

SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING Page 1
 Created by the Public Safety and Services Violence Prevention Act of 2014

**Monday, February 29, 2016
 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 Watts (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. Open Forum	10 Minutes	I	
4. Approval of Minutes from January 25, 2016	5 Minutes	A	Attachment 1
5. Approval of Minutes from February 6, 2016	5 Minutes	A	Attachment 2
6. Coordinator's Announcement	5 Minutes	A	
7. HSD West Oakland Street Outreach RFP Contracts Recommendation	20 Minutes	A	Attachment 3
8. SSOC Evaluation RFP Scope Recommendation	20 Minutes	A	Attachment 4
9. Ceasefire Evaluation RFQ Scope Recommendation	20 Minutes	A	Attachment 5
10. Retreat Follow Up			
a. Bylaws Update to extend noticing period	5 Minutes	A	Attachment 6
b. Ceasefire Questions and Discussion	5 Minutes	I	
11. Adjournment		A	

A = Action Item

I = Informational Item

AD = Administrative Item

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION (SSOC) MEETING MINUTES
Monday, January 25, 2016
Hearing Room 1

ITEM #1: CALL TO ORDER

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

ITEM #2 ROLL CALL

Present: Chairperson Rev. Curtis Flemming Sr.
Commissioner Jody Nunez
Commissioner Tony Marks-Block
Commissioner Kevin McPherson
Commissioner Letitia Henderson Watts

Excused: Vice Chairperson Jennifer Madden
Commissioner Gary Malachi Scott
Commissioner Rebecca Alvarado
Commissioner Melanie Shelby

Quorum achieved at 6:45pm

AGENDA CORRECTIONS

1. Items 6 and 7 are informational, not action.
2. Item 7 is "Ceasefire RFQ," not "Ceasefire RFP."

COORDINATOR'S ANNOUNCEMENTS – Chantal Cotton Gaines

Staff will be contacting Commissioners about their terms and interest in continuing to serve on the SSOC.

ITEM #3: OPEN FORUM

No Public Speakers

ITEM #6: EVALUATION RFP UPDATE – Chantal Cotton Gaines

Ms. Cotton Gaines explained what the evaluation is and how it factors into Measure Z. The measure calls for evaluation of services of all activities provided by OPD and the Human Services Department. There are two evaluations this go around. The first evaluation is the general evaluation funded by the Measure Z funding allocation for the City Administrator's Office (CAO). This funding was included in the CAO spending plan. The second evaluation is the Ceasefire-specific evaluation. OPD designated funds in their spending plan for a Ceasefire Evaluation because Ceasefire had not been evaluated previously.

The timing goal is to have a scope draft ready for the Ad Hoc Committee of Commissioners then bring it back to the Commission in February for approval of the RFP scope. The scope would then move on to the Public Safety Committee for approval.

The proposed timeline is outlined in the Agenda Packet.

Ms. Cotton Gaines would like to structure the RFP differently than it has been done historically. She is envisioning having an annual evaluation that focuses only on program level information for all programs and to spend more money on a 3-ish year evaluation of the service programs. This may show a greater impact over a couple of years, as opposed to just an annual basis.

She said that this can be bid out to see if it can possibly work.

Because Ceasefire will handle its own evaluation, the only part of the general evaluation covering OPD will be the community policing activities and crime reduction teams.

The Evaluation RFP scope will be presented at your February meeting.

Public Speaker: 1 Public Speaker

ITEM #7: CEASEFIRE EVALUATION UPDATE – Reygan Harmon

Timeline: Ms. Harmon will come back in February for the RFQ scope approval by the SSOC. She would like to post the RFQ in March with a proposed contract start date in late June/early July this year.

As the memo states, staff is looking for an evaluation which researches many things including whether or not the strategy was effective for individuals as well as the community process.

Staff has created very narrow requirements for the RFQ and OPD staff will work with HSD staff on getting the best candidate.

SSOC Discussion:

1. Difference between RFP and RFQ:
 - a. Ms. Harmon: In an RFQ, there are certain qualifications an entity has to have to apply/bid. In an RFQ, the review process is also different than an RFP.

ITEM #8: WEST OAKLAND HSD STREET OUTREACH RFP UPDATE – Peter Kim

RFP Timeline:

- January 8th: RFP released
- January 20th: Bidders Conference
- February 1st: Deadline
- Review panel has 1 week to review proposals. They will notify agencies by February 11th. Appeals are due by February 19th. They will then get the recommendations to SSOC at the February meeting then take it to the Public Safety Committee in March and then to full Council.

RFP is for \$320,000. It is a later start date. It is for 1.25 years total.

Goal is to get Credible Messengers who work in West Oakland to do this type of work.

SSOC Discussion:

1. Who are the people who attended the bidders' conference?
 - a. A lot of agencies attended the bidders' conference. Those that Mr. Kim remembered off the top of his head were the following:
 - i. Youth Alive
 - ii. Roots
 - iii. Save

- iv. Healthy Oakland
- v. St. Vincent DePaul
- vi. BOSS
- vii. Another agency

2. What are your criteria for acceptance?

- a. The agency has to have experience in West Oakland.
- b. The other criteria are available online at www.Oaklandunite.org in the actual RFP.

ITEM #9: RETREAT UPDATE AND PLANNING - Chantal Cotton Gaines

Ms. Cotton Gaines gave an update of the retreat details as stated in the Memorandum in the packet.

Quorum obtained at 6:45pm for the following voting items:

ITEM #4: APPROVAL OF MINUTES – October 26, 2016

Motion made by Commissioner Marks Block to approve the October 26, 2015 minutes as presented in the packet. Motion seconded by Commissioner McPherson. **5 Ayes.**

ITEM #5: APPROVAL OF MINUTES – November 16, 2016 – Special Meeting

Motion made by Commissioner Nunez to approve the November 16, 2015 Special Meeting minutes as presented in the packet. Motion seconded by Commissioner Henderson Watts. **5 Ayes**

ITEM #15: ADJOURNMENT

Commissioner McPherson moved to adjourn the meeting. Motion seconded by Commissioner Marks Block. All approved.

Meeting Adjourned 7:00pm

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION RETREAT MINUTES
Saturday, February 6, 2016
 Classroom 2 – 150 Frank H. Ogawa Plaza 2nd Floor

ITEM #1: CALL TO ORDER

The meeting was called to order at by Chairperson Flemming 9:15am

ITEM #2 ROLL CALL

Present: Chairperson Rev. Curtis Flemming Sr.
 Commissioner Jody Nunez
 Commissioner Tony Marks-Block
 Commissioner Kevin McPherson
 Commissioner Rebecca Alvarado
 Commissioner Letitia Henderson Watts
 Commissioner Gary Malachi Scott

Excused: Vice Chairperson Jennifer Madden
 Commissioner Melanie Shelby

Quorum achieved at 9:32am

ITEM #3: OPEN FORUM

One Speaker.

It was reported that there are 9 CRT teams, 4 of which are designated to Ceasefire. The SSOC would like to know more about the training and selection of all CRT members.

The SSOC would also appreciate having Ceasefire staff in attendance at more SSOC meetings.

ITEM #4: TEAM BUILDING EXERCISE

Each Commissioner and staff person spoke about themselves, their connection with the Safety and Services Commission, and why they want to be involved in this work. Everyone emphasized experience in some form or another with the target populations and/or local communities like Oakland.

ITEM #5: PRESENTATION TO PROVIDE A ROBUST UNDERSTANDING OF THE RELATIONSHIP BETWEEN THE HUMAN SERVICES DEPARTMENT, THE GRANTEES, AND THE SSOC – Peter Kim

Mr. Kim quickly reviewed documents available to the Commissioners: the Resolution (#85926) which authorized the distribution of the Human Services Department Measure Z funds for violence prevention and intervention services for the January 2016 – June 2018 contracts and the Resolution (#85149) which includes the voter-approved 2014 Oakland Public Safety and Services Violence Prevention Act (Measure Z) ordinance.

Mr. Kim also reviewed the Organizational Chart for Oakland Unite and then went through a PowerPoint Presentation (attached) which covered the following:

- **Strategy Areas:**
 Measure Y was able to identify the needs

- **Guiding Principles:**
Identifying Highest Risk, Engage participants during moments of crisis, prioritize resources
- **Target Populations:**
Focus on shooters and victims of being shot, domestic violence and sexually exploited youth
- **Strategy Areas Overview:**
Capacity building cohort where we identify the needs of non-profits that are struggling; Engage with interns and students; concern of group who were awarded large sums.

Life Coaching/Intensive Case Management

1 Case Manager per agency

10 Case Managers from Oakland Unite – 6 dedicated to Ceasefire

Education and Economic Self-Sufficiency

Youth stipend: \$800; Adult stipend: \$1,000

Clients need to meet the criteria

The youth program has new grantees

Violent Incident and Crisis Response

Street Outreach - 3 applications were submitted for the West Oakland Street Outreach RFP and are currently being reviewed by a panel. Staff will bring a recommendation to the next SSOC meeting.

Community Asset Building

All applications are collaborative

Innovation Fund

2 new grantee agencies

The Commissioners present at the retreat requested that staff allow the right amount of time between correspondence to the grantees and the presentation to the SSOC regarding appeal decisions in the future.

- **Ceasefire:**
Oakland Unite Case Managers – wraps arms around youth/young adults. Ceasefire is good at identifying those involved in violence. However, Ceasefire is more than law enforcement. The Commissioners present asked to have a least one Commissioner attend some of the regular coordination meetings regarding shootings and homicides, monthly street outreach meetings, monthly case management meetings, quarterly call-ins, etc.

Kevin Grant is willing to have a Commissioner to ride along with him to the Hospital and/or jail as well. Staff will work to coordinate these things.

ITEM #6: CALENDAR PLANNING TO VISIT HSD GRANTEES, OPD, & OFD SERVICES – Chantal Cotton Gaines

Ms. Cotton Gaines briefly told the Commissioners that staff is looking at the year at a glance and where agenda items will show up for them to discuss. In looking at the calendar, staff will draft dates for the visits and discuss them with the SSOC.

General Retreat Follow ups:

- Process for RFP – communication is key; transparent process. Try to avoid the unfortunate incident of those grantees who had just found out right before the meeting that their appeals had been denied.
- Timing of packets for the Commissioners is currently 3 days. This will be addressed in by-laws to increase to 1 week barring any problems, but 72 hours in advance guaranteed.
- Continuing to discuss and understand the roles as Commissioners – what Commissioners can and cannot do.
- The Commissioners present would like to have CBO's come to the SSOC meetings after a site visit to address any concerns.
- Quarterly Retreats would be nice if there are items to discuss.
- Discussions of the SSOC budget and the Measure Z Reserve Funding.
- The SSOC would like to know more about the training and selection of all CRT members.
- How are Ceasefire participants chosen and how do they get off of the Ceasefire list? Also would like to have a discussion about how OPD and HSD connect for Ceasefire.
- Discuss the option of having students help with the HSD nonprofit "Capacity Building" work.
- Overall goal: Making sure the SSOC is visible and that the Public and the Council know that the SSOC is holding people accountable.

Meeting adjourned: 12:15pm



MEMORANDUM

TO: Safety and Services Oversight Commission **FROM:** Peter Kim, Manager, Oakland Unite Human Services Department (HSD)

SUBJECT: Measure Z West Oakland Street Outreach Funding Recommendation **DATE:** February 17, 2016

Purpose: The purpose of the attached report is to provide the Safety and Services Oversight Commission (SSOC) with a funding recommendation for West Oakland Street Outreach services funded under the 2014 Oakland Public Safety and Services Violence Prevention Act (Measure Z).

Summary: A grant agreement is recommended with Building Opportunities for Self-Sufficiency to provide Street Outreach services to high risk populations in West Oakland for an annual total amount of \$325,000. This recommendation is the result of a Request for Proposals (RFP) process administered by the Human Services Department (HSD).

The SSOC and City Council recently approved grant agreements with non-profit and public agencies selected through a 2015 RFP process to provide a range of violence prevention and intervention services beginning January 1, 2016 (Resolution No. 85926 C.M.S.). The highest ranked application under the Street Outreach sub-strategy did not include a partner with West Oakland experience, a critical component to the work. SSOC and City Council therefore authorized that \$325,000 out of Measure Z service funds be reissued in a new Request for Proposals (RFP) in order to solicit additional proposals for West Oakland Street Outreach services.

The recommendation would cover a grant cycle of two-and-a-quarter years, from April 1, 2016 through June 30, 2018. The initial grant agreement would run from April 1, 2016 through June 30, 2017, with an option to renew for one additional year, pending Council approval. This timeline will allow the fund to align with the City's fiscal year before the next Measure Z RFP process.

Requested Action: Approve the funding recommendation and forward for consideration by the Oakland City Council Public Safety Committee on March 22, 2016.

Information Enclosed:

- Report – West Oakland Street Outreach Funding Recommendation
- *Attachment A* – Program Description – West Oakland Street Outreach

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INTRODUCTION

The Public Safety and Services Violence Prevention Oversight Commission (SSOC) and City Council recently approved grant agreements with non-profit and public agencies selected through a 2015 RFP process to provide a range of violence prevention and intervention services beginning January 1, 2016. The highest ranked application under the Street Outreach sub-strategy did not include a partner with West Oakland experience, a critical component to the work. SSOC and City Council therefore authorized that \$325,000 out of Measure Z service funds be reissued in a new RFP in order to solicit additional proposals for West Oakland Street Outreach services. This recommendation is the result of that new RFP process.

RFP RELEASE

The RFP soliciting proposals from nonprofit community-based and public agencies for West Oakland Street Outreach services was released on January 8, 2016. The notification of funding opportunity was widely distributed via newspaper postings and a variety of email distribution lists, reaching over 2,000 individuals. The RFP was available on the Oakland Unite website, and included detailed information on the application process including the review process and criteria, post award requirements, and proposal instructions. The RFP included an in-depth description of the strategy (Attachment A).

Both new and previous applicants were encouraged to bid on the re-issued RFP, which included the requirement that applicants demonstrate established partnerships with agencies that have relevant experience serving West Oakland. Applicants were asked to demonstrate the highest level of capacity and a history of managing high quality programs in Oakland. As in the past, applicants were required to demonstrate the ability to leverage an additional 20 percent in matching funds.

RFP APPLICATION PROCESS

A Bidder's Conference was held on January 20, 2016, with 10 individuals from 8 different agencies attending. The Bidder's Conference went over the RFP in detail, and had a Question and Answer period. A representative from the City Administrator's Contract Compliance Division was present to discuss the required City schedules and awarding of preference points.

Ongoing technical assistance was provided via email as needed. Responses to all questions received were posted on the Oakland Unite website within 48 hours of receipt. HSD and Contract Compliance also partnered to host a certification workshop for potential applicants to facilitate the process for agencies to become City of Oakland certified firms.

Full proposals were due on February 1, 2015. A total of 3 eligible proposals were received from different agencies/collaborative groups. See below for a summary of submitted proposals.

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Table 1: Summary of Submitted Proposals

Agency Name	Collaborative Partners	Proposed Annual # Served	Proposed Direct Service Staffing Plan
Building Opportunities for Self-Sufficiency	- Youth ALIVE! - Mingleton Temple Church	- 750 outreach - 140 intensive - 63 mediations	- 1 FTE Area Team Lead - 1 FTE Interrupter - 3 FTE Outreach Workers
Roots Community Health Center	- Word Assembly Family of Churches	- 600 outreach - 110 intensive - 20 mediations	- 1 FTE Interrupter - 3 FTE Outreach Workers
Hands Helping Hands, Inc.	- Healthy Communities, Inc. - Soldiers Against Violence Everywhere	- 500 outreach - 100 intensive - 20 mediations	- 1 FTE Area Team Lead - 0.75 FTE and 0.5 FTE Interrupters - 1.5 FTE Outreach Workers (3 at 0.5 FTE each)

RFP REVIEW PROCESS

To review proposals and develop recommendations, HSD recruited 5 panelists with expertise relevant to West Oakland Street Outreach services. Panelists included a representative from the Oakland Police Department (OPD), violence prevention staff from other local governments (San Francisco, San Jose, Richmond, and Alameda County) including a direct service expert in the field of violence intervention, and a West Oakland community member.

Review panelists were trained during an orientation on January 25, 2016. All review panelists were required to sign a conflict of interest form for each proposal reviewed. The scoring rubric provided in the RFP was used to assign each proposal a score out of 100 possible points.

The review panel was held on February 10, 2016, facilitated by HSD staff. During the review panel meeting, panelists were asked to review their scores and share feedback on each proposal. Panelists were then provided with the following information on current Oakland Unite grantees who had submitted an application: performance data; timeliness of progress reports; site visit findings and resolution, if any.

Panelists assessed whether an applicant met the requirements of the RFP and their capacity to deliver proposed services, as well as factors such as demonstrated community connections, cultural competence with the target population, and proposed leveraged funds.

The City Administrator's Contract Compliance Unit staff conducted a compliance review of submitted applications. Preference points were awarded to any agency who applied for and were certified as a Local, Small or Very Small Local Business Enterprise (L/S/VSLBE), based on demonstration of Oakland resident work force, and on length of time in Oakland. Preference points were incorporated into the scoring and ranking process.

Notification of Preliminary Funding Recommendations: Notifications of recommendations were emailed to agencies on February 17, 2016. Agencies were informed that decisions were preliminary and contingent upon City Council approval, and were informed of the written appeals process. Agencies were given until February 24, 2016, to file formal appeals.

RFP FUNDING RECOMMENDATION

Based on panel recommendations and ranking of scores adjusted with Contract Compliance preference points, the following agency is recommended for funding: Building Opportunities for Self-Sufficiency (BOSS), in partnership with Youth ALIVE! and Mingleton Temple Church.

BOSS was ranked most highly in the review process, though panelists noted that all three proposals demonstrated significant strengths. Below is a summary of the strengths and challenges identified by review panelists for each proposal.

Table 2: BOSS Proposal Summary of Strengths and Challenges

Panelists identified the following strengths:	Panelists identified the following challenges:
<ul style="list-style-type: none"> - Large network or wraparound services (housing, mental health, employment) - History of effectively serving underserved populations, West Oakland service, violence intervention work - Staffing structure aligned with strategy needs - Key staff stood out as experienced and credible - Clinical support available for staff - Demonstrated the ability to retain staff - Clear agreements with subgrantees - Demonstrated local and institutional partnerships, including faith-based partner - Demonstrated fiscal soundness and fiscal policies 	<ul style="list-style-type: none"> - Deliverables seemed ambitious, with little room for flexibility - Flexible fund/incentive budget seemed low - Interested in possibility of expanded role for faith-based partner - Role of proposed TA provider unclear - Need to ensure that the hiring plan is followed - that the agency hires people reflective of the community

Table 3: Roots Proposal Summary of Strengths and Challenges

Panelists identified the following strengths:	Panelists identified the following challenges:
<ul style="list-style-type: none"> - Strong history doing reentry work - Evidence of strong wraparound services, including primary healthcare - History of effectively serving underserved populations, West Oakland service - Sub-grantee demonstrated credibility in West Oakland - Proposed staff have strong resumes and impressive experience relevant to Street Outreach - Clear plan for stress & trauma care for staff - Established ties shown with institutional partners such as Santa Rita and San Quentin 	<ul style="list-style-type: none"> - Lead agency's home-base is in East Oakland, though partner is West-based - Focus on serving broader reentry population, more emphasis needed on individuals involved in violence - No Area Team Lead position proposed in staffing structure - Not enough description of time that will be spent on the street doing Street Outreach

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Table 4: Hands Helping Hands Proposal Summary of Strengths and Challenges

Panelists identified the following strengths:	Panelists identified the following challenges:
<ul style="list-style-type: none"> - Strong histories of commitment to West Oakland - Large coverage area in key locations - Fiscal sponsor with a larger overall budget - Subgrantee has experience as funded Street Outreach agency in West Oakland - History of responsiveness to neighborhood needs - Proposed staff showed street credibility and experience - Mental health services for participants included 	<ul style="list-style-type: none"> - Staff well-being not adequately addressed - Proposal staffing structure includes all part-time outreach team staff with the exception of the Area Team Lead – the RFP prioritized full-time positions - Limited flexible funds/incentives included - 11% fringe benefit rate - Majority of the fiscal sponsor's revenue and expenditures committed to single line item - No audit was submitted with the proposal

REQUESTED ACTION

Approve and forward for consideration the recommendation to fund Building Opportunities for Self-Sufficiency to provide West Oakland Street Outreach Services in accordance with Measure Z for the period April 1, 2016 To June 30, 2017 in an amount not to exceed \$406,250 (\$325,000 annually), with a one-year option to renew through June 30, 2018 pending approval.

APPENDIX A: STREET OUTREACH SUB-STRATEGY DESCRIPTION

INTRODUCTION TO STRATEGY AREA

The purpose of this appendix is to provide Applicants with details about what the City of Oakland seeks to fund in the West Oakland Street Outreach Sub-Strategy.

The City, through Oakland Unite, currently directs violence prevention and intervention funding towards ten sub-strategies across five strategic investment areas which are summarized in the **Overview** section of the RFP. Through this RFP, Applicants are invited to apply to provide Street Outreach Services in West Oakland which are part of the **Violent Incident and Crisis Response** Strategy Area.

Strategy Area Goal: To reduce the impacts of exposure to violence or re-victimization through individual and community support. Through this strategy area the City funds programs that provide immediate crisis response services for those directly exposed to and involved in violence, as well as longer-term stabilization and support.

The successful Applicant will become part of a network of providers within the Violent Incident and Crisis Response Strategy Area and across Oakland Unite. To see a list of currently funded programs and agencies, please visit: <http://oaklandunite.org/>

STREET OUTREACH SUB-STRATEGY DESCRIPTION

SUMMARY

Through the Street Outreach sub-strategy, the City aims to reduce retaliatory violence by helping high risk youth and young adults mediate conflicts and connecting them to appropriate services and resources. Street Outreach is designed to interrupt violence – before it happens whenever possible, or by preventing ensuing incidents of retaliation after it happens. In partnership with HSD and the Oakland Police Department, street-based Outreach Workers and Violence Interrupters create relationships with clients. Street Outreach efforts will have two distinct yet related components – community outreach and violence interruption:

- *Outreach Workers* will maintain a consistent presence in communities with highest violent crime rates in order to send a message of nonviolence and build relationships with youth, young adults, and their family members in these neighborhoods.
- *Violence Interrupters* will help mediate hostile situations, including being present at crime scenes and Highland Hospital as first responders to violent incidents that involve a high likelihood of retaliation. Interrupters will develop deep relationships with active groups and networks, work on long-range truce-negotiation, conflict mediation, and address immediate safety concerns.

TARGET POPULATION

West Oakland transition age youth (TAY) and young adults (age 16-35) who fit at least 4 of the following criteria: Group/gang-Involved; gun-involved; on Probation or Parole for a violent offense; lives in or hangs out in a designated target area; at high risk for using a gun in the next 30 days; a known leader in gang, clique, or group.

REFERRAL SOURCES

This sub-strategy depends on several main partnerships/referral sources. Applicants will be expected to develop referral protocols with partners post award, with the support of Oakland Unite staff. Agencies should apply to work with clients referred through all of the mechanisms described below.

- Alameda Health System (AHS) Highland Hospital will refer up to 150 individuals who have been shot/violently injured for mediation and relationship-building. Please note that in order to provide services at the hospital there is a training and approval process by AHS administration.
- Probation, Parole, or Correctional Institution staff will refer individuals who are currently incarcerated/have been recently released for serious/violent offenses, or who have particular influence in community violence.
- The Shooting and Homicide Response and Support Network will refer friends and family members of homicide victims for relationship-building and mediation.
- Oakland Unite-funded Case Managers will refer participants in need of mediation services.
- Outreach workers will also build relationships through outreach/events in target areas developed with HSD based on shooting and homicide crime trends.

PROGRAM DESIGN ELEMENTS AND SERVICE ACTIVITIES

The City seeks Applicants that integrate best practices where possible, and can meet the following program design and service activity requirements.

Best Practice Approaches to Street Outreach include:

- Clear target population and purpose: focus on working with those most likely to commit or be victims of gun violence, in order to reduce gun/street violence.
- Outreach Workers and Interrupters must be credible to be able to connect with the target population – workers may have past gang/group involvement and have since redirected their lives, or otherwise have credibility in the community.
- Ensuring high program integrity through role clarity, fair wages, close staff supervision and support, explicit expectations and regular training.
- Clear understanding of the problem: Teams must have up-to-date information on who is at highest risk and where most shootings and homicides occur in order to target services to the right people and communities.
- Use of a validated risk assessment tool and/or strong referral mechanisms to ensure individuals served are at highest risk.
- Building relationships in targeted community and with family members of target population to build foundation of support for participants.
- Responsiveness and flexibility to meet the demands of the work: Workers must have adjustable schedules, intimate knowledge of the community, effective communication skills, and the ability to mediate hostile situations.

- Strong coordination with key partners, including other community-based providers, referral partners such as hospitals, and central organizing entities.
- Clear understandings of and ability to negotiate relationships with law enforcement, which are often coordinated through senior-level program staff, while maintaining integrity of community-based, street-level outreach work.

Applicants are strongly encouraged to review “Appendix A: Ceasefire and Street Outreach Programs” in the 2015 Evaluation Findings and Recommendations Report prepared by Resource Development Associates for an overview of models and research findings: http://oaklandunite.org/wp-content/uploads/2011/05/RDA-Eval-Recommendations-Memo_20150520_STC.pdf

Additional references include, but are not limited to: “Developing a Successful Street Outreach Program: Lessons Learned” National Center on Crime and Delinquency, October 20, 2009: <http://www.ci.richmond.ca.us/DocumentCenter/Home/View/8054>

Program Design Elements and Service Activities

Outreach Teams: The City seeks proposals to staff Outreach teams based in the highest stressor beats in West Oakland (serving North Oakland as needed – see **Appendix F**). The City intends to fund one team, composed of members with neighborhood ties, gang and group knowledge, and expertise in mediations. The City is open to collaborative proposals and partnerships. The team should be led by an Area Team Lead who coordinates the work of the Street Outreach Workers and Interrupters. The Area Team Lead (or a back-up) should be available and on-call to coordinate immediate response to shootings and homicides occurring in the target neighborhoods.

Outreach Workers: The team should have 3-4 dedicated FTE Street Outreach Workers who build a presence in identified neighborhoods and send a message of nonviolence. Outreach Workers must be flexibly deployed, with work schedules following crime trends (including nights and weekends). Outreach Workers must be skilled in communicating with various community members – highest-risk youth and young adults especially, as well as with family members, elders, faith partners and community workers.

Violence Interrupters: The team should also have 1-2 dedicated Violence Interrupters, who should have a broader citywide view of gun violence and even more skills in mediating tense and volatile situations. When mediation necessitates interfacing with system partners such as law enforcement/corrections, community partners, and/or City staff, Interrupters must be able to maintain lines of professionalism and partnership while maintaining confidentiality and trust of participants. Interrupters should spend a significant portion of their time doing bedside visits to victims of gun violence at Highland Hospital for the purposes of retaliation prevention and relationship building.

West Oakland Experience and Partnerships: Applicants must demonstrate experience providing similar services to West Oakland and/or established partnerships with agencies who have relevant experience serving West Oakland.

Collaboration: The successful Applicant will be expected to work with HSD to provide appropriate updates, including status of mediations and intensive outreach clients. Coordination with grantees funded under the “Shooting and Homicide Response and Support Network” is required. Regular updates to AHS/Highland Hospital will be expected for clients referred by the hospital – grantee may be asked to use Highland’s QuesGen database in addition to Cityspan for reporting on hospital referrals. The Team Lead and/or Program Manager will be expected to participate in meetings with law enforcement, including but not limited to participation in OPD line-ups.

Applicants should incorporate the following program design elements and activities:

- Street Outreach Workers should connect with an estimated 400-600 TAY and young adults to build relationships and share a message of non-violence.
- Outreach Workers and Interrupters together should conduct Intensive support to an estimated 100 TAY and young adults who are most at risk for committing violence in the near future, with a focus on addressing safety concerns.
- Approximately 50 – 60 of these TAY and young adults will be referred to Oakland Unite Intensive Case Management, and/or referred to employment/ education services provided by Oakland Unite- funded providers (and others).
- Teams (primarily Interrupters) should mediate an estimated 20 serious conflicts each per year. Mediations will arise from work with intensive support clients referred through Highland Hospital, Ceasefire, from ongoing engagement with groups and networks active in gun violence, and from Outreach Workers and the HSD Violence Prevention Network Coordinator.
- Outreach workers should hold events such as BBQs, vigils, marches, and other events to build trust and engage youth, young adults, and community members.
- Street outreach programs MUST budget to have flexible funds available to purchase key services as determined by the individual needs of participants; budgets for such funds must be transparent and accessible to Street Outreach workers in ways that ensure program effectiveness.

Supervision and Other Personnel Requirements:

- Applicants should demonstrate that team members will receive support from a qualified supervisor (e.g., advanced degree and/or licensure in the mental health or human services profession, certification as a case manager, or 5 years of experience as a case manager or Outreach Worker).
- Proposals should describe formal mechanisms to support staff’s well-being, such as access to mental health and other supports to address secondary trauma.
- Hiring: The HSD Violence Prevention Network Coordinator will be included in all hiring for both Outreach Workers and Interrupters.
- Training: Applicants will ensure that all staff participate in ongoing training and technical assistance sessions as requested by Oakland Unite staff. This training should be in addition to Applicants’ own professional development for staff.
- Appropriate Pay: In order to attract high quality staff, proposals that provide competitive salaries (e.g., at minimum \$40,000 for a full-time Interrupter), as well as health and life insurance coverage, will be prioritized. Applications that propose full-time positions (as opposed to several part-time staff making up one FTE position) will also be given priority.

PERFORMANCE MEASURES AND OUTCOMES

The funded agency will be required to gather performance data and participate in external, independent evaluations of Oakland Unite funded services. Performance measures for this sub-strategy include:

Category	Performance Measures
Clients Served	# of street outreach community events in target areas # of general outreach participants # of intensive outreach participants # of successful conflict mediations
Service Hours	# of hours of intensive outreach provided # of hours of conflict mediation contact
Client Engagement	# of referrals to case management services # of participants referred to/obtain job training/placement services # of participants referred to/obtain other needed support services (such as substance abuse treatment, anger management, mental health services, education, and safe housing)

Outcomes will be measured by an independent evaluator. Desired outcomes include:

- Participants avoid violent injury (e.g. shootings), re-injury and trauma.
- Participants have reduced risk factors for violence and/or recidivism (e.g. carrying a weapon, hanging out in hot spot area, unhealthy thinking patterns).
- Participants solve conflicts using restorative justice techniques.
- Participants have caring relationships with peers.
- Participants feel safe and connected in their communities.

EVIDENCE OF PARTNERSHIPS

Required: Applicants must demonstrate established partnerships with agencies who have relevant experience serving West Oakland.

Applicants are also encouraged to provide letters of support from any partners who will be part of the service provision, as well as from Oakland Police Department, Probation or Parole if Applicant has an existing relationship with these entities.

APPROXIMATE FUNDING AND NUMBER SERVED

One (1) proposal will be funded, with \$325,000 available annually to support program costs, including staff, flexible funds for client incentives, and appropriate supervision.

Estimated Number Served: The City seeks to reach between 400-600 TAY and young adults through outreach and provide a minimum of 100 participants with intensive support through all funded proposals in this sub-strategy combined.

TO: SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)
FROM: Chantal Cotton Gaines
SUBJECT: Third Party Evaluation Request for Proposals
DATE: February 22, 2016

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 budget for the evaluation services is in the City Administrator’s Office Spending Plan. In Fiscal Year (FY) 2015-16, there is \$500,484 budgeted for evaluation and evaluation contingency and associated costs; and in FY 2016-17, there is \$514,327 budgeted.

PROPOSED TIMELINE (updated from the information shared in January 2016)

The timeline below is the best case scenario and is subject to change if needed. Dates could also change if more time is needed at any step in the process.

Date	Task
January	SSOC Update; Staff to work with the Ad Hoc Committee on draft
February 29	Staff to finalize recommendations and draft with Ad Hoc Committee; SSOC Receives the Proposed Evaluation RFP and Recommends Approval
March 22	Staff presents the Proposed Evaluation RFP to the Public Safety Committee for Input
April 1	Post the RFP
April	Bidders Conference (voluntary)
April 22	Proposals due
April	Readers review (2 weeks)
May 23	SSOC hears staff recommendation for evaluator
June 14 & 21	Public Safety and full Council Approval
July	Staff Begins to Work with Selected Evaluator

PROPOSED SCOPE OF SERVICES AND STRUCTURE

The attached scope of services text is taken from the draft RFP for SSOC discussion. The rest of the RFP is general deadlines, etc. stock language thus staff did not include it with this report. The SSOC should discuss the scope information and inform staff if any information should be changed or updated.

Attachments (1)

Attachment A: Scope of Services to the RFP – will be sent separately

ATTACHMENT A to ATTACHMENT 4 is coming separately. This page intentionally blank as a placeholder.

TO: SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)

FROM: Reygan E. Harmon, Ceasefire Project Manager

SUBJECT: Ceasefire Evaluation

DATE: February 19, 2016

In the Oakland Police Department Measure Z Spending plan, out of the total \$13,150,968 OPD budgeted approximately \$2,062,069 for implementation of the Ceasefire strategy. Of this approximately \$2 million, OPD allocated \$250,000 for a Ceasefire strategy-specific evaluation.

Proposed Timeline

Staff has created an RFQ that will be released in March 2016. The expected start date for the evaluation is late June/July 2016. Staff will bring the RFQ to the SSOC in late February and will post the RFQ in March. Staff anticipates that the RFQ will be open for 30 days. After the RFQ closes, the Project Manager and City Administrator will discuss the outcome of the proposals and interviews. Based upon the proposal reviews and vendor interviews, a Ceasefire third-party evaluation team will be chosen. The recommendation for the chosen Ceasefire evaluation team will be presented to the SSOC for an affirmative recommendation to the Public Safety Committee and City Council. In that presentation, staff will provide information on the proposed scope of work, methodology, and outcomes that the evaluation should be able to determine. Finally the contract for the Ceasefire evaluation team will be sent to the Public Safety Committee and to the City Council for approval in order to enter into a contract with the chosen individual or firm.

Proposed Scope of Services

The Oakland Police Department is looking to identify qualified evaluators to determine the effectiveness of Ceasefire as a violence reduction strategy in the City of Oakland. This evaluation will include a written report and several presentations to the SSOC, elected officials, city staff, community members, and other stakeholders. The evaluation will be rigorous, with a focus on outcomes resulting from implementation of the Ceasefire crime reduction strategy. The attached RFQ scope is included on pages 2 and 3.

Proposed Process

Phase 1 of the RFQ *after* submission will include a Review of Proposals and Interviews.

- *Proposed Evaluation of Proposals*
 - 1) Relevant Experience
 - Evaluator has demonstrated experience with process and impact evaluations of partnership-based gun violence reduction strategies, like Ceasefire, at both the individual and community levels.
 - Evaluator has evaluated such interventions, and published peer reviewed findings, in at least three U.S. cities.
 - Evaluator has demonstrated expertise in applying social network analysis in the context of evaluating violence reduction initiatives.
 - Evaluator has demonstrated expertise in evaluating procedural justice-informed public safety interventions.

- Evaluator has demonstrated expertise in all of the following components of the Ceasefire strategy: data analysis, call-ins and custom notifications, support and outreach, and law enforcement policy and practice.
 - Prior experience and ability to work with City staff, community groups, and other stakeholders.
- 2) Qualifications
- Evaluator has published such evaluations in peer-reviewed journals with national circulation (such as *American Journal of Sociology*, *Criminology & Public Policy*, *American Journal of Public Health*).
 - Professional background and qualifications of team members and firms comprising the team.
- 3) Organization
- Current workload, available staff and resources.
 - Capacity and flexibility to meet schedules, including any unexpected work.
 - Ability to perform on short notice and under time constraints.
 - Ability to perform numerous projects at the same time.
- 4) Approach
- Understanding of the nature and extent of the services required.
 - A specific outline of how the work will be performed.
 - Awareness of potential problems and providing possible solutions.
 - Special resources the team offers that are relevant to the successful completion of the project.
- 5) L/SLBE Certified Business Participation
- 6) Other Factors
- Presentation, completeness, clarity, organization, and responsiveness of proposal.
- *Proposed Interview*
Interviews of short-listed qualified candidates may be held if a selection is not made from the evaluation phase. Staff anticipates the interviews will last approximately 60 minutes and teams will be scored based on the following criteria:
 - Presentation
 - Proposal Submittal
 - Interview/Questions

Only those contractors meeting the relevant experience and submit the Statement of Qualifications (SOQ) will be invited for interviews. After the interview staff will make a presentation to the SSOC of the staff recommendation and proceed to the Public Safety Committee and full City Council for Contract approval.

Attachments (1)

Attachment A - Ceasefire RFQ



**OAKLAND POLICE DEPARTMENT
455 7th STREET
OAKLAND, CA 94607**

REQUEST FOR QUALIFICATION

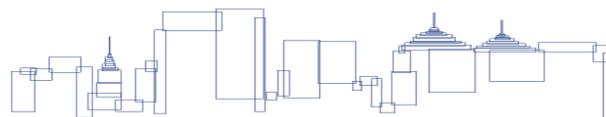
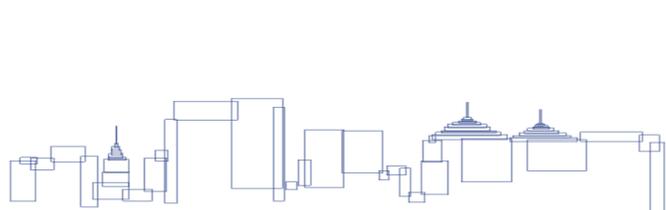
(RFQ)

For

**EVALUATION OF CEASEFIRE
CRIME REDUCTION STRATEGY**

OPD RFQ 16-001
Due April 18, 2016

March 2016



Oakland Rising Together !

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The Combined Contract Schedules will be collected from the successful proposer before a final decision is made and up to full contract execution. It may be viewed at:

<http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/index.htm> or at 250 Frank H. Ogawa Plaza Suite 3341, Oakland, CA Contracts and Compliance Division. Also request a copy by email from isupplier@oaklandnet.com

1

I. INTRODUCTION

This Request for Qualifications (RFQ) is being issued by the Oakland Police Department.

Deadline for Questions: 2:00 PM, April 11, 2016 by email to Reygan Harmon, Project Manager, rharmon@oaklandnet.com

Due Date and Time: Monday, April 18, 2016 at 2:00 PM

Deliver To: Office of the City Administrator, Contracts and Compliance Division, 250 Frank Ogawa Plaza 3rd Floor, Suite 3341, Oakland, Ca 94612
Phone: (510) 238-3190

Proposals Must Be Received and Time Stamped by Contracts and Compliance Staff No Later Than - 2:00 P.M.

The Contractor shall be required to comply with all applicable City programs and policies outlined in Attachment C. Details are presented in the project documents and will be discussed at the pre-proposal meeting. Discussions will include, but may not be limited to: ♦ Equal Benefits for Registered Domestic Partners ♦ Campaign Contribution ♦ Post-project Contractor Evaluation ♦ Prompt Payment ♦ Arizona Boycott ♦ 50% L/SLBE ♦ Dispute Disclosure and ♦ Living Wage ♦ Minimum Wage

Contractors who wish to participate in the RFP/RFQ process are required to register in iSupplier in order to receive addenda, updates, announcements and notifications of contracting opportunities. We recommend updating your firm's primary email address regularly and periodically confirming that the "Products and Services" section fully represents the scope of products and services provided. If you have any questions, please email isupplier@oaklandnet.com.

For further information and detailed iSupplier registration instructions, please visit the following link <http://www2.oaklandnet.com/oakca1/groups/contracting/documents/webcontent/dowd021639.pdf>.

Free copies of the RFP/RFQ documents and Addenda are available in iSupplier. Hard copies will NOT be available for purchase from the City. Please consult the City website for the Plan Holder list.

1. iSupplier Registration/Login:
<http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/index.htm>.
New registrants can email isupplier@oaklandnet.com for registration instructions.
Allow 3 working days for approval to access bid documents through iSupplier

2. iSupplier Plan Holders List:

<http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/Construction/index.htm>

Contact Information: The following City staffs are available to answer questions regarding this RFP.

1. Project Manager: Reygan Harmon, Project Manager II, rharmon@oaklandnet.com or (510) 777-8675.
2. Contract Admin: Paula Peav at ppeav@oaklandnet.com or (510) 238-3190
3. Contract Compliance Officer: Sophany Hang or Vivian Inman at @oaklandnet.com or (510) 238-3723

The Oakland Police Department – in collaboration with the Oakland Human Services Department – has used the Ceasefire violence reduction strategy for several years. Ceasefire is a data-driven violence reduction strategy coordinating law enforcement, social services, and the community to reduce gang/group-related homicides and shootings. The key components of the strategy are direct communication, community outreach, services and support, and focused multi-agency law enforcement action when necessary. The Ceasefire strategy engages a broad cross-section of community stakeholders concerned with violence—including criminal justice agencies, faith leaders, community organizers, service providers, victims of violence, residents of neighborhoods affected by violence, and the formerly incarcerated—to build working alliances that bridge the often deep divisions among criminal justice agencies, the community, and young people at the highest risk of gun violence.

Through in-depth analysis of shootings and homicides, groups and individuals at highest risk of violence are identified and directly communicated with through Call-Ins and Custom Notifications.

- **Call-Ins** are larger meetings involving up to 25 participants on active probation/parole with multiple community and law enforcement speakers all in the same room together.
- **Custom Notifications** are individual meetings with law enforcement and one-to-two community members with participants who may or may not be on probation or parole.

During call-ins and custom notifications, services are offered to all individuals, though participation in services offered is not a requirement. Those who choose to access services are connected with an Oakland Unite case manager, who provides intensive support and referrals to resources within the Oakland Unite network of service providers. Resources include the Crisis Response and Support Network which provides response for homicides and hospital/violent injury response; Families of homicide victims are offered intensive support immediately following a homicide and ongoing mental health and healing opportunities; young gunshot victims are provided intensive

support services, with the goal of reducing retaliation and recidivism while increasing educational and vocational attainment.

II. SCOPE OF SERVICES

The Oakland Police Department is looking to identify qualified evaluators to determine the effectiveness of Ceasefire as a violence reduction strategy in the City of Oakland. This evaluation will include a written report and several presentations to elected officials, city staff, community members, and other stakeholders. The evaluation will be rigorous, with a focus on outcomes resulting from implementation of the Ceasefire crime reduction strategy.

III. THE PROPOSAL

A. GENERAL INFORMATION

1. The successful proposer selected for this service shall obtain or provide proof of having a current City of Oakland Business tax Certificate.
2. The City Council reserves the right to reject any and all bids.
3. Local and Small Local Business Enterprise Program (L/SLBE)
 - a) *Requirement* – For Professional Services, **50% Local and Small Local Business Enterprise Program (L/SLBE)**: there is a 50% minimum participation requirement for all professional services contracts over \$50,000. Consultant status as an Oakland certified local or small local firm and subcontractor/subconsultant status as an Oakland certified local or small local firm are taken into account in the calculation. The requirement may be satisfied by a certified prime consultant and/or sub-consultant(s). A business must be certified by the City of Oakland in order to earn credit toward meeting the fifty percent requirement. The City has waived small local business enterprise (SLBE) subcontracting requirements for Oakland certified local businesses that apply for professional services contracts as the prime consultant with the City. The SLBE requirements still applies for non-certified LBEs and non-local business enterprises.
 - b) Good Faith Effort - In light of the fifty percent requirement, good faith effort documentation is not necessary.
 - c) Preference Points – Preference points are earned based on the level of participation proposed prior to the award of a contract. Upon satisfying the minimum fifty percent requirement, a consultant will earn two (2) preference points. Three additional preference points may be earned at

a rate of one point for every additional ten percent participation up to eighty percent participation of the total contract dollars spent with local Oakland certified firms.

- d) A firm may earn up to five (5) preference points for local Oakland business participation and additional preference points for being a long term certified business in Oakland regardless of size and for having an Oakland workforce.
- e) In those instances where Very Small Local Business Enterprise (VSLBE) participation is evident, the level of participation will be double-counted towards meeting the requirement.
- f) Additional Preference Points for Request for Proposals (RFP) and Request for Qualifications (RFQ) may be earned for having an Oakland resident workforce. **Prime consultants seeking additional preference points for having an Oakland resident workforce must submit a completed Schedule E-2 titled the “Oakland Workforce Verification Form” no more than 4 days after the proposal due date. A copy of Schedule E-2 is found on <http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/index.htm>.**
- g) Earning extra preference points for having an existing work force that includes Oakland residents is considered added value. The Request for Proposal “evaluation” process allows for additional preference points over and above the number of points earned for technical expertise. Typically 100 points may be earned for the technical elements of the RFP. Preference points are awarded over and above the potential 100 points.
- h) The Exit Report and Affidavit (ERA) – This report declares the level of participation achieved and will be used to calculate banked credits. The prime consultant must complete the Schedule F, Exit Report and Affidavit for, and have it executed by, each L/SLBE sub consultant and submitted to the Office of the City Administrator, Contracts and Compliance Unit, along with a *copy* of the final progress payment application.
- i) Joint Venture and Mentor Protégé Agreements. If a prime contractor or prime consultant is able to develop a Joint Venture or “Mentor-Protégé” relationship with a certified LBE or SLBE, the mentor or Joint Venture partners will enjoy the benefit of credits against the participation requirement. In order to earn credit for Joint Venture or Mentor-Protégé relationships, the Agreement must be submitted for approval to the Office of the City Administrator, Contracts and

Compliance Unit, prior to the project bid date for construction, and by proposal due date for professional services contracts. Joint Venture Applications and elements of City approved Mentor Protégé relation are available upon request.

- j) Contractor shall submit information concerning the ownership and workforce composition of Contractor's firm as well as its subcontractors and suppliers, by completing Schedule D, Ownership, Ethnicity, and Gender Questionnaire, and Schedule E, Project Consultant Team, attached and incorporated herein and made a part of this Agreement.
- k) All affirmative action efforts of Contractor are subject to tracking by the City. This information or data shall be used for statistical purposes only. All contractors are required to provide data regarding the make-up of their subcontractors and agents who will perform City contracts, including the race and gender of each employee and/or contractor and his or her job title or function and the methodology used by Contractor to hire and/or contract with the individual or entity in question.
- l) In the recruitment of subcontractors, the City of Oakland requires all contractors to undertake nondiscriminatory and equal outreach efforts, which include outreach to minorities and women-owned businesses as well as other segments of Oakland's business community. The City Administrator will track the City's MBE/WBE utilization to ensure the absence of unlawful discrimination on the basis of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.
- m) In the use of such recruitment, hiring and retention of employees or subcontractors, the City of Oakland requires all contractors to undertake nondiscriminatory and equal outreach efforts which include outreach to minorities and women as well as other segments of Oakland's business community.

4. The City's Living Wage Ordinance

This Agreement is subject to the Oakland Living Wage Ordinance. The Living Wage Ordinance requires that nothing less than a prescribed minimum level of compensation (a living wage) be paid to employees of service Contractors (contractors) of the City and employees of CFARs (Ord. 12050 § 1, 1998). The Ordinance also requires submission of the Declaration of Compliance attached and incorporated herein as Declaration of Compliance – Living Wage Form; and made part of this Agreement, and, unless specific exemptions apply or a waiver is granted,

the contractor must provide the following to its employees who perform services under or related to this Agreement:

- a. Minimum compensation – Said employees shall be paid an initial **hourly wage rate of \$12.53 with health benefits or \$14.40 without health benefits**. These initial rates shall be upwardly adjusted each year no later than April 1 in proportion to the increase at the immediately preceding December 31 over the year earlier level of the Bay Region Consumer Price Index as published by the Bureau of Labor Statistics, U.S. Department of Labor. **Effective July 1st of each year, contractor shall pay adjusted wage rate.**
- b. Health benefits – Said full-time and part-time employees paid at the lower living wage rate shall be provided health benefits of at least **\$1.87 per hour**. Contractor shall provide proof that health benefits are in effect for those employees no later than 30 days after execution of the contract or receipt of City financial assistance.
- c. Compensated days off – Said employees shall be entitled to twelve compensated days off per year for sick leave, vacation or personal necessity at the employee's request, and ten uncompensated days off per year for sick leave. Employees shall accrue one compensated day off per month of full time employment. Part-time employees shall accrue compensated days off in increments proportional to that accrued by full-time employees. The employees shall be eligible to use accrued days off after the first six months of employment or consistent with company policy, whichever is sooner. Paid holidays, consistent with established employer policy, may be counted toward provision of the required 12 compensated days off. Ten uncompensated days off shall be made available, as needed, for personal or immediate family illness after the employee has exhausted his or her accrued compensated days off for that year.
- d. Federal Earned Income Credit (EIC) - To inform employees that he or she may be eligible for Earned Income Credit (EIC) and shall provide forms to apply for advance EIC payments to eligible employees. For more information, web sites include but are not limited to: (1) <http://www.irs.gov> and <http://www.irs.gov/individuals/article/0,,id=96466,00.html>
- e. Contractor shall provide to all employees and to Contracts and Compliance, written notice of its obligation to eligible employees under the City's Living Wage requirements. Said notice shall be posted prominently in communal areas of the work site(s) and shall include the above-referenced information.
- f. Contractor shall provide all written notices and forms required above in English, Spanish or other languages spoken by a significant number of employees within 30 days of employment under this Agreement.

- g. Reporting – Contractor shall maintain a listing of the name, address, hire date, occupation classification, rate of pay and benefits for each of its employees. Contractor shall provide a copy of said list to the Office of the City Administrator, Contracts and Compliance Unit, on a quarterly basis, by March 31, June 30, September 30 and December 31 for the applicable compliance period. Failure to provide said list within five days of the due date will result in liquidated damages of five hundred dollars (\$500.00) for each day that the list remains outstanding. Contractor shall maintain employee payroll and related records for a period of four (4) years after expiration of the compliance period.
- h. Contractor shall require subcontractors that provide services under or related to this Agreement to comply with the above Living Wage provisions. Contractor shall include the above-referenced sections in its subcontracts. Copies of said subcontracts shall be submitted to Contracts and Compliance.

5. Minimum Wage Ordinance

Pursuant to the Oakland Municipal Code Chapter 5.92, the New Minimum Wage Law became effective March 2, 2015.

Oakland employers are subject to the federal, state and Oakland minimum wage laws. When there are conflicting requirements in the laws, the employer must follow the stricter standard. In the case of minimum wage, Oakland employers must pay employees the rate that is most beneficial to the employee. Thus, since Oakland's current law requires a higher minimum wage rate than does the state and federal law, all employers that have employees who perform work in Oakland who are subject to the laws must pay at least the City's minimum wage rate.

Oakland employers are subject to Oakland's Minimum Wage Law, whereby Oakland employees must be paid the current Minimum Wage rate. Employers must notify employees of the annually adjusted rates by each December 15th and prominently display notices at the job site. The law requires paid sick leave for employees and payment of service charges collected for their services.

For further information, please go to the following website:

<http://www2.oaklandnet.com/Government/o/CityAdministration/d/MinimumWage/OAK051451>

6. Equal Benefits Ordinance

This Agreement is subject to the Equal Benefits Ordinance of Chapter 2.32 of the Oakland Municipal Code and its implementing regulations. The purpose of this Ordinance is to protect and further the public, health, safety, convenience, comfort, property and general welfare by requiring that public funds be expended in a manner so as to prohibit discrimination in the provision of employee benefits by City Contractors (contractors) between employees with spouses and employees with domestic partners, and/or between domestic partners and spouses of such employees. (Ord. 12394 (part), 2001)

The following contractors are subject to the Equal Benefits Ordinance: Entities which enter into a "contract" with the City for an amount of twenty-five thousand dollars (\$25,000.00) or more for public works or improvements to be performed, or for goods or services to be purchased or grants to be provided at the expense of the City or to be paid out of moneys deposited in the treasury or out of trust moneys under the control of or collected by the city; and Entities which enter into a "property contract" pursuant to Section 2.32.020(D) with the City in an amount of twenty-five thousand dollars (\$25,000.00) or more for the exclusive use of or occupancy (1) of real property owned or controlled by the city or (2) of real property owned by others for the city's use or occupancy, for a term exceeding twenty-nine (29) days in any calendar year.

The Ordinance shall only apply to those portions of a Contractor's operations that occur (1) within the City; (2) on real property outside the City if the property is owned by the City or if the City has a right to occupy the property, and if the contract's presence at that location is connected to a contract with the City; and (3) elsewhere in the United States where work related to a City contract is being performed. The requirements of this chapter shall not apply to subcontracts or sub-contractors.

The Equal Benefits Ordinance requires among other things, submission of the attached and incorporated herein as **Schedule N-1**, Equal Benefits-Declaration of Nondiscrimination form. For more information, see http://library.municode.com/HTML/16308/level2/TIT2ADPE_CH2.32EQ_BEOR.html#TOPTITLE

7. Prompt Payment Ordinance OMC Section 2.06.070 Prompt Payment Terms Required in Notices Inviting Bids, Requests for Proposals/Qualifications and Purchase Contracts

This Agreement is subject to the Prompt Payment Ordinance of Oakland Municipal Code, Title 2, Chapter 2.06. The Ordinance requires that, unless specific exemptions apply. Contractor and its subcontractors shall pay undisputed invoices of their subcontractors for goods and/or services

within twenty (20) business days of submission of invoices unless the Contractor or its subcontractors notify the Liaison in writing within five (5) business days that there is a bona fide dispute between the Contractor or its subcontractor and claimant, in which case the Contractor or its subcontractor may withhold the disputed amount but shall pay the undisputed amount.

Disputed payments are subject to investigation by the City of Oakland Liaison upon the filing of a compliant. Contractor or its subcontractors opposing payment shall provide security in the form of cash, certified check or bond to cover the disputed amount and penalty during the investigation. If Contractor or its subcontractor fails or refuses to deposit security, the City will withhold an amount sufficient to cover the claim from the next Contractor progress payment. The City, upon a determination that an undisputed invoice or payment is late, will release security deposits or withholds directly to claimants for valid claims.

Contractor and its subcontractors shall not be allowed to retain monies from subcontractor payments for goods as project retention, and are required to release subcontractor project retention in proportion to the subcontractor services rendered, for which payment is due and undisputed, within five (5) business days of payment. Contractor and its subcontractors shall be required to pass on to and pay subcontractors mobilization fees within five (5) business days of being paid such fees by the City. For the purpose of posting on the City's website, Contractor and its subcontractors, are required to file notice with the City of release of retention and payment of mobilization fees, within five (5) business days of such payment or release; and, Contractors are required to file an affidavit, under penalty of perjury, that he or she has paid all subcontractors, within five (5) business days following receipt of payment from the City, The affidavit shall provide the names and address of all subcontractors and the amount paid to each.

Contractor and its subcontractors shall include the same or similar provisions as those set forth above in this section in any contract with a contractor or subcontractor that delivers goods and/or services pursuant to or in connection with a City of Oakland purchase contract.

Prompt Payment invoice and claim forms are available at the following City of Oakland website: <http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/index.htm> or at Contracts and Compliance, 250 Frank H. Ogawa Plaza, Suite 3341, Oakland, CA 94612. Invoice and claim inquiries should be directed to Vivian Inman, City of Oakland Prompt Payment Liaison, 510-238-6261 or email vinman@oaklandnet.com.

8. Non-Discrimination/Equal Employment Practices

Contractor shall not discriminate or permit discrimination against any person or group of persons in any manner prohibited by federal, state or local laws. During the performance of this Agreement, Contractor agrees as follows:

- a. Contractor and Contractor's sub-contractors, if any, shall not discriminate against any employee or applicant for employment because of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability. This nondiscrimination policy shall include, but not be limited to, the following: employment, upgrading, failure to promote, demotion or transfer, recruitment advertising, layoffs, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.
- b. Contractor and Contractor's Sub-contractors shall state in all solicitations or advertisements for employees placed by or on behalf of Contractor that all qualified applicants will receive consideration for employment without regard to age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.
- c. Contractor shall make its goods, services, and facilities accessible to people with disabilities and shall verify compliance with the Americans with Disabilities Act by executing Declaration of Compliance with the Americans with Disabilities Act, attached hereto and incorporated herein.
- d. If applicable, Contractor will send to each labor union or representative of workers with whom Contractor has a collective bargaining agreement or contract or understanding, a notice advising the labor union or workers' representative of Contractor's commitments under this nondiscrimination clause and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- e. Contractor shall submit information concerning the ownership and workforce composition of Contractor's firm as well as its sub Contractors and suppliers, by completing the Ownership, Ethnicity and Gender Questionnaire.
- f. The Project Contractor Team attached and incorporated herein and made a part of this Agreement, Exit Report and Affidavit, attached and

incorporated herein and made a part of this Agreement.

- g. All affirmative action efforts of Contractors are subject to tracking by the City. This information or data shall be used for statistical purposes only. All Contractors are required to provide data regarding the make-up of their sub Contractors and agents who will perform City contracts, including the race and gender of each employee and/or Contractor and his or her job title or function and the methodology used by Contractor to hire and/or contract with the individual or entity in question.
- h. The City will immediately report evidence or instances of apparent discrimination in City or Agency contracts to the appropriate State and Federal agencies, and will take action against Contractors who are found to be engaging in discriminatory acts or practices by an appropriate State or Federal agency or court of law, up to and including termination or debarment.
- i. In the recruitment of sub Contractors, the City of Oakland requires all Contractors to undertake nondiscriminatory and equal outreach efforts, which include outreach to minorities and women-owned businesses as well as other segments of Oakland's business community. The City Administrator will track the City's MBE/WBE utilization to ensure the absence of unlawful discrimination on the basis of age, marital status, religion, gender, sexual preference, race, creed, color, national origin, Acquired-Immune Deficiency Syndrome (AIDS), AIDS-Related Complex (ARC) or disability.
- j. In the use of such recruitment, hiring and retention of employees or sub Contractors, the City of Oakland requires all Contractors to undertake nondiscriminatory and equal outreach efforts which include outreach to minorities and women as well as other segments of Oakland's business community.

9. Arizona and Arizona-Based Businesses

Contractor agrees that in accordance with Resolution No. 82727 C.M.S., neither it nor any of its subsidiaries, affiliates or agents that will provide services under this agreement is currently headquartered in the State of Arizona, and shall not establish an Arizona business headquarters for the duration of this agreement with the City of Oakland or until Arizona rescinds SB 1070.

Contractor acknowledges its duty to notify Contracts and Compliance Division, Office of the City Administrator if it's Business Entity or any of its subsidiaries affiliates or agents subsequently relocates its headquarters

to the State of Arizona. Such relocation shall be a basis for termination of this agreement.

10. Pending Dispute Disclosure Policy:

Contractors are required to disclose pending disputes with the City of Oakland or Redevelopment Agency when they are involved in submitting bids, proposals or applications for a City or Agency contract or transaction involving professional services. This includes contract amendments. Contractor agrees to disclose, and has disclosed, any and all pending disputes to the City prior to execution of this agreement. The City will provide a form for such disclosure upon Contractor's request. Failure to disclose pending disputes prior to execution of this amendment shall be a basis for termination of this agreement.

11. City of Oakland Campaign Contribution Limits

This Agreement is subject to the City of Oakland Campaign Reform Act of Chapter 3.12 of the Oakland Municipal Code and its implementing regulations if it requires Council approval. The City of Oakland Campaign Reform Act prohibits Contractors that are doing business or seeking to do business with the City of Oakland from making campaign contributions to Oakland candidates between commencement of negotiations and either 180 days after completion of, or termination of, contract negotiations. If this Agreement requires Council approval, Contractor must sign and date an Acknowledgment of Campaign Contribution Limits Form.

12. Nuclear Free Zone Disclosure

Contractor represents, pursuant to the combined form Nuclear Free Zone Disclosure Form that Contractor is in compliance with the City of Oakland's restrictions on doing business with service providers considered nuclear weapons makers. Prior to execution of this agreement, Contractor shall complete the combined form, attached hereto.

13. Sample Professional Service Agreement

This Agreement is subject to the attached Sample Professional Service Agreement.

14. Insurance Requirements

The Contractor will be required to provide proof of all insurance required for the work prior to execution of the contract, including copies of the Contractor's insurance policies if and when requested. Failure to provide

the insurance proof requested or failure to do so in a timely manner shall constitute grounds for rescission of the contract award.

The Contractor shall name the City of Oakland, its Council members, directors, officers, agents, employees and volunteers as additional insured in its Comprehensive Commercial General Liability and Automobile Liability policies. If Contractor submits the ACORD Insurance Certificate, the additional insured endorsement must be set forth on a CG20 10 11 85 form and/or CA 20 48 - Designated Insured Form (for business auto insurance).

Please Note: A statement of additional insured endorsement on the ACORD insurance certificate is insufficient and will be rejected as proof of the additional insured requirement.

Unless a written waiver is obtained from the City's Risk Manager, Contractors must provide the insurance as found at <http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FirmsSchedules/index.htm> (Schedule Q). A copy of the requirements are attached and incorporated herein by reference. Liability insurance shall be provided in accordance with the requirements specified.

When providing the insurance, include the Project Name and Project Number on the ACORD form in the section marked Description of Operations/Locations.

When providing the insurance, the "Certificate Holder" should be listed as: City of Oakland, Contracts and Compliance, 250 Frank H. Ogawa Plaza, Suite 3341, Oakland, CA 94612.

15. City Contractor Performance Evaluation

At the end of the project, the Project Manager will evaluate the Contractor's Performance in accordance with the City Contractor Performance Evaluation program.

16. Violation Of Federal, State, City/Agency Laws, Programs Or Policies:

The City or Agency may, in their sole discretion, consider violations of any programs and policies described or referenced in this Request for Proposal, a material breach and may take enforcement action provided under the law, programs or policies, and/or terminate the contract, debar contractors from further contracts with City and Agency and/or take any other action or invoke any other remedy available under law or equity.

17. Contractor's Qualifications

Contractor represents that Contractor has the qualifications and skills necessary to perform the services under this Agreement in a competent and professional manner without the advice or direction of the City.

Contractor's services will be performed in accordance with the generally accepted principles and practices applicable to Contractor's trade or profession. The Contractor warrants that the Contractor, and the Contractor's employees and sub-contractors are properly licensed, registered, and/or certified as may be required under any applicable federal, state and local laws, statutes, ordinances, rules and regulations relating to Contractor's performance of the Services. All Services provided pursuant to this Agreement shall comply with all applicable laws and regulations. Contractor will promptly advise City of any change in the applicable laws, regulations, or other conditions that may affect City's program. This means Contractor is able to fulfill the requirements of this Agreement. Failure to perform all of the services required under this Agreement will constitute a material breach of the Agreement and may be cause for termination of the Agreement. Contractor has complete and sole discretion for the manner in which the work under this Agreement is performed. Prior to execution of this agreement, Contractor shall complete the Independent Contractor Questionnaire, Part A, attached hereto.

18. The following City staff are available to answer questions:

RFQ and Project related issues:
Project Manager: Reygan Harmon
Contract Analyst: Paula Peav, (510) 238-3190
Compliance Officer: Vivian Inman or Sophany Hang

19. All responses to the RFQ become the property of the City.
19. The RFQ does not commit the City to award a contract or to pay any cost incurred in the preparation of the proposal.
20. The City reserves the sole right to evaluate each proposal and to accept or reject any or all proposals received as a result of the RFQ process.
21. The City reserves the unqualified right to modify, suspend, or terminate at its sole discretion any and all aspects of the RFQ and/or RFQ process, to obtain further information from any and all Contractor teams and to waive any defects as to form or content of the RFQ or any responses by any contractor teams
22. The City may require a service provider to participate in negotiations and submit technical information or other revisions to the service provider's qualifications as may result from negotiations.
23. Once a final award is made, all RFQ responses, except financial and proprietary information, become a matter of public record and shall be regarded by the City as public records. The City shall not in any way be

liable or responsible for the disclosure of any such records or portions thereof if the disclosure is made pursuant to a request under the Public Records Act or the City of Oakland Sunshine Ordinance.

24. The Fair Political Practices Act and/or California Government Code Section 1090, among other statutes and regulations may prohibit the City from contracting with a service provider if the service provider or an employee, officer or director of the service providers' firm, or any immediate family of the preceding, or any sub Contractor or contractor of the service provider, is serving as a public official, elected official, employee, board or commission member of the City who will award or influence the awarding of the contract or otherwise participate in the making of the contract. The making of a contract includes actions that are preliminary or preparatory to the selection of a Contractor such as, but not limited to, involvement in the reasoning, planning and/or drafting of solicitations for bids and RFQs, feasibility studies, master plans or preliminary discussions or negotiations.

B. SUBMITTAL REQUIREMENTS

Submit six (6) copies of proposal. **The proposals are due at the Department of Contracts and Compliance, Office of the City Administrator, 250 Frank H. Ogawa Plaza, Suite 3341, Oakland, CA 94612 time stamped by no later than 2:00 P.M. April 18, 2016.**

All proposals submitted via US Mail or common carrier must be delivered in a sealed package with the project name, submittal date, time and location of the proposals on the outside of the package or the documents.

C. REQUIRED PROPOSAL ELEMENTS AND FORMAT

1. Transmittal Letter

- a. Addressed to Sabrina Landreth, City Administrator, Office of the City Administrator, City Hall, 1 Frank Ogawa Plaza, 3rd Floor, Oakland, California, 94612. (Please do not submit proposals to this address).
- b. Signed by an officer of the consultant. In case of joint venture or other joint-prime relationship, an officer of each venture partner shall sign.

2. Project Team

- a. In response to this RFP, the prime contractor shall be qualified consulting firm. For LBEs/SLBEs, submit a copy of current business license and date established in Oakland.

- b. Sub-Consultants (if used): list addresses, telephone numbers and areas of expertise of each. Briefly describe the project responsibility of each team member. Identify which contractors are MBE, WBE, Local Business Enterprises (LBE) and Small Local Business Enterprise (SLBE). Additionally, for LBEs/SLBEs, submit a copy of current business license and date established in Oakland.

3. Project Personnel

- a. Prime(s): Provide a detailed resume of the proposed principal-in-charge, lead person and the project manager(s). The Project Manager(s) shall be a full-time employee of the prime(s). Clearly identify experience.
- b. Sub- Consultants: Provide a detailed resume of the proposed project manager, who shall be a full-time employee of each sub-contractor for this project. Clearly identify relevant experience. He/she shall be a professional currently licensed in the State of California.

4. Relevant Experience

- a. Describe experiences performing similar functions in three local government operations to include a brief description of recommendations and outcomes.
- b. If the team has worked together collaboratively, please include a description of this work.
- c. Describe experiences and ability to work effectively with City staff, community groups, and other stakeholders.

5. Project Approach and Organization

- a. Present your concept of the approach and organization required for this project. Indicate your understanding of the critical project elements.
- b. Describe how you intend to interface with City staff and the community.

6. References

- a. Prime Consultant(s): Three business related references, giving name, company, address, telephone number and business relationship.

- b. Proposed Project Manager(s): Two business related references, giving name, company, address, telephone number and business relationship to project manager.

7. Billing Rates

- a. Provide a complete list of all staff hourly rates by category, i.e., Principal, Project Manager, Project Professional, Technician, Clerical, etc. Hourly rates shall be all-inclusive, i.e., base salary, fringe benefits, overhead, profit, etc.
- b. Shall be all-inclusive, i.e., base salary, fringe benefits, overhead, profit, etc.

8. Submittals are validated using the following RFQ Checklist.

- a Schedules (Required with submission)

1. **Schedule E - Project Consultant Team**
2. **Schedule O - Campaign Contribution Limits**

- 9. Other schedules must be submitted prior to full contract execution and are available at <http://www2.oaklandnet.com/Government/o/CityAdministration/d/CP/s/FormsSchedules/index.htm>
- 10. Addenda - Proposal and Acknowledgment of all Addenda – if issued, please provide signed addenda and submit with proposal.
- 11. Proprietary Information: All responses to the RFQ become the property of the City. To withhold financial and proprietary information, please label each page as "confidential" or "proprietary".
- 12. Public Records Act or Sunshine Ordinance: Although a document may be labeled "confidential" or "proprietary", information is still subject to disclosure under the Public Records Act or Sunshine Ordinance, and is, at the City's discretion, based on the potential impact of the public's interests whether or not to disclose "confidential" or "proprietary" information.

D. REJECTION OF PROPOSAL ELEMENTS

The City reserves the right to reject any or all proposals, whether or not minimum qualifications are met, and to modify, postpone, or cancel this RFQ without liability, obligation, or commitment to any party, firm, or organization. The City reserves the right to request and obtain additional information from any candidate submitting a proposal. A proposal may be rejected for any of the following reasons:

- Proposal received after designated time and date.
- Proposal not in compliance with the City of Oakland Local/Small Local Business Enterprise Program.
- Proposal not containing the required elements, exhibits, nor organized in the required format.
- Proposal considered not fully responsive to this RFQ.

E. EVALUATION OF PROPOSALS – SUBJECT TO CHANGE

The following sample of criteria may be used in evaluating and rating the proposals:

1) Relevant Experience

- Evaluator has demonstrated experience with process and impact evaluations of partnership-based gun violence reduction strategies, like Ceasefire, at both the individual and community levels.
- Evaluator has evaluated such interventions, and published peer reviewed findings, in at least three U.S. cities.
- Evaluator has demonstrated expertise in applying social network analysis in the context of evaluating violence reduction initiatives.
- Evaluator has demonstrated expertise in evaluating procedural justice-informed public safety interventions.
- Evaluator has demonstrated expertise in all of the following components of the Ceasefire strategy: data analysis, call-ins and custom notifications, support and outreach, and law enforcement policy and practice.
- Prior experience and ability to work with City staff, community groups, and other stakeholders.

2) Qualifications

- Evaluator has published such evaluations in peer-reviewed journals with national circulation (such as *American Journal of Sociology*, *Criminology & Public Policy*, *American Journal of Public Health*)
- Professional background and qualifications of team members and firms comprising the team.

3) Organization

- Current workload, available staff and resources.
- Capacity and flexibility to meet schedules, including any unexpected work.
- Ability to perform on short notice and under time constraints.
- Ability to perform numerous projects at the same time.

4) Approach

- Understanding of the nature and extent of the services required.
- A specific outline of how the work will be performed.

- Awareness of potential problems and providing possible solutions.
- Special resources the team offers that are relevant to the successful completion of the project.

5) L/SLBE Certified Business Participation .

6) Other Factors

- Presentation, completeness, clarity, organization, and responsiveness of proposal.

F. INTERVIEWS OF SHORT-LISTED FIRMS – SUBJECT TO CHANGE

Interviews of short-listed qualified candidates may be held if a selection is not made from the evaluation phase.

- 1) It is anticipated that approximately three teams will be invited to interview. The selected teams will be notified in writing, and will be required to submit a detailed work scope, work schedule, and labor distribution spreadsheet (estimated hours by task by staff) the day before the interview. It is presently anticipated that the interviews will be conducted within seven to fifteen (7-15) working days of notification.
- 2) The interviews will last approximately 60 minutes, with the time allocated equally between the team’s presentation and a question-and-answer period. The teams should be prepared to discuss at the interview their specific experience providing services similar to those described in the RFQ, project approach, estimated work effort, available resources, and other pertinent areas that would distinguish them. Interviews will be held at a City of Oakland office (exact location to be determined).
- 3) Overall Rating Criteria: The following specific criteria and the points for each criterion, for a total of 100 points, will be used in evaluating and rating the short-listed firms:
 - a) Presentation:.....40 points
(Scoring criteria is similar to that of the proposal criteria.)
 - Relevant Experience
 - Qualifications.
 - Organization.
 - Approach.
 - Other Factors
 - b) Request for Proposal Submittal:.....25 points
 - Total points from the initial review of proposals will be allocated proportionally based on a maximum allowance of 20 points
 - c) Interview / Questions:.....35 points

Overall Rating Criteria: The following specific criteria and the points for each criterion, for a total of 100 points, will be used in evaluating and rating the short-listed firms. The City anticipates the tentative schedule of events to be as follows:

Only those contractors meeting the relevant experience and submit the SOQ will be invited for interviews.

- 4) The City anticipates the **tentative schedule** of events to be as follows:
- Distribution of RFP/RFQ 8:00 am, March 18, 2016
 - Submission of RFP/RFQ 2:00 pm, April 18, 2016
 - Evaluation of Qualifications April 25, 2016
 - Notification of Interviews April 28, 2016
 - Interviews May 9-19, 2016
 - Contract Negotiations May 23-31, 2016
 - Contract Documentation Distribution June 6-9, 2016
 - Contract Award June 13, 2016

G. CONTRACT NEGOTIATIONS AND AWARD- SUBJECT OF CHANGE

1. The completion of this evaluation process will result in the contractor being numerically ranked. The contractor ranked first will be invited to participate in contract negotiations. Should the City and the first ranked contractor not be able to reach an agreement as to the contract terms within a reasonable timeframe, the City may terminate the negotiations and begin negotiations with the contractor that is next in line.
2. The contract amount (including reimbursements) shall be a not to exceed amount, to be established based upon a mutually agreeable Scope of Services and fee schedule.
3. The City will withhold the final 10% of contract amount pending successful completion of work.
4. Upon successful completion of the negotiations, the City Administrator will award the contract to the selected contractor.
5. A sample City standard professional services agreement is included in the RFQ as referenced as Attachment A “Sample Agreement”. The selected contractor will be required to enter into a contract that contains similar terms and conditions as in the standard agreement. Please note that the City Attorney’s Office is typically not inclined to make any modifications to the standard agreement terms and provisions.
6. Upon award the City will issue a Notice to proceed.

7. The selected contractor and its other members will be required to maintain auditable records, documents, and papers for inspection by authorized local, state and federal representatives. Therefore, the contractor and its other members may be required to undergo an evaluation to demonstrate that the contractor uses recognized accounting and financial procedures.

END OF RFQ

TO: SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)
FROM: Chantal Cotton Gaines
SUBJECT: Retreat Follow Ups
DATE: February 22, 2016

The SSOC held a retreat on February 6, 2016 with seven (7) of nine (9) commissioners present. The commissioners present requested a few follow up items, some of which require full SSOC action. All follow up items are listed in the retreat minutes and repeated below in this memo.

One of the items that requires action and was requested to be brought to the next meeting on February 29, 2016 was a change to the bylaws to allow for a longer meeting noticing period. Currently staff follows the Brown Act and provides the SSOC with the agenda packet materials 72 hours in advance of the meeting (requirement under the Brown Act). The commissioners present at the retreat requested that staff bring forward a bylaw amendment which would state that the SSOC receive the packet materials further in advance than the required 72 hour noticing requirement.

Attached to this memo is a draft bylaw update which states that packet material will be provided to the SSOC one week in advance unless staff is unable to provide the materials, in which case, the Brown Act would apply. Staff presents this draft change in response to commissioners' request and recommends that the SSOC discuss this possible bylaw change and make a decision regarding this item.

Other Retreat Follow Up Items which Require No Action Today:

- Process for RFP – communication is key; transparent process. Try to avoid the unfortunate incident of those grantees who had just found out right before the meeting that their appeals had been denied.
- Timing of packets for the Commissioners is currently 3 days. This will be addressed in by-laws to increase to 1 week barring any problems, but 72 hours in advance guaranteed.
- Continuing to discuss and understand the roles as Commissioners – what Commissioners can and cannot do.
- The Commissioners present would like to have CBO's come to the SSOC meetings after a site visit to address any concerns.
- Quarterly Retreats would be nice if there are items to discuss.
- Discussions of the SSOC budget and the Measure Z Reserve Funding.
- The SSOC would like to know more about the training and selection of all CRT members.
- How are Ceasefire participants chosen and how do they get off of the Ceasefire list? Also would like to have a discussion about how OPD and HSD connect for Ceasefire.
- Discuss the option of having students help with the HSD nonprofit "Capacity Building" work.
- Overall goal: Making sure the SSOC is visible and that the Public and the Council know that the SSOC is holding people accountable.

Attachments (1):
Draft Bylaw Amendment

Oakland Public Safety and Services Violence Prevention (Measure Z) Oversight Commission

Proposed deletions are in ~~Strikethrough~~; proposed additions are in **bold underlines**.

ARTICLE I: Establishment and Governing Law

- 1) Name
Public Safety and Services Violence Prevention Oversight Commission (“SSOC”)
- 2) Authority, Statutory Requirements: and Other Laws and Polices
The voters of the City of Oakland adopted the 2014 Oakland Public Safety and Services Violence Prevention Act, also known as the Safety and Services Act or Measure Z, in the November 4, 2014 General Municipal Election to maintain the parcel tax and parking tax surcharge for a period of ten years to improve police, fire and emergency response services and community strategies for at risk youth and young adults. Voter approval of the Safety and Services Act also created the Public Safety and Services Violence Prevention Oversight Commission (SSOC).

In addition to the voter approval of the Safety and Services Act, the Oakland City Council passed Ordinance 13303 C.M.S. to create additional membership terms for the SSOC.

The Commission shall comply with all applicable laws, including, but not limited to, the City of Oakland Charter, the Establishing Ordinance and membership ordinance, the Oakland Sunshine Ordinance (Ordinance No. 11957 C.M.S., adopted January 14, 1997), the Ralph M. Brown Act (Government Code sections 54950 et seq.), the Political Reform Act of 1974 (Government Code sections 81000 et. seq.), the Public Records Act (Government Code sections 6250 et seq.), and the Oakland Conflict of Interest Code (Ordinance No. 11979 C.M.S., as amended). If any conflict exists between any of the foregoing laws and these bylaws, the applicable law shall control over the bylaws.

ARTICLE II: Duties, Functions, and Commissioner Appointments

- 1) Duties and Functions
The Commission shall fulfill duties and functions as set forth in the Safety and Services Act which are as follows:
 - (a) Evaluate, inquire, and review the administration, coordination, and evaluation of strategies and practices mandated in this Ordinance.
 - (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.
- (d) Report issues identified in the annual fiscal audit to the Mayor and City Council.
- (e) Review the annual fiscal and performance audits and evaluations.
- (f) Report in a public meeting to the Mayor and the City Council on the implementation of this Ordinance and recommend ordinances, resolutions, and regulations to ensure compliance with the requirements and intents of this Ordinance.
- (g) Provide input on strategies: At least every three (3) years, the department head or his/her designee of each department receiving funds from this Ordinance shall present to the Commission a priority spending plan for funds received from this Ordinance. The priority spending plan shall include proposed expenditures, strategic rationales for those expenditures and intended measurable outcomes and metrics expected from those expenditures. The first presentation shall occur within 120 days of the effective date of this Ordinance. In a public meeting, the Commission shall make recommendations to the Mayor and City Council on the strategies in the plans prior to the City Council adoption of the plans. Spending of tax proceeds of this Ordinance must be sufficiently flexible to allow for timely responsiveness to the changing causes of violent crime. The priority spending plans shall reflect such changes. The Commission will recommend to the Mayor and City Council those strategies and practices funded by tax proceeds of this Ordinance that should be continued and/or terminated, based on successes in responding to, reducing or preventing violent crime as demonstrated in the evaluation.
- (h) Semi-Annual Progress Reports: Twice each year, the Commission shall receive a report from a representative of each department receiving funds from this Ordinance, updating the Commission on the priority spending plans and demonstrating progress towards the desired outcomes.

2) Number, Appointing Authority and Qualifications:

The SSOC Commission membership shall be as described in the Safety and Services Act and Ordinance 13303, which specifies as follows:

- (a) The Commission shall consist of nine (9) members.
- (b) The Mayor and each councilmember shall recommend one member of the SSOC each. All commissioners shall be appointed by the Mayor and confirmed by the City Council in accordance with City Charter Section 601.
- (c) The Safety and Services Act specifies that at least two (2) members will have experience working with service eligible populations, two (2) members will reflect the service-eligible populations, and two (2) members will have a professional law enforcement or criminal justice background, while all other members will have general experience in criminal justice, public health, social services, research and evaluation, finance, audits, and/or public policy.
- (d) As established in Ordinance 13303 C.M.S., Commission members shall be appointed to one- or two-year staggered terms and shall be limited to no more than three (3) consecutive terms.

(e) Vacancies and Holdover Status on the SSOC shall be conducted according to Section 2.F. and 2.D of Ordinance 13303 C.M.S.

(f) As established in Ordinance 13303 C.M.S., Section 2.E., a member may be removed pursuant to Section 601 of the City Charter. Among other things, conviction of a felony, misconduct, incompetence, inattention to or inability to perform duties, or absence from three (3) consecutive regular meetings except on account of illness or when absent from the City by permission of the SSOC, shall constitute cause for removal.

3) Compensation

Members of the SSOC shall serve without compensation.

4) Oath of Public Office

Acceptance of the Oath of Public Office constitutes a Commission member's sworn responsibility of public trust. Members are required to serve well and to faithfully discharge their duties and responsibilities diligently and consistent with the laws of the City of Oakland and all pertinent state and federal laws.

5) Rules, Regulations and Procedures; Voting Requirements

Except for the two-thirds vote requirement in Article IX hereof, all actions by the SSOC shall be by a majority vote of those present at a meeting at which a quorum exists.

Rules, regulations, and procedures for the conduct of SSOC business shall be established by a vote of the members.

The Commission must vote to adopt any motion or resolution.

6) Conflict of Interest

All members shall adhere to the requirements stated in the Safety and Services Act, Section 4.A.2 related to conflicts of interest. No member of the Commission shall cast a vote on or participate in a decision-making capacity on the provision of services by that member or any organization that the member directly represents, on any matter which would provide a direct financial benefit to such member or a member of his or her immediate family, or on any other matter which would result in the member violating any conflict of interest law or regulation.

ARTICLE III: Officers

Officers shall be a Chairperson and Vice Chairperson chosen from members of the SSOC.

1) Chairperson

The Chairperson shall preside at all SSOC meetings and shall submit such agenda, recommendations and information at such meetings as are reasonable and proper for the conduct of the business affairs and policies of the SSOC. The Chairperson shall sign all documents necessary to carry out the business of the SSOC.

- 2) Vice Chairperson
The Vice Chairperson shall assist the Chairperson as directed and shall assume all the obligations and authority of the Chairperson in the absence or recusal of the Chairperson.
- 3) Election of Officers
The Officers shall initially be elected by vote from among the members of the Commission at the Commission's first regular meeting after adoption of these bylaws, or as soon thereafter as possible.
- 4) Removal of Chairperson
An affirmative vote of the SSOC members can remove any Officer from office.
- 5) Officers' Terms of Office
The Officers shall hold office for one year. Their terms shall expire one year and one meeting after their election. No person shall be elected as an Officer for longer than his or her SSOC term of office.
- 6) Officer Vacancies
If the office of the Chairperson becomes vacant, the Vice Chairperson shall become Chairperson. If the office of the Vice Chairperson becomes vacant for any reason, the SSOC shall vote to elect a successor from among the SSOC members at the next regular meeting, and such office shall be held for the unexpired term of said office.

ARTICLE IV: Planning and Oversight Staff

- 1) City Administrator
The Commission shall receive staff support from the City Administrator's Office, as determined by the City Administrator.
- 2) Legal Advisor
The Oakland Office of the City Attorney ("OCA") is the Commission's legal advisor. The OCA shall provide the Commission with legal assistance as determined by the OCA. Any member of the Commission may consult informally with any OCA attorney assigned by the OCA to the Commission on any matter related to SSOC business. However, a request from a SSOC member for assistance from the SSOC's assigned attorney requiring significant legal research, a substantial amount of time and attention, or a written response, may be made only through the Commission Chairperson with the designated SSOC staff member or by a vote of the SSOC.
- 3) Commission Staff
Commission members may consult staff of the City Administrator's Office informally, but any request for substantial assistance or a written report must be authorized by a vote of the SSOC.

- 4) Custodian of Records
Pursuant to section 20.020.240 of the Sunshine Ordinance, the Commission shall maintain a public records file that is accessible to the public during normal business hours. The City Clerk shall be the official custodian of these public records, which shall be maintained in the manner consistent with records kept by the City Clerk on behalf of all other standing Commissions.
- 5) If authorized by the City Administrator, a designated member of City staff shall act as Custodian of Records to the Commission. The Custodian of Records shall keep the records of the Commission, shall record all votes, and shall prepare minutes and keep a record of the meetings in a journal of the proceedings.

ARTICLE V: Ad Hoc Committees

- 1) Ad Hoc Committees
The Chairperson, at her or his discretion, may establish ad hoc committees to perform specific tasks. An ad hoc committee shall dissolve when the task is completed and the final report is given. Any ad hoc committee may not have more than 4 SSOC members.

ARTICLE VI: Meetings

- 1) Quorum
Ordinance 13303 C.M.S. created quorum for the SSOC as five (5) members. A quorum shall be called for prior to any official business being conducted at the meeting. If there is no quorum at that time, no official action may be taken at that meeting. In the event that a quorum is not established within thirty (30) minutes of the noticed start time of the meeting, the Chairperson, in her or his discretion, may cancel the meeting or may allow the meeting to make place without any official action being taken at the meeting without a quorum.
- 2) Voting
Each member of the Commission shall have one vote. Consistent with Article II, Section 5, a motion shall be passed or defeated by a simple majority of those members present and voting at a meeting where a quorum has been established.
- 3) Public Input
 - (a) Public Input on Items Officially Noticed for the Agenda
At every regular meeting, members of the public shall have an opportunity to address the SSOC on matters within the SSOC's subject matter jurisdiction. Public input and comment on matters on the agenda, as well as public input and comment on matters not otherwise on the agenda, shall be made during the time set aside for public comment. Members of the public wishing to speak and who have filled out a speakers card, shall have two (2) minutes to speak unless the chairperson otherwise limits the total amount of

time allocated for public discussion on particular issues and/or the time allocated for each individual speaker.

(b) Public Input on Items Not Officially Noticed for the Agenda (Open Forum)

Matters brought before the Commission at a regular meeting which were not placed on the agenda of the meeting shall not be acted upon or discussed by the SSOC at that meeting unless action or discussion on such matters is permissible pursuant to the Brown Act and the Sunshine Ordinance. Those non-agenda items brought before the SSOC which the SSOC determines will require consideration and action and where action at that meeting is not so authorized shall be placed on the agenda for the next regular meeting.

(c) Identification of Speaker

Persons addressing the SSOC shall be asked to state their names and the organization they represent, if any. They shall be asked to confine their remarks to the subject under discussion, unless they speak during the Open Forum portion of the agenda.

4) Regular Meetings

The Commission shall meet regularly on the fourth Monday of each month, at the hour of 6:30 pm, in Oakland, California. In the event that the regular meeting date shall be a legal holiday, then any such regular meeting shall be rescheduled at least two meetings prior to the meeting for a business day thereafter that is not a legal holiday. A notice, agenda, and other necessary documents shall be delivered to the members, personally or by mail, at least seventy-two hours prior to the meeting.

5) Notice and Conduct of Regular Meetings

Notices and agendas of all regular SSOC meetings requiring notice shall be posted in the City Clerk's Office and on an exterior bulletin board accessible twenty-four hours a day. Notice of regular meetings shall be posted at least seventy-two hours before the meeting. Action may only be taken on items for which notice was provided in compliance with the Sunshine Ordinance and the Brown Act.

The Commission shall receive the agenda packet materials electronically at minimum one (1) week in advance of the meeting with the exception of meetings surrounding City-observed holidays. If staff is unable to provide agenda packet materials one week in advance for urgent, emergency agenda items, then the materials shall be noticed according to the Brown Act, at least seventy-two hours before the meeting.

6) Minutes

Minutes shall be taken at every SSOC meeting. Minutes shall be prepared in writing by the Custodian of Records. Copies of the minutes of each SSOC meeting shall be made available to each member of the SSOC and the City. Approved minutes shall be filed in the official SSOC file.

ARTICLE VII: Agenda Requirements

1) Agenda Preparation

The agenda is prepared through the joint effort of the Chairperson and SSOC Staff, with appropriate legal review. At the outset of a SSOC meeting, the Commission may remove items from the posted agenda, but may not add items to the posted agenda or otherwise modify it. Nothing in this Article VII shall change the requirements for agenda noticing and modification to the agenda as required by the Brown Act, Sunshine Ordinance or other applicable law.

ARTICLE VIII: Parliamentary Authority

1) Robert's Rules of Order, Ronr, Eleventh Edition

The business of the SSOC shall be conducted, to the extent possible, in accordance with parliamentary rules as contained in Robert's Rules of Order, Ronr, Eleventh Edition, except as modified by these rules and in accordance with State open meeting laws and local open meeting laws, including, without limitation, the Brown Act, the Oakland Sunshine Ordinance, and the Establishing Ordinance. Failure of compliance with Robert's Rules of Order, Ronr, Eleventh Edition, shall not constitute cause for invalidation of any SSOC action of which a majority of SSOC members clearly expressed approval.

2) Representation of the Safety and Services Oversight Committee

Any official representations on behalf of the SSOC before the City Council or any other public body shall be made by a member of the SSOC specifically so designated by vote of the SSOC.

ARTICLE IX: Amendment of Bylaws

The Commission may adopt bylaws amendments at any regular meeting of the SSOC by vote of two-thirds of the members present at which a quorum exists; provided such proposed amendments are circulated in writing to all SSOC members at least ten (10) calendar days prior to such meeting, and three (3) calendar days' public notice shall be posted.

Legislative History:

Adopted at May 18, 2015 meeting

Amended at the February 29, 2016 special meeting (amendment to Article 6.5)