



CITY OF OAKLAND

Request for Qualifications

Evaluation of Department of Violence Prevention
and Oakland Police Department Measure Z Services
April 1, 2022 – March 31, 2025

Pre-Proposal Meeting
December 15, 2021
1:00-2:00pm



Presenters

- **Tonya Gilmore**, Assistant to the City Administrator, City Administrator's Office
- **Jenny Linchey**, Budget and Grants Administrator, Department of Violence Prevention (DVP)
- **Tracey Jones**, Police Services Manager, Oakland Police Department
- **Nancy Ceja**, Contracts Specialist, DVP
- **Sophany Hang**, Contract Compliance Officer, Department of Workplace and Employment Standards (DWES)
- **Jasmine Chan**, Administrative Analyst, DWES

Overview



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Measure Z

- Measure Z was passed in 2014 and provides approximately \$24 million every year for 10 years to fund violence prevention and intervention programs, community policing, and fire services.
- Measure Z has the following objectives:
 - Reduce homicides, robberies, burglaries, and gun-related violence.
 - Improve 911 response times and other police services.
 - Invest in violence intervention and prevention strategies for at-risk youth and young adults that interrupt the cycle of violence and recidivism.



Requested Services

The City of Oakland is seeking proposals for a **process evaluation and an outcome evaluation** of either or both of the following Measure-Z-funded services during the contract period of **April 1, 2022, to March 31, 2025** (3 years):

- 1. Department of Violence Prevention (DVP) Evaluation:** Violence prevention and intervention strategies outlined in the DVP's FY22-24 Strategic Spending Plan.
- 2. Oakland Police Department (OPD) Evaluation:** OPD Geographic and Community Policing Services.



Budget

- The combined cost of the DVP evaluation and the OPD evaluation for the contract period of April 1, 2022, to March 31, 2025, should not exceed **\$1,820,000**.
- The maximum total amount that can be allocated to the OPD evaluation is **\$410,000**.



Important dates

- **Issue date:** December 3, 2021, at 11:00am
- **Deadline to submit questions:** January 4, 2022, at 2:00pm
- **Proposals due:** January 13, 2022, at 2:00pm
- **Proposal review:** January 14 to January 31, 2022
- **Interviews:** February 7 to February 11, 2022
- **Applicants notified of results:** February 15, 2022
- **Contract start date:** April 1, 2022

Department of Violence Prevention (DVP) Evaluation



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DVP Mandate

- 1 Reduce gun violence
- 2 Reduce intimate partner violence
- 3 Reduce commercial sexual exploitation
- 4 Reduce number of cold cases
- 5 Reduce levels of community trauma



Theory of Change

Using a data-driven, public health framework, the DVP aspires to significantly reduce violence by directing resources to:

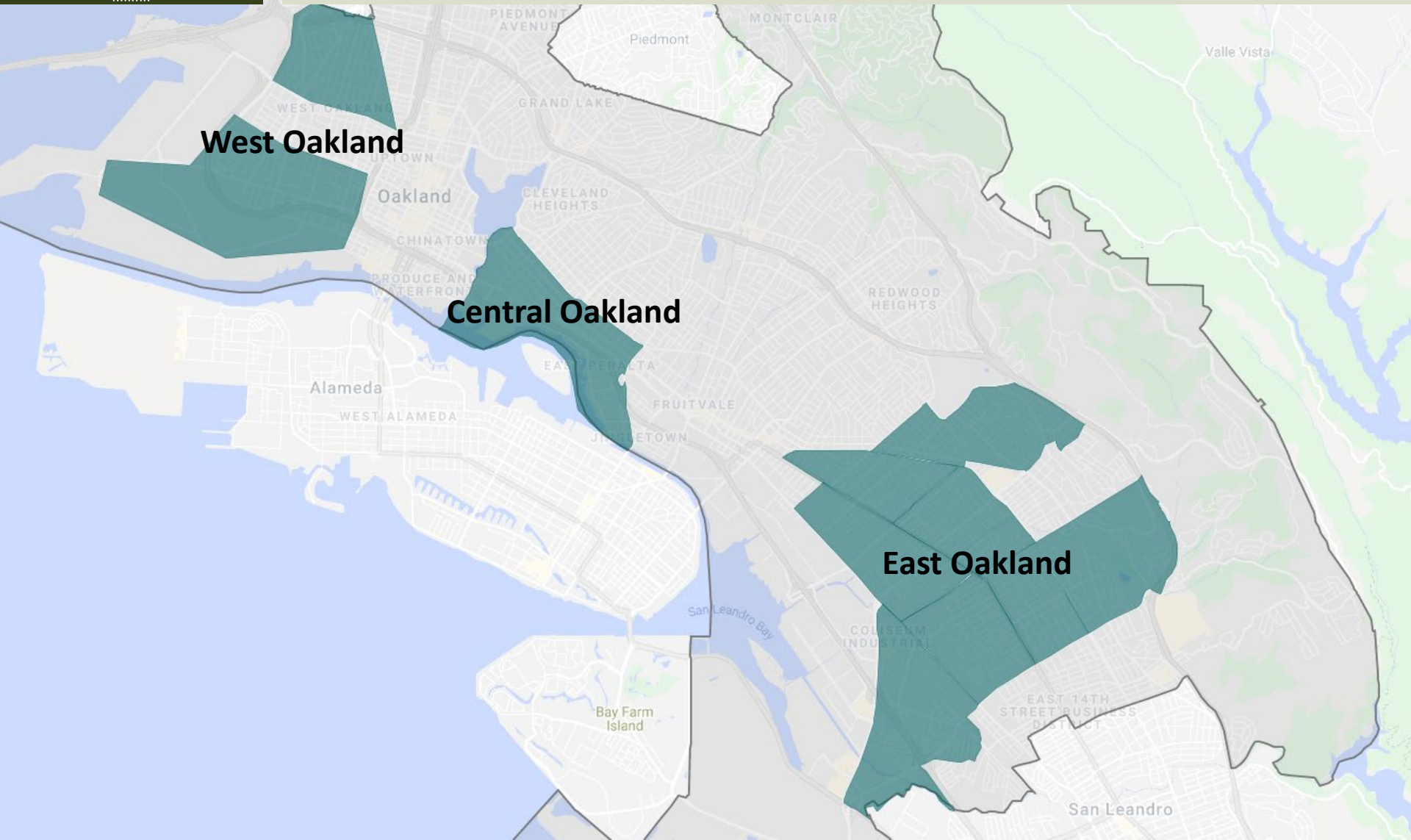


Specific PLACES

Goal: Strengthen neighborhoods where underlying inequities contribute to the highest rates of violence.



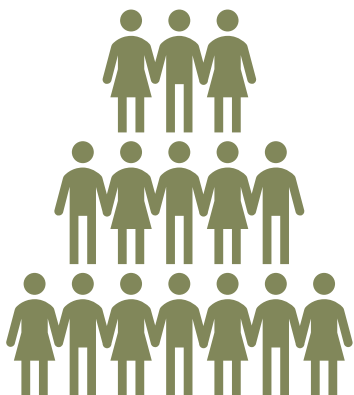
DVP Priority Areas





Theory of Change

Using a data-driven, public health framework, the DVP aspires to significantly reduce violence by directing resources to:



Specific PEOPLE

Goal: Intervene with residents determined to be vulnerable to violence, and match services to level of vulnerability.



DVP Priority Populations

EXPOSED TO VIOLENCE

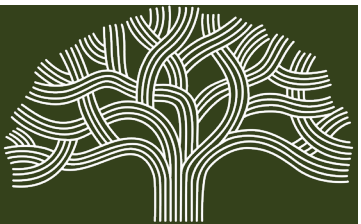
Overall population living in neighborhoods of focus.

AT RISK FOR VIOLENCE

Individuals of any age who are highly susceptible to creating or experiencing harm with gun violence, intimate partner violence, or commercial sexual exploitation.

AT THE CENTER OF VIOLENCE

Individuals of any age who are creating or experiencing harm with gun violence, intimate partner violence, or commercial sexual exploitation.



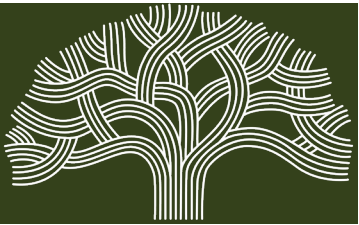
Theory of Change

Using a data-driven, public health framework, the DVP aspires to significantly reduce violence by directing resources to:



Specific TIMES

Goal: Provide services at the times and days of the week when violence is most likely to occur.



Weekend Evening Events

TOWN NIGHTS
FREE ENTRY FOR ALL AGES
MONDAY, NOVEMBER 22
FRIDAY, DECEMBER 3, 10 & 17
6:00PM-10:00PM*
FREE FOOD | GAMES | SPORTS
ENTERTAINMENT AND MORE!

LOCATIONS

WEST OAKLAND YOUTH CENTER UPM & HOOVER-FOSTER RAC 3233 MARKET ST OAKLAND, CA 94608 <small>*EVENT STARTS AT 1:00 PM</small>	ACORN LEARNING CENTER UPM & KHADAFY WASHINGTON FOUNDATION 1143 10TH STREET OAKLAND, CA 94607 <small>*EVENT STARTS AT 1:00 PM</small>
SAN ANTONIO PARK TRYBE 1701 E 19TH ST OAKLAND, CA 94606 <small>*EVENT STARTS AT 4:30 PM</small>	JOSIE DE LA CRUZ PARK CURYJ 1637 FRUITVALE AVE OAKLAND, CA 94601
ROOTS COMMUNITY HEALTH CENTER 7272 MACARTHUR BLVD OAKLAND, CA 94603	ARROYO VIEJO PARK BLACK CULTURAL ZONE 7701 KRAUSE AVE OAKLAND, CA 94605
CASTLEMONT HIGH SCHOOL GYM BOSS & ADAMIKA VILLAGE 8401 MACARTHUR BLVD BLDG. 300 OAKLAND, CA 94605	ELMHURST PARK HOMIES EMPOWERMENT 9700 C ST OAKLAND, CA 94603



Outcomes

Domain	Outcomes
Individual	<ul style="list-style-type: none">▪ Reduce risky behaviors related to violence▪ Reduce re-injury▪ Reduce revictimization▪ Reduce exploitation▪ Reduce or cease contact with justice system▪ Complete probation▪ Engage in prosocial activities▪ Increase socio-emotional skills▪ Obtain employment▪ Improve educational outcomes
Peer	<ul style="list-style-type: none">▪ Reduce risky behaviors related to violence▪ Engage in prosocial activities▪ Increase associations with prosocial peers▪ Reduce associations with antisocial peers



Outcomes

Domain	Outcomes
Family	<ul style="list-style-type: none">▪ Reduce reinjury▪ Reduce revictimization▪ Reduce exploitation▪ Change family attitudes and behaviors related to violence▪ Acquire knowledge of ancestral history▪ Improve family dynamics▪ Improve communication between family members
Community	<ul style="list-style-type: none">▪ Establish shared norms against all forms of violence▪ Increase community involvement in reducing violence▪ Increase community cohesion▪ Facilitate healing from trauma
School	<ul style="list-style-type: none">▪ Improve academic engagement▪ Improve academic achievement▪ Reduce behaviors related to violence



Evaluation Scope

The contracted evaluation will consist of a **process evaluation and an outcome evaluation** of the sub-strategies from the DVP's FY22-24 Strategic Spending Plan, which are grouped into the following categories:

- 1) Gun, group, and gang violence response
- 2) Gender-based violence response
- 3) Community healing and restoration

The DVP's FY22-24 Strategic Spending Plan can be found on the DVP's website at **www.oaklandca.gov/departments/violence-prevention**.



Evaluation Scope

Gun Violence Response

- Violent incident crisis response
- Youth and adult life coaching
- Employment and education support services
- School-site violence intervention and prevention teams

Gender-Based Violence Response

- Crisis response
- Housing
- Wraparound services

Community Healing and Restoration

- Neighborhood and community teams and events
- Healing/restorative activities
- Therapeutic supports
- Community capacity building and mini grants



Evaluation Scope

- Candidates will be expected to use **qualitative and quantitative methods** to fully assess the implementation of each activity and the impact on individual, peer, family, school, and community outcomes.
- The evaluation must also assess how program activities are carried out in accordance with **Measure Z's goals and objectives**.
- **Randomization and control groups** should be employed whenever possible to strengthen confidence around evaluation outcomes.



Evaluation Activities

- Development of all aspects of **evaluation design**, including the selection of metrics and the development of data collection tools and protocols, in collaboration with the DVP.
- **Implementation and oversight** of all evaluation activities, in coordination with the DVP and DVP-funded providers/grantees.
- **Development of MOUs** with city and county entities to access administrative data.
- **Presentation of evaluation reports** to public committees and grantees, as requested.
- Development of **contract deliverables**.



Evaluation Deliverables

- Annual **process evaluation reports** for each sub-strategy (anticipated Oct 2023 and 2024)
- Annual **program feedback reports** for each of the DVP's 30+ contracted providers (anticipated Nov 2023 and 2024)
- FY22-23 **outcome evaluation report** (anticipated Dec 2023)
- FY22-24 comprehensive **outcome evaluation report** (anticipated March 2025)
- **PowerPoint presentation slides** for each process and outcome evaluation report
- **Presentations** of findings to community and professional audiences



Minimum Qualifications

- Developing and implementing complex process and outcome evaluations related to justice systems, systems of care, and public service delivery.
- Evaluating community-focused violence prevention and intervention services.
- Deploying mixed-methods and quasi-experimental research designs to examine individual, family, school, and community outcomes.
- Extracting, cleaning, and analyzing service data from web-based data systems that track participant-level data, including participant demographics, service delivery, and performance indicators associated with program implementation.



Minimum Qualifications

- Designing evaluation measures and tools to track participant risk and changes in participant attitudes and experience.
- Establishing data agreements and memoranda of understanding with government partners.
- Accessing state-level data related to recidivism, employment, and other individual-level outcomes.
- Obtaining institutional review board (IRB) approvals.
- Effectively communicating findings to a range of professional and community audiences.



Preferred Qualifications

- Experience providing technical assistance and guidance to government entities.
- Ability to work collaboratively with a wide range of community stakeholders and service providers.
- Cultural competency, especially as it relates to interacting with the various stakeholders and community-based organizations that serve Oakland's diverse community.
- Experience conducting cost-benefit analyses of violence prevention/intervention programs.
- Advanced methodical competence and training.

Oakland Police Department (OPD) Evaluation



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Measure Z Requirements

Measure Z requires that OPD hire, deploy, and maintain sworn police personnel assigned to specific geographic areas or neighborhoods.

- **Crime reduction teams (CRTs):** Sworn police officers deployed geographically to investigate and respond to violent crimes in identified violence hot spots using intelligence-based policing.
- **Community resource officers (CROs):** Sworn police officers who engage in problem solving projects, attend Neighborhood Crime Prevention Council meetings, serve as liaisons with city services teams, provide foot/bike patrols, answer calls for service if needed, lead targeted enforcement projects, etc.



Measure Z Requirements

- **Patrol units and other sworn police personnel:** Sworn police officers who conduct intelligence-based violence suppression operations such as field interviews, surveillance, undercover operations, high visibility patrol, probation/parole compliance checks, search warrants, and violent crime investigation.
- **Domestic violence and child abuse intervention:** Sworn police officers who work with social service providers to intervene in situations of domestic violence and child abuse.



Evaluation Scope

The applicant will be contracted to conduct a **process and outcome evaluation** of OPD services funded by Measure Z, excluding the Ceasefire strategy. These services are divided into the following three categories:

- Geographic policing and crime reduction teams
- Community policing services
- Special victims' services



Evaluation Scope

- OPD will work with the contractor to determine the best metrics to evaluate within each evaluation category.
- Evaluation expectations:
 - Include interviews with community members about police officers and their interactions with the community.
 - Collect and summarize data about the CRO and CRT activities and projects.
 - Make recommendations for changes that could be made to improve programs.



Evaluation Deliverables

- Annual process and outcome evaluation report on **geographic policing and crime reduction teams** (anticipated Nov 2023 and 2024)
- Annual process and outcome evaluation report on **community policing services** (anticipated Nov 2023 and 2024)
- Annual process and outcome evaluation report on **special victims' services** (anticipated Nov 2023 and 2024)
- **PowerPoint presentation slides** that accompany each evaluation report
- **Presentations of findings** from each evaluation report to community and professional audiences



Qualifications

- Expertise in best practices and evidence-informed policies in law enforcement, especially related to crime prevention and community policing.
- Developing and implementing complex process and outcome evaluations related to justice systems, systems of care, and public service delivery.
- Evaluating community-focused violence prevention and intervention services.
- Deploying mixed-methods and quasi-experimental research designs to examine community outcomes.



Qualifications

- Designing evaluation measures and tools to track effectiveness of community activities and projects.
- Obtaining institutional review board (IRB) approvals.
- Effectively communicating findings to a range of professional and community audiences.

The Proposal



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Required Proposal Elements

1. **Transmittal letter**
2. **Project team:** Describe the project team, including sub-contractors, and provide a business license for LBEs/SLBEs.
3. **Project personnel:** Provide resumes or CVs for principal investigators, project managers, and any identified subcontractors.
4. **Relevant experience:** Describe prior work on three similar projects and experience working with government, law enforcement, and community partners.
5. **Billing rates:** Provide a budget that details the activities to be performed by each staff type and estimated hours. Hourly rates should be inclusive of base salary, fringe benefits, overhead, etc.)



Required Proposal Elements

- 6. Project approach and organization:** Present your concept of the approach, organization, and structure that should be used for this evaluation. Describe how you intend to interface with City staff, community organizations and the larger community.
- 7. References:** Provide three professional references for prime consultants, two professional references for project managers, and at least one professional reference for subcontractors.
- 8. Required schedules:** Include signed copies of Schedules E, I, O and W with the proposal.



Proposal Submission

- Applicants should submit their proposal electronically via iSupplier by **Thursday, January 13, 2022, at 2:00pm.**
- In addition, a copy of the proposal should be emailed to Tonya Gilmore, Measure Z project manager, at tgilmore@oaklandca.gov.



Review Process

- City of Oakland staff will review proposals for timeliness and completeness.
- A panel of government and community partners with expertise in evaluation will review each proposal and determine the top proposals using the scoring rubric included in the RFQ (pgs. 19-20)
- Interviews of the top 3 applicants be held prior to final selection and contract award.
- Once an applicant is selected, the funding recommendation will be forwarded to Oakland City Council for review and approval.



Questions

- Please submit any questions regarding the RFQ by email to Tonya Gilmore at **tgilmore@oaklandca.gov**. (No phone calls, please)
- Responses will be posted via iSupplier and on the DVP website.
- All questions must be submitted by **January 4, 2022, at 2:00pm.**

Contract Compliance



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iSupplier

- iSupplier is the City's official procurement portal.
- Proposals not submitted via iSupplier by the required deadline will be deemed non-responsive.
- Please email iSupplier@oaklandca.gov if you need technical assistance regarding iSupplier.



Small Local Business Enterprise Program

- 50% L/SLBE Program—Professional services projects of \$50,000 or more
- Meeting the 50% local business participation requirement:
 - ✓ 25% for Local Business Enterprises (LBE)/Local Not for Profit Business Enterprise (L/NFPBE).
 - ✓ 25% for Small Local Business Enterprises (SLBE)/Small Local Not for Profit Business Enterprise (S/LNFPBE). SLBE and SLNFPBE may meet the full 50% requirement.
 - ✓ Very Small Local Business Enterprises (VSLBE) participation is double-counted towards meeting the requirement.



Small Local Business Enterprise Program

- Project Consultant Listing (Schedule E) is required by submittal due date for professional services projects.
- Schedule E will be used to calculate the level of certified local business participation. Unless a requirement is waived, the determination of responsive and responsible will include meeting the 50% minimum requirement.
- At the time of submittal of Schedule E, some L/SLBE participation must be proposed in order to satisfy the requirement at time of submission. If zero participation is presented, the proposal will not be accepted.



Small Local Business Enterprise Program

- For SLBE certification, the size standards have been reduced from 30% to 20%.
- 10 preference points will be awarded to professional services contracts where the VSLBE meets a 50% subcontractor goal.
- Preference points are also awarded for Mentor-Protégé teams on professional services contracts.



Living Wage & Equal Benefits Ordinances

- Living Wage Ordinance (Schedule N) requires that nothing less than a prescribed minimum level of compensation (a living wage) be paid to employees of service contractors of the city and employees of CFARs. As of July 1, 2021, the living wage rates are \$15.30 with benefits and \$17.56 without.
- Equal Benefits Ordinance (Schedule N-1) requires that, when benefits are offered to employees with spouses, employees with domestic partners be offered the same benefits.

Q&A Period



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