
- **What has the relative impact been on violence between different programs and different strategies?** The evaluation should provide a variable violence prevention/intervention gauge by which programs and strategies can be measured for assessing impact on violence against a comparable scale.
- **What program activities lead to the best youth outcomes?** The evaluator should address promising practices that might be replicated at other sites, as well as problematic practices that should be addressed.
- **How could Measure Y funds be allocated more efficiently to reduce crime and violence?** Are we investing too heavily in strategies that are relatively expensive for a relatively low decrease in violence?
- Are violence prevention programs holding to national best practice models?
- Do Measure-Y funded violence prevention programs show better results among some populations than among others?

Methodology Guidelines:

- **Use measures of crime and violence reduction as primary metrics.** Where it is possible to evaluate neighborhood or police beat overall crime and violence this should take precedence over assessing individual participant behavioral changes alone.

- **Use benchmarks related to results, rather than to program activities.** If direct measurement of data on results is impossible, then the evaluation should lay out how other metrics can properly be used as proxies for the missing data.
- **Make comparisons between Measure Y clients and comparable individuals from the general, underserved population.** Data on program outcomes are more meaningful if they can be compared to what would have happened without the program intervention.

REQUIRED ELEMENTS FOR COMMUNITY POLICING

To address the above stated purpose, the Measure Y evaluation *must* address the following questions to the extent possible given available data:

- **How successful has the community policing program been at reducing violent crime?** Can the information in the community policing (SARA) database be linked to decreases in violent crime or other improved outcomes for communities?
- Are PSOs implementing the SARA problem-solving model in alignment with recognized best practices?
- Can we use the SARA Database to draw conclusions about: A) whether we can link the successful, quality completion of beat projects to reductions in crime and violence and B) whether some beats/PSOs are doing a better job than others of implementing a community policing model?
- To what degree do PSO activities reduce violent crime? What proportion of PSO time or project volume is spent on quality of life issues? Can we demonstrate that addressing quality of life issues reduces violent crime?
- How much time are PSOs spending on their beats? Are the MY-funded officers who have been removed from beat activities (i.e., the CRT team officers) in fact engaged in community policing or problem-solving activities?
- MY funds a cadre of PSOs to do dedicated community policing work differently from regular beat officers. Is this strategy of siloing community policing work to a specialized force effective, or would Oakland be better served by integrating community policing elements into regular beat work?
- Is the community policing program holding to national best practice models?

Application Process

SUBMISSION DEADLINES

Organizations interested in submitting a proposal to conduct the external evaluation of Measure Y programs should submit their completed proposal by **September 21, 2012 before 5 p.m.** The estimated date for Preliminary notification of the funded proposal will be **October 5, 2012**. Applicants will be notified via email. The City anticipates the contract will be finalized (with City Council approval) in **November, 2012**, with services beginning **January 1, 2013**. Services for the first grant agreement will continue until **December 31, 2013**.

Deliver to:

City of Oakland
Office of the City Administrator
c/o Claudia Albano
Measure Y Coordinator
250 Frank Ogawa Plaza, Suite 6303
Oakland, CA 94612

Proposals should reflect the costs and measurable outcomes for a one-year period. Upon mutual agreement, the City and the service provider may renew the contract for two (2) additional 12-month periods, subject to satisfactory performance, availability of City funds, and City Council approval.

HOW TO APPLY

- The complete RFP including narrative questions can be downloaded at Measure Y: www.measurey.org.
- The City of Oakland has the right to disqualify applicants whose proposals present false, inaccurate, or incomplete information.
- Questions about the content of the RFP can be directed to: email measureyrfp@oaklandnet.com
- Questions submitted and answers will be posted at www.measurey.org within two business days.

SUBMITTING YOUR PROPOSAL

- Submit an original, and three (3) hard copies of your organization's proposal, no later than the specified closing date & time. Faxes are not accepted. Submit all required forms. Please review all your information

including your agency's contact information and confirm that your application is complete.

- Please note that in accordance with Oakland Municipal Code, Chapter 2.20 Public Meeting and Public Records, Section 220 Nonexempt Public Information, proposals become property of City. Applicants and other members of the public may review proposals at the opening or at a later date by request.
- **Proposals will not be accepted after 5 pm on September 21, 2012.**

REVIEW PROCESS AND SELECTION

A panel of no less than four reviewers will read and score each proposal. Reviewers will include individuals with expertise in the areas of evaluation and/or the implementation of violence prevention and/or community policing programs. Scoring will be based on a uniform rubric that will be applied to each proposal and will be modeled after the narrative questions presented in this RFP. Scores and recommendations from the review panel will be a critical factor in determining a candidate for recommendation to City Council.

Funding recommendations will then be forwarded to City Council for review and approval on November 6, 2012. City Council makes all final funding decisions.

ANNOUNCEMENT OF FINAL SELECTION

The organization selected will be emailed directly by 5 pm on October 5, 2012. The award announcement will also be posted at Measure Y: www.measurey.org.

QUESTIONS AND TECHNICAL ASSISTANCE

For questions about the RFP, please email: measureyrfp@oaklandnet.com

POST AWARD REQUIREMENTS

After grant award announcements have been made, grantees will work with the City of Oakland to develop a grant agreement. Grant Agreements will not be considered complete until the following documents and assurances are submitted.

- Signed Grant Agreement
- Revised agreed-upon scope of work and budget with accompanying narratives
- A hard copy of FY 2012-2013 Grant Agreement signed in (blue ink only and four original signature pages)
- Schedule B-2 – Arizona Resolution

- Schedule C-1 – (ADA) Declaration of Compliance with American Disability Act
- Schedule D – Ownership, Ethnicity and Gender Questionnaire
- Schedule K – Pending Disclosure Form
- Schedule M (Part A) – Independent Contractor Questionnaire
- Schedule O – Campaign Contribution Form
- Schedule P - Nuclear Free Zone Disclosure
- Schedule V - Affidavit of Non-Disciplinary or Investigatory Action Form
- Current Insurance Accord Certificate of Liability Insurance
- Current Commercial General Liability Additional Insurance Endorsement
- Current Certificate of Workers Compensation Insurance
- Financial Audit

Insurance

The successful applicant will be required to obtain and maintain throughout the term of the contract, the types and amounts of insurance and comply with all insurance requirements. The successful applicant shall be required to provide a certificate of insurance showing that the required insurance is in effect prior to execution of the contract.

General Agreement Provisions

The successful applicant will be required to enter into a contract with the City of Oakland. Failure to timely execute the contract or to furnish any and all assurances, certificates, bonds, proofs or other materials required in the contract, shall be deemed an abandonment of contract offer. The City, in its sole discretion, may select another applicant and may proceed against the original applicant selected for damages. It is anticipated that the Agreement resulting from this RFP shall include an indemnification clause as well as other terms and conditions.

Proposal Instructions

Please provide a narrative response to each of the areas listed below. There are two distinct program areas under this Measure Y evaluation RFP; 1) Violence Prevention Programs, and 2) Community & Neighborhood Policing. There is a separate set of narrative questions related to each, as well as three other narrative sections. Sections should be responded to as follows:

- Agency History and Capacity
- Violence Prevention Programs
- Community & Neighborhood Policing
- Key Staffing
- Budget and Budget Narrative

Please note that prior to the narrative questions for each of the program areas (Violence Prevention Programs, and Community & Neighborhood Policing), there is some contextual information provided to help inform your narrative response. This information includes:

1. The existing evaluation infrastructure in place for the program area, and;
2. The timeline of required evaluation reporting for that program area.

AGENCY HISTORY AND CAPACITY

Narrative

Please provide a description of your agency's (and partnering agency's, if applicable) experience in managing an evaluation project focused specifically on neighborhood & community policing services and violence prevention programs. Address the following:

- Demonstrated skills in statistics and research design.
- Experience assessing law enforcement agency practice and policy
- Organization and project leadership reflecting the diversity of Oakland.
- Experience in dealing with publicity, media and politicians, and responding to appointed and elected public oversight bodies.
- Experience with reporting findings in a political environment.
- Experience working with community-based organizations and public agencies serving culturally diverse clientele in an urban environment.
- Experience in the development and implementation of outcome evaluations, including the design of quantitative and qualitative evaluation measures.
- Experience with assessing the effectiveness of varying models of case management.
- Experience developing easily administered evaluation tools.
- Experience in engaging program participants in the evaluation process.
- Experience with conducting an evaluation process with multiple stakeholders.

VIOLENCE PREVENTION PROGRAMS

Existing Evaluation Infrastructure

Measure Y Violence Prevention programs utilize an online database (Cityspan) for tracking grantee contract compliance, clients served, services provided and client milestones obtained. Grantees are required to participate in and support the external evaluation as required by the legislation. This requirement is included in contractual agreements between funded organizations and the City of Oakland. Quarterly payments to grantees are contingent upon grantees remaining up-to-date on the collection of client data and data on services provided, as well as compliance with evaluation data collection requirements. Data entered into Cityspan is made available to the external evaluator for the purposes of conducting the evaluation. Client level data, as well as aggregate data is included; client identifying data is only included where a client consent to participate in evaluation has been obtained by the program. Some examples of individual client level data include:

- # of case management hours received
- # of work experience hours participated in
- Date that 30 days of employment was achieved

Department of Human Services staff will obtain client service data from Cityspan, clean and organize data in alignment with program strategies, and provide these data sets to the external evaluator at agreed upon intervals.

Department of Human Services also facilitates the process of gathering data from public systems partners to be used in the evaluation. Data made available to the external evaluator includes: Oakland Unified School District (OUSD) student data; juvenile and adult probation data from Alameda County Department of Probation, and; Parolee data from California Department of Corrections and Rehabilitation (CDCR). These data are provided at the individual level. Department of Human Services staff may also assist the external evaluator with cleaning these data sets and matching them to Measure Y participant data so as to reduce this burden upon the external evaluator.

Violence Prevention Program Timeline

Measure Y grantees are funded in three year cycles, with years two and three requiring a renewal recommendation to Council. Fiscal year 12-13 grantees have been selected through a competitive bidding process. The performance of these grantees will be reviewed in April of 2013 in order to make renewal recommendations. Therefore, a mid-year report of grantee performance status is required at this time. An end-of-year report, covering the entire fiscal year is also required each November. The annual report should provide an update to the April individual grantee performance reports, as well as an

outcome analysis across strategies, and across the Measure Y initiative as a whole.

Narrative

Given the scope, objectives and timeline of Measure Y funded Violence Prevention programs, please describe your proposed approach to conducting a comprehensive outcome evaluation. Please include a detailed description of the following;

1. What is your experience working with large, complex data files from OUSD, probation, and/or CDCR for conducting outcome analyses? Describe your approach to conducting this type of analysis, particularly for determining the impact of participation in program activities intended to reduce recidivism and/or improve school engagement. Attach one or two examples that you may have.

2. How will you utilize the existing infrastructure, including participant service data in Cityspan and data from public systems partners, to conduct an analysis for Measure Y Violence Prevention:
 - Program attendance impact upon individuals?
 - Effectiveness of each of the strategies in reducing crime and violence in Oakland?What challenges do you anticipate and how do you propose to address these challenges?

3. How will your evaluation incorporate capturing intermediate participant outcomes, such as risk and resiliency factors, and how will you effectively and efficiently achieve this across the various different types of programs and different target populations? A chart outlining each program strategy and the outcome measures that will be employed for each would be helpful and should include both outcomes derived from public systems data as well as any other proposed measures.

4. What strategies will you employ to assess the impact that the Measure Y Violence Prevention initiative has had on violence in Oakland? How will you define and distinguish criminal behavior/crime and violence in your research? How will the analysis address the impact of Measure Y activities on reducing crime and violence? Please address your approach to assessing participant outcomes against comparable non-participants, across demographic factors and previous violent behavioral indicators.

5. How will your evaluation draw meaningful comparisons between programs that serve different client populations? Include your proposed methods for data normalization.
6. What is your approach to supporting grantees around upholding consistent and thorough data collection to support your evaluation plan? Please include details about what you anticipate needing grantees to do and how they will need to do it, including logistics and timelines. (Data entry of clients and client service data into Cityspan is monitored and ensured by DHS; this question asks you to address securing any other data your evaluation plan requires).
7. Describe how you would conduct an analysis of neighborhood crime trends in relation to services provided by Measure Y Violence Prevention programs, particularly the Street Outreach strategy.
8. Describe your plan for incorporating measures of client satisfaction and utilizing client feedback, such as focus groups, to inform on-going program improvement efforts for individual agencies, across strategies, and across the Measure Y initiative as a whole. Include timelines for information feedback that allows this information to be incorporated into program planning.
9. Provide a plan for identifying best practices across strategies, including different models of case management, and for supporting grantees and DHS in ensuring program activities are in alignment with the appropriate best practices. Describe how your evaluation will measure program fidelity to best practice principles.
10. Develop an annual timeline/scope-of-work of proposed activities. What will be included in the mid-year report and what will be included in the annual final report?
11. Do you have an Institutional Review Board (IRB)? Are you prepared to ensure the legal protection of human subjects?
12. If your application includes a partnership, please provide a detailed description of the role and responsibilities of each partner, specifically regarding experience with law enforcement agencies and/or violence prevention programs. Include letters of agreement that document the proposed partnership and how the tasks of the evaluation will be managed.

COMMUNITY & NEIGHBORHOOD POLICING

Existing Evaluation Infrastructure

The Oakland Police Department utilizes a system, called SARA 1.1 to track the work Community and Neighborhood Policing services under Measure Y. SARA 1.1 is a database that allows Problem Solving Officers (PSO) to capture all information related to the research, planning, coordination, and management of their problem oriented policing projects.

SARA 1.1 allows PSOs to open projects and designate key project tracking parameters, such as:

- Project # (this is the key field, standardized by the number format: NCPC - last 2 digits of year opened - # sequence for the year)
- CP Beat #
- NCPC#
- NCPC Priority
- Date Opened
- Date Closed
- Project Address
- Nature of Problem
- Problem Identification Sources

Within SARA 1.1, PSOs articulate their assessment plan, which includes the following dimensions: frequency of assessment, location, attendees, and data required for conducting process and impact measurement evaluations. The Assessment log in this section provides a place where PSOs can show the results of their periodic assessment sessions, including an evaluation of their process measure achievement (i.e. Did they accomplish the tasks scheduled in the Response section?), as well as their impact measure achievement (i.e. Have they achieved, or are they on-track to achieve their goal(s)?). The results of the process/impact measure evaluation assists the PSO in their decision to modify the Response plan's tasks, if project goals are not being achieved.

Community & Neighborhood Policing Program Timeline

An evaluation report is required quarterly.

Narrative

Given the scope, objectives and timeline of Measure Y funded Community & Neighborhood Policing program, please describe your proposed approach to conducting a comprehensive outcome evaluation. Please include a detailed description of the following;

1. Describe how your evaluation activities will coordinate with officers deployed as problem solving officers in order to document activities

taking place, e.g., problem solving projects, participation in neighborhood based meetings, etc.

2. Explain how your evaluation will measure the extent to which the following goals are being met:
 - a. Feelings of public safety;
 - b. Reductions in crime where community policing activities are occurring;
 - c. Attendance at NCPC meetings;
 - d. Organization of Home Alert Block Groups;
 - e. Awareness of police services and service delivery systems;
 - f. Satisfaction with police services related to this initiative, and;
 - g. Residents partnering with OPD to tackle and resolve neighborhood problems.
3. Discuss how to measure the impact of problem solving officer activities on levels of crime and violence in Oakland, ideally on a beat-by-beat basis. This measurement may include quality of life issues such as graffiti abatement, reductions in drug dealing, reductions of abandoned items such as cars and furniture, decreased signs of truancy to the extent that they may be linked to best practice strategies for crime reduction in other communities.
4. How will your evaluation identify whether and how the Police Services are collaborating/partnering with the Violence Prevention Programs and if these partnerships are effective in dealing with neighborhood problems?
5. How will your evaluation identify whether the community policing program is administered in an efficient manner that adheres to national best practice principles? How will you examine whether the community policing program has the internal capacity for continuous improvement?
6. How will your evaluation identify whether the resources of OPD, local government, private agencies, citizen groups, business community and neighborhoods involved in the Measure Y programs and services are being used effectively to reduce crime and violence?

KEY STAFFING

Narrative

1. Identify the key staff in the lead agency that will be funded by this proposal. Include their qualifications, expected roles, estimated percent time spent on the program, language capacity, cultural competence, length of employment with the agency, and their experience implementing similar projects,
2. Identify the person who will have primary responsibility for managing the project and discuss his/her experience in managing similar projects
3. Provide: Resumes of the key staff or job descriptions for unfilled or new position as attachments.

BUDGET AND BUDGET NARRATIVE

Narrative

The contract period for this evaluation will be January 1, 2013 through 12/31/2013.

Proposal budget should reflect the costs for a one-year period. Upon mutual agreement, the City and the contracted evaluator may renew the contract for two (2) additional 12-month periods, subject to satisfactory performance, availability of City funds, and City Council approval.

Annual funding available for the external evaluation contract is \$305,000.

Please provide a detailed budget for the proposed evaluation plan and a budget narrative. Budget and budget narrative should align with the activities described in your narrative and with the Scope of Work.

APPLICATION PACKAGE

ATTACHMENTS AND FORMS

In addition to the narrative, please submit the following items. The following items should be included with your proposal. Make sure that all attachments are clearly labeled. Only the requested elements will be reviewed; please do not submit additional attachments, as they will not be considered. Incomplete applications will not be considered for funding. Additional forms and documents will be required post award notification.

Attachment 1- Examples of Previous Work Include one or two examples of outcome analyses your organization has conducted utilizing public systems data, such as OUSD, probation or CDCR, to assess the impact of services upon a

targeted population. Give examples specifically related to crime and/or violence prevention if available.

Attachment 2 - Resumes or Job Descriptions Include resumes of key project staff responsible for project implementation.

Attachment 3 - MOUs/Letters of Agreement Memorandum of Understanding, Letters of Agreement, or Letters of Support must be submitted if your application includes a partnership with one or more entities. If partnering agencies are included in your proposal, include documentation of this partnership.

Attachment 4 - IRS Letter of Non-profit Status- Copy of IRS Letter Certifying Tax Exempt Status dated in the year 2009 or later should be included, unless the applicant is a public or for-profit agency.