



Cultural Strategists-in-Government Program 2021



REQUEST FOR QUALIFICATIONS Guidelines & Application

A Request for Qualifications for professional services contracts valued up to \$48,000 each

The Oakland Fund for Public Innovation, in partnership with the City of Oakland's Cultural Affairs Division and the New Venture Fund, seeks Oakland-based Cultural Strategists-in-Government to advance transformational change in City government to advance equity for Oakland residents.

BACKGROUND

The City of Oakland's cultural plan *Belonging in Oakland*, developed by the Cultural Affairs Division, provides a foundation for supporting and lifting up the role of culture in building a just city and puts the provision of equitable resources and services for Oaklanders at the heart of the work of City government. The plan's tagline "Equity is the Driving Force, Culture is the Frame, and Belonging is the Goal" captures how the plan centers the importance of culture to the life and well-being of the city.

In 2019-20, the Cultural Strategists-in-Government (CSIGs) program pilot embedded artists and cultural practitioners in a variety of departments in City government to foster equity by bringing diverse cultural lenses to policymaking and civic practices. CSIGs were placed in the Human Services Department, Mayor's Office for Housing Security, Planning and Building Department, Department of Race & Equity, and Department of Transportation.

What is a Cultural Strategist?

In this program, the cultural strategists will play roles different from typical artists-in-residence. There is no expectation that CSIGs will create an artistic product (though they could) nor are they necessarily artists at all. CSIGs *can* be artists, but they could also be people who consider themselves cultural workers, creative entrepreneurs, traditional culture bearers, community historians, or others who are knowledgeable of culturally-specific practices, history, or heritage relevant to communities in Oakland. CSIGs should be civic-spirited, that is, interested in serving the community and believe that City government can and should work effectively for all Oaklanders.

Cultural strategists with deep knowledge of the history, art-making, and/or cultural practices of any number of Oakland's diverse communities can bring fresh perspectives and skill sets to bear

on the city's challenges. They could be nimble improvisors and creative "ideators" in surmounting barriers, bring an artist's critical eye to long-held assumptions, or offer alternative forms of wisdom when familiar approaches aren't reaching those most in need. The CISG program seeks to discover new ways of fulfilling the City's aspirations by working with strategists from communities most impacted by inequities and who can bring a new lens to the work of building a just city.

PROGRAM DESCRIPTION

The CSIG program will embed Oakland-based cultural strategists in City departments and offices to work collaboratively with staff, project partners, and/or community stakeholders to address civic issues in creative ways and with perspectives generally under-represented in City policymaking. There are nine City entities that wish to partner with a Cultural Strategist-in-Government, each with its own particular project and timeframe, though most projects will take place over the period of about a year. They are:

- **African American Museum & Library at Oakland, Oakland Public Library**
- **Citywide Communications, Office of the City Administrator**
- **Community Homeless Services, Human Services Department**
- **Cultural Affairs Division-Public Art Program, Economic & Workforce Development Department**
- **Environmental Services Division, Oakland Public Works Department**
- **Office of the Mayor**
- **Planning Bureau, Planning & Building Department**
- **Department of Transportation**
- **Department of Violence Prevention**

Each City entity interested in collaborating with a CSIG has submitted a case statement (see below) that includes: its mission, a brief description of the project for which a CSIG is sought, a statement of a particular issue or opportunity at the core of the project, some desired skills & qualifications of the CSIG, and an estimated timeframe for the project. Some of the case statements contain hyperlinks to more background information on the project or department/office.

Some projects may be more internally focused, for example, on program planning, staff development, or interdepartmental working groups. Others may be more externally focused, for example, on engaging community more meaningfully in civic processes, designing tools to reach under-served communities more effectively, or providing program enhancements. All projects have the potential of making a real difference for Oakland by reframing issues, reimagining solutions, and strengthening the City's ability to be more responsive to its residents.

Applicants are encouraged to review all case statements of interest and assess which might be the best fit for their skills and knowledge. Applicants may choose only one project to which to submit their qualifications.

SEE DEPARTMENT/OFFICE CASE STATEMENTS AT THE END OF THIS DOCUMENT

Program Requirements

In addition to fulfilling a mutually-agreed-upon scope of work with their City partner, CSIGs will be required to attend periodic program-related meetings that will include peer learning with other participating CSIGs and sometimes City partners; check-ins with the program consultant on program needs, questions, and project progress; and an exit interview. The program may also invite CSIGs to make a brief public presentation on their project to share progress and learning with the community and City stakeholders.

Budget

If awarded, CSIGs will have an all-inclusive budget of up to \$48,000 to work on their chosen project. CSIGs will generally be expected to dedicate up to approximately 400 hours on their project (depending on the project's timeframe and scope), with some budget flexibility for materials, supplies, equipment, administrative expenses, etc. of up to \$8,000.

Some potential added benefits to CSIGs participating in the program are:

- Gaining new knowledge and skills related to civic processes
- Building relationships in the City and with other CSIGs
- Amplifying the impact of their creative work, and
- Effecting policy changes for under-served/under-resourced communities.

ELIGIBILITY REQUIREMENTS

Applicants to the Cultural Strategists-in-Government program must be residents of Oakland. People from communities generally under-represented in the City's policymaking staff are encouraged to apply.

A Cultural Strategists-in-Government award will be a professional services contract. If an applicant is contracted, they will:

- be an independent contractor of the New Venture Fund (a 501(c)(3) organization), not the City of Oakland nor the Oakland Fund for Public Innovation;
- be required to provide proof of commercial liability insurance at a level commensurate with their scope of work;
- be required to be compensated through electronic bank transfer; and

- be required to conform with the same public health mandates as City of Oakland employees. Click [here](#) for more information.

QUALIFICATIONS

In addition to qualifications noted in the relevant case statement, generally, ideal candidates will:

- Value advancing racial and cultural equity in Oakland
- Be grounded in Oakland communities and histories
- Have experience in working collaboratively and engaging diverse stakeholders in expressive practices
- Have skill sets, knowledge of, or experience in the issue area outlined in the case statement of their choosing and/or have relevant public sector work experience
- Be flexible, adaptive, and sensitive to emergent learning and possibilities.

SELECTION CRITERIA

Cultural Strategists will be selected based on:

- The degree to which they fulfill the desired skills and qualifications outlined in the case statement of City entity to which they have applied
- The creativity and depth demonstrated in their project ideas and prior experiences
- Their level of civic-mindedness and commitment to strengthening belonging and equity in Oakland.

SELECTION PROCESS

Once submitted, the applications will be reviewed for eligibility and fit by program staff; applications will be scored and ranked by relevant City and program representatives. Finalists will be invited to interview with a combination of relevant City and program staff. References will be consulted as needed.

Up to nine professional service contracts will be awarded based on the review of materials, interviews, and reference checks - barring unforeseen changes in department/office circumstances.

TIMELINE

RFQ released: Wednesday, November 10, 2021

How-to-Apply webinar: Thursday, November 18, 2021, 12-1pm

To register for the webinar, contact Raquel Iglesias at riglesias@oaklandca.gov

Deadline to submit applications: Thursday, December 16, 2021, 5pm

Late applications will not be accepted.

Finalist interviews: January 2022

Award notification: late January-early February 2022

SUBMITTAL REQUIREMENTS

All applicants must submit their qualifications through our online portal and identify only one department/office with which to collaborate.

You will be asked to provide the following information in the online application:

Narrative Questions

1. Why do you want to be a Cultural Strategist in Oakland City government? What do you wish to contribute? What do you wish to learn? (up to 300 words)
2. Describe the relevant cultural, artistic, and/or other forms of knowledge and skills you bring to the project you have chosen. Please address the desired qualifications named in the case statement you chose. (up to 500 words)
3. Which Oakland communities are you a part of and have you worked most deeply in? Describe your relevant experience in engaging with diverse kinds of people and communities. (up to 500 words)
4. Provide some ideas you would want to pursue related to the project described in the case statement you chose. (up to 500 words)
5. Describe any additional characteristics that make you a good fit for the project that you have not already addressed in your application. (up to 200 words)

Attachments

- **Work Samples:** Samples of work that best demonstrate your qualifications for addressing the proposed project. One sample could be sufficient, but if you work in multiple formats, submit enough to help us best assess your qualifications. You may submit a total of FOUR work samples in a variety of formats. No more than three videos may be submitted. No more than three audio samples may be submitted. Up to ten digital images maybe submitted in total, and will count as one work sample if other formats are submitted. Up to ten pages of a written sample (for example, poetry, prose, or an excerpt of a report, manual, curriculum sample. etc.) will count as ONE work sample, and no more than three written samples may be submitted. (See detailed instructions on uploading samples in the online platform.)
- **Resume/Curriculum Vitae:** Up to three pages
- **References:** Provide a list of up to three work references for whom you have performed similar or relevant work - include: client name, position, organization, email, phone

number, and a brief description of work done (e.g., consulting or commission) or working relationship (if an employee).

STARTING YOUR APPLICATION

After reviewing the guidelines, you may begin your application by clicking the Submit Response button at the top right. The application is formatted in web-based forms. As you input your work it will be auto-saved by Screendoor.

We suggest you become acquainted with the Screendoor platform as soon as possible in order to become familiar with the technical requirements for formatting and uploading information. In order to avoid unforeseen technical difficulties, filling out the application and uploading attachments at least a day before the deadline is advised.

You will be asked to:

- Provide a Registry Profile (includes contact and demographic information)
- Answer the narrative questions (It is helpful to craft your responses in a Word document, taking note of word limits, and then cutting & pasting your final responses into the online application platform when ready.)
- Upload your work samples (see detailed instructions online), resume/curriculum vitae (up to three pages); and up to three references.

If you have any questions about the grant guidelines or eligibility, please contact Vanessa Whang at csigprogram@gmail.com. For any technical questions about the online application form, click on the Contact Support button at right, or email support@dobt.co.

APPLICATION FORM

(Below is a facsimile of the online application form. To apply, you must log on to the online application platform.)

Name * Email *

REGISTRY PROFILE

Please note: **ONLY** Oakland residents may apply to this program.

CSIG Applicant First Name *

CSIG Applicant Last Name *

CSIG Applicant Pronouns *

Email *

Home Address *

Address City State ZIP Code

Work Address (if different)

Address City State ZIP Code

Primary Telephone *

Secondary Telephone Website (if applicable)

Please select the Council District of your residence: * District 1: Dan Kalb, CM District 2: Nikki Fortunato Bas, CM & Council President District 3: Carroll Fife, CM District 4: Sheng Thao, CM & Council President Pro Tempore District 5: Noel Gallo, CM District 6: Loren Taylor, CM District 7: Treva Reid, CM

CM=Councilmember

If unsure go to <http://gisapps1.mapoakland.com/councildistricts/>

Indicate the City Department where you wish to work (choose one) *

- African American Museum & Library, Oakland Public Library
- Citywide Communications, Office of the City Administrator
- Community Homeless Services, Human Services Dept.
- Cultural Affairs Division-Public Art Program, Econ & Workforce Dev. Dept.
- Environmental Services Division, Oakland Public Works Dept.
- Office of the Mayor
- Planning Bureau, Planning & Building Dept.
- Dept. of Transportation
- Dept. of Violence Prevention

This program is looking for cultural strategists who come from communities historically under-represented in City government policymaking. Please help us by identifying your demographic information as fully as possible.

Demographic Information: Race/Ethnicity (check as many as apply) *

- Asian/Asian American Black/African/African American Latin American/Latinx Native American/Alaskan Native Native Hawaiian/Other Pacific Islander SWANA (SW Asian, North African) White Other Prefer not to state

Languages: If you are multilingual, please indicate what languages you have fluency in besides English. For example, Spanish: fluency in speaking and reading, and basic writing skills.

Demographic Information: Sexual Orientation

- Heterosexual/straight LGBTQA+ Prefer not to state

Demographic Information: Gender Identity *

- Female Male Transgender Female Transgender Male Non-binary Other Prefer not to state

Demographic Information: Disability *

- Identify as disabled Do not identify as disabled Prefer not to state

Check the DISCIPLINES that most closely represent your strongest work
Check the DISCIPLINES that most closely represent your strongest work *

- Architecture/Design
 - Costuming/Regalia
 - Dance/Movement
 - Foodways
 - Inter-/Multi-disiplinary
 - Literature/Poetry/Spoken Word
 - Media Arts (audio, video/film, interactive)
 - Music - Instrumental
 - Music - Vocal
 - Theater/Storytelling
 - Visual Arts
 - Traditional/Heritage Practices
 - Arts Education
 - Presenting/Event Production
 - Community History
 - Other
-

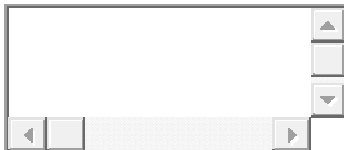
STATEMENT OF QUALIFICATIONS

1. Why do you want to be a Cultural Strategist in Oakland City government? What do you wish to contribute? What do you wish to learn? *

A rectangular text input field with a light gray border. On the right side, there are three small square buttons stacked vertically, with the top one containing an upward-pointing triangle and the bottom one a downward-pointing triangle. On the bottom side, there are four small square buttons: a left-pointing triangle, a solid gray square, a right-pointing triangle, and a solid white square.

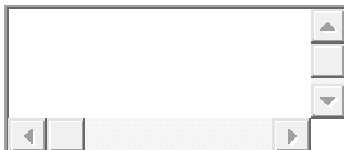
Enter up to 300 words.

2. Describe the relevant cultural, artistic, and/or other forms of knowledge and skills you bring to the project you have chosen. Please address the desired qualifications named in the case statement you chose.

A rectangular text input field with a light gray border. On the right side, there are three small square buttons stacked vertically, with the top one containing an upward-pointing triangle and the bottom one a downward-pointing triangle. On the bottom side, there are four small square buttons: a left-pointing triangle, a solid gray square, a right-pointing triangle, and a solid white square.

Enter up to 500 words.

3. Which Oakland communities are you a part of and have you worked most deeply in? Describe your relevant experience in engaging with diverse kinds of people and communities.

A rectangular text input field with a light gray border. On the right side, there are three small square buttons stacked vertically, with the top one containing an upward-pointing triangle and the bottom one a downward-pointing triangle. On the bottom side, there are four small square buttons: a left-pointing triangle, a solid gray square, a right-pointing triangle, and a solid white square.

Enter up to 500 words.

4. Provide some ideas you would want to pursue related to the project described in the case statement you chose.

Enter up to 500 words.

5. Describe any additional characteristics that make you a good fit for the project you chose that you have not already addressed in your application.

Enter up to 200 words.

Upload Work Samples

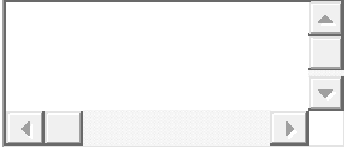
Please submit samples of work that best demonstrate your qualifications for addressing the proposed project. One sample could be sufficient, but if you work in multiple formats, submit enough to help us best assess your qualifications. You may submit a total of **FOUR** work samples in a variety of formats. No more than three videos may be submitted. No more than three audio samples may be submitted. Up to ten digital images maybe submitted in total, and will count as one work sample if other formats are submitted. Up to ten pages of a written sample (for example, poetry, prose, or an excerpt of a report, manual, curriculum sample, etc.) will count as **ONE** work sample, and no more than three written samples may be submitted.

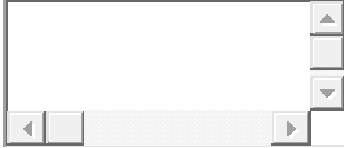
Video Work Sample Option

Complete the following information for each video sample you add to your application. Of your total of four work samples, you may submit no more than three video samples. Upload your video to YouTube, Vimeo, or a private server, and paste the Embed code below. Please include the date the presentation was created, title of the piece (if applicable), and a brief description of what will be viewed and why it is relevant. You may have a link to a clip of up to 5 minutes or give a cue of 5 minutes in length (indicate the cue in the description).

Embed Code (Video 1)

Date (Video 1) MM / DD / YYYY

 Enter up to 20 words.

 Enter up to 100 words.

ETC.

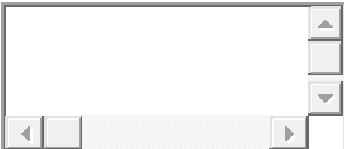
Audio Work Sample Option

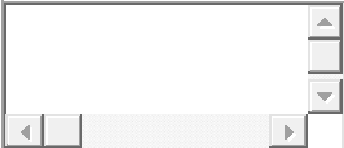
You may submit up to three (3) audio samples of up to five (5) minutes in length each. Upload an MP3 audio file. Please be patient with the Upload as large files can take up to 5 minutes to post. Note: the file must have an extension of .mp3 and must be under 15mb. Please make sure that there are no spaces or special characters in your file name (DO NOT use the following characters: ? ! " ~ / < > * , ; : \$ % # & "?).

Audio Upload (1)

Upload a file

Date (Audio 1) MM / DD / YYYY

 Enter up to 20 words.

 Enter up to 100 words.

ETC.

Literary Work Sample Option

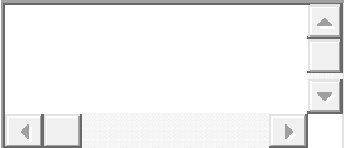
Upload a PDF or Zip file up to 10 pages in length. Please be patient with the Upload as large files can take up to 5 minutes to post. Note: the file must have an extension of .pdf or .zip and must be

under 5mb. Please make sure that there are no spaces or special characters in your file name (DO NOT use the following characters: ? ! " ~ / < > * , ; : \$ % # & "?).

Literary Upload (Text 1)

Upload a file

Date (Text 1) MM / DD / YYYY

Description (Text 1)  Enter up to 100 words.

ETC.

Images Work Sample Option

All images must be saved in JPEG format at 72 dpi. Make the longest side of your image no more than 1920 pixels. Please make sure that there aren't any spaces or special characters in your filename. DO NOT use the following characters: ? ! " ~ / < > * , ; : \$ % # & "?.

Complete the following information for each image you add to your application. You can submit up to 10 files. Be patient in between uploads, as they may take time to load. Add your Images in the order you want them to appear in your application.

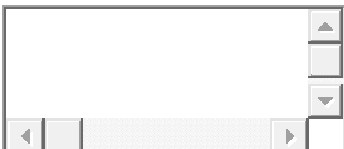
Images File (Image 1)

Upload a file

Artist Title Medium (if applicable)

Date (if applicable) MM / DD / YYYY

Dimensions (if applicable) (Width" x Height")

Description (Image 1)  Enter up to 100 words.

ETC.

Additional Attachments

Attachment A: Resume *

Upload a file

Upload a resume/CV not to exceed three pages. Click Choose File button above to upload your resume (Word document, PDF or zip). Note: The file must have an extension of .pdf or .doc or .zip, and must be under 350kb. Please do not use spaces or the following characters in your file name: ? ! " / < > * , ; : \$ % # &

Attachment B: References *

Upload a file

Upload a document with a list of up to three work references for whom you have performed similar or relevant work - include: client name, position, organization, email, phone number, and a brief description of work done (e.g., consulting or commission) or working relationship (if an employee). Click Choose File button above to upload your file (Word document or PDF). Note: The file must have an extension of .pdf or .doc, and must be under 500kb. Please do not use spaces or the following characters in your file name: ? ! " / < > * , ; : \$ % # &

Contact support@dobt.co if you have any technical questions about this online application form.

AFRICAN AMERICAN MUSEUM AND LIBRARY AT OAKLAND, OAKLAND PUBLIC LIBRARY

MISSION: The African American Museum and Library at Oakland (AAMLO) discovers, preserves, interprets, and shares the historical and cultural experiences of African Americans in Northern California for present and future generations.

PROJECT DESCRIPTION: AAMLO's long-term exhibition, *Visions Toward Tomorrow: The African American Community in Oakland, 1890-1990*, consists of thirty (30) panels that combine photographic images with texts and eight (8) interactive stations with audiovisual recordings of citizens talking about building community—families, neighborhoods, houses of worship, schools, and businesses, even while fighting for justice and freedom.

AAMLO must re-conceptualize *Visions* as a more engaging, hands-on installation (replete with additional artifacts and documents) that contributes to the appreciation of the Black community's role in building Oakland. By addressing neglected dimensions of *civic memory* in the construction of the city's landscape, AAMLO accomplishes two objectives as an agent of change. First, it fosters the development of *cultural competency* while acknowledging the need for *cultural humility* in all citizens. And second, it promotes a greater sense of commitment for equity and inclusion.

AAMLO must develop an educational plan for *Visions*, inclusive of: a) a roster of interpretive priorities, b) a training module for staff, c) a complement of pre- and post-visitation packets, lesson plans, and activity sheets to share with visitors from schools, and d) "experience" boxes (that may be borrowed by school educators). AAMLO will strengthen its value by designing all pedagogical materials in accordance with the California State Board of Education standards for elementary, middle, and high school students with a focus on three areas: history and social sciences, English language arts, and visual arts.

ISSUE/OPPORTUNITY: AAMLO will continue to be a comfortable "haven" for scholarly researchers. But by making needed changes to *Visions*, it will provide more democratized access to its archival collection to students as well as adults who are lifelong learners (but not academic researchers).

By re-conceptualizing *Visions*, AAMLO seeks to be the premier choice that is relevant, inspiring, thought provoking, and accessible among the plethora of Bay Area cultural offerings, and designated as a pedagogically-engaging classroom or school field excursion. Cultivating this competitive edge, AAMLO hopes to gain greater equity of access to the schools' availability for education enhancements.

DESIRED SILLS AND QUALIFICATIONS: The Cultural Strategist with a multifaceted skill set will serve as a "thought partner" assisting staff in envisioning how to:

- Enliven facets of African American history and culture in Oakland;
- Develop and install an engaging and interactive exhibition experience; and
- Design curriculum materials for elementary, middle, and high school students in three areas: history and social sciences, English language arts, and visual arts.

TIMEFRAME: The project will run for a twelve-month period equivalent to one fiscal year.

For information on the African American Museum and Library at Oakland (A Branch of the Oakland Public Library), visit: www.oaklandlibrary.org/aamlo.

CITYWIDE COMMUNICATIONS, OFFICE OF THE CITY ADMINISTRATOR

MISSION: The mission of the Citywide Communications Team is to ensure that all Oaklanders have access to the information that they need to participate in City programs and services, the opportunity to help shape the policies and programs that impact their everyday lives, and the support needed to be resilient in the face of crises and disasters.

PROJECT DESCRIPTION: In April 2016, the Oakland City Council adopted “Love Life” as the City’s official motto in memory of 16-year old Lo'Eshe Lacy. The motto serves as a mantra against violence and an affirmation of the value of life. Lo'Eshe in Nigerian Igbo means "love life," a rallying cry to embody Oakland love. The City Council has since directed City staff to incorporate the motto into all Citywide communications.

The Citywide Communications team has been working cross departmentally on developing messaging and imagery, as well as identifying existing and planned community-centered programs and initiatives that can be leveraged to help expand the understanding and association of the “Love Life” motto. However, in order for the “Love Life” motto to be understood and adopted by the community we acknowledge that it won’t work unless it is deeply rooted in the voice of the Oakland communities most impacted by violence.

ISSUE/OPPORTUNITY: We are seeking the support of a Cultural Strategist to build on our work to ensure that we are grounding the association of the motto in ways that resonate with the community. The Cultural Strategist will engage the community and our public partners in conversations to gather experiences and voices to help shape the meaning and association of “Love Life” and inform our messaging as well as assist in the development of a longer-term strategy.

DESIRED SKILLS/QUALIFICATIONS: We are looking to engage a Cultural Strategist that has experience in inclusive community engagement, marketing and communications, and who leads with curiosity and empathy. Ideal candidates would have experience working with Oakland’s diverse communities, navigating barriers to communications such as accessibility and language access, and helping bridge divides.

TIMEFRAME: We would like to begin as soon as possible. This is an ongoing initiative and we imagine working with a cultural strategist for approximately a year.

COMMUNITY HOMELESS SERVICES, HUMAN SERVICES DEPARTMENT

MISSION STATEMENT: The Human Services Department (HSD) promotes the health, education and well-being of Oakland families and adults by providing free programs and building strong communities through grassroots leadership and civic engagement. We collaborate with a diverse group of local organizations to eliminate racial disparities and to address the emerging needs of the community.

PROJECT DESCRIPTION: Serving and supporting our unhoused neighbors is a key area of work for HSD. Unhoused Oaklanders come from a variety of backgrounds and circumstances, but over 70% of the unhoused households are Black, and seniors are the most rapidly growing segment of the homeless population. All too often the trauma of being unhoused is compounded by community ignorance that can dismiss, judge, or simply ignore those living on the streets.

The goal of this project is to support resilience and promote healing for unhoused families and individuals who are experiencing the trauma of living without a permanent home. Each household has its own unique story and history. We know that being able to tell these stories and have them understood can be a basis for healing and helping families build resilience. We seek to work with a cultural strategist who can work with unsheltered households—with a focus on families and/or seniors—in some of our programs and to help us design cultural programming that can promote healing and resilience in conjunction with program services. We are open to programming in a variety of mediums, for example, visual art, music, writing, film, heritage practices such as foodways, etc. HSD is seeking a Cultural Strategist who can help inform, guide, and pilot the program design for this project. (The [100 Families Project](#) and the inspiration behind [the Lullaby Project](#) sparked the idea for this CSIG project.)

ISSUE/OPPORTUNITY: The Human Services Department serves communities that face a variety of challenges every day. The global pandemic has added additional stress and trauma for the more vulnerable members of our community—for example, ones who have lost family members or jobs, are recent immigrants, or are undocumented. We seek a Cultural Strategist who can help us incorporate relevant cultural practices into our work in order to deepen the support provided to the households we serve and help to lift up the internal strengths that keep them going.

DESIRED SKILLS AND QUALIFICATIONS:

- Be knowledgeable and empathic to homelessness and challenges of low income communities
- Have culturally affirmative arts and/or facilitation practices
- Knowledge of racial equity and trauma-informed systems work
- Have expertise in storytelling and communication/engagement strategies
- Demonstrate patience, encouragement, and support to guide discussion and reflection

TIMEFRAME: The initial project will start at the beginning of 2022 and work will run through the end of the year.

For more information about HSD's Community Homeless Services, visit:

<https://www.oaklandca.gov/topics/community-housing-services>

**CULTURAL AFFAIRS DIVISION-PUBLIC ART PROGRAM,
ECONOMIC & WORKFORCE DEVELOPMENT DEPARTMENT**

MISSION: The City of Oakland's Public Art Program commissions original works of art for public spaces throughout Oakland. The program enriches the City's visual environment, integrates the creative thinking of artists into new construction projects, and provides a means for residents and visitors to enjoy and experience the cultural diversity of Oakland. Public Art projects are funded through a 1.5% allocation from all eligible City of Oakland capital improvement projects, eligible grant revenue as well as private contributions. Additionally, the Public Art Program oversees compliance with the Oakland requirements for Public Art on Private Development.

PROJECT DESCRIPTION: To work with the Public Art Program to creatively enhance its outreach, recruitment, and professional development activities for emerging and established Oakland BIPOC artists in order to grow the range of eligible artists for public art projects and build a broader sense of belonging among diverse communities in the public landscape. The project may include study and analysis of past artists' trainings, tools, and resources in order to develop new, artist-centered resources—such as documents, online and social media-friendly road maps, mentorships, trainings on how to submit competitive applications or work with contractors, insurance brokers, City officials, and others typically involved in public art projects. Examples of existing resources include the [Oakland Public Art ordinances and program guidelines related to artist-initiated, public works and private development projects; previous project case studies and City's past Public Art how-to-apply resources; Oakland Public Art Advisory Committee \(PAAC\) minutes and agendas; 2021 NorCal PAAN Public Art Webinars;](#) and the [Americans for the Arts Public Art Network resources](#).

ISSUE/OPPORTUNITY: The Cultural Affairs Division has an ongoing need to enhance the racial and cultural range of the pool of Oakland artists with the skills to tackle public art projects—ones that often have complex skill and knowledge requirements (for example, experience working with engineers, fabricators, public agencies, and in processes with community input).

DESIRED SKILLS/KNOWLEDGE: Knowledge of the public art field and a general understanding of how City-funded public art projects are implemented are desirable. Solid ties to Oakland BIPOC communities and strong communications skills are critical for this work.

TIMEFRAME: Approximately one year. The program will issue a new call for artists for a pre-qualified public arts pool in 2022. Ideally, workshops or other artists' training and communications tools could be utilized during artist recruitment. Alternatively, professional development tools could be shared with artists once shortlisted for upcoming opportunities.

For more information on current Oakland Public Art projects, visit: <https://www.oaklandca.gov/topics/current-public-art-projects>

ENVIRONMENTAL SERVICES DIVISION, OAKLAND PUBLIC WORKS

MISSION: The mission of Oakland Public Works is to maintain, improve, and preserve Oakland’s infrastructure and environment for the residents, businesses, visitors, and future generations of every neighborhood in our diverse city. Within OPW, the Environmental Services Division (ESD) leads Oakland’s efforts on climate, sustainability, energy, environmental remediation and stewardship, and zero waste.

PROJECT DESCRIPTION: The cultural strategist will support one or both of two critical efforts at the crossroads of climate, resilience, and environmental justice: **building electrification** and **waste sorting/reducing single-use plastics**. Oakland’s [2030 Equitable Climate Action Plan](#) (ECAP) and the companion [Racial Equity Impact Assessment](#) (REIA) identify specific frontline communities for these and other climate equity initiatives. Frontline communities are geographies or demographics that face intersecting vulnerabilities to the impacts of climate change, new policies, and shifting economies. They are disproportionately Black, Latinx, Indigenous, immigrant and refugee, disabled, housing-insecure, and/or facing other barriers. With existing climate equity work as a starting point—including the ECAP, REIA, and 2018 [Equity Indicators Report](#)—the cultural strategist will:

- Provide guidance about cultural norms and touchpoints that should anchor outreach in frontline and harder-to-reach communities, including BIPOC, immigrants, and linguistically-isolated communities;
- Identify key messages, framing, and effective communication strategies for each target community, attending to key concerns, barriers, cultural needs, ways of understanding, and optimal platforms;
- Create template messages, engaging information campaigns, and other innovative outreach approaches for the initiative(s) in two or more frontline communities.

ISSUE/OPPORTUNITY: ESD’s initiatives and Oakland’s ECAP stand at the intersection of culture, technology, and economy. While we work to attack the causes and ameliorate the impacts of the climate crisis through a justice lens, we do so within the constraints of public awareness and behavior, product affordability, and competing needs. Our staff understand the intersectional nature of the work; however, generating key messages and behavior change campaigns that resonate with frontline communities remains a monumental challenge.

The two initiatives with the greatest need for culturally-sensitive messaging are:

1. **Building Electrification:** Efficient, all-electric buildings, powered by a clean electric grid, reduce emissions and are a top ECAP priority. Using natural gas in buildings increases likelihood of asthma and other diseases, and increases risk of fire and explosions. Oakland is pursuing a methodical transition away from gas for all existing buildings in Oakland by 2040, with “guardrails” to ensure that families and small businesses avoid cost increases, displacement, or insurmountable disruptions. The work will involve replacing gas appliances with efficient electric alternatives in all homes and buildings, upgrading electrical systems, increasing efficiency, and installing solar and energy storage.
2. **Waste Reduction and Appropriate Sorting:** A new statewide law mandates correct sorting of solid waste and requires local government to impose fines on residents and businesses for incorrect sorting. The goal is to eliminate disposal of organic waste in the landfill to reduce acute climate pollutants. All Oaklanders need to be motivated to shift behavior toward correct waste sorting and reduction of single-use plastics.

DESIRED SKILLS AND QUALIFICATIONS: The ideal CSIG will have some awareness of and passion for sustainability, climate change, and/or zero waste principles. They will have experience designing effective campaigns for awareness of complex topics and/or behavior change. They will have at least some knowledge of two or more of the most disproportionately impacted communities in Oakland (Black, Latinx, Immigrant/Refugee, extremely low income, etc.).

ESTIMATED TIME FRAME: The efforts described have launched, community outreach is ongoing, and locally-targeted outreach needs to ramp up quickly. This position can start ASAP, and last for a year or more.

OFFICE OF THE MAYOR

MISSION: To advance educational equity and transform systems so they work better for our students, families, and educators, by leveraging our unique position in the Mayor's Office to transform systems that have traditionally underserved certain populations to advance educational equity across Oakland.

PROJECT DESCRIPTION: We created AssistHub to ensure that everyone can easily discover and obtain the public benefits available to them. AssistHub is a technology product that unlocks economic opportunity by making it easier for families to find and claim public assistance online.

The pandemic has shown that in moments of crisis, public benefits like the child tax credit and SNAP (Supplemental Nutrition Assistance Program, formerly known as food stamps) can be a lifeline for people in need. However, several challenges—including the stigma of accessing benefits and systemic barriers for poor and Black, Indigenous and People of Color (BIPOC) communities—can make it difficult to access the support they need. As a result, an estimated \$60 billion in public assistance benefits goes unclaimed every year. AssistHub is determined to change this through a three-pronged approach: 1) raising awareness of resources, 2) clarifying confusing processes, and 3) overcoming stigmas and prior negative experiences. We welcome the opportunity to work with a cultural strategist to conduct research (e.g., examine how organizations like UpTogether, Upsolve.org and ImmigrationHelp.org communicate similar concepts), develop messages or storytelling campaigns that will be empowering to individuals and families, and/or create approaches that will make our tools more inviting and accessible to under-served communities.

ISSUE/OPPORTUNITY: Individuals can feel ashamed or judged for accessing public benefits. Some feel distrustful of sharing sensitive information with the government. Others still don't know what resources are available to them or how to access them. We know that reducing these barriers can lead to more people getting the resources they need—for example, through a platform like AssistHub. What might be the best strategies to break down these barriers—whether they are ones in the minds or capacities of community members or those of us in City government? How can these stakeholders work together to eliminate access barriers? What modes or messages would help individuals feel empowered by their decisions to access benefits? How can digital mediums like social media, newsletters, and the website be used more effectively?

DESIRED SKILLS/QUALIFICATIONS: Ideally a cultural strategist will have:

- knowledge and fluency in racial equity and social justice approaches
- experience working with communities historically underserved by the public sector
- skills in crafting resonant stories, messages, images, etc. for these communities
- interest in/understanding of public service and some of the pros and cons of public sector work

TIMEFRAME: The AssistHub site launched in March 2020 and has delivered personalized checklists to over 23,000 Californians across the state. There is an urgent need to connect Oaklanders to needed services. We hope to find a cultural strategist as soon as possible and work through 2022.

To learn more about AssistHub, visit: <https://www.assisthub.org/> and by

- watching [our 1-minute commercial](#)
- listening to [our 3-minute call to action](#); and
- listening to [this 30-minute podcast](#) episode covering AssistHub.

PLANNING BUREAU, PLANNING AND BUILDING DEPARTMENT

MISSION: The Planning and Building Department (PBD) oversees the City's growth and development to ensure that projects in the City support the health and welfare of all Oaklanders. The PBD creates policy guidance on development, linking land use, transportation, economic development, housing, public spaces, cultural arts, and social equity. The department also reviews, approves and monitors development applications, administers regulations, and works with other departments and public agencies in furtherance of its mission.

PROJECT DESCRIPTION: PBD seeks a Cultural Strategist to help its staff and other Oaklanders develop a deeper understanding of the history and daily experience of Oakland's diverse neighborhoods and communities. The proposed project is for the strategist to develop a series of culturally-sensitive educational and relationship-building tours or an equivalent to help staff and community members get to know Oakland's diverse neighborhoods, its residents and their stories. The project should:

- Draw attention to the City's *equity priority neighborhoods* (see the Department of Transportation's [Geographic Equity Toolbox](#))
- Highlight each neighborhood's built environment, its history and the stories of the residents who live there now and lived there in the past
- Enable City staff and Oaklanders from across Oakland's neighborhoods to learn about the character, culture, and environment of each neighborhood
- Help City staff build relationships with neighborhood residents, business owners, artists, culture makers and other community leaders.

PBD envisions this potentially as a series of tours: resident-led, in-person walking tours and "DIY" versions of the tours using a range of platforms or media options (a DIY tour could use emerging tools such as augmented reality, but a low-tech option should also be available). PBD is also open to other creative proposals that would achieve the same goals.

ISSUE/OPPORTUNITY: Oakland consists of diverse neighborhoods. Planning and Building staff, while a fairly diverse group, many of whom live in Oakland, do not fully represent the various neighborhoods and communities that they serve throughout Oakland. Often there is a racial, economic, language or cultural disconnect between the experiences of the City's planners, building staff and its residents. To plan for the future of the community requires not only community participation in the process, but deeper understanding of the history and daily experience of the Oakland community, its various cultural groups and particularly its Black, Indigenous and other residents of color. Hearing the stories and seeing the streets where residents experience Oakland will help planners understand the assets, needs and aspirations of the community, particularly necessary as the City works on several key planning initiatives citywide that will have impacts on communities and residents' daily lives.

DESIRED SKILLS AND QUALIFICATIONS: The Cultural Strategist should:

- Have familiarity with Oakland's neighborhoods
- Have or be able to develop strong connections with neighborhood and community leaders and organizations
- Be able to develop relevant, publically-accessible content for print and electronic media
- Be thoughtful about furthering racial equity and sensitive to power dynamics and the potential for unintended consequences

TIMEFRAME: This project will begin as soon as possible and conclude by August 2022.

For more information about the Planning and Building Department, visit <https://www.oaklandca.gov/departments/planning-and-building>

DEPARTMENT OF TRANSPORTATION

MISSION: The Oakland Department of Transportation (OakDOT) advances a vision of equity, accessibility, vibrancy, and safety for all of Oakland’s residents, visitors, and businesses.

PROJECT DESCRIPTION: OakDOT is focused on partnering with communities to design safe, accessible streets that facilitate public gatherings, placekeeping, and belonging. The public right of way has too often been used to prioritize the safety, comfort, and efficient movement of automobiles at the expense of pedestrians and other forms of transportation. OakDOT is committed to reclaiming a share of the public realm for the express purpose of prioritizing people walking, biking and taking transit, as well as community building in public space through gatherings, public activities, and local commerce.

OakDOT seeks a Cultural Strategist-in-Government to collaborate on and help build our capacity to develop more inclusive and equitable strategies for engagement and programming, for example, in the following capital projects: the [14th Street Safety Project](#), [East Oakland Neighborhood Bike Routes](#), and [7th Street Connection](#) (please click on links for more project details). OakDOT is also open to additional ideas, depending on the expertise and interests of the potential cultural strategist.

ISSUE/OPPORTUNITY: OakDOT is keen to build awareness of our blindspots and collaborate with communities often left out of planning, policy making, and project development, including BIPOC, LGBTQ, gender non-conforming, youth, and the disability communities.

DESIRED SKILLS AND QUALIFICATIONS: Ideally, the Cultural Strategist should:

- Be a skilled team player with cultural competencies for effective communication with relevant underrepresented communities
- Be poised to offer expertise and to provide policy, project, and protocol innovations
- Be skilled in contributing to multiple projects in a collaborative environment
- Be open to learning about the culture of OakDOT and working with transportation planners and engineers

TIMEFRAME: The project will start in early 2022 and the work of the Cultural Strategist will run for approximately a year, depending on the project with which they are engaged.

For more on OakDOT, visit: <https://www.oaklandca.gov/departments/transportation>

DEPARTMENT OF VIOLENCE PREVENTION

MISSION: The Department of Violence Prevention (DVP) was created by City Council legislation in 2017 with a mandate to use a public health, community-driven approach to achieve significant reductions in the following five areas: gun violence; intimate partner violence; commercial sex trafficking; trauma associated with cold cases; and community-level trauma.

PROJECT DESCRIPTION: *Putting out Fires and Fireproofing:* The DVP has the responsibility of “putting out fires” by reducing the number of homicides and other violent acts in Oakland. This is done using intervention activities that interrupt the violence being committed by the small percentage of the population in DVP’s priority geographic areas. Simultaneously, DVP has the responsibility for “fireproofing” by using prevention activities that build community cohesion and a sense of belonging as a protective factor against violence. The cultural strategist will be a key collaborator in the development of preventive activities in Community Healing and Town Nights programs.

Oakland is one of the most diverse places in the world with rich cultural practices and traditions. Town Nights creates a multi-generational space to explore and share such practices with the neighborhood residents where they take place. DVP will engage a cultural strategist as a thought partner and collaborator in the development and implementation of culturally-competent art forms including but not limited to drumming, singing, and dancing as a vehicle to promote community cohesion, belonging, and connections to ancestral traditions.

ISSUE/OPPORTUNITY: *The Public Health Lens:* The DVP views violence as a communicable disease that disproportionately infects individuals and families living in communities with underlying conditions that include, but are not limited to: historical structural racism; chronic economic disparities; absence of quality health care; scarce educational opportunities; and early and pervasive contact with the criminal justice system, including police. However, domestic and international communities with high levels of vulnerabilities confirm that the violence in those communities is committed by a small percentage of the population. This is the case in cities like Oakland, Los Angeles, Chicago, and Baltimore as well as in municipalities of Honduras, Guatemala, and El Salvador.

DESIRED SKILLS AND QUALIFICATIONS:

Desired Qualifications:

- Able to work effectively in multicultural Black and Brown communities
- Proven ability to develop and implement cultural strategies as a vehicle for social change
- Proven ability to work as part of a multi-disciplinary team that includes artists and policy makers
- Proven ability to communicate effectively

Highly Desired Qualifications (any one of the three):

- Expertise in culturally-specific traditional drumming styles
- Expertise in culturally-specific traditional dancing styles
- Expertise in culturally-specific traditional singing styles
- Expertise in culturally-specific art forms other than drumming, singing, and dancing.

TIMEFRAME: The work with the cultural strategist will run during FY 2022-2023 (perhaps sooner) and possibly into 2023-2024.

For more information about the DVP’s strategic plan and funded activities, visit:

<https://www.oaklandca.gov/departments/violence-prevention>