



**CITY OF OAKLAND
PUBLIC SAFETY AND SERVICES
OVERSIGHT COMMISSION
REGULAR MEETING AGENDA
MONDAY, APRIL 25, 2022
6:30 PM
Via Teleconference**

Oversight Commission Members:

Sydney Thomas (D-1), *Omar Farmer (D-2)*, **Vice Chairperson:** Paula Hawthorn (D-3),
Vacant (D-4), Nikki Uyen T. Dinh (D-5), **Chairperson:** Carlotta Brown (D-6),
Billy G. Dixon (D-7), Michael Wallace (Mayoral), Beth H. Hodess (At-Large)

Pursuant to the Governor's Executive Order N-29-20, members of the Safety and Services Oversight Commission, as well as City staff, will participate via phone/video conference, and no physical teleconference locations are required.

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PROVIDE PUBLIC COMMENT: There are three ways to make public comment within the time allotted for public comment on an eligible Agenda item.

- Comment in advance. To send your comment directly to the Commissioner's and staff BEFORE the meeting starts, please send your comment, along with your full name and agenda item number you are commenting on, to Tonya Gilmore @ tgilmore@oakland.ca.gov. Please note that eComment submissions close one (1) hour before posted meeting time. All submitted public comment will be provided to the Commissioners prior to the meeting.

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• By Video Conference. To comment by Zoom video conference, click the “Raise Your Hand” button to request to speak when Public Comment is being taken on an eligible agenda item at the beginning of the meeting. You will then be unmuted, during your turn, and allowed to participate in public comment. After the allotted time, you will then be re-muted. Instructions on how to “Raise Your Hand” are available at: <https://support.zoom.us/hc/en-us/articles/205566129>, which is a webpage entitled “Raise Hand In Webinar.”

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If you have any questions about these protocols,
please e-mail Tonya Gilmore, at tgilmore@oaklandca.gov.

Data system
RFQ update
Credible messenger
Org Chart Memo shared with VPC

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***Each person wishing to speak on items must raise their hands via ZOOM
Persons addressing the Safety and Services Oversight Commission shall state their names and
the organization they are representing, if any.***

| ITEM | TIME | TYPE | ATTACHMENTS |
|---|--|------------------|--|
| 1. Call to Order | 6:30 PM | AD | |
| 2. Roll Call | 5 Minutes | AD | |
| 3. SSOC – AB 361 Resolution | 5 Minutes | A | Attachment 3 |
| 4. Approval of Meeting Minutes A. March 28, 2022 | 5 Minutes | A | Attachment 4 |
| 5. Open Forum | 15 Minutes | I | |
| 6. Measure Z Evaluation RFQ Update | 5 Minutes | I | |
| 7. Creation of the Strategic Planning Ad Hoc Committee – Commissioner Farmer | 30 Minutes | A | Attachment 7 |
| 8. Department of Violence Prevention A. DVP Database B. RFQ update C. Credible messenger D. Org Chart Memo shared with VPC | 20 Minutes 20 Minutes 15 Minutes | I I I I | Attachment 8 A Attachment 8 B Attachment 8 C Attachment 8 D |
| 9. Police Commission Ad Hoc Committee on OPD Community Policing Update - Commissioner Farmer | 5 Minutes | I | |
| 10. Schedule Planning and Pending Agenda Items | 10 Minutes | I | |
| 11. Adjournment | 1 Minute | A | |

**A = Action Item I = Informational Item AD = Administrative Item
A* = Action, if Needed**

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email tgilmore@oaklandca.gov or call (510) 238-7587 or (510) 238-2007 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico a tgilmore@oaklandca.gov o llame al (510) 238-7587 o al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.

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**OAKLAND PUBLIC SAFETY AND SERVICES
OVERSIGHT COMMISSION**

RESOLUTION NO. 4-25-22 - 1

ADOPT A RESOLUTION DETERMINING THAT CONDUCTING IN-PERSON MEETINGS OF THE PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION AND ITS COMMITTEES WOULD PRESENT IMMINENT RISKS TO ATTENDEES' HEALTH, AND ELECTING TO CONTINUE CONDUCTING MEETINGS USING TELECONFERENCING IN ACCORDANCE WITH CALIFORNIA GOVERNMENT CODE SECTION 54953(e), A PROVISION OF AB-361.

WHEREAS, on March 4, 2020, Governor Gavin Newsom declared a state of emergency related to COVID-19, pursuant to Government Code Section 8625, and such declaration has not been lifted or rescinded. See <https://www.gov.ca.gov/wp-content/uploads/2020/03/3.4.20-Coronavirus-SOE-Proclamation.pdf>

WHEREAS, on March 9, 2020, the City Administrator in their capacity as the Director of the Emergency Operations Center (EOC), issued a proclamation of local emergency due to the spread of COVID-19 in Oakland, and on March 12, 2020, the City Council passed Resolution No. 88075 C.M.S. ratifying the proclamation of local emergency pursuant to Oakland Municipal Code (O.M.C.) section 8.50.050(C); and

WHEREAS, City Council Resolution No. 88075 remains in full force and effect to date; and

WHEREAS, the Centers for Disease Control (CDC) recommends physical distancing of at least six (6) feet whenever possible, avoiding crowds, and avoiding spaces that do not offer fresh air from the outdoors, particularly for people who are not fully vaccinated or who are at higher risk of getting very sick from COVID-19. See <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>;

WHEREAS, the CDC recommends that people who live with unvaccinated people avoid activities that make physical distancing hard. See <https://www.cdc.gov/coronavirus/2019-ncov/your-health/about-covid-19/caring-for-children/families.html>;

WHEREAS, the CDC recommends that older adults limit in-person interactions as much as possible, particularly when indoors. See <https://www.cdc.gov/aging/covid19/covid19-older-adults.html>;

ITEM #3

WHEREAS, the CDC, the California Department of Public Health, and the Alameda County Public Health Department all recommend that people experiencing COVID-19 symptoms stay home. *See* <https://www.cdc.gov/coronavirus/2019-ncov/if-you-are-sick/steps-when-sick.html>;

WHEREAS, persons without symptoms may be able to spread the COVID-19 virus. *See* <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>;

WHEREAS, fully vaccinated persons who become infected with the COVID-19 Delta variant can spread the virus to others. *See* <https://www.cdc.gov/coronavirus/2019-ncov/vaccines/fully-vaccinated.html>;

WHEREAS, the City's public-meeting facilities are indoor facilities that do not designed to ensure circulation of fresh / outdoor air, particularly during periods of cold and/or rainy weather, and were not designed to ensure that attendees can remain six (6) feet apart; now therefore be it:

WHEREAS, holding in-person meetings would encourage community members to come to City facilities to participate in local government, and some of them would be at high risk of getting very sick from COVID-19 and/or would live with someone who is at high risk; and

WHEREAS, in-person meetings would tempt community members who are experiencing COVID-19 symptoms to leave their homes in order to come to City facilities and participate in local government; and

WHEREAS, attendees would use ride-share services and/or public transit to travel to in-person meetings, thereby putting them in close and prolonged contact with additional people outside of their households; now therefore be it:

RESOLVED: that the Public Safety and Services Oversight Commission finds and determines that the foregoing recitals are true and correct and hereby adopts and incorporates them into this Resolution; and be it

FURTHER RESOLVED: that, based on these determinations and consistent with federal, state and local health guidance, the Public Safety and Services Oversight Commission determines that conducting in-person meetings would pose imminent risks to the health of attendees; and be it

FURTHER RESOLVED: that the Public Safety and Services Oversight Commission firmly believes that the community's health and safety seriously and the community's right to participate in local government, are both critically important, and is committed to balancing the two by continuing to use teleconferencing to conduct public meetings, in accordance with California Government Code Section 54953(e), a provision of AB-361; and be it

FURTHER RESOLVED: that the Public Safety and Services Oversight Commission will renew these (or similar) findings at least every thirty (30) days in accordance with California

ITEM #3

Government Code section 54953(e) until the state of emergency related to COVID-19 has been lifted, or the Public Safety and Services Oversight Commission finds that in-person meetings no longer pose imminent risks to the health of attendees, whichever is occurs first.

SAFETY AND SERVICES OVERSIGHT COMMISSION

SSOC created by the Public Safety and Services Violence Prevention Act of 2014

DRAFT REGULAR MEETING MINUTES

MONDAY, MARCH 28, 2022 - 6:30 PM

VIRTUAL ZOOM MEETING

ITEM 1. CALL TO ORDER

Meeting was called to order at 6:32pm by Vice Chair Hawthorn

ITEM 2. ROLL CALL

Present: Commissioner Omar Farmer
Commissioner Paula Hawthorne
Commissioner Michael Wallace
Commissioner Billy Dixon
Commissioner Beth Hodess

Excused: Chairperson Carlotta Brown
Commissioner Sydney Thomas
Commissioner Nikki Dinh

3. SSOC - AB 361 Resolution – Roll Call – All Approved

4. Approval of Meeting Minutes

- a) **January 24, 2022** - Motion to approve Vice Chair Hawthorn, 2nd by Commissioner Farmer – Commissioner Hodess abstained - all approved
- b) **February 28, 2022** - Motion to approve Vice Chair Hawthorn, 2nd by Commissioner Farmer – all approved

5. Open Forum – 2 Minutes – 7 speakers

6. Measure Z Evaluation RFQ -Review of RFQ Process and Scope of Work from Urban Institute – Staff Gilmore presented the DRAFT Scope of Work from Urban Institute and Subcontractor Urban Strategies Council on the Evaluation of DVP Programs and Services and OPD Geographic Policing, Community Policing, And Special Victims Services' Programs –

SAFETY AND SERVICES OVERSIGHT COMMISSION

DRAFT REGULAR MEETING MINUTES

MONDAY, MARCH 28, 2022 - 6:30 PM

1 Public Speaker – Jess Sand – Open Oakland requested that the Data collected be accessible to the public. DVP staff, J. Linchey responded that the DVP staff has a meeting scheduled with Open Oakland and the possibility can be explored.

SSOC reviewed the scope and motion made by Commissioner Hodess and 2nd by Vice Chair Hawthorn – All Approved

7. Department of Violence Prevention

- a) **Measure Z 4th Quarter 2020-2021 Expenditure Report – M.**
Wang, DVP Administrative Services Manager provided an overview of the submitted Expenditure Report from the 4th Quarter of 2020-2021. Commissioner Hodess asked about the costs for Administrative staff and Direct Services – M. Wang responded that Direct Service staff costs are higher.

Commissioner Wallace – asked about the Grantees and types of services that are being funded. Staff Gilmore noted that the expenditure report being presented is based on “current” grantees. Additional information on the sub-strategies – Mathematica Score Card will be provided to all Commissioners.

Motion to approved submitted report by Vice Chair Hawthorn and 2nd by Commissioner Wallace. All Approved

Item Out of Order

- c) **Program and Services RFQ Update – DVP Chief Cespedes** provided information on the status of the RFQ awards and noted that due to the appeal process, limited comment could be provided. Update will be provided to the SSOC at the April 25, 2022 Regular Meeting.

Vice Chair Hawthorn asked if funding amounts are different that previous funding cycles on behalf of the SSOC would like a justification as to why.

Commissioner Wallace asked if it was correct that no DVP scored the RFQ submissions. Volunteers with professional experience were recruited by the DVP to review and score all submissions. Chief Cespedes stated that the DVP staff is now reviewing the scores based on Appeals.

SAFETY AND SERVICES OVERSIGHT COMMISSION

DRAFT REGULAR MEETING MINUTES

MONDAY, MARCH 28, 2022 - 6:30 PM

Vice Chair Hawthorn noted that the Scoring was done by volunteers but the decision on funding was done by DVP staff

Vice Chair Hawthorn asked if funding amounts are different than previous funding cycles on behalf of the SSOC would like an explanation or justification as to why at the April meeting.

Public Speakers – 2 minutes – 12 Speakers

In addition, Jess Sand from Open Oakland requested from the DVP

- 1 - Demographic data of Review Panel
- 2 - Training provided to Review Panel
- 3 – Actual Scoring of the Review Panel

Vice Chair Hawthorn requested that the information be provided to the SSOC at the next meeting.

Commissioner Farmer asked if the DVP adopted 3 recommendations from the RPST on Gender Based Violence. Chief Cespedes responded yes and can provide funding amounts.

- b) **New structure of DVP personnel** – Organization Chart presented by M. Wang, DVP Administrative Services Manager and DVP Chief Cespedes.

- 8. **Jess Sand of Open Oakland** - Provided an update on Status and Plan for Measure Z (2014) Funding Public Safety – understanding Measure Z's impact in Oakland - Attachment 8 in the Agenda Materials.
- 9. **Michael Holland** – a member of the Reimagining Public Safety Task Force (RPST) provided information on Verified Alarm Response - Recommendation #53 for Verified Response Standard for Dispatch of Patrol Officers to Burglary Alarms. Included as Attachment 9.
- 10. **Police Commission Ad Hoc Committee on OPD Community Policing Update** - Commissioner Farmer provided an current update on the status of the Community Policing policy and notified SSOC Commissioners on the date of the meetings – link website provided - <https://www.oaklandca.gov/topics/community-policing-ad-hoc-committee>

SAFETY AND SERVICES OVERSIGHT COMMISSION

DRAFT REGULAR MEETING MINUTES

MONDAY, MARCH 28, 2022 - 6:30 PM

- 11. Creation of the Strategic Planning Ad Hoc Committee – Commissioner Farmer – Moved to the April 25, 2022 Regular SSOC meeting.**

- 12. Schedule Planning and Pending Agenda Items**
 - a) Strategic Planning Ad-Hoc Committee
 - b) DVP Program and Services RFQ update
 - c) Transition to In-House Direct Services

- 13. Adjournment – Motion to Adjourn by Vice Chair Hawthorn, 2nd by Commissioner Dixon @9:43pm**

SSOC Strategic Planning ad hoc

Objective

Everyone here is a subject matter expert in their particular field. My goal is to tap into your knowledge and experience

Combining our ideas into strategic plans that develop into recommendations could provide the community with improved Measure Z outcomes

Whether we decide to focus on some or 1 of these items, or decide as a group to go in a completely different direction, either works for me

Sample Statement of Purpose

To implement long and short term strategies associated with Measure Z objectives and generate the development of additional recommendations or improvements

Potential Enabling Objectives

1. **911 Improvement strategies**
2. **Providing support for CRO & CRT activities**
3. **Detailed Ceasefire analysis**
4. **Community Engagement practices**

911 Goal Example

- **Decrease the 96% rate of 13,000 false alarms annually**
 - **Raise the standard for responding to 11,000+ Suspicious Incident calls**
 - **Potentially improve Fire Dept turnout times**
 - **Increased efficiency to joint violent crime incidents**
 - **911 Call Center in accordance with Calif OES standards**
 - **Decrease the 6,000 calls regarding GBV annually**
-

Potential Action Items

- **Verified Response implementation**
- **Sponsor a Suspicious Incident or Racial Profiling Ordinance**
- **Clarify whether NFPA 1710 standard is 7 or 4 min. 90% of the time or more?**
- **Correspond and collaborate w/ OFD Battalion Chief, in charge of training**
- **Grand Jury recommendation, spreadsheet implementation tracking**
- **Recommend an increased investment into GBV prevention**

CRO & CRT Goal Example

- Improved CRO recruitment and training
 - More CRO problem solving activity
 - Better understanding of CRT activities
-

Potential Action Items

- Track Instagram scandal recommendation implementation
- Request feedback from Watch Change requests
- Collaborate with CRO's on development of community training
- Use increases in FTE hrs from 911 strategies to close officer deficits
- Review tasking matrix to find out if they're still known as CRT's

Ceasefire Goal Example

- **Discuss potentially recommending it to be a department-wide strategy**
-

Potential Action Items

- **Discuss recommending creation of a department-wide policy**
- **Track implementation of Procedural Justice III course**
- **Request anonymous success story reports to illustrate positive outcomes**
- **Collaborate on the development of in depth public statistics that elaborate on how it reduces crime**

Community Engagement Goal Example

- **Re-engage with the community on Measure Z and the purpose of the SSOC, so our neighbors can make more informed decisions**
-

Potential Action Items

- **Participate in OPC ad hocs**
- **Discuss the SSOC at our respective NCPC meetings**
- **Co-create joint CPAB, OPC, or other Commission recommendations (e.g. DPS viability, FTE devoted to call analysis from BAC)**
- **Host district specific meetings when allowed**
- **Create inter-faith feedback meetings or listening sessions**

6 Meeting Example

| | | |
|-----------|--|--|
| 1. | Brainstorming: outline respective Commissioner goals. Preview short & long term plan examples | <ul style="list-style-type: none">• Work on Suspicious Incident/RP Ordinance (ongoing)• Attend Verified Response meetings (ongoing) |
| 2. | Brainstorming: discuss merits of pre-existing recommendations. Review goals and potential strategic plans | <ul style="list-style-type: none">• Request 911 Call Center Update to SSOC• Attend NCPC meetings |
| 3. | Discuss NCPC feedback Prioritize goals and recommendations. Draft a long and short term strategic plan. | <ul style="list-style-type: none">• Request CRO & CRT documents• Attend NCPC meetings |
| 4. | Discuss CRO & CRT documents Discuss 911 call center update Review SI/RP Ord & VR rec | <ul style="list-style-type: none">• Request Turnout Time & Training report to SSOC• Request Ceasefire documents |
| 5. | Discuss CRO & CRT documents Discuss Ceasefire documents Finalize SI/RP Ord & VR rec | <ul style="list-style-type: none">• Request GBV prevention report |
| 6. | Discuss GBV Prevention Program Discuss OFD Turnout analysis Discuss Ceasefire documents | <ul style="list-style-type: none">• Present Suspicious Incident/RP Ordinance to SSOC• Present CRO & CRT recommendation to SSOC• Present final VR rec to SSOC |

Questions?



CITY OF OAKLAND

Social Solutions Global, Inc. Data Management System

City of Oakland Department of Violence Prevention

Public Safety and Services Oversight Commission Meeting
April 25, 2022



Resolution Title

Adopt A Resolution Authorizing The City Administrator To:

Waive the Local and Small Local Business Enterprise Program (L/SLBE) and the Competitive Bid Process and Award a Five-Year Contract From May 1, 2022 To June 30, 2027 With Social Solutions Global, Inc. For The Development Of A New Data Management System and Annual Licensing And Technical Assistance Fees For a Total Amount Not To Exceed Five Hundred Thirty-Three Thousand Fifty-Six Dollars (\$533,056)



L/SLBE Waiver Request

- The DVP requested an availability analysis from the Department of Workforce and Employment Standards (DWES).
- The DWES identified 4 certified firms using the NAICS code of “518210 – Data Processing, Hosting, and Related Services,” but the identified firms did not respond to emails from the DWES inquiring about whether the firms could perform the requested services.
- The DWES determined that based on the lack of response from the 4 certified firms, the L/SLBE Program’s 50% requirement should be waived for this contract.



L/SLBE Waiver Request

Additionally, the companies identified through the DWES's availability analysis do not perform the services required by the DVP.

| Company | Primary Services |
|------------------------------------|---|
| TULUM Innovative Engineering, Inc. | Wireless communications and electrical services |
| AEKO Consultant | Internet infrastructure, data mining, data migration |
| Acumen Building Enterprise, Inc. | Transportation, infrastructure management, and technical communications |
| TJC and Associates, Inc. | Electrical and structural design engineering |



Waiver of Competitive Bid Process

- Social Solutions Global, Inc. produces the only high-quality data management system (Apricot) that is uniquely developed for social service agencies and used by many other violence prevention agencies within CA and across the country
- The DVP is in the process of awarding program contracts to at least 40 community-based organizations that will begin on July 1, 2022, as well as a contract with a vendor that will evaluate Measure Z programs and services beginning on July 1, 2022.



DVP Need

The DVP currently uses Cityspan for its data management system, which it has used since 2006.

There are significant deficits with the Cityspan system that prevent the DVP from adequately collecting and analyzing all service delivery data.



DVP Need

Cityspan is unable to perform the following functions pertaining to **individual service delivery**:

- Track outreach efforts with potential clients prior to enrollment, including date, method, and result of each contact
- Track multiple program enrollments for a single client
- Allow staff to make program or service referrals for clients to outside organizations and track referral acceptance
- Detect and resolve duplicate client entries
- Track client progress on individual life map goals



DVP Need

Cityspan is unable to perform the following functions pertaining to **shooting and homicide response**:

- Automatically notify staff of shooting and homicide incidents that require a response
- Track data on deployment, assessment, and response activities
- Allow for mobile data entry in the field
- Allow for communication within the system between members of the response team to coordinate activities



DVP Need

Cityspan is unable to perform the following functions pertaining to **system and data management**:

- Modify data system fields or functions by DVP staff
- Flag and prompt the correction of missing or incomplete data
- Present up-to-date data to DVP staff and grantees through visually-appealing dashboards
- Allow for automated communication between other grantee data management systems & the DVP's data management system to reduce double data entry



Search for a New System

The DVP solicited quotes from 3 companies for the following services:

- Development of data management system (One-time cost)
- Provision of ongoing licenses and technical assistance (Annual cost)
 - Licenses for 150 users
 - Initial user training
 - Ongoing technical assistance and support for DVP staff and grantee staff



Search for a New System

| Company | Annual license and technical assistance fees | System development cost | Contingency cost | 5-year contract amount |
|-------------------------------|--|-------------------------|------------------|------------------------|
| Social Solutions Global, Inc. | \$90,411 | \$71,000 | \$10,000 | \$533,056 |
| Salesforce | \$58,548 | \$173,700 | \$10,000 | \$476,440 |
| Microsoft Dynamics | \$9,300 | \$1,053,000 | \$10,000 | \$1,109,500 |



DVP Selection: Social Solutions

The DVP selected Social Solutions Global, Inc. as its preferred data management vendor for the following reasons:

- The Social Solutions' system was designed specifically for social service providers, including local governments and non-profits.
- Social Solutions provides the easiest-to-use and most visually appealing user interface.
- Many similar agencies contract with Social Solutions, including:
 - 5 grantees currently funded by the DVP (e.g. EBAYC)
 - Oakland Unified School District
 - Multiple offices of violence prevention (e.g. Stockton)
 - Multiple national violence prevention agencies (e.g. Roca)



DVP Selection: Social Solutions

The DVP selected Social Solutions over Salesforce for the following reasons:

- The maintenance and administration of a Salesforce system requires very specialized training and would likely require the DVP to hire an additional staff person or contract with a Salesforce consultant on an ongoing basis.
- The Salesforce interface was significantly more complicated to use for DVP staff.
- Salesforce does not specialize in social services and local government.

Thank You



Photo by Derick Daily on Unsplash

150 FRANK H. OGAWA PLAZA, SUITE 4212 • OAKLAND, CALIFORNIA 94612
Department of Violence Prevention (510) 238-2916

MEMORANDUM

TO: Safety and Services Oversight Commission (SSOC)
FROM: Guillermo Cespedes, Chief, Department of Violence Prevention
DATE: April 19, 2022
SUBJECT: Update on DVP RFQ and Funding Announcement for FY 22-23

PURPOSE

The Department of Violence Prevention (DVP) is nearing completion of the Request for Qualifications process, and this memo provides an update on the process, responses to the inquiries from the March 28, 2022 SSOC meeting, and anticipated next steps. During the May session of the SSOC, the DVP staff will present the funding recommendations for Fiscal Year 2022-2023 for review.

TIMELINE FOR RFQ AND AWARDS

For the first time, instead of a Request for Proposals, the DVP developed and released a Request for Qualifications (RFQ) for a two-year funding cycle, beginning July 2022 and potentially, extending to the end of the Safety and Services Act funding period (December 2024).

Key dates include:

- RFQ release – December 10, 2021
- Proposals due – February 3, 2022
- Review Period- February 4 to March 18, 2022
- Notification of Applicants- March 21, 2022
- Appeal Process- March 21 – ongoing
- Grant recommendations – May 2022 (SSOC); June 2022 (Committee); June 2022 (City Council)
- Contract start date – July 1, 2022

OVERVIEW OF RFQ SUBMISSIONS AND REVIEW PROCESS

As noted in the March 2022 memo to SSOC, the DVP received 87 applications from 45 agencies (with 27 sub-grantees/partner agencies) for the more than 20 activities, which, the DVP plans to contract with community partners to provide violence intervention and prevention services.

Recruitment and Training of Review Panelists: The DVP recruited 50- plus volunteers to read and score each application. Each review panel consisted of individuals with personal experience and/or professional experience relevant to the sub-strategy or activity. Panels included community members, public partner representatives, and violence prevention staff from other local governments, among others. Review panels were diverse in race, gender, and professional background. Following the request by SSOC for more details on the demographics of the reviewers, at the March 28, 2022, the DVP staff sent a survey to the review panelists and received responses from 28 reviewers. Of the responses received, 20 were female, 5 male and 3 non-binary, or other. (While not self-reported gender-identification, review of the list of the review panelists by the

DVP staff indicates 13 males and 37 females reviewed applications). The age and level of experience of those who responded to the poll indicates significant experience and expertise in their field. Most previously worked in government roles, followed closely by the non-profit sector, and a few were self-employed, or other. Fifteen reviewers identify as African-American, six as Asian, five as Latinx, one as Native American and six as White. (Respondents were allowed to choose more than one race so this number is greater than 28.)

All review panelists were trained via live or recorded webinar to orient them to the RFQ and review process. The training content included: an overview of the RFQ and funded activities (with a reminder to review the model included in Appendix A for any sub-strategy/activity assigned to the reviewer), the distinction between the RFQ and a Request for Proposals, the scoring matrix, and a tutorial on how to log on and record scores for each assigned application using the Cityspan reviewer portal. Reviewers received a copy of the attached slide deck and general instructions as well as the full RFQ. A recording of the training webinar can be viewed via this link: <https://us02web.zoom.us/rec/share/qq-sscfrlqoahtl0skC3tiasckcACQlyTXVuYLouGjT0x067v-YEhWzkCTVXBK7f.w0MdCqhkeiKCQzg7>

Criteria for Recommendations: The RFQ notified all applicants of the additional criteria or factors that DVP staff considered along with the review panel rankings in determining recommendations for award. These factors were listed on page 28 of the RFQ and include: location of services, services available to priority populations, alignment with the DVP Spending Plan and principles outlined in this RFQ, agency past performance, and reasonableness and feasibility of budget and activities. Application of the additional factors in past cycles has resulted in high-ranking agencies recommended for no funding, or less funding, than agencies ranked lower. Factors that contributed to final recommendations included geographic distribution of services, ability to serve specific populations, with language proficiency or innovative models to serve newcomers or undocumented youth.

Update on Funding Recommendations: The appeals process is ongoing for appeals received from four agencies challenging notifications of awards. At this time, the DVP is not able to address a few of the requests made by SSOC commissioners at the March 28, 2022 meeting, including the complete list of funding recommendations and comparison currently funded organizations. Of note, in past funding cycles, agencies receiving Measure Y/Z funding in one cycle were not recommended for the same level of funding in the subsequent funding cycle. This includes agencies that were awarded less funding or were not recommended for any funding at all. Explanations for this change in funding amount have included: the agency ranked lower than recommended agencies, agency chose not to apply, or shifts in the City's strategic investments.

NEXT STEPS IN PROCESS

Following resolution of the appeal process, final recommendations will be included in the May agenda packet for consideration by the SSOC. This packet will include the aggregate scores for all qualified applicants in each activity/sub-strategy, requested on March 28, 2022.

The DVP anticipates approximately \$8 million in Measure Z/Safety and Services funding, a mix of projected Fiscal Year 2022-23 revenue and reserve funds, will be awarded in Fiscal Year 2022-23. These funds account for approximately 42% of the funding for community-based providers and will be directed at contracts for the gun/group/gang activities for youth and adults that are clearly defined in the legislation, such as violent incident crisis response, interruption, life coaching and employment. The remaining contracts for prevention, gender-based violence and community healing activities will be funded through Reimagining Public Safety/General Purpose Funds, that constitute roughly 58% of the funds directed to community-based providers. As previously discussed, the SSOC has oversight for funds collected under Measure Z. As such, the recommendations will be provided to SSOC in two separate memos, with the Measure Z/Safety and Services act funding recommendations presented as an action item, and the recommendations for spending Reimagining Public Safety/General Purpose Funds, as an informational item.

Department of Violence
Prevention
FY2022-2024 Funding Cycle

**REQUEST FOR
QUALIFICATIONS**

For Violence Prevention and Intervention Services
in the Following Strategies:

GUN/GROUP/GANG VIOLENCE RESPONSE

GENDER-BASED VIOLENCE RESPONSE

COMMUNITY HEALING AND RESTORATION

RFQ ISSUE DATE: DECEMBER 10, 2021

PRE-PROPOSAL CONFERENCE: JANUARY 11, 2022

ONLINE PROPOSALS DUE: February 3, 2022 BY 5:00 PM

NOTE: SUBMIT (2) HARD COPIES BY FEBRUARY 4, 2022 AT 1:00 PM



DVP

DEPARTMENT OF VIOLENCE PREVENTION
CITY OF OAKLAND

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

250 Frank Ogawa Plaza, Sixth Floor
Oakland, CA 94612

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INTRODUCTION

CITY OF OAKLAND RFQ INTRODUCTION

This Request for Qualifications (RFQ) is being issued by the City of Oakland's Department of Violence Prevention (DVP).

Voluntary Pre-proposal (Bidder's Conference) Meeting Date and Time:

The DVP will host one pre-proposal conference to share information and answer questions and a networking event to assist interested applicants in forming partnerships.

- Pre-proposal Meeting: Tuesday, January 11, 2022 from 2:00 to 5:00 p.m. Via Zoom webinar- <https://us02web.zoom.us/j/81305107736>

Questions Deadline: Wednesday, January 26, 2022; All questions must be submitted via email to OaklandDVP_RFQ@oaklandca.gov

Proposal Submittal Deadline Date and Time:

- Online submittals due in **Cityspan by Thursday, February 3, 2022 by 5:00 p.m.**
- Two (2) **hard copies** are also due by **Friday, February 4, 2022 by 1:00 p.m.** to Department of Violence Prevention offices at 250 Frank Ogawa Plaza, Sixth Floor Oakland, CA 94612

iSupplier Registration: Contractors who wish to participate in the RFQ process are required to register in iSupplier to receive addenda, updates, announcements, and notifications of contracting opportunities:

<https://www.oaklandca.gov/services/register-with-isupplier>

New applicants should allow three (3) business days for approval to access bid documents through iSupplier. For assistance, contact: isupplier@oaklandca.gov.

City Contracting Requirements: The Contractor shall be required to comply with all applicable City programs and policies outlined in **Appendix B**. Details are presented in this document and will be discussed at the pre-proposal meeting.

Contact Information: The following City staff are available to answer RFQ questions.

Project Manager: Jessie Warner at OaklandDVP_RFQ@oaklandca.gov

Contract Administration: Jasmine Chan at jchan@oaklandca.gov

Contract Compliance Officer: Sophany Hang at shang@oaklandca.gov

L/SLBE Certification and Preference Points: Applicants are strongly encouraged to apply for certification with the City Contract Compliance Division as a Local, Small and Very Small Local Business Enterprise (L/S/VSLBE). Certified applicants may receive preference points. To apply for certification, visit: <https://www.oaklandca.gov/services/local-business-certification>

DEPARTMENT OF VIOLENCE PREVENTION INTRODUCTION

The Department of Violence Prevention is pleased to release the Request for Qualifications (RFQ) for the July 2022 through June 2024 funding cycle. The Department of Violence Prevention (DVP) administers violence intervention and prevention services in Oakland using funding from the Public Safety and Services Act of 2014 (Safety and Services Act), as well as other funding dedicated to similar goals.

The City seeks qualified agencies to form a network of community providers and system partners who strive together to support people at the center of violence. This RFQ covers the funding strategy areas outlined in the **Department of Violence Prevention FY 2022-2024 Spending Plan**, available online at: <https://www.oaklandca.gov/departments/violence-prevention>.

All applicants are strongly encouraged to read the Spending Plan and all relevant appendices in this RFQ before starting the application process.

Grant Term: Grants awarded through this process will be for an initial one-year period, July 1, 2022 to June 30, 2023, which can be renewed for a second year based on grant performance and availability of funds. City Council approves all grant awards and renewals and may choose to extend grants beyond the anticipated two-year funding cycle dependent on the City's needs and available funding.

Funding Amount: The total projected amount available for grant awards through this RFQ is approximately \$20 million annually. Fund projections are subject to change. Funds from the Safety and Services Act and City General Purpose Funds may be supplemented by other funds that become available during the grant term for similar violence intervention services.

ABOUT THE SAFETY AND SERVICES ACT

When it comes to promoting safety and healing in Oakland, residents have supported a shared approach: one that strengthens people and communities at the center of violence through a combination of intensive services and focused policing practices. In 2014, Oakland voters passed Measure Z, the Public Safety and Services Violence Prevention Act (Safety and Services Act). The Act built on the lessons learned from the previous Measure Y, the Violence Prevention and Public Safety Act of 2004, to bolster a shared safety approach for the City.

The Safety and Services Act raises over \$27 million annually – \$2 million is set aside to improve fire response services, approximately \$15 million goes to the police department for specific violence reduction efforts, and approximately \$10 million funds violence intervention programs. The Act establishes a Public Safety and Services Oversight Commission (SSOC) to ensure proper spending of the funds and evaluation.

Collectively, these funds represent a major investment by Oakland residents in strategies to promote safety and healing in the City. The full text of the legislation can be found at: <https://cao-94612.s3.amazonaws.com/documents/Measure-Z-Reso-85149.pdf>

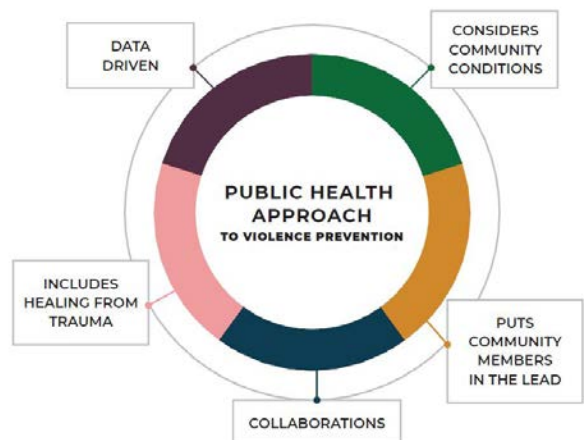
ABOUT DEPARTMENT OF VIOLENCE PREVENTION

The Department of Violence Prevention is charged with implementing violence intervention programs through direct services and funding to community-based organizations to serve people and families at the center of violence. The DVP focuses on the three forms of violence named in the Safety and Services Act: gun violence, family/domestic violence, and commercial sexual exploitation to address five public health mandates. Every two or three years, a spending plan is prepared to outline the strategies and services recommended for the next funding cycle. Strategy areas and services are based on community input and local and national evidence about what works to reduce violence.

| | |
|---------------------|--|
| DVP MANDATES | Reduce levels of: <ul style="list-style-type: none"> • gun violence • intimate partner violence • commercial sexual exploitation • family trauma associated with unsolved homicides • community trauma associated with violence |
|---------------------|--|

PUBLIC HEALTH APPROACH TO VIOLENCE INTERVENTION AND PREVENTION

A public health approach focuses on both, the root causes of violence and specific individual, peer, family, and community levels of violence. Public health uses data to understand how frequently violence occurs, when and where it occurs most, and who is most vulnerable of being impacted (both those harmed and those causing harm) and then engages community leaders in the collaborative development of community solutions to prevent violence, promote healing, and restore communities.



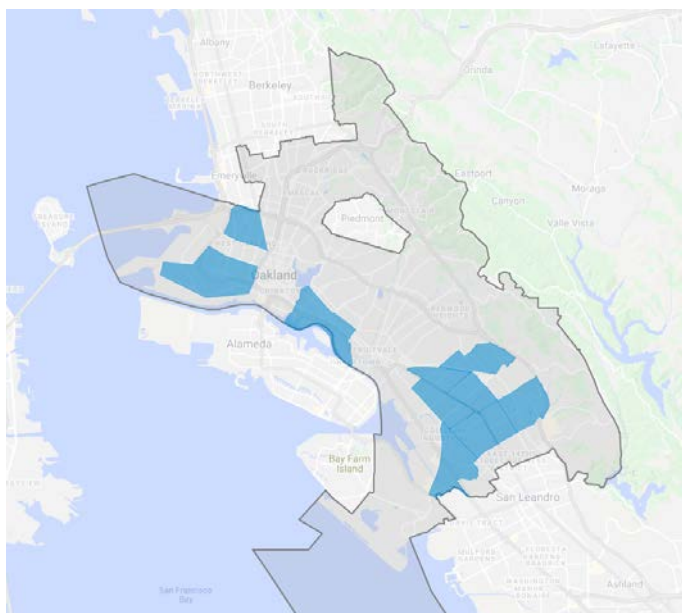
HOW THE DEPARTMENT OF VIOLENCE PREVENTION WILL APPLY THE PUBLIC HEALTH APPROACH

Based on available data, the DVP will apply the public health approach to:

- Focus on the **specific places** in Oakland **with underlying conditions** that generate the highest rates of violence;
- Support the **specific people** determined to be: at the center of violence, in-risk or at-risk for violence, and exposed/adjacent to violence;
- Direct interventions to the **individual, peer, family, and community levels**;
- Provide services at the **times and days of the week when violence occurs most**; and
- Reductions in the conditions described in DVP mandates will result.



The map below shows places, priority neighborhoods designated by the DVP, that experienced the highest rates of gun and gender-based violence over the past three years. The neighborhoods include portion of West Oakland, Central East Oakland and much of East Oakland, particularly south of High Street. Services should be directed to the residents of these neighborhoods and in most cases should be available during weekends and evenings when violence occurs most.



DVP FOCUS POPULATIONS, PLACES AND UNDERLYING CONDITIONS

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.

East, Central East and West Oakland have been hot spots for community violence. These neighborhoods have historically endured racism, economic insecurity and lack of job opportunities and new stressors like the lack of affordable housing, displacement and COVID have entered into the mix. These components have contributed to vulnerabilities to violence experience at the individual, family, peer and community levels.

Underlying conditions in these neighborhoods include:

- multi-generational trauma
- economic stress
- structural racism and sexism
- group or gang violence
- disproportionate criminal justice involvement; and
- exposure to high-levels of crime and violence

EXPOSED

AT RISK

AT THE CENTER

PROGRAM STRATEGIES OVERVIEW

Through direct service and coordination by DVP staff and funded-community based partners, the DVP network is prepared to deliver a comprehensive approach that aligns to the vulnerability levels of the community and, at times, overlaps to support community members at different vulnerability levels.

Services are delivered across three strategic investment areas:

- Gun/Group/Gang Violence Response,
- Gender-Based Violence Response, and
- Community Healing and Restoration.

The following chart provides a summary of projected allocations based on an estimated \$20 million in total available grant funding for FY 2022-2023. The City directs funding towards ten sub-strategies across the three strategic investment areas. Comprehensive descriptions of sub-strategies and models are provided in **Appendix A: Program Strategies** and in the **Department of Violence Prevention FY 2022-2024 Strategic Spending Plan**, available online at: <https://www.oaklandca.gov/departments/violence-prevention>

Successful applicants will be required to participate in coordinated efforts led by DVP staff with other funded agencies and key system partners (as outlined in Appendix A). Agencies will be expected to participate in training and technical assistance designed to build capacity and ensure fidelity to best practice service models. Additionally, funded agencies are required to collect data on program activities and participate in evaluation activities to inform continuous improvement and learning among the network.

Note on General Prevention: DVP focuses on preventing and reducing serious violence, particularly for those at the center of violence. While general prevention efforts aimed at youth exposed to or at-risk of violence, such as group-based youth development or after-school programs, are critical to the City's holistic violence prevention efforts, they are not extensively funded by DVP. The Oakland Fund for Children and Youth (OFCY) provides funding for these youth development efforts. Please see <http://www.ofcy.org> for more information on OFCY's upcoming funding opportunity.

DVP STRATEGIES OVERVIEW

| Strategy Area | Sub-Strategy | Activity | Priority Population ¹ | Estimated # Served ² | Estimated Annual Allocation | Estimated # Awards |
|---|--|--|---|---------------------------------|-----------------------------|--------------------|
| Gun/Group/Gang Violence Response | Violent Incident Crisis Response | Violence Interrupters | Youth, adults, and families at the center of gun violence, with a focus on young men of color between the ages of 14-35 and their loved ones | 1,800 individuals | \$10 million | 23-30 |
| | | Hospital-based Intervention | | | | |
| | | Family Support | | | | |
| | | Emergency, Temporary Relocation | | | | |
| | Youth Diversion and Youth and Adult Life Coaching | Youth Diversion | | | | |
| | | Youth Life Coaching | | | | |
| | | Adult Life Coaching | | | | |
| | Employment and Education Support Services | Youth Career Exploration and Education Support | | | | |
| | | Adult Employment and Education Support | | | | |
| | School-Site Violence Intervention and Prevention Teams | See specified activities for additional qualifications | | | | |
| Gender-Based Violence Response | Crisis Response | 24-Hour Hotlines | Youth, adults, and families affected by domestic/intimate partner violence, sexual violence, and/or commercial sexual exploitation, with a focus on women, girls, and people who identify as LGBTQI | 4,200 individuals | \$5 million | 12-19 |
| | | 24- Hour Bedside Advocacy and Accompaniment | | | | |
| | Housing | Emergency Shelter | | | | |
| | | Transitional Housing | | | | |
| | Wrap Around Services | Life Coaching | | | | |
| | | Legal Advocacy | | | | |

| Strategy Area | Sub-Strategy | Activity | Priority Population ¹ | Estimated # Served ² | Estimated Annual Allocation | Estimated # Awards |
|-----------------------------------|---|-------------------------------|--|---------------------------------|-----------------------------|--------------------|
| Gender-Based Violence Response | Wrap Around Services | Therapeutic Support | | | | |
| | | GBV Employment Support | | | | |
| | | Safe Space Alternatives | | | | |
| Community Healing and Restoration | Neighborhood and Community Teams with Town Nights | No Activities in this Section | Residents in West, Central East, and Deep East Oakland who are most affected by multiple forms of violence | 11,000 individuals | \$5 million | 9-14 |
| | Healing/ Restorative Activities | | | | | |
| | Therapeutic Supports | | | | | |
| | Community Capacity Building and Mini-Grants | | | | | |
| Total | | | | 17,000 individuals | \$20 million | 44- 63 |

1 – Refer to Appendix A for full description of each strategy.

2 – The intensity of services varies by program, with fewer participants served by more time-intensive services. See Appendix A for details.

APPLICATION PROCESS

ELIGIBILITY

Applicants must be either a public agency or be tax-exempt under section 501(c)(3) of the Internal Revenue Code. Applicants must upload an IRS statement certifying their organization’s nonprofit status. To obtain this letter, call IRS at 1-877-829-5500 (Note: in some cases, it can take over two weeks to obtain this form).

| Eligible to Apply |
|--|
| ✓ Nonprofits with 501(c)(3) status |
| ✓ Public Agencies |
| ✓ Entities fiscally sponsored by an eligible applicant |

Organizations that do not have 501(c)(3) status must apply using a fiscal sponsor. In this case, the fiscal sponsor is the applicant and, if a grant is awarded, would be the organization that contracts with the City of Oakland and is legally liable for all aspects of the contract including program implementation, fiscal management, and communication with the City regarding subcontractor or fiscal partner activities. A public agency must apply on its own behalf and may not use a fiscal sponsor.

Please see **Appendix B: Compliance with City Council Policies** for information on applicable City programs and policies that all funded agencies shall be required to comply with. Applicants who believe they may not be able to meet these contracting requirements should contact Contract Compliance to discuss options: Sophany Hang at shang@oaklandca.gov

TYPES OF APPLICANTS

Single Agency Applicants: A Single Agency Applicant is one agency applying for funding.

Collaborative Applicants: Collaborative Applicants are those where two or more agencies will partner to deliver services under a given sub-strategy. This category also includes Fiscal Sponsors. In any collaborative application, one agency must be designated as the “Lead Agency” who will contract with the City of Oakland if awarded. The Lead Agency must have the fiscal and management capacity to support subcontractors by issuing payments in a timely and professional manner, and providing program and fiscal oversight to sub-grantees.

For all collaborative applications, roles and funding amounts should be outlined in the narrative application sections and budget, and a Letter of Agreement (LOA) uploaded as an attachment in the “Relevant Experience” section of the application.

NUMBER OF APPLICATIONS

Applicants may submit one proposal per sub-strategy or activity as the Lead Agency/Single Agency Applicant.

An agency can submit more than one proposal, as long as the proposals are in different sub-strategies or activities and are for activities that are substantially different. Applicants submitting under multiple sub-strategies should describe the relationship between the services.

Applicants may submit a proposal for their own program (i.e. as a lead agency) and be a sub-grantee in a collaborative proposal within the same sub-strategy for a different activity, if the proposals are substantially different. Applicants will not be selected to receive funds as a single agency and as part of a collaborative for the same Activity.

- Application Submission Rules**
- ✓ One application per sub-strategy or activity
 - ✓ Multiple applications across strategies ok
 - ✓ Allowable to apply as both a lead agency and sub-grantee within a sub-strategy but not the same activity

FUNDING AMOUNTS AND REQUIREMENTS

FUNDING PERIOD

This RFQ represents a two-year grant cycle. The initial contract is for a one year period (July 1, 2022 through June 30, 2023) with the option to renew for a second one-year period based on fund balance, grant monitoring reports, and overall grant performance. The second grant period will run from July 1, 2023 through June 30, 2024 with possible extension to December 2024.

Applicants should note that grant payments will be based on performance and reimbursement of eligible expenditures, with the possibility of an advance at the start of the contract. Selected applicants will not receive their first disbursement of funds until they submit all required contract documents and contracts are fully executed, a process that can take 6-8 weeks.

FUNDING PARAMETERS

Each grant award amount will depend on the frequency of service, the amount of service, the number of people served and the range and depth of expertise provided. Please use the funding parameters outlined by sub-strategy in **Appendix A: Program Strategies**.

Indirect Costs are capped at 15%. The City strongly encourages applicants not to request funds that exceed 50% of the applicant’s current year overall organizational budget.

| | Funding Requirement |
|----------------------------------|--------------------------|
| Maximum Indirect Rate | 15% of DVP grant request |
| Minimum Match Requirement | 20% of DVP grant request |

Matching Funds: Applicants must demonstrate matching funds of at least 20% of the total requested funding amount. This match requirement can be met by contributions of cash and/or in-kind services, but must support the costs of the proposed program. If awarded, match funds must be secured by the third quarter of each contract year; City staff will verify.

Example: An organization is seeking \$100,000 from DVP for violence prevention activities. If awarded a \$100,000 grant, the organization would be held accountable for raising at minimum \$20,000 (20%) in matching funds.

Grantees may **NOT**:

- Apply the same match to more than one DVP grant;
- Use one DVP grant as a match for another (whether as a lead or sub-grantee).

Financial Statements and Audit Requirements: If funded, agencies with budgets over \$500,000 will be required to submit audited financial statements within the first grant year. Agencies with budgets under \$500,000 must submit CPA-reviewed Financial Statements within the initial year.

USE OF FUNDS

DVP funds are intended to serve people exposed to, at-risk for, and at the center of violence in Oakland, as outlined in **Appendix A**. Applicants will directly serve the intended populations using the approaches specified in each sub-strategy/activity.

Funds may NOT be used for:

- Maintenance, utilities, or similar operating costs of a facility not used primarily and directly by priority population (e.g., costs associated with an off-site office or location);
- Religious worship, instruction, or recruiting someone to join one's religion or faith; or
- Supplanting (displacing or replacing) services provided by other public funds.

PRE-PROPOSAL MEETING AND TECHNICAL ASSISTANCE

PRE-PROPOSAL MEETING

To provide general information and guidance to all potential applicants, the City will hold a Pre-Proposal Meeting (Bidders' Conference). All potential applicants are strongly encouraged to attend the Pre-Proposal Meeting.

Date: January 11, 2022, from 2:00 p.m. to 5:00 p.m.

Location: Virtual Zoom Webinar
<https://us02web.zoom.us/j/81305107736>

Questions and Answers from the Bidders' Conference will be posted on the Department of Violence Prevention website: Couldn't find legislation info in new DVP website:
<https://www.oaklandca.gov/departments/violence-prevention>

To facilitate collaboration, the City will also post the names of participants from the pre-proposal meeting as well as the names of agencies that submit the intent to apply form by the recommended due date (January 14, 2022) on the DVP webpage.

GENERAL TECHNICAL ASSISTANCE BY EMAIL

General Technical Assistance (TA) by e-mail begins December 10, 2021, and concludes January 26, 2022 at 5:00 p.m. E-mail TA questions to OaklandDVP_RFQ@oaklandca.gov.

This assistance answers questions about eligibility, funding parameters, and required information and documents for online submission. The assistance is not intended to provide advice on program design or agency qualifications. **All questions received and responses will be publicly**

posted to the Department of Violence Prevention webpage. No phone or in-person technical assistance will be provided by DVP staff. DVP will aim to provide a response within five business days to TA requests.

| IMPORTANT DATES | |
|---|---|
| Item | Date |
| Request for Proposals (RFP) Released | December 10, 2021 |
| General Technical Assistance by E-mail Available | December 10, 2021 – January 26, 2022 Responses posted on https://www.oaklandca.gov/departments/violence-prevention |
| Pre-Proposal Meeting (attendance strongly encouraged) | January 11, 2022 from 2:00 to 5:00 p.m. Held via Zoom, https://us02web.zoom.us/j/81305107736 |
| Intent to Apply Form | January 14, 2022 (recommended) Applicants must submit the intent to apply form to access the rest of the application in Cityspan; submission by January 14 is strongly encouraged. |
| <u>ONLINE PROPOSALS DUE</u> | February 3, 2022 by 5:00 p.m. Proposals submitted after the deadline will not be considered for review. |
| Hard Copy Proposals Due | February 4, 2022, by 1:00 p.m. 2 copies must be delivered to: 250 Frank Ogawa Plaza, Sixth Floor Oakland, CA 94612 |
| Preliminary Funding Recommendations | April 2022 |
| Written Appeals from Applicants Due | April 2022 |
| Oversight Commission Review of Funding Recommendations | April 2022 |
| City Council Review and Approval of Final Funding Package | May/June 2022 |
| Contracting and Negotiations Begin | June 2022 |
| Program Year Begins | July 1, 2022 (pending approval) |

OVERVIEW OF THE APPLICATION PROCESS

All applications must be completed and submitted online through the RFQ portal on Cityspan. The application will consist of the following steps, described in detail under the **Proposal Instructions** section of this RFQ:

- Step 1) Register and Log on to Application System
- Step 2) Submit Notice of Intent
- Step 3) Complete the Proposal Narrative
- Step 4) Complete Budget and Budget Narrative
- Step 5) Submit Proposal (online and hard copy)

PROPOSAL INSTRUCTIONS

STEP 1 – REGISTRATION

STARTING YOUR PROPOSAL

Applicants for DVP funding must submit proposals in the online Cityspan system, and must also submit two (2) hard copy proposals to be considered for funding. **Applications that are submitted only in hard copy will not be accepted.**

All applicants must:

- ✓ Submit their proposal in Cityspan
- ✓ Bring 2 hard copies to DVP Office

Applicants must **Register** (see instructions below) and complete the **Intent to Apply Form** to access the **Narrative** and **Budget** sections of the RFQ in Cityspan. The other steps can be entered and completed in any order you choose after completing the registration and notice.

Accessing Cityspan requires an internet connection. Some Apple/Mac computers may not read PDF documents created by the system accurately. If you experience problems while using an Apple/Mac, contact the Cityspan Help Desk.

Contact the **Cityspan Help Desk** at 866-469-6884 for all technical issues and questions regarding the online application system. Cityspan Help Desk will be available Monday – Friday, 8:00 a.m. to 5:00 p.m. Please do not contact Cityspan with questions about proposal content.

REGISTERING

Register for an RFQ account at: <https://www.youthservices.net/oakland/registration.asp>
Applicants must create an RFQ account in Cityspan, even if your agency currently receives funding from DVP or OFCY and uses the Cityspan system for grant management.

Applicants will create a unique user name and password for their agency. You will only need to create one username and account for your agency, even if your agency is submitting multiple proposals. To create an account for your agency, you must provide the organization's name, identify an agency contact, and provide the lead organization's tax identification number.

The contact person will receive the Cityspan account log-in information and is the individual the DVP will contact if we have questions regarding the submission. For each agency, a single user account should be shared between users at your agency.

LOGGING IN

The online application can be accessed at: <https://www.youthservices.net/oakland>. Provide your username and password to enter the Cityspan application system. If you have forgotten your account information, call the Cityspan Help Desk for assistance at: 866-469-6884 (toll-free) Mon-Fri, 8AM-5PM, PST. Applicants may enter the application over multiple sessions. Remember to save often and log out when you have finished a session.

STEP 2 – INTENT TO APPLY FORM

Applicants start their proposals by submitting a simple Intent to Apply Form. An intent to apply form must be submitted for each proposal before proceeding with the full application.

Applicants are strongly encouraged to submit intent to apply forms by January 14, 2022. To assist applicants in forming collaborations, contact information for all agencies who have submitted intent to apply forms by the recommended date, along with the strategy they may apply for, will be posted on the DVP website:

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

For each Intent to Apply form, please enter the following information in Cityspan:

- **Name of Applicant Agency.** The applicant is the organization or agency that will enter into the contract if the grant is awarded. Please use the legal name registered with the state of California.
- **Sub-Grantees:** If applying as a Collaborative, name all sub-grantee agencies or groups who will play a central role in service provision.
- **Strategy:** Select from Gun/Group/Gang Violence Response, Gender-Based Violence Response, and Community Healing and Restoration.
- **Sub-Strategy:** Select the appropriate sub-strategy under which the proposal will be submitted for funding consideration (see **Appendix A** for sub-strategy descriptions).
- **Activity:** Where applicable, select the activity under which your agency will provide services (see **Appendix A** for activity descriptions)
- **Type of Applicant.** Select whether the application will be submitted by a Single Agency or a Collaborative – see **Eligibility** section for details.
- **Proposal Contact.** The individual that DVP will contact if there are questions regarding the submission.

- **Executive Director Information.** Include contact information and agency's main address.

The Intent to Apply Form is non-binding, but applicants must be sure they have selected the correct sub-strategy, application type and activity before the final application is submitted.

Tip: Applicants who wish to change details in their Intent to Apply Form after it has been submitted can contact the Cityspan Help Desk at 1-866-469-6884 and request that it be unlocked.

STEP 3 – PROPOSAL NARRATIVE

The Proposal Narrative must include the following elements, presented in the order listed below. Each question will have its own text box with a character limit. **Cityspan will count spaces toward the character limit.** The character limits are provided only to serve as the maximum limit. Succinct responses are appreciated.

Reviewers will score proposal(s) based upon the adequacy and thoroughness of the response to the RFQ requirements and according to the following point system:

| Application Section | Points |
|-----------------------------|---------------|
| Agency Overview | (no points) |
| Relevant Experience | 30 |
| Qualifications | 35 |
| Project Approach | 25 |
| Budget and Fiscal Practices | 10 |
| TOTAL | 100 |

For more information regarding application scoring, see the **Evaluation of Proposals** section.

Tip: Agencies may wish to draft responses to the Narrative section in a word processing document and then cut and paste completed responses into Cityspan. Be sure to review your Cityspan text for accuracy, formatting, and character spacing.

AGENCY OVERVIEW (NOT SCORED- 0 POINTS)

Please provide responses to the following questions regarding your agency. If this is a collaborative proposal, please include named partner organizations in your responses and provide the requested information for collaborative partners as well.

1. What year was your agency founded? (4 characters)
2. How long has your agency been providing similar services in Oakland? (12 characters or less)
3. How long has the current Executive Director led the agency? (20 characters or less)

4. Please complete the charts (in Cityspan) to provide race/ethnicity and gender for leadership roles within your agency including Executive Director, Program Manager and Board of Directors.
5. For the sub-strategy, indicate the populations you intend to serve. (500 characters or less)
6. Select the neighborhood(s) of residence for the people your agency intends to serve (see Cityspan application portal for map of DVP priority neighborhoods and the list of neighborhoods to select from)

In this section, please **UPLOAD** the following attachments:

- ✓ **Copy of IRS Letter Certifying Tax Exempt Status (lead/single agency).** Refer to the Eligibility section for information on how to obtain a letter from the IRS.
- ✓ **IRS Form 990 (lead/single agency).** Provide a copy of your agency's most recently submitted IRS Form 990 or 990 EZ. If unavailable, please upload a document that provides an explanation of why.
- ✓ **Current Board of Directors List.** Please include names and affiliations of all current board members.
- ✓ **Required Contract Compliance Schedules.** Four schedules are **required** at submission, in addition to several more that are required by the City's Contract Compliance Division to ensure contractors follow a variety of ordinances and laws.
 - Schedule E: Project Consultant Team
 - Schedule I: Sanctuary City Contracting and Investment Ordinance
 - Schedule O: Campaign Contribution Limits (public agencies do not need to submit)
 - Schedule W: Border Wall ProhibitionTo receive preference points for having a local work force, applicants may also submit:
 - Schedule E-2: Oakland Workforce Verification Form (optional but strongly encouraged)

Tip: Each document can be uploaded in any format (e.g. word, pdf, excel, etc.) but cannot be over 20GB in size. Please save documents with simple, descriptive names such as "Agency Name_IRS Form 990".

RELEVANT EXPERIENCE (30 POINTS)

Please refer to the description of the Department of Violence Prevention's model, detailed for the sub-strategy/Activity in **Appendix A**, when responding to the following.

1. How does the Department of Violence Prevention model align with your agency's mission? (500 characters or less)
2. Describe your agency's experience implementing similar projects including a brief description of the program model. Provide at least three examples of similar projects. Projects can include either funded or unfunded past work. (2,500 characters or less)

3. Demonstrate your agency's connection to the people living in the neighborhood(s) identified as well as past experience implementing services in the neighborhood(s). (1,000 characters or less)
4. Describe your agency's experience collaborating with other agencies and systems partners. Please include referral pathways that will support the model and agency's ability to work with specific referral partners named in Appendix A. (1,500 characters or less)
5. Describe the way in which your agency will work across violence prevention strategies with other funded providers to implement the violence prevention model as described in Appendix A. (1,000 characters or less)

In this section, please **UPLOAD** the following attachments:

- ✓ **Letters of Support or Acknowledgement (LOS).** Please only include letters from required or recommended partners listed in Appendix A.
- ✓ **Letters of Agreement (LOA).** LOAs should be submitted for all partners that will receive grant funds and provide core services. All LOAs should include a description of the nature, history and extent of the partnership; responsibilities of each party (e.g. staffing, facilities, service delivery, data management); any funds being exchanged; and the signature of someone who has the organizational authority to enter the agreement.
- ✓ **Professional References.** Please provide three (3) professional references familiar with your work on similar projects in the chart provided for download in the Cityspan application portal.

QUALIFICATIONS (35 POINTS)

1. Provide a staffing plan for the model defined in Appendix A. Identify the person who will have primary responsibility for managing the program and discuss their experience managing similar projects. Provide information on how many people will be directly working on the project and briefly discuss their roles and qualifications. Include staff connections to the neighborhood(s) they are seeking to serve. If this proposal includes sub-grantees, describe key staff in the sub-grantee agencies, including their expected roles and connections to neighborhood(s) they are seeking to serve. (2,500 characters or less)
2. In this section, please upload a document that provides additional information about how agency meets Minimum Qualifications for the sub-strategy/activity and address how proposed staff will be supported, including supervision, and efforts to address vicarious trauma and overall wellness. (6,000 characters or less)
3. In this section, please upload a document that provides responses to Preferred Qualifications and/or Supplemental Questions (where applicable). (10,000 characters or less)

4. Describe your agency's practices around serving family, as defined by the participant, include any familiarity with the principles-of the DVP's ancestrally-informed approach. (1,500 characters or less)
5. Describe your agency's practices around tracking service data, including your experience with participant database systems, data collection protocols, and implementing data collection practices with fidelity. Please include the names of databases or data gathering tools used by your agency. If your organization does not use a database, please explain how you will ensure that staff are able to operate a database if funded. (750 characters or less)

In this section, please **UPLOAD** the following attachments:

- ✓ **Resumes.** Resumes of key staff members and/or brief job descriptions for unfilled or new positions. Please DO NOT include staff addresses or other confidential information.

PROJECT APPROACH (25 POINTS)

1. Please refer to Appendix A regarding the program model for this strategy. Please use the form titled *Activities and Outcomes Chart* to provide information about the key activities for the sub-strategy/activity as well as the approach and intended outcomes to demonstrate your agency's understanding of the model. (see Cityspan application portal to download the pdf and upload once the chart is completed)
2. Describe how your agency will recruit, engage, and retain participants in services. (500 characters or less)
3. Based on your understanding of the model described in Appendix A, demonstrate awareness of potential problems and provide possible solutions. (750 characters or less)
4. Describe your agency's process for assessing participant's risk include experience utilizing risk assessment tools. (500 characters or less)
5. Describe how your agency uses data and evaluation to inform program design and implementation. Give at least two examples of how your agency used rigorous data collection methods to inform decision making/program performance. (1000 characters or less)

In this section, please **UPLOAD** the following attachments:

- ✓ **Activities and Outcomes Chart.** Please download the fillable pdf provided in Cityspan to complete the chart.

BUDGET AND FISCAL PRACTICES (10 POINTS)

1. In this section, detail how your agency meets the Minimum Qualifications related to Fiscal and Grants Management including managing government contracts. (1,000 characters or less)

2. Please list the funding sources associated with your organization’s current budget.
 - a. If any sources are City of Oakland funds, both current and over past year, please list which City Department/Division the funding was received from. (see Cityspan application portal for chart)

Reminder: All applicants should review **Appendix B**, which details the requirements for contracting with the City of Oakland, and ensure your agency can meet the requirements.

STEP 4 – BUDGET

The program budget is an important component of your application that should be clearly linked to and support the model outlined in Appendix A, with reasonable and justifiable expenses for staffing and program costs. The proposed budget should project expenses for one program year: FY2022-2023 (July 1, 2022 to June 30, 2023) to serve 25 participants/families (unless otherwise specified).

This section also allows you to show the cost effectiveness and reasonableness of your agency’s proposed efforts and demonstrate how you will leverage other funds to complete the work. The proposed budget should reflect and support the activities and qualifications described in the Narrative section of your proposal. Please review **Appendix A** for any specific budget instructions or costs (e.g. wages, stipends, incentives, etc.) that are a required part of the model for the sub-strategy/activity you are applying for.

The budget section is organized in three columns in Cityspan:

- **DVP Funds Requested** is the portion of the total costs you are requesting from the DVP.
- **Projected Match** is the portion of the total program cost your agency will secure from other funding sources (must equal at least 20% of the total DVP fund request).
- **Total Project Budget** is the total amount needed.

Provide a narrative justification for each line item in the budget. In general, each **Budget Justification and Calculation** statement should describe, in as much detail as is required for clarity, what the specific item is, how the amount shown in the budget was calculated, and why the specific item is important.

DIRECT COSTS

Personnel: List all staff who will work directly on the project. This may include direct service staff and staff who supervise direct service staff.

- Create a separate line item for each individual staff position including the name of the position, full time equivalent (FTE) spent on the project, and annual salary.
- Please list all direct staff responsible for the success of the project, even if their salaries or wages are being covered by other matching funds, to demonstrate the total operating cost.
- Do not include administrative staff who do not provide direct supervision of line staff. Please account for these roles in your agency’s indirect cost allocation.

Example Justification: The Program Manager will plan and direct the day-to-day operations of the project. The base salary for the position is \$70,000. They will spend 0.5FTE on the program for a total program cost of \$35,000. The amount requested from DVP is \$25,000; \$10,000 will be provided as match.

Fringe and Benefits: This line item represents benefits (health, dental, etc.) as well as mandatory employment costs such as FICA, Social Security, SDI, and unemployment taxes. Enter in a numeric total for all fringe benefit costs paid by DVP funds and by your match. The total fringe amount is only for those personnel receiving benefits from your agency. In the Budget Justification, describe how your agency calculates Fringe and Benefits.

OTHER DIRECT COSTS

All items listed must directly benefit and support the operation of the project.

Direct costs that support the project include:

- **Equipment/Furniture:** Durable goods such as computers and furniture.
- **Facility Rental:** Pro-rated costs of space rental, utilities, building maintenance, and other occupancy costs directly needed for the project.
- **General Office Supplies:** Paper, pens, toner, or other reasonable program-related office supply expenses.
- **Professional Development:** Costs associated with professional development and training of direct service staff, such as workshop or seminar fees or training materials.
- **Program Supplies:** Food, event materials (e.g. banners, etc.), curriculum workbooks, and other program supply expenses that are required.
- **Telephone/Internet/Communications:** Mobile phone, telephone, internet, postage, and other communications costs related to the project.
- **Travel/Transportation:** Describe the purpose and calculation for all travel. Local travel estimates should be based on your agency's current policies. Any out-of-area travel needs should be carefully itemized and justified.
- **Other Direct Costs:** This item is available for agencies to include costs not named above that are necessary for the model (e.g. mini-grant funds). The budget justification should clearly identify the proposed expense in this line item.

Example Justification: Three Life Coaches will travel daily between our office and participant homes for supportive services. We have estimated that they will each travel 50 miles/week and our agency's mileage reimbursement rate is 57.5 cents/mile. $50 \times \$0.575 = \$28.75/\text{week}$. The total travel cost per year (50 weeks) is \$4,312.50. The amount requested from DVP is _____.

CONSULTANTS

This category is for individuals who provide special services in order to help operate the project, but who are not your employees nor are they sub-grantees who will operate a significant portion of the program. Indicate the name of the consultant and the specific services they will be providing, and basis for their fee. If you have not yet determined who your consultant will be for the needed service, you may state "Consultant TBD."

PARTICIPANT WAGES, STIPENDS, AND FLEXIBLE FUNDS

Participant Wages: This item is for programs that offer participants an hourly wage for experiential learning/internships or employment. Indicate the anticipated amount paid to each participant and the number of participants you anticipate will receive wages. Please note that all applicants are required to comply with the City of Oakland's minimum wage law, which changes each year on January 1.

Participant Stipends/Incentives: Describe what the stipend will be for, the amount of the stipend, and the number of participants you anticipate will receive stipends/incentives. Stipends are used to support participants and volunteers engaged in activities such as limited duration work experiences, and internships. If the model requires incentives to participants for attendance or for completing milestones, please indicate the type of incentive (cash, gift certificate, etc.) and the number of participants you anticipate will receive incentives.

Applicants seeking to provide Life Coaching should refer to the incentive/stipend guidelines outlined in **Appendix A**.

Flexible Funds: Flexible funds are encouraged in most DVP models to support basic needs of participants and residents.

Example Justification: Each participant will receive a gift certificate of \$100 following completion of a goal or milestone (25 participant X 100=\$2,500). The amount requested from DVP is _____.

SUB-GRANTEES

Sub-grantees are organizations that provide specialized services to help enhance your agency's capacity to deliver the project activities. For this section, list the name of each sub-grantee. For each sub-grantee, enter a line item budget using the same guidelines as the lead applicant budget. The budget justification should include what role each sub-grantee listed will be playing for the project.

Each sub-grantee must operate under a signed contract or Letter of Agreement. Any potential changes in sub-grantees' scopes of work and budgets should be brought to the City's attention before implementation. Sub-grantees should meet the same contracting requirements of the City of Oakland that are required of lead contracting agency. When there is a sub-grantee in the contract, it is the legal obligation of the lead agency to monitor the sub-grantee's progress

and to ensure accountability. However, City staff reserves the right to conduct file reviews and program observations of sub-grantee agencies.

INDIRECT COSTS

Indirect costs may be included that equal **up to 15%** of the total project budget amount.

Examples of allowable expenses in the indirect line item include: audit, bookkeeping, payroll/finance, facilities maintenance, fiscal sponsor costs, insurance, rent, storage, utilities, and allocated personnel costs (e.g. Executive Director's time or the time of any other staff member who works minimally on the funded program).

This line item does not need to be itemized, though a brief explanation should be included. However, if your grant is audited by the City of Oakland you must be able to document and justify indirect costs charged to this grant.

Example: If the agency's budget total is \$100,000 from DVP, the maximum indirect costs that can be requested is \$15,000.

STEP 5 – SUBMIT

ONLINE SUBMISSION

The final step to complete your online application is to click "**submit**" for each form in Cityspan. Please review the elements of your application including all uploaded files. Except for the Intent to Apply form, DVP recommends waiting until the entire application is complete before submitting each form. Once you submit a form, you will need to contact Cityspan to unlock the form in order to edit it: 1-866-469-6884.

After all the forms are submitted, enter the **Application Signoff** form for final confirmation of submission for your proposal. Once you "submit" your proposal signoff, your application will be submitted to the City.

ONLINE PROPOSAL DUE: THURSDAY, FEBRUARY 3, 2022, 5:00 PM

You must have completed and submitted all forms and uploads by 5:00pm, February 3, 2022. Cityspan will not accept proposals after this time. The City strongly encourages applicants to submit early enough to avoid any unforeseen technical issues.

HARD COPY SUBMISSION

Two (2) hard copies of each completed proposal package(s) must be delivered to the Human Services Department office. To print a copy of your complete proposal in Cityspan, please select the "**Application Summary**" – this will create a PDF file with all of the sections of your online proposal, not including attachments. *Attachments must be printed separately.*

Contract Compliance Schedules: Additional forms are required with hard copy submissions. These schedules are required by the City's Contract Compliance Division to ensure contractors follow a variety of ordinances and laws. The following are required at submission:

- Schedule E: Project Consultant Team
- Schedule I: Sanctuary City Contracting and Investment Ordinance
- Schedule O: Campaign Contribution Limits (public agencies do not need to submit)
- Schedule W: Border Wall Prohibition

To receive preference points for having a local work force, applicants may also submit:

- Schedule E-2: Oakland Workforce Verification Form (optional but strongly encouraged)

Electronic copies of these documents are included in the Cityspan sections where they should be uploaded and can also be downloaded from <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>. More details about required Contract Compliance schedules is available in **Appendix B**. Information about preference points is also available in the "Funding Recommendations" section.

HARD COPIES OF PROPOSALS DUE: FRIDAY, FEBRUARY 4, 2022 by 1:00 PM

Deliver to Department of Violence Prevention at:

250 Frank Ogawa Plaza, Sixth Floor, Oakland CA 94612.

Please come to the office during business hours of 9:00 a.m. to 1:00 p.m. Proposals that are mailed, e-mailed, or faxed will not be accepted.

CITY OF OAKLAND/DEPARTMENT OF VIOLENCE PREVENTION RIGHTS AND RESERVATIONS

By submitting an application, an applicant authorizes City of Oakland staff to verify any information it contains. At any time before a contract is issued, City staff may conduct site visits, interviews, and/or undertake other means to verify applicants' provision of services before making a final determination of grant awards. The City reserves the right to disqualify applicants whose applications present false, inaccurate, or incorrect information or are incomplete in any fashion.

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 an application. **Applications may be rejected for any of the following reasons:**

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

If an inadequate number of applications are received or the applications received are deemed non-responsive, not qualified, or not cost effective, the City may at its sole discretion reissue the RFQ.

All RFQ responses become the property of the City. To withhold financial and proprietary information, please label each page as "confidential" or "proprietary". 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 to disclose "confidential" or "proprietary" information. The City shall not in any way be liable or responsible for the disclosure of documents or information made pursuant to a request under the Public Records Act or the City of Oakland Sunshine Ordinance.

PROPOSAL PACKAGE CHECKLIST

The following items should be included in your electronic and hard copy proposals. Make sure that all attachments/uploads are clearly labeled. Incomplete applications will not be considered for funding. Only the requested elements will be reviewed; please do not submit additional attachments, as they will not be considered.

- Intent to Apply Form (required to access full online application)**
- Narrative, including responses to questions in the following sections:**
 - Agency Overview
 - Relevant Experience
 - Qualifications
 - Project Approach
 - Budget and Fiscal Practices
- Budget Form (including narrative justification of expenses)**
- Required Attachments (to be uploaded in Cityspan):**
 - Copy of IRS Letter Certifying Tax Exempt Status
 - IRS Form 990
 - List of Current Board of Directors
 - Letters of Support/Acknowledgement, if applicable
 - Letters of Agreement, if applicable
 - Professional References
 - Resumes or Job Descriptions
 - Activities and Outcomes Chart
- Contract Compliance Attachments (to be uploaded in Cityspan under the Agency Overview section and submitted with (2) HARD COPIES)**
 - Schedule E: Project Consultant or Grant Team (REQUIRED)
 - Schedule I: Sanctuary City Contracting and Investment Ordinance (REQUIRED)
 - Schedule O: Campaign Contribution Limits (REQUIRED)
 - Schedule W: Border Wall Prohibition (REQUIRED)
 - Schedule E-2: Oakland Workforce Verification Form (OPTIONAL, but encouraged)

Additional forms and documents will be required by the City as part of the contracting process. Applicants should review the list of required post-award documents in **Appendix B** to ensure that they can meet all requirements.

FUNDING RECOMMENDATIONS AND POST-AWARD PROCESS

APPLICATION REVIEW PROCESS

City staff will review submissions to ensure that all required elements were submitted based on the directions included in this RFQ by the submission deadlines. Applications that are complete and comply with the RFQ requirements will be reviewed and scored by outside reviewers with expertise in the relevant service areas. Reviewers will score proposals based on a 100-point scale (see below for scoring criteria). The average score (from all reviewer scores) will determine initial ranking of submissions by sub-strategy. All applicants who score above 70 will be deemed qualified for funding under the RFQ. Not all applicants who are deemed qualified will be recommended for initial funding. Qualified applicants may be recommended for funding in the initial contract period and/or may remain on the qualified list for consideration if additional funding is secured through state/federal grants, philanthropy partners, or other means.

In making recommendations for funding, review panels and staff will also consider location of services, services available to priority populations, alignment with the DVP Spending Plan and principles outlined in this RFQ, agency past performance, and reasonableness and feasibility of budget and activities. Any preference points awarded by the Contract Compliance Division will also be considered in final funding recommendations. Please see "Preference Points" section below for more information on meeting the requirements for preference points.

The City has allocated five to six weeks for review of applications. Following review, applicants will be notified of preliminary funding recommendations via email. Staff will forward funding recommendations to the Safety and Services Oversight Commission and to City Council for review. City Council approves all final funding decisions.

EVALUATION OF PROPOSALS

The following criteria will be used by reviewers to evaluate the proposals for a total of 100 points.

Agency Overview.....(Not Scored)

- Demonstration of agency's years providing services in Oakland and race and gender of Agency leadership and Board of Directors.
- If applicable, demonstration of above for sub-grantees/partner agencies
- Indication of intended sub-strategy priority population.
- Indication of Oakland neighborhoods agency has connection to.

Relevant Experience.....30 points

- Past, recently completed, or on-going projects to demonstrate experience and capacity for effective delivery of project model.
- Demonstrated ability/experience working with intended sub-strategy priority population and priority neighborhood(s).
- Awareness of the community and intended priority population, with demonstrated ability to engage priority population and work with key referral partners.

- Agency's experience collaborating with other agencies and systems partners and plan for coordination with other DVP-funded sub-strategies.
- Three professional references provided for individuals who are familiar with the applicant agency's performance on similar projects.

Qualifications.....35 points

- Staffing and management roles are clearly defined and appropriate to program, with identified plan for supervision and support of direct service staff.
- Professional background and qualifications of team members proposed to deliver services and manage the program demonstrate necessary skills, including cultural and gender competence and language capacity as needed.
- Ability to engage families, caregivers, and/or other community support systems.
- Appropriate formal/informal partnerships to strengthen service delivery.
- Capacity to use a participant database to inform and monitor service delivery.

Project Approach.....25 points

- A clear and specific outline of the proposed services that reflects the requirements listed in Appendix A and specifies the types and frequency of program elements, average number of participants to be served, and service location. Applicants must utilize the Goals and Activities chart available for download in Cityspan to provide the outline).
- Clearly articulated understanding of how service activities will lead to intended outcomes and contribute to broader citywide efforts to reduce violence.
- Ability to identify potential challenges and suggest possible solutions.
- Track record of using data and evaluation to inform and improve services.

Budget and Fiscal Practices.....10 points

- Overall agency budget reflects a mix of revenue sources.
- Agency describes systems for fiscal oversight and ability to track program expenditures.
- Budget is clear, realistic, and reasonable for proposed level of services; staff salary scale reflects local cost of living (ideally all salaries above \$50,000).
- Additional resources are identified to support the project with areasonable plan for securing matching funds.

PREFERENCE POINTS

Applicants are strongly encouraged to apply for certification with the City of Oakland, Contract Compliance Division as a Local, Small and Very Small Local Business Enterprise (L/S/VSLBE). If certified, applicants may receive preference points, which may also be earned for having an Oakland resident workforce. Preference points will be considered as part of the review process.

Refer to **Appendix B** for more information, and visit the following resources:

- To apply for certification, visit the **Department of Workplace and Employment Standards website** at: <https://www.oaklandca.gov/departments/workplace-employment-standards>

To qualify for preference points, agencies must be certified with the City of Oakland and submit **Schedule E and E-2** with the hard copy of their proposals. For assistance with certification and questions regarding preference points, please contact Contract Compliance at: Sophany Hang, (510) 238-3723 or email shang@oaklandca.gov.

Take care to check that your agency has current certification with the Department of Workplace and Employment Standards early in the application preparation process to provide sufficient time to complete any requirements. L/S/VSLBE certification can take up to 4 weeks. DWES staff can also confirm your agency is current with other required certifications to contract with the City of Oakland including the Equal Benefits Ordinance Certificate.

CONTRACT NEGOTIATIONS AND AWARD

CONTRACT NEGOTIATIONS

Scopes of work and budgets will be reviewed in detail and negotiated as necessary to ensure that they meet the goals, objectives, and policies of DVP and the 2022-2024 Spending Plan.

Should the City and the applicant 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 next most qualified applicant within the funding sub-strategy, as identified and selected based on the review panels scores and additional factors, and proceed down the list of qualified applicants as necessary until an agreement is reached or the list is exhausted.

The City will enter performance-based contracts with successful applicants, meaning that DVP and the agency will agree on a set of service deliverables/benchmarks, and payment will be contingent on grantees attaining those deliverables/benchmarks. Payment will also be contingent on grantees spending of funds in alignment with the agreed-upon budget.

All grantees must use the Cityspan online reporting system to report scope of work activities, participant demographics, budget, program activities, events, enrollment, attendance, and to generate quarterly invoices. Grantees are required to submit quarterly progress reports via Cityspan that will include the level to which grantees have met intended service deliverables/benchmarks.

All grantees must participate fully in the DVP independent evaluation process. Participation includes attending trainings and workshops, collection of participant survey data, tracking performance data, and hosting site visits by the evaluation team.

Grantees are also required to attend DVP grantee convenings and other informational, technical assistance, training and service coordination meetings.

CONTRACT AWARD

After funding recommendations are approved, the City contracting process will begin. In addition to negotiating the scope of work and budget (as described above), DVP staff will work with successful applicants to navigate City requirements for contracting. Important information for applicants to be aware of concerning contracting includes:

- A sample City grant agreement is provided as a reference in **Appendix B**.

- Please review **Appendix B** for details on City policies required of all funded agencies.
- Forms and schedules required by the Department of Workplace and Employment Standards can be found at:
<https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>
- Contracts will not be considered complete until the required Contract Compliance documents and assurances are submitted, a process which can take 6-8 weeks.
- Grantees must provide the services in the scope of work, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment.
- Grantees must provide evidence of in-kind and cash matches at the end of the third quarter, through letters, copies of checks, or records of volunteer or donated services.
- After a contract is awarded, the City and DVP reserve the right to amend it as needed throughout the term of the contract to best meet the needs of all parties.
- The City Auditor and the City department administering this Contract shall have the right to audit this Contract and all books, documents and records relating thereto.

APPEALS PROCESS

Any applicant that is not recommended for funding under this Request for Qualifications may challenge the funding recommendations by filing an appeal with the Department of Violence Prevention within seven (7) days of the date of the City's written notice of its funding decision. The appeal **must** be based on one or more of the following three grounds:

1. **Unfair Process** – appellant or appellant's proposal was subjected to unequal treatment in the application process (e.g. appellant was provided less time than other applicants to submit an application)
2. **Material Mistake of Fact** – a material misunderstanding or mistake of fact in the evaluation of appellant's application (e.g. the appellant's proposal was evaluated under the wrong funding strategy), or
3. **Conflict of Interest** - the decision-making ability of one or more of the persons responsible for making funding recommendations for this RFQ is compromised by a conflicting personal interest (e.g. a person responsible for making funding recommendations under the RFQ has a personal financial stake in the funding award).

An appeal based on any ground other than one or more of the above-enumerated grounds **will not be considered** under any circumstances. ***Disagreement with the funding recommendations is not grounds for appeal.***

Appeals must be submitted in writing and must include the following: 1) the ground(s) for appeal; 2) a statement of facts in support of each ground for appeal; and 3) any evidence in support of each ground for appeal.

All appeals must be submitted within seven (7) days of the date of the City's written notice of its funding decision; untimely appeals will not be considered.

Appeals must be submitted by hand-delivery or by email to the following addresses:

Hand-Delivery

City of Oakland, Department of Violence Prevention
150 Frank H. Ogawa Plaza, 4th Floor
Oakland, CA 94612-2092

Attention: Guillermo Cespedes, Director of the Department of Violence Prevention

Email

gcespedes@oaklandca.gov

Appellants will receive written notice of the outcome of their appeal. In the event of one or more successful appeals, DVP will submit the successful appeal(s) along with all other funding recommendations to the Oversight Commission and City Council.

APPENDIX A: PROGRAM STRATEGIES

The purpose of this appendix is to provide applicants with details about the violence intervention and prevention services the City of Oakland seeks to fund through this RFQ. The City will direct funding towards eleven sub-strategies across three strategic investment areas. Applicants must submit one proposal per sub-strategy or activity as the lead agency (see Applicants should read the “Overview of 2022-2024 Strategies” in this appendix, and review sub-strategy and activity requirements thoroughly before submitting application(s).

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OVERVIEW OF 2022-2024 PROGRAM STRATEGIES

The funding strategies and program models in this RFQ were developed through a virtual community listening campaign, review of local and national lessons from the fields of violence intervention/prevention and public health, and findings from strategy-level and comprehensive evaluations of DVP/Oakland Unite program models.

The services funded through this RFQ establish the 'DVP Network,' a system of coordinated services delivered by community providers, DVP staff, and public partners.

Details on the planning process, as well as more information about the framework and theory of change behind this RFQ, can be found in the **Department of Violence Prevention Strategic Spending Plan FY2022-2024** available at: <https://www.oaklandca.gov/departments/violence-prevention>

The DVP Theory of Change applies a public health approach, based on available data, to:

- Focus on the **specific places** in Oakland **with underlying conditions** that generate the highest rates of violence;
 - Support the **specific people** determined to be at: the center of violence, in-risk or at-risk for violence and exposed/adjacent to violence;
 - Direct interventions to the **individual, peer, family, and community levels**; and
 - Provide services at the **times and days of the week when violence occurs most**; and
- Reductions in the conditions described in DVP mandates will result.

PRINCIPLES FOR DVP ACTIVITIES

Lived Experience: Engaging the people closely connected to the neighborhoods in which violence takes place and those with lived experience is central to the development and implementation of DVP violence reduction strategies. The people the closest to the problem are the source of effective solutions. By cultivating and strengthening positive relationships between individuals, families, peers and community, the DVP and its implementing partners will create and maintain safe, supportive, and respectful environments.

Gender Competence: By relying on honest conversations, empathy, and consistency our implementing partners will be able to recognize gender perspectives in their work and policy with a goal of gender equality. To that end, they will implement trauma-informed approaches that demonstrate cultural, linguistic, and gender competencies that will strengthen their capacity to build trust with program participants and community.

Ancestrally-informed: Lifting-up the traditional multi-generational strengths that have helped Black Indigenous, People of Color (BIPOC) families to thrive despite historical racial and cultural oppression, is central to building and sustaining resilient communities. Ancestral connections support development of self-knowledge and family embeddedness that offers a counterpoint to group involvement. Applicants should understand participants' family and community of support contexts, work with them to identify supportive people in their lives, and offer exposure to people, places, and experiences that support sustainable change.

Focus on Assets: DVP models emphasize community strengths- positive elements of cultural resistance, wisdom of elders, and youth voices- and elevates family and community as assets that build upon successes and create cohesion, unity, and well-being. DVP activities seek to affirm all forms of family and chosen support networks as they exist and prioritize family and community cohesion in practice, policy, and advocacy while acknowledging the impact of past policies that have fragmented our community.

Coordination: Enhancing effective coordination of the DVP Network providers leads to program activities that generate improved outcomes and reductions in violence. Funded agencies will be required to work in partnership with City staff, other funded agencies, and key partners (such as the Oakland Unified School District, the Alameda County Probation Department, etc.) to achieve strategy area outcomes. The strategy areas in this RFQ are intended to form the foundation for a well-integrated violence intervention network fueled by a community-centered vision of healing and restoration.

Safety and Wellness. Safety and wellness involves an asset-based, holistic view of the people exposed to, at-risk, and at the center of violence. Providing services in safe places, as well as providing support managing emergencies and developing skills needed to deescalate conflict, are key to participant, peer, and community safety. Practices should emphasize developing a tribe of people to belong to that include positive peer groups and family ties, safe and affirming community and school spaces, and resources available at all levels to foster health, wellness, and belonging.

Equity: Leading with equity means to examine and understand disparities for Black, Indigenous, People of Color (BIPOC) and other ethnic groups and to consider the historical context for each

neighborhood and any past engagement efforts that have attempted to address the root causes of violence. Collecting data on race, language and ethnicity supports and strengthens decision-making that informs equitable resource allocations, policy development, and service provision. Use of data highlights strengths and assets in addition to community deficits. The DVP seeks to invest deeply in the people and neighborhoods experiencing the highest rates of violence.

Trauma-informed: Honoring the power of peer professionals and supporting them through skills development and offering livable salaries is a DVP priority. Staff should be supported to set and manage healthy boundaries with participants and community and have access to resources to deal with vicarious trauma. Applicants are encouraged to offer professional development opportunities, and staff will be expected to participate in skills training offered by the DVP. Applicants that provide competitive salaries (e.g., a minimum of \$50,000 for a full-time position) as well as health benefits will be prioritized.

Culturally Congruent Data: The practice experience of those on the front line of the work is a critical source that informs all other forms of data collection. DVP supports multiple forms of data that help to understand the impact of DVP-funded efforts. The evidence that guides efforts to reduce violence comes in many forms including numbers served and dosage of services, process and practices that capture the stories of participants and direct practitioners. Oakland's diverse cultural traditions, trends and community practices are sources that also inform the development of public policy. Successful applicants are required to actively participate in data collection and evaluation efforts of DVP research and evaluation partners.

STRATEGY AREA I: GUN/GROUP/GANG VIOLENCE RESPONSE

SUMMARY

This strategy area aims to intervene in the cycle of gun violence to save lives and support healing. It will ensure that people who are shot and family members of homicide victims get support. Applicants funded under this strategy area will build a system of support for people involved in gun violence, particularly people connected with groups and gangs. Selected providers will help participants mediate their conflicts and offer life coaching, housing assistance, and employment support as they move towards positive goals. This area also includes a focus on high school- site based Violence Intervention and Prevention Teams in partnership with Oakland Unified School District (OUSD).

Under this strategy area, the City will support programs in four (4) sub-strategies with several activities in each:

1. Violent Incident Crisis Response
 - Activity 1.1: Community Violence Responders
 - Activity 1.2: Hospital-based Intervention
 - Activity 1.3: Family Support
 - Activity 1.4: Temporary, Emergency Relocation
2. Youth Diversion and Youth/Adult Life Coaching
 - Activity 2.1: Youth Diversion
 - Activity 2.2: Youth Life Coaching
 - Activity 2.3: Adult Life Coaching
3. Employment and Education Support Services
 - Activity 3.1: Youth Career Exploration and Education
 - Activity 3.2: Adult Employment and Education
4. School-site Violence Intervention and Prevention Teams

OUTCOMES

Programs in this strategy area are expected to produce the following desired outcomes, which will be measured by an independent evaluator:

Participants and Families...

- Improve family attitudes towards risky behaviors related to violence
- Acquire knowledge of ancestral history
- Improve family dynamics
- Improve communication between family members
- Improvement in family cohesion, communication, and adaptability

Participants...

- Reduce risky behaviors related to violence
- Reduce reinjury
- 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

Peers...

- Reduce risky behaviors related to violence
- Engage in prosocial activities
- Build positive peer group relationships

SUB-STRATEGY 1.0: VIOLENT INCIDENT CRISIS RESPONSE

This sub-strategy will support a community-based shooting and homicide response network that serves survivors and their families and works to prevent retaliatory violence. All successful applicants in this sub-strategy will be expected to work closely together under coordination of DVP staff.

SUPPORTED ACTIVITIES

The City seeks to fund four (4) distinct types of activities through this sub-strategy. Applicants may apply to provide some or all of the activities listed below. Applicants should complete a separate application for each activity in the Cityspan application portal.

Activity 1.1: Violence Interrupters: The City seeks to fund agencies that provide teams of violence interrupters who have the credibility to mediate hostile situations that are likely to result in violence.

Activity 1.2: Hospital-based Intervention: The City seeks agency(s) to provide immediate outreach, stabilization, and healing support to youth and young adult victims of shootings and serious physical assault.

Activity 1.3: Family Support: The City seeks agency(s) to provide intensive first-response support services to the friends and families of homicide victims.

Activity 1.4: Emergency Temporary Relocation: The City intends to fund emergency temporary relocation services for Oakland residents in real, immediate danger of harm where they reside, often due to the threat of retaliatory violence following a shooting or homicide.

APPROXIMATE FUNDING AND NUMBER SERVED

8-10 grants to serve an estimated 800 people.

| | Estimated Service Amount | Estimated Funds |
|---------------------------|---------------------------|----------------------|
| Violence Interrupters | At least 400 participants | \$3.1 to 3.4 million |
| Hospital Bedside Response | At least 200 participants | |
| Family Support | At least 150 participants | |
| Emergency Relocation | At least 45 participants | |

ACTIVITY 1.1: VIOLENCE INTERRUPTERS

Violence interruption provides proactive relationship building as well as crisis response following an incidence of violence. The DVP's goal is to respond to every homicide scene to reduce community trauma, reduce potential retaliatory violence, and support families. Oakland's Violent Incident Crisis Response requires a high level of coordination among funded violence interrupters and City staff to support loved ones, particularly at the crime scene, and interrupt potential retaliatory violence.

OVERVIEW OF MODEL

Violence interrupters are credible messengers for peace in the community who form deep relationships with the highest-risk individuals, groups, and networks. Violence interrupters are 'first responders' to shootings and homicides and provide crisis response coverage 24 hours a day, 7 days a week. The DVP anticipates funding multiple agencies with demonstrated ties to known influencers of violence activity in the DVP priority neighborhoods.

Successful applicants will receive shooting and homicide executive notifications through DVP staff, the Oakland Police Department (OPD), and Alameda Health Services/Highland Hospital (AHS), and they will be expected to respond rapidly to requests for support. Violence interrupters will help assess risk for retaliation at crime scenes, in the hospital, and at funerals. As a partner in the City's Triangle Incident Response, Violence interrupters will coordinate with DVP staff at crime scenes. Triangle Incident Response is a 24/7 real-time, coordinated crime scene response that aims to reduce retaliatory group/gang related violence, reduce the levels of trauma experienced by individuals, families, and impacted community members, and improve police-community relationships. The triangle partners, staffed by professionals with different orientations and responsibilities, include: a) violence interrupters, b) DVP Crime-scene Response Advocates with expertise in crisis intervention principles, and c) law enforcement with knowledge of the geographic areas in which the triangle is implemented. The expertise of all 3 partners is equally valued.

Once on scene, violence interrupters should use the Community Safety Assessment tool, developed by DVP staff, to guide efforts take the temperature and rate level of danger/retaliation as soon as possible and identify any relationships/connections he/she may have with the family and community members. Through building trust with family and community members, violence interrupters support credible messengers identified within the family to promote a message of peace and support family and peers through their grief. These efforts contribute to building and activating relationships to interrupt retaliatory shootings. Violence interrupters must also participate in Community Healing events such as Town Nights and other events planned by DVP Neighborhood and Community Teams (see Community Healing and Restoration sub-strategy 8) to engage community members and build trust.

Violence interrupters leverage their relationships with people known to have influence in group/gang or network dynamics in the Oakland neighborhood(s) they seek to serve to mediate incident-specific conflict, address immediate safety concerns, and work on long-range truce-negotiation. Successful violence interruption requires pro-active relationship building before a violent incidence occurs as well as acknowledging anniversaries, release of a relative from incarceration, and other events that may rekindle retaliatory violence.

Violence interrupters will be expected to share their knowledge of safety risks with other community providers in the DVP Network and to connect high-risk individuals to other needed services such as life coaching or temporary relocation. Applicants must demonstrate the ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement.

Violence interrupters are required to participate in a high degree of coordination with one another, City staff, and other community providers in the DVP Network including attending weekly meetings convened by the DVP every Wednesday to discuss violent incidents.

PRIORITY POPULATIONS

The priority population for this activity are people at the center of violence who have been harmed or are likely to cause harm and their circles of influence with particular focus on people between the ages of 14-35 who are connected to violent incidents and to groups/gangs involved in violence.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of people reached out to (e.g. contacted following a violent incident including at the crime scene)
- Number of conflicts mediated and their outcome; and
- Number of crime scene response

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda Health Systems(AHS)/Highland Hospital. Applicants seeking to provide community violence responder services are encouraged to provide a letter of acknowledgement from AHS. Contact: Stefania Kaplanes, skaplanes@alamedahealthsystem.org

Oakland Police Department. Applicants seeking to provide violence interrupter services are encouraged to provide a letter of support from OPD. Contact: Lt. Fred Shavies, fshavies@oaklandca.gov

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Ability to staff and supervise an on-call, 24/7 crisis response with DVP network partners to provide an on-scene response within one hour of a violent incident
- Knowledge of the group/gang dynamics in Oakland neighborhoods at the center of violence

- Staff must have demonstrated connection to and credibility with group/network-involved individuals and ability to engage influential individuals
- Experience hiring for and operating community rooted, peer-based services
- Ability to develop on-the-spot relationships with family and peers at hospitals, crime scenes, and other high-stress settings
- Ability to cultivate a helper mindset by demonstrating a calm demeanor, empathy, patience, and active listening
- Demonstrated ability to work in collaboration with community and systems partners including developing and complying with communication and coordination protocols
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement
- Demonstrated experience providing a structured trauma-informed supervision model with regularly-scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness

PREFERRED QUALIFICATIONS

- Demonstrated connection to resources and services to provide appropriate referrals
- Training and skills to de-escalate and mediate conflicts (Please note: Participation in mandated DVP trainings will be required of all selected agencies.)
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership);
- Experience supporting staff who may be experiencing vicarious trauma
- Closely rooted or located in the local neighborhood(s) that the agency is seeking to serve

SUPPLEMENTAL QUESTIONS

1. Applicants should demonstrate a staffing plan for on-call, 24/7 crisis response at a crime scene, hospital, residents home, etc. that will be shared across the DVP Network partners in the 'Qualifications' section.
 - o Staffing plan should include agency plan to cover for staff on leave, holidays, etc.
 - o Supervisory staff should have community credibility and experience doing similar work, along with the ability to foster accountability for staff.
 - o Please share agency practices to support staff and address vicarious trauma
2. Confirm your agency will commit to fully participate in DVP's vetting process following a conditional offer of employment to prospective hires to confirm community ties and influence with decision-makers
3. Confirm your agency's commitment to entering required data and information in a secure document that can be shared across DVP network partners on an agreed upon to schedule, to coordinate next steps and follow up for each incidence
4. Applicants must budget flexible funds that allow community violence responders to meet participants' immediate needs.
5. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

ACTIVITY 1.2: HOSPITAL-BASED INTERVENTION

Hospital-based intervention provides a key moment for engagements and change and starts with community-based responders who meet people where they are – be it at the hospital or in their homes – and walk with them as they navigate crisis. Impacted families and individuals, without regard to neighborhood or group/gang involvement, will be connected to immediate resources including case management, post-release medical treatment and mental health support.

OVERVIEW OF MODEL

Hospital-based Intervention provides immediate outreach, stabilization, and healing support to youth and young adult victims of shootings and serious physical assault.

Shooting response agency(s) will meet patients at the hospital or at home within 24 hours of referral by Alameda Health Systems (AHS, Highland Hospital) or another local hospital. When making a referral, hospital staff will assess patients' service needs and the risk of retaliation associated with the incident. In situations with a high risk of retaliation, hospital staff will also refer patients to violence interrupters for conflict mediation (see Activity 1.1)

Following initial engagement, this intervention requires coaching/case management to help participants meet their healthcare needs, apply for funds available to victims of crime, and meet other needs related to their recovery. Agency should identify and provide information and referrals for community resources as needed for the person in crisis and for their family or other members of their support system who may be present at time of crisis. Agency should specify if they can provide mental health services or offer other services relevant to participants' safety and healing.

Selected agency(s) must be approved and trained by AHS and will be required to enter data in the AHS database in addition to the DVP database (Cityspan).

All applicants in this activity must participate in a high degree of coordination with City staff, and other community providers in the DVP Network, which will include attending weekly meetings, held on Wednesdays, to discuss violent incidents.

PRIORITY POPULATIONS

The priority population for this activity are people at the center of violence who have been harmed or are likely to cause harm with particular focus on people between the ages of 14-35 who have been shot or seriously injured through violence in Oakland.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of people contacted (e.g. provided with a bedside visit); and
- Number of participants served, type of service (e.g. case management), and amount;

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda Health Systems(AHS)/Highland Hospital. Applicants seeking to provide hospital-based intervention services are required to provide a letter of acknowledgement from AHS. Contact: Stefania Kaplanes, skaplanes@alamedahealthsystem.org

Oakland Police Department. Applicants seeking to provide hospital-based intervention services are encouraged to provide a letter of support from OPD. Contact: Lt. Fred Shavies, fshavies@oaklandca.gov

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- At least five years of experience delivering effective case management to Oakland's diverse community
- Ability to staff and supervise an on-call, 24/7 crisis response to provide bedside response within one hour of a violent incident
- Ability to develop on-the-spot relationships with family and peers at hospital and home of injured participants
- Ability to cultivate a helper mindset by demonstrating a calm demeanor, empathy, patience, and active listening
- Demonstrated experience providing a structured, trauma-informed supervision model with regularly-scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Demonstrated ability to work in collaboration with community and systems partners including developing and complying with communication and coordination protocols.
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

- Demonstrated experience working with individuals in crisis throughout the life span from child/youth through older adult
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership)
- Experience supporting staff who may be experiencing vicarious trauma

SUPPLEMENTAL QUESTIONS

1. Applicants should demonstrate a staffing plan for 24/7 crisis response at hospital or resident's homes in the 'Qualifications' section.
2. Confirm your agency's commitment to entering required data and information in a secure document that can be shared across DVP network partners on an agreed upon to schedule, to coordinate next steps, and follow up for each incidence. As well as,

alignment with DVP's established safety protocols and professional standards for violence interrupters

3. Demonstrate your agency's plan to identify and provide information and referrals for community resources as needed for the person in crisis and for their family or other members of their support system who may be present at time of crisis
4. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

ACTIVITY 1.3: FAMILY SUPPORT

Support for family members, peers and other loved ones to address the trauma of losing someone to intense violence through immediate direct service support and longer-term advocacy. This includes mobilization of resources for burials and funerals, referrals to DVP-funded grief counseling services, accessing Victims' Assistance Services, and liaising with Oakland Police Department investigators for updates on cold (unsolved) cases.

OVERVIEW OF MODEL

Family Support services address the immediate needs of family and loved ones following a homicide. Agency should seek to engage with families following real-time notification by DVP staff at the crime scene, whenever desired by families. Successful applicants will also receive next-of-kin notification from the Oakland Police Department (OPD). Agency staff will be expected to provide case management support to help families plan memorials, funerals, or vigils for the victim, connect them to needed services such as safe housing, and provide general support and comfort during times of need.

In addition, services must address short term needs and provide connection/referral to longer term supports. Applicants will provide connection to healing supports and mental health assessments and access to long-term counseling and therapeutic support groups such as those funded through Community Healing and Restoration (see Sub Strategy 10), as needed.

Successful applicants will also coordinate with DVP funded agency(s) providing healing and restorative activities that provide additional support to families, such as healing circles, vigils or other desired activities.

Applicants should demonstrate the ability to serve children affected by homicide either by providing services for this population themselves or through established partnerships. Applicants should demonstrate the ability to leverage mental health reimbursement from sources such as Medi-Cal, dedicated funding available for victims of crime, and other sources. Agency(s) will also support families in their interactions with law enforcement and advocate on their behalf.

All applicants must participate in a high degree of coordination with City staff, and other community providers in the DVP Network, including weekly meetings, held every Wednesday, to discuss violent incidents.

PRIORITY POPULATIONS

The priority population for this activity is people at the center of violence with particular focus on family members and close friends of Oakland homicide victims

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of people contacted (e.g. provided with a home visit);
- Number of support hours provided; and
- Number of memorials/funerals supported.

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda County District Attorney's Victim-Witness Center. Applicants seeking to provide family support services are required to provide a letter of acknowledgement from the DA. Contact: Tasia Wiggins, 510-272-6176, tasia.wiggins@acgov.org

Oakland Police Department. Applicants seeking to provide family support services are encouraged to provide a letter of support from OPD. Contact: Lt. Fred Shavies, fshavies@oaklandca.gov

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- At least five years of experience delivering effective case management to diverse communities
- Ability to staff and supervise an on-call, 24/7 crisis response to provide family contact and support response within one hour
- Ability to develop on-the-spot relationships with family and peers following loss of a loved one
- Demonstrated experience working with individuals in crisis throughout the life span from child/youth through older adult
- Ability to cultivate a helper mindset by demonstrating a calm demeanor, empathy, patience, and active listening
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Demonstrated ability to serve young children affected by homicide either by providing services for this population themselves or through established partnerships
- Demonstrated ability to leverage mental health reimbursement from sources such as Medi-Cal, dedicated funding available for victims of crime, and other sources

PREFERRED QUALIFICATIONS

- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership)
- Experience supporting staff who may be experiencing vicarious trauma
- Closely rooted or located in the local neighborhood(s) agency is seeking to serve
- Demonstrated ability to work in collaboration with community and systems partners including developing and complying with communication and coordination protocols
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

SUPPLEMENTAL QUESTIONS

1. Demonstrate your agency's plan to identify and provide information and referrals for community resources as needed for the person in crisis and for their family or other members of their support system who may be present at time of crisis
2. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees

ACTIVITY 1.4: EMERGENCY TEMPORARY RELOCATION

At times an individual or conflict is so 'hot' temporary relocation of someone in immediate danger of harm can provide short-term safety and a 'cooling off' to occur. Emergency, temporary relocation services involve limited case management to navigate identified individuals to a new location.

OVERVIEW OF MODEL

Emergency, temporary relocation services support Oakland residents in credible, immediate danger of harm where they reside, often due to the threat of retaliatory violence following a shooting or homicide. Services are intended to help such individuals transition to a safer temporary location until the situation is abated or until a long-term plan has been established.

Emergency Temporary relocation services include:

- Assessment- Lethality assessment to understand the immediate threat and likelihood of mortal harm
- Assistance- Case management support for locating family or other supports out of the area/state, that may provide a sustainable place to relocate;
- Coordination with System Partners- Many relocation candidates are justice-involved. Relocation will require seeking and securing appropriate permission/transfer of supervision from Probation and/or Parole;
- Financial Support- Funding for immediate relocation needs such as: transportation, temporary hotel stays, and support for family providing shelter in the new location; and
- Re-Assessment- Following relocation, case management is required to assess the on-going safety needs and success of the relocation efforts.

The successful applicant will build on the established referral and application process that includes referrals from DVP Network providers and requires a weekly call for a relocation committee of partners such as AHS and violence interrupters (see above) to review applications and assess safety concerns and relocation plans. Applicants must demonstrate the ability to work with the Alameda County Probation Department, the Division of Adult Parole Operations, and the Alameda County District Attorney's Office. City staff will support successful applicants in gaining necessary clearance to work with Oakland Police Department and others.

All applicants must participate in a high degree of coordination with City staff, and other community providers in the DVP Network, including weekly meetings, held every Friday, to discuss violent incidents and planning for relocation.

PRIORITY POPULATIONS

The priority population for this activity are the people at the center of violence who have been harmed or are likely to cause harm, with particular focus on Oakland residents age 18 and over who are at real immediate risk of injury, with priority for people ineligible for victim assistance funds.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of participants evaluated for relocation; and
- Number of participants relocated.

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda County District Attorney's Victim-Witness Center. Applicants seeking to provide emergency relocation services are required to provide a letter of acknowledgement from the DA. Contact: Tasia Wiggins, 510-272-6176, tasia.wiggins@acgov.org

Alameda County Probation. When applicable, applicants must coordinate with the Alameda County Probation Department to transfer supervision and are required to submit a letter of acknowledgment. The Probation Department requires a minimum of two weeks for letters. Contact: Monica Uriarte, muriarte@acgov.org

California Department of Corrections and Rehabilitation – Division of Adult Parole Operations (DAPO). When applicable, applicants must coordinate with DAPO to transfer supervision and are required to submit a letter of acknowledgment. DAPO requires a minimum of two weeks notice for letters. Contact: Agent Tonia Wells, 510-876-6351 or tonia.wells@cdcr.ca.gov.

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- At least five years of experience delivering effective case management to diverse communities
- Knowledge of the group/gang dynamics in Oakland neighborhoods at the center of violence
- Experience hiring for and operating community-rooted, peer-based services
- Staff must have demonstrated connection to and credibility with group/network-involved individuals and ability to engage referred individuals
- Ability to develop on-the-spot relationships with family and peers
- Ability to cultivate a helper mindset by demonstrating a calm demeanor, empathy, patience, and active listening
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Demonstrated ability to work in collaboration with community and systems partners including developing and complying with communication and coordination protocols
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

- Ability to build a positive and collaborative presence in DVP priority neighborhoods
- Closely rooted or located in the local neighborhoods agency is seeking to serve
- Experience hiring for and operating community rooted, peer-based services
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership)
- Experience supporting staff who may be experiencing vicarious trauma

SUPPLEMENTAL QUESTIONS

1. Confirm your agency's commitment to entering required data and information in a secure document that can be shared across DVP network partners on an agreed upon to schedule, to coordinate next steps, and follow up for each incidence. As well as, alignment with DVP's established safety protocols and professional standards for violence interrupters
2. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.
3. Proposed budget must include at least \$90,000 for direct participant relocation expenses (approximately \$2,000 per participant).

SUB-STRATEGY 2.0: YOUTH DIVERSION AND YOUTH/ADULT LIFE COACHING

This sub-strategy is centered on transformative relationships between people involved in gun violence and trained peer professionals with similar life experiences. It aims to help youth, young adults, and their families at the center of gun violence access opportunity, improve constructive decision making, reduce high risk behaviors and stay safe and free.

SUPPORTED ACTIVITIES

The City seeks to fund three (3) distinct types of activities through this sub-strategy. Applicants may apply to provide some or all the activities listed below and should complete a separate application for each activity in the Cityspan application portal.

Activity 2.1: Youth Diversion: The City seeks an agency to provide youth and transition age youth and their families a choice to participate in the program that use restorative justice principles to redirect them away from deeper involvement in the juvenile justice system.

Activity 2.2: Youth Life Coaching: The City seeks agency(s) to implement a life coaching model that has been shown to improve young people's outcomes with fidelity and work in partnership on the next phase of its development to incorporate family participation. The Life Coaching model is a partnership between the Oakland Unified School District (OUSD), Alameda County Probation Department, and Alameda County Health Care Services.

Activity 2.3: Adult Life Coaching: The City seeks agency(s) to implement a model of life coaching that has been shown to reduce adult participants' arrests for violence with fidelity and work in partnership on the next phase of its development to incorporate family participation and improvement of participants constructive decision making process.

APPROXIMATE FUNDING AND NUMBER SERVED

Seven (7) to nine (9) agency(s) will be funded for a total sub-strategy amount of approximately \$2.6 to \$2.8 million to serve an estimated 400 people.

| | Estimated Service Amount | Estimated Funds |
|--|---------------------------|------------------------|
| Youth Diversion | At least 50 participants | \$2.6 to \$2.8 million |
| Youth Life Coaching | At least 175 participants | |
| Adult Life Coaching | At least 150 participants | |
| Housing-Focused Coaching (1 housing coach for OPRI program) | At least 25 participants | |

ACTIVITY 2.1: YOUTH DIVERSION

Many youth, and transition age youth, at-risk of criminal justice involvement can avoid deeper involvement through diversion programs. Diversion opportunities exist at the point of arrest or prior to charging the young person. Program services and practices should center accountability, restoration, and engage family and community to build cohesion.

OVERVIEW OF MODEL

Youth Diversion redirects youth away from deeper involvement in the juvenile justice system by providing youth and transition age youth with a choice to participate in the program after being referred by law enforcement partners including the Alameda County District Attorney's (DA's) Office and/or the Oakland Police Department (OPD). Successful youth participation should result in reduced/eliminated charges.

Applicants must demonstrate support from one or more of the named law enforcement partners for the proposed program.

Programs may use restorative justice, cognitive behavioral therapy, or other approaches that promote accountability and healing between young people and the victim/community. Programs may also include coaching or case management that helps youth develop and complete a plan of action to repair harm. Applicants should include elements of the youth life coaching model described below such as assessment, case planning, family engagement, and referrals to supportive services.

PRIORITY POPULATIONS

The priority population for this activity is Oakland youth and transition age youth (both male and female) who are at risk for violence or juvenile-justice-system involvement. Engagement may begin at arrest or arraignment with referral from law enforcement partners. Successful applicants will also use a data-driven risk tool provided by the DVP to identify eligible participants.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of case management clients (and case management hours);
- Number of youth who complete diversion activities; and
- Number of participants referred to support services (i.e. life coaching)

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda County District Attorney: Applicants intending to receive diversion program referrals from the DA are required to submit a letter of acknowledgement. Contact: Chief Assistant District Attorney, Terry Wiley, terry.wiley@acgov.org

Oakland Police Department. Applicants seeking to provide youth diversion services are encouraged to provide a letter of support from OPD. Contact: Capt. Trevelyan Jones, tjones@oakalndca.gov

Alameda County Probation Department. Applicants intending to receive referrals from Probation are encouraged to submit a letter of acknowledgment. The Probation Department requires a minimum of two weeks for letters. Contact: Monica Uriarte, 510-268-7200 or muriarte@acgov.org

Other Justice System Partners. All applicants are encouraged to submit letters of support from other entities such as collaborative courts.

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- At least five years of experience delivering case management using a positive youth development (PYD) framework
- Demonstrated ability to serve youth exposed to violence and group/gang-impacted youth using trauma-informed practices
- Demonstrated support from one or more of the named law enforcement partners for the proposed program.
- Expertise in restorative justice or other approaches that promote accountability and healing between young people and the victim/community
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Demonstrated ability to incorporate family centered activities as part of the service delivery plan
- Ability to use assessment tools to measure levels of vulnerability and levels of impact of the intervention

PREFERRED QUALIFICATIONS

- Experience providing culturally-appropriate services to multi-lingual newcomer immigrant youth
- Experience hiring for and operating community rooted, peer-based services
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership);
- Experience supporting staff who may be experiencing vicarious trauma
- Experience engaging participants' families using an asset based, social justice lens.

SUPPLEMENTAL QUESTIONS

1. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees

ACTIVITY 2.2: YOUTH LIFE COACHING

The DVP's youth life coaching focused on youth and families at the center of violence with particular support for youth transitioning from Alameda County's Juvenile Justice Center who need re-connection to school. The model has demonstrated reductions in re-arrest in particular for new violent offenses and also increased educational attainment for participants.

OVERVIEW OF MODEL

The City has developed a model of life coaching that has been shown to improve young people's outcomes, such as reducing re-arrest for violence and increased academic achievement, and seeks agencies that can implement that model with fidelity and work in partnership on the next phase of its development to incorporate family participation. The Life Coaching model is a partnership between the Oakland Unified School District (OUSD), Alameda County Probation Department, and Alameda County Health Care Services. Specific elements of the life coaching and family approach program model include:

- ▶ **A phased approach** to assessment, engagement, goal setting, and individual and family activities, followed by re-assessment of impact.
- ▶ **Shared experience:** Life coaches should share similar life experiences or be otherwise intimately connected to participants' communities.
- ▶ **Dosage:** Life coaching services should be intensive (or "high dose"), meaning that coaches should have low caseloads (12:1) and meaningful, frequent contact with participants (daily touches when needed) over the 6-12 months of engagement. Assessment at 3-month intervals will determine the length of engagement.
- ▶ **Assessment:** Successful applicants will be required to use City tools to assess participant assets and vulnerabilities as part of early engagement. Family cohesion and communication will be assessed using a DVP provided tool. **Agencies should assess, prioritize, and respond to** immediate safety concerns throughout engagement.
- ▶ **Engagement and Coaching:** Utilizing coaching strategies that help individual and family participants identify, move towards positive goals, and reduce identified high risk behaviors, improve family level functioning, increase internal motivation, and address limiting beliefs, Life Coaches work with participants to develop goals (utilizing a life map tool developed by DVP) and track follow-up toward achieving goals, with stipends available at intervening milestones. Applicants should demonstrate ability to develop "living" life maps that are frequently revisited and guide participants to goal achievement.
- ▶ **Develop Participant-Centered Goals:** Working with participants to surface and explore the goals they have for themselves increases motivation and ensures that success is on the participant's terms. Tools to help develop participant-centered goals include assessing readiness and engaging with stages of change, coaching through self-imposed limiting beliefs, and supporting positive decision-making.
- ▶ **Family Engagement:** In the early stages of participant engagement, life coaches will get to know the families and loved ones of participants to enlist them as co-pilots and involve them in planning and activities. Coaches will work with participants to identify supportive adults to

help support the process of change and sustain positive change. DVP's eco mapping tool will be utilized to better understand positive family dynamics and opportunities for deeper engagement. Life coaching engages families as collaborative, asset-based partners. Life Coaches provide individual support for each participant and also engages members of the family to support the participant.

- ▶ **Family Activities:** Participants, together with the family defined and chosen by them will be supported in family activities during each phase of engagement to build cohesion and strengthen family connections. Families will also develop an asset-based 'genogram' or ancestral map similar to a family tree and plan family activities to strengthen family traditions and build rituals, such as a family dinner cooked together or a family portrait. Applicants must budget \$600- \$700 per participant/family.
- ▶ **Focus on Assets:** The partnership with the participant and their families will emphasize assets rather than deficits and build on family successes.
- ▶ **Linkage and advocacy:** Participants will be referred to services to address identified needs, such as education, employment, mental health, housing, and transportation. Life coaches should advocate on behalf of participants and their families with service providers and system partners, including law enforcement, to ensure equity and the delivery of appropriate services.
- ▶ **Supporting school reentry and probation completion:** Life coaches will respond rapidly to referrals received from OUSD or Alameda County Probation Department staff assigned to the program. Whenever possible, life coaches should engage youth while in placement (detained). Life coaches will be required to obtain clearance from the Alameda County Probation Department to provide pre-release services.
- ▶ **Incentivized change:** Programs must include structured stipends where participants are incentivized for meeting milestones. Applicants must budget at least \$800-\$1,000 per participant annually.
- ▶ **Coordination and training:** A high level of communication and coordination will be expected of successful applicants, including participation in regular case-conferencing and training opportunities.

Applicants are strongly encouraged to read the "Oakland Unite 2016-2020 Comprehensive Evaluation Implementation and Impacts of Youth and Adult Life Coaching" to learn more about the City's Life Coaching program model, available at: <https://cao-94612.s3.amazonaws.com/documents/Mathematica-Comprehensive-evaluation-of-life-coaching-2016-2019.pdf>

PRIORITY POPULATIONS

The priority population for this activity is Oakland youth and transition age youth (both male and female) who are at the center of or at risk for violence or juvenile justice-system involvement. Successful applicants will use a data-driven assets and vulnerabilities tool provided by the DVP to identify eligible participants.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of youth contacted and successfully engaged (e.g. life maps created)
- Number of youth served, type of service (e.g. coaching), and amount; and
- relevant milestones achieved by participants (e.g. identify a supportive adult, have charges dropped, complete probation, advance in school).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda County Probation Department. Applicants intending to receive referrals from Probation are required to submit a letter of acknowledgment. The Probation Department requires a minimum of two weeks for letters. Contact: Monica Uriarte, 510-268-7200 or muriarte@acgov.org

Other Justice System Partners. All applicants are encouraged to submit letters of support from other entities such as collaborative courts or OPD.

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- At least 5-years of experience serving group/gang-impacted youth, including justice-involved youth
- At least 5-years of experience delivering case management using a positive youth development framework
- Experience with Community Coaching techniques such as empowering questions and addressing limiting beliefs
- Demonstrated experience engaging families as active participants in support of the individual's service plan and willingness to adopt new methods
- Closely rooted or located in the local neighborhoods agency is seeking to serve
- Experience with 'relentless outreach' techniques of continued efforts to engage resistant (initially reluctant) participants
- Ability to build a positive and collaborative presence in DVP priority neighborhoods
- Experience hiring for and operating community-rooted, peer-based services
- Demonstrated experience providing a structured, trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Demonstrate capacity to work effectively with partners such as OUSD, the Alameda County Probation Department, career exploration programs, and others while maintaining participants' trust and confidentiality
- Ability to discuss harm reduction strategies with participants and connect participants to conflict mediation, when needed

- Ability to incorporate the use of asset based genograms and ecomaps
- Ability to engage families as partners in the helping process using an asset-based, non-judgmental approach
- Demonstrated commitment to on-going training and professional development

PREFERRED QUALIFICATIONS

- The City also seeks agency(s) to provide life coaching for youth who have experienced commercial sexual exploitation (CSE). Please see sub-strategy 7.0, activity 7.1 for more details
- Agency(s) seeking to provide youth life coaching services for the DVP School-based Violence Intervention and Prevention Teams should see Sub-Strategy 4 to apply
- Demonstrated ability to serve multi-lingual and newcomer immigrant youth who may be group/gang-impacted
- Staff trained in use of asset-based, family engagement principles and strategic counseling techniques including circular questioning, normalizing, reframing and positioning (Please note: All successful applicants will be required to participate in DVP-sponsored trainings)
- Demonstrated capacity and expertise serving female-identified individuals.
- Staff and supervisor certified in community life coaching.
- Staff trained in strategic counseling techniques including circular questioning, normalizing, reframing, and positioning (Please note: All successful applicants will be required to participate in DVP-sponsored trainings)
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership).
- Experience supporting staff who may be experiencing vicarious trauma.
- Experience implementing assessment tools

SUPPLEMENTAL QUESTIONS

1. Confirm commitment to enter into Memorandums of Understanding with referral partners including OUSD and the Alameda County Probation Department to outline communication and role expectations. Please indicate your agency's experience developing protocols for similar partnerships.
2. Applicants should also address their strategy for meeting participants' mental health and substance abuse treatment needs.
3. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.
4. Applicants should include the following in the proposed budget to serve 25 participants: 1)\$600 - \$700 per family/participant for family activities; and 2) \$800 - \$1,000 per participant for incentives.

ACTIVITY 2.3: ADULT LIFE COACHING

The DVP's life coaching focused on young adults at the center of violence provides support for individuals and their families to build positive connections and peacemaking practices. The model has demonstrated reductions in re-arrest in particular for new violent offenses.

OVERVIEW OF MODEL

The City has developed a model of life coaching that has been shown to reduce participants' arrests for violence, and seeks agencies that can implement that model with fidelity and work in partnership on the next phase of its development to incorporate a family approach. The Life Coaching model involves frequent direct contact between coaches and participants, dialogue focused on self-reflection and behavior change, and celebration of family/peer connections to support sustained change. Specific elements of the program model include:

- ▶ **A phased approach** to assessment, engagement, goal setting, and individual and family activities, followed by re-assessment of impact.
- ▶ **Shared experience:** Life coaches should share similar life experiences with participants or be otherwise intimately connected to participants' communities.
- ▶ **Dosage:** Life coaching services should be intensive (or "high dose"), meaning that coaches should have low caseloads (12:1) and meaningful, frequent contact with participants (daily touches when needed) over the 6-12 months of engagement. Assessment at 3-month intervals will determine the length of engagement.
- ▶ **Assessment:** Successful applicants will be required to use City tools to assess participant assets and vulnerabilities as part of early engagement. Family cohesion and communication will be assessed using a DVP provided tool. **Agencies should prioritize and respond to** immediate safety concerns throughout engagement.
- ▶ **Engagement and Coaching:** Utilizing coaching strategies that help participants identify and move towards positive goals, increase internal motivation, and address limiting beliefs, Life Coaches work with participants to develop goals (utilizing a life map tool developed by DVP) and track follow-up toward achieving goals with stipends available at intervening milestones. Applicants should demonstrate ability to develop life maps that are frequently revisited and guide participants to goal achievement.
- ▶ **Family Engagement:** In the early stages of participant engagement, life coaches will get to know the families and loved ones of participants to enlist them as co-pilots and involve them in planning and activities. Coaches will work with participants to identify supportive adults to help support the process of change and sustain positive change. DVP's eco mapping tool will be utilized to better understand positive family dynamics and opportunities for deeper engagement. Life coaching engages families as collaborative, asset-based partners. Life Coaches provide individual support for each participant and also engages members of the family to support the participant.

- ▶ **Family Activities:** Participants, together with the family defined and chosen by them will be supported in family activities during each phase of engagement to build cohesion and strengthen family connections. Families will also develop an asset-based 'genogram' or ancestral map similar to a family tree and plan family activities to strengthen family traditions and build rituals, such as a family dinner cooked together or a family portrait. Applicants must budget \$600- \$700 per participant/family.
- ▶ **Focus on Assets:** The partnership with families will emphasize assets rather than deficits and build on family successes.
- ▶ **Focus on safety: Services should prioritize and respond to** immediate safety concerns. Life coaches must be comfortable discussing risk of violence and harm reduction strategies with participants and will connect participants to conflict mediation and relocation when needed.
- ▶ **Linkage and advocacy:** Participants and family members will be referred to services to address identified needs, such as education, employment, mental health, housing, and transportation. Coaches should advocate on behalf of participants and their families with service providers and system partners, including law enforcement, to ensure equity and delivery of appropriate services.
- ▶ **Incentivized change:** Programs must include structured stipends where participants are incentivized for meeting milestones. Applicants must budget at least \$800-\$1,000 per participant annually.
- ▶ **Learning trips:** The City seeks programs that include excursions outside of Oakland to expose participants to new leadership and learning opportunities that expand life experiences and deepen engagement. Trips must be budgeted from requested grant funds (not as match).
- ▶ **Coordination and training:** A high level of communication and coordination will be expected of successful applicants, including participation in regular case-conferencing and training opportunities.
- ▶ **Housing support:** The City seeks one agency to provide housing-focused coaching to participants placed in transitional housing through the Oakland PATH Re-Housing Initiative (OPRI). Applicants must budget funds (approximately \$500/participant) to support housing-related needs. Applicants interested in learning more about OPRI may contact Myisha Steward at MSteward@oaklandca.gov.

Applicants are strongly encouraged to read the "Oakland Unite 2016-2020 Comprehensive Evaluation Implementation and Impacts of Youth and Adult Life Coaching" to learn more about the City's Life Coaching program model, available at: <https://cao-94612.s3.amazonaws.com/documents/Mathematica-Comprehensive-evaluation-of-life-coaching-2016-2019.pdf>

PRIORITY POPULATIONS

The priority population for this sub-strategy is young adults (both male and female), ages 18-35, who have been directly impacted by and/or involved in gun violence in Oakland or are at risk of involvement. Successful applicants will use a data-driven assets and vulnerabilities tool

provided by the DVP to identify eligible participants.

In addition, the City seeks applicants willing and able to work with specific referral partners to identify high-risk participants. Those partners include:

- Other members of the DVP Network, particularly the “Violent Incident Crisis Response” sub-strategy;
- Ceasefire, which is a citywide gun violence reduction strategy that includes law enforcement, service providers, and community/faith leaders (to learn more: <https://www.oaklandca.gov/topics/oaklands-ceasefire-strategy>); and
- Other criminal justice system partners, such as the Alameda County Probation Department, CA Division of Adult Parole Operations, Alameda County District Attorney’s Office, Alameda County Public Defender, and/or local correctional facilities.

Applicants should identify their willingness and ability to work with the above referral partners in the “Relevant Experience” section of the proposal narrative. Applicants may also plan to do their own outreach to identify participants using the DVP risk assessment tool and to work with friends/family of participants who are closely connected to gun violence.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of people contacted and successfully engaged (e.g. life maps created)
- Number of people served, the type of service (e.g. coaching), and amount; and
- Relevant milestones achieved by participants (e.g. completing terms of probation, engaged in employment services and/or gain employment).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda County Probation Department. Applicants intending to receive referrals from the Alameda County Probation Department are required to submit a letter of acknowledgment. The Probation Department requires a minimum of two weeks for letters. Contact: Monica Uriarte, muriarte@acgov.org

Oakland Police Department. Applicants seeking to provide life coaching are encouraged to provide a letter of support from OPD. Contact: Capt. Trevelyan Jones, tjones@oakalndca.gov

Other Partners. All applicants are encouraged to submit letters of support from other central referral and coordination partners.

Sub-Grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

MINIMUM QUALIFICATIONS

- At least 5-years of experience serving group/gang-impacted individuals including justice-involved participants

- At least 5-years of experience delivering case management to adults
- Experience with Community Coaching techniques such as empowering questions and addressing limiting beliefs
- Closely rooted or located in the local neighborhoods agency is seeking to serve.
- Experience hiring for and operating community-rooted, peer-based services
- Experience with 'relentless outreach' techniques of continued efforts to engage resistant participants
- Ability to build a positive and collaborative presence in DVP priority neighborhoods
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Ability to incorporate the use of asset based genograms and ecomaps
- Ability to engage families as partners in the helping process using an asset-based, non-judgmental approach
- Ability to discuss harm reduction strategies with participants and connect participants to conflict mediation when needed
- Ability to prioritize and respond to immediate safety concerns
- Demonstrated capacity to work effectively with partners such as community employment programs, law enforcement, and others while maintaining participants' trust and confidentiality

PREFERRED QUALIFICATIONS

- The City seeks one agency to provide life coaching /case management for participants living in transitional housing offered through the City's OPRI program
- Demonstrated ability to serve multi-lingual and newcomer immigrant participants who may be group/gang-impacted
- Demonstrated capacity and expertise to serve female-identified individuals
- Staff and supervisor certified in community life coaching
- Staff trained in use of asset-based, family engagement principles and strategic counseling techniques including circular questioning, normalizing, reframing and positioning (Please note: All successful applicants will be required to participate in DVP-sponsored trainings)
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma
- Experience implementing assessment tools

SUPPLEMENTAL QUESTIONS

1. Applicants should also address their strategy for meeting participants' mental health and substance abuse treatment needs.
2. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.
3. Applicants should include the following in the proposed budget to serve 25 participants: 1)\$600 - \$700 per family/participant for family activities; and 2) \$800 - \$1,000 per participant for incentives.

SUB-STRATEGY 3.0: EMPLOYMENT AND EDUCATION SUPPORT SERVICES

This sub-strategy provides the skills to attain and retain employment to referred participants from the DVP Network and their loved ones.

SUPPORTED ACTIVITIES

The City seeks to fund two (2) distinct types of activities through this sub-strategy. Applicants may apply to provide some or all the activities listed below and should complete a separate application for each activity in the Cityspan application portal.

Activity 3.1: Youth Career Exploration and Education Support Services: The City seeks to invest in school-based and community-based programs that provide education and career exploration services. Programs must provide life skills training, career and work exploration activities, and supportive services such as career awareness counseling, academic assistance, and referral to community resources. All programs must coordinate closely with referring life coaching agencies.

Activity 3.2: Adult Employment and Education Support Services: The City seeks agency(s) to provide training, work experience, education/pre-apprenticeship, job placement and retention support. All programs must coordinate closely with referring life coaching agencies.

APPROXIMATE FUNDING AND NUMBER SERVED

Four (4) to six (6) proposals will be funded for a total sub-strategy amount of approximately \$1.2 to \$1.5 million to serve an estimated 230 people.

| Activity | Estimated Service Amount | Estimated Funds |
|--|---------------------------|------------------------|
| Youth Career Exploration and Education Support | At least 90 participants | \$1.2 to \$1.5 million |
| Adult Employment and Education Support | At least 140 participants | |

ACTIVITY 3.1: YOUTH CAREER EXPLORATION AND EDUCATION SUPPORT

Early attachment to career opportunities can amplify the importance of education and a sustainable path away from the illegal economy. Oakland youth at-risk of or at the center of violence need academic support and coaching to explore possible career paths while also gaining early work experiences.

OVERVIEW OF MODEL

The City seeks to invest in school-based and community-based programs that provide education and career exploration services to enhance educational outcomes and career exploration and readiness through subsidized work experience and academic support for youth at risk and at the center of violence in Oakland.

Life skills and financial literacy: Agencies should deliver a pre-employment or life skills curriculum and mentoring/coaching around job and career exploration. Applicants are encouraged to incorporate financial literacy into their program design and provide participants with access to financial services and resources.

Career exploration: Experiential learning, internships, paid work experience, and job placements are concrete ways for youth to explore future career options. Agencies may include wages or scholarships for youth to gain experience after school hours and/or during the summer and to participate in career pathway activities to complete secondary education and/or obtain jobs or apprenticeships. For experiential learning and paid work experience, youth may be paid a stipend, scholarship, or an hourly wage (in compliance with the City of Oakland's Minimum Wage.)

Connections with employers: Applicants should demonstrate connections to employer partners to leverage resources such as internships, training, wages, and operational needs related to training space/equipment, etc.

Academic support: All agencies must support academic development and ensure workforce activities do not conflict with school. Academic support may include: providing individualized education planning, tutoring, helping youth meet requirements for high school graduation, and other education pursuits. Community-based providers should demonstrate linkage to an education partner. Agencies may incentivize completion of education milestones (e.g. GED, improved attendance, etc.).

PRIORITY POPULATIONS

The priority population for this sub-strategy is Oakland youth, including Opportunity Youth, ages 14 to 24 at the center of or risk of violence. Primary referrals will come from Youth Life Coaching. Applicants may also serve family and friends of participants served by the DVP Network in other sub-strategies. Applicants may also plan to do their own outreach to identify participants who are assessed using the DVP's asset and vulnerability tool.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of youth who enroll and complete the program;
- Number of hours of experiential learning/career exploration;
- Number of hours of academic support; and
- Number of youth who obtain educational goals (e.g. increased attendance, graduation)

COORDINATION/PARTNERSHIPS/COLLABORATION

Other partners. Applicants are encouraged to include letters of support from any coordination partners, such as potential employers and/or training partners/apprenticeships.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

MINIMUM QUALIFICATIONS

- At least 5-years of experience serving group/gang-impacted youth, including justice-involved youth
- At least 5-years of experience delivering case management using a positive youth development framework
- At least 5-years of experience delivering quality workforce programming for hard to employ individuals, including examples of agency's past track record of meeting similar outcomes
- Demonstrated connections to employer partners to leverage resources such as internships, training, wages, and operational needs related to training space/equipment, etc.
- Experience with 'relentless outreach' techniques of continued efforts to engage resistant participants
- Ability to build a positive and collaborative presence in DVP priority neighborhoods
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Ability to prioritize and respond to immediate safety concerns
- Ability to discuss harm reduction strategies with participants, when needed
- Demonstrated capacity to work effectively with partners such as DVP life coaching agencies and others to help participants meet goal while maintaining participants' trust and confidentiality

PREFERRED QUALIFICATIONS

- Demonstrated ability to serve multi-lingual and newcomer immigrant youth who may be group/gang-impacted
- Closely rooted or located in the local neighborhoods agency is seeking to serve
- Experience hiring for and operating community-rooted, peer-based services
- Ability to prioritize and respond to immediate safety concerns
- Demonstrated capacity to work effectively with partners such as community employment programs, law enforcement, and others, while maintaining participants' trust and confidentiality
- Staff and supervisor certified in community life coaching

- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma
- Applicants are encouraged to incorporate financial literacy into their program design and provide participants with access to financial services and resources

SUPPLEMENTAL QUESTIONS

1. Budget should include wages, stipends and/or scholarships for work experience and career exploration activities.
2. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

ACTIVITY 3.2: ADULT EMPLOYMENT AND EDUCATION SUPPORT SERVICES

Adult Employment and Education Support Services meets participants' immediate needs and enhances their long-term job prospects through the development of skills and education. Programs emphasize paid work experience and career exploration, opportunities for certifications or educational advancement, as well as successful job placement and retention supports.

OVERVIEW OF MODEL

The City seeks to fund training, work experience, education, and job placement and retention support for adults who are at the center of violence in Oakland or at risk for involvement. All programs must be highly structured and promote job readiness, including a focus on motivation to work, soft skills, and hard skills, involve paid work experience, and demonstrate deep levels of client and employer engagement. All programs should include transitional employment opportunities and demonstrate employer engagement. Specific elements of the required model are described below.

Intensive support: Agencies should provide comprehensive soft skills training and job coaching to prepare participants for work, including: assessment of job readiness, needs/barriers, and skills; coaching that focuses on pro-work behaviors and attitudes; and comprehensive follow-up with participants, families, and employers to resolve any issues quickly and celebrate success. Intensive models should address participants' cognitive behavioral needs and motivation to work.

Transitional employment: The goal of transitional employment, or work experience, is to provide individuals with an immediate income and work opportunity. It provides work history and on-the-job training, builds employment contacts, and ultimately prepares participants for longer-term and/or permanent employment. The City particularly seeks programs with crew-based work models. Applicants must budget DVP funds for participant wages and/or incentives.

Other employment/education elements: Models to support participants' educational and employment growth, such as entrepreneurship, incentivized education (attaining a GED or high school diploma, etc.) in addition to work, apprenticeships, and vocational certifications, are encouraged. The City is also interested in models employing a workforce mentorship model to introduce participants to professionals who can act as guides for long term career planning.

Employer engagement: To enhance access to living-wage, career-track employment, all agencies should employ a dual-client approach that prioritizes the needs of both participants and employers. Applicants should demonstrate a broad-based employer engagement strategy to locate private and public sector employer(s) willing to hire participants and also work with the applicant to provide participant retention and other supports.

Rapid attachment: Agencies may also utilize rapid attachment practices for participants who are job ready with limited coaching and job search assistance.

Placement and Retention: Agencies must demonstrate ability to place participants in permanent, long-term employment, helping them retain those positions and facilitating re-engagement to develop career-track opportunities through next-job search support and/or advanced skill training and certifications. Applicants are encouraged to incorporate financial literacy into their program design and provide participants with access to financial services and resources.

PRIORITY POPULATIONS

The priority population for this sub-strategy is participants referred through Adult Life Coaching and other participants served by the DVP Network. Applicants may also serve family and friends of participants served by the DVP Network in other sub-strategies who are in need of job placement and other workforce program supports. Applicants may also plan to do their own outreach to identify participants utilizing the DVP's asset and vulnerability tool.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of participants served, type of service (e.g. life/soft skills training), and amount;
- Number of hours of work experience/transitional employment provided to each participant;
- Number of participants placed in advanced training or apprenticeship; and
- Number of participants placed in employment and retention milestones achieved.

COORDINATION/PARTNERSHIPS/COLLABORATION

Other partners. Applicants are encouraged to include letters of support from any coordination partners, such as potential employers and/or training partners/apprenticeships.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

MINIMUM QUALIFICATIONS

- At least 5-years of experience serving group/gang-impacted individuals, including people who are justice-involved
- At least 5-years of experience delivering effective case management
- At least 5-years of experience delivering quality workforce programming for hard to employ individuals, including examples of agency's past track record of meeting similar outcomes
- Demonstrate capacity to link job ready candidates with a variety of employers.
- Demonstrated connections to employer partners to leverage resources such as internships, training, wages, and operational needs related to training space/equipment, etc.
- Ability to build a positive and collaborative presence in DVP priority neighborhoods
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Ability to prioritize and respond to immediate safety concerns.
- Ability to discuss harm reduction strategies with participants, when needed

- Experience with addressing participants' cognitive behavioral needs and motivation to work
- Demonstrated capacity to work effectively with partners such as DVP life coaching agencies and others to help participants meet goal while maintaining participants' trust and confidentiality

PREFERRED QUALIFICATIONS

- Demonstrated ability to serve multi-lingual and newcomer immigrant youth who may be group/gang-impacted.
- Closely rooted or located in the local neighborhoods agency is seeking to serve
- Experience hiring for and operating community-rooted, peer-based services
- Experience with 'relentless outreach' techniques of continued efforts to engage resistant participants
- Demonstrated capacity and expertise to serve female-identified individuals. The City seeks to fund an employment provider to serve women referred through the gender-based violence strategy; please see Sub Strategy 7; Activity 7.4 to apply.
- Staff and supervisor certified in community life coaching
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership);
- Experience supporting staff who may be experiencing vicarious trauma
- Financial literacy incorporated into program design including access to financial services and resources.
- The City particularly seeks programs with crew-based work models.

SUPPLEMENTAL QUESTIONS

1. Applicants should demonstrate a broad-based employer engagement strategy to locate private and public sector employer(s) willing to hire participants and also work with the applicant to provide participant retention and other supports.
2. Budget should include wages and/or stipends for work experience activities. Applicants must budget DVP funds for participant wages and/or incentives.
3. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

SUB-STRATEGY 4.0: SCHOOL-SITE VIOLENCE INTERVENTION AND PREVENTION (VIP) TEAMS

Many potentially violent conflicts that begin in the streets of Oakland enter Oakland Unified School District (OUSD) schools and have an impact on school climate and culture and safety. Conversely, conflicts that originate in OUSD schools can be taken to the streets. Conflicts among youth have intensified due to the COVID-19 pandemic increasing the need for more connection and coordination to address violence experienced by students and provide avenues to potential interruption and mediation of conflicts as well as connection to supports.

OVERVIEW OF MODEL

Each DVP School-site VIP team will include three staff with roles that align with qualifications required for DVP strategies addressing gun/group/gang and gender-based violence. Each VIP team will include: one (1) violence interrupter specializing in recognizing and intervening to prevent violence at the school-site and surrounding community; one (1) gender-based violence specialist to provide trainings and support to identify and interrupt dating violence and sexual exploitation and address the impacts of gendered-violence; and one (1) youth life coach trained in the DVP's family approach to support identified youth and their families. VIP teams receive training in conflict resolution, mediation, child and adolescent development, and gender-based violence including domestic and dating violence and sexual exploitation.

VIP Teams will coordinate with Community School Managers and join school sites' Coordination of Services Teams (COST) and Safety Teams, launched in 2021 to support OUSD's safety planning as they remove police from their schools. VIP Teams will complement, not replace, other services that are a part of the school site's COST and Safety Teams, such as mental health clinicians, restorative justice facilitators, and nurses provided by OUSD and other community partners.

Applicants will be expected to actively participate with OUSD and community partners in the planning and design for successful implementation and integration into the school-site culture. Applicants will also coordinate and communicate with DVP staff overseeing city-wide violence intervention efforts. VIP teams will connect youth and their families with other service providers in the DVP Network.

Timeline: Implementation is expected at the beginning of the school year with the first year of services provided August 2022 – June 2023. Implementation planning will initiate once CBOs specializing in violence intervention and prevention are selected through the DVP's competitive RFQ process. The implementation planning process will include selected CBOs in meetings with the specific school community and COST and Safety Team leadership the spring before implementation (April-May 2022). It will also include training of school staff and student leaders on violence interruption (summit in early-August 2022, ongoing).

PRIORITY POPULATIONS

The priority populations for this sub-strategy are OUSD high school students at risk of violence and the community surrounding the selected school site. Locations were determined in partnership with OUSD and based upon data demonstrating school disconnection and rates of violent incidents-at the school site and in the surrounding community while recognizing that many youth with high rates of exposure to violence attend schools outside of their

neighborhoods. The school sites that will be served in each region include:

- Castlemont High School and Rudsdale Continuation School
- Fremont High School
- McClymonds High School and Ralph J. Bunche Academy
- Oakland High School and Dewey

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data similar to the relevant activities, such as:

- Number of people reached out to (e.g. contacted following a violent incident)
- Number of conflicts mediated and their outcome
- Number of youth served, type of service (e.g. coaching), and amount; and relevant milestones achieved by participants (e.g. identify a supportive adult, have charges dropped, complete probation, advance in school).

In addition to:

- Number of trainings completed for OUSD community (staff, faculty, and/or students)

COORDINATION/PARTNERSHIPS/COLLABORATION

Partners include: School-site leadership, including Principal (and/or their designee), Community School Manager, COST and Safety Teams, DVP staff who coordinate gun/group/gang violence response (e.g. Violence Prevention Coordinator) and gender-based response as well as Community Healing and Restoration.

Other partners. Applicants are encouraged to include letters of support from any coordination partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

QUALIFICATIONS AND RELEVANT EXPERIENCE

Applicants interested in providing the violence intervention and prevention services at OUSD school-sites should address the additional qualifications listed below. Applicants should indicate the role they seek to perform on a school site team. Applicant's responses to the relevant sub-strategy will be reviewed in conjunction with applications under this sub-strategy. To demonstrate the additional required qualifications, please plan to submit an application to the appropriate role in the sub-strategy(s) listed below in addition to applying under this sub-strategy:

Community Violence Responders
Youth Life Coaches
Gender-based Violence Specialists

Sub-Strategy 1; Activity 1.1
Sub-Strategy 2; Activity 2.2
See the specific qualifications listed in this section; Application in another strategy area is not required.

MINIMUM QUALIFICATIONS

For all roles:

- At least 3 years of past experience working with High School aged youth in a High School campus setting, including knowledge of roles in place at school site
- Team orientation including the ability to build relationships with other caring adults and past experience in similar partnerships
- Asset-based, problem solving mind-set to resolve issues that arise in partnership with school-site leadership
- High level of professionalism, including clear understanding of healthy boundaries for working with students and their families
- Knowledge of and experience implementing positive youth development principles and practices
- Connection to and positive reputation in the community/neighborhood Agency seeks to serve and demonstrated understanding of the unique needs of Oakland's diverse cultures
- Demonstrated cultural responsiveness/humility and ability to connect with students and community members
- Past experience with effective supervision for satellite service delivery of program activities

For Gender-based Violence Specialist role:

- At least 5-years of experience delivering case management using a positive youth development framework to female identified and gender non-conforming youth)
- Experience developing and providing workshops on gender-based violence topics including tools to address dating violence, stalking, sexual harassment, sexual assault, and commercial sexual exploitation
- Staff trained and certified (or commitment to certify) as follows:
 - 40 Hour Domestic Violence Advocate State Certification
 - Sexual Assault Counselor Certification
 - Human Trafficking Case Worker Certification
 - De-escalation and crisis response techniques
- LGBTQIA+ competency to serve survivors of family/domestic/intimate partner violence, sexual assault, and commercial sexual exploitation
- Demonstrated connection to appropriate referral partners for support addressing gender-based violence
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

For all roles:

- Understanding of Education Code requirements governing work in school setting and relevant OUSD procedures to be followed
- Training in racially trauma-informed practices that are foundational to work with families and students of color
- Trained in de-escalation, conflict resolution, child abuse, and case management
- Ability to provide professional development to teachers and staff at school site

SUPPLEMENTAL QUESTIONS

1. Please describe past experience developing culture and climate norms against violence in a school setting

2. Provide a plan for engagement with students and other school staff to build relationships to be effective in the role your Agency has applied for

APPROXIMATE FUNDING AND NUMBER SERVED

Four (4) to six (6) applications will be funded for a total sub-strategy amount of approximately \$2 million to serve an estimated 300-400 people annually.

STRATEGY AREA II: GENDER-BASED VIOLENCE RESPONSE

SUMMARY

This strategy area directs funding towards interventions that support people experiencing gender-based violence including domestic/intimate partner violence, sexual violence, family violence and commercial sexual exploitation (CSE). It aims to help survivors meet their immediate safety needs and provides resources that aid them in their journey towards healing and stability, including dedicated funding for crisis response, housing and wrap around services as well as connections to other DVP-funded services.

Under this strategy area, the City will support three (3) sub-strategies with several activities in each:

5. Crisis Response
 - Activity 5.1: 24-Hour Hotlines
 - Activity 5.2: 24-Hour Bedside Advocacy and Accompaniment
6. Housing
 - Activity 6.1: Emergency Shelter
 - Activity 6.2: Transitional Housing
7. Wrap Around Services
 - Activity 7.1: Life Coaching
 - Activity 7.2: Legal Advocacy
 - Activity 7.3: Therapeutic Support
 - Activity 7.4: GBV Employment
 - Activity 7.5: Safe Space Alternatives

OUTCOMES

Activities in this strategy area are expected to contribute to and achieve outcomes relevant to their sub-strategy, which will be measured by an independent evaluator. Desired outcomes for this strategy area include:

Victims and survivors of gender-based violence will:

- Reduce safety risks and harm
- Increase access to resources to increase longer-term safety
- Decrease violent re-injury and/or exploitation
- Increase access to tools and knowledge that help them begin to heal from trauma
- Increase the number of caring relationships with positive adults and peers
- Increase their perception of safety and positive feelings about their lives
- Increase their ability to have healthy relationships with peers and loved ones

SUB-STRATEGY 5.0: CRISIS RESPONSE

Domestic/intimate partner violence and family violence is an issue that affects communities throughout the City of Oakland. During the COVID-19 pandemic there has been a sharp increase in violence throughout the city, including intimate partner violence. Oakland is also an epicenter for commercial sexual exploitation in the Bay Area. Victims of sexual exploitation face violence at the hands of their exploiters and are often subjected to physical, emotional, and sexual violence.

Through this sub-strategy, the City will support programs that provide crisis response services to victims of domestic/intimate partner violence, sexual violence, family violence and commercially sexual exploitation.

SUPPORTED PROGRAMMING

The City seeks to fund two (2) distinct types of activities through this sub-strategy. Applicants may apply to provide some or all the activities listed below and should complete a separate application for each activity in the Cityspan application portal.

Activity 5.1: 24-Hour Hotlines: The City seeks agency(s) to provide 24-hour hotlines for both victims of domestic/intimate partner violence and commercially sexually exploited youth and young adults. Hotlines provide Oakland residents with counseling and support as well as connection to referral partners for immediate safety and longer-term support.

Activity 5.2: 24-Hour Bedside Advocacy and Accompaniment: The City seeks agency(s) to provide a 24-hour, 7 days per week bedside advocacy crisis response model that sends state-certified crisis counselors (Domestic Violence Crisis Counselor and Sexual Assault Counselors) to local emergency departments to provide advocacy and accompaniment to patients who are receiving medical treatment and/or providing forensic interviews to law enforcement.

APPROXIMATE FUNDING AND NUMBER SERVED

Four (4) to five (5) agency(s) will be funded for a total sub-strategy amount of approximately \$900,000 to \$1.1 million to serve an estimated 3200 individuals.

| | Estimated Service Amount | Estimated Funds |
|--|----------------------------|-----------------------|
| 24-Hour Hotlines | At least 3000 participants | \$300,000 - 400,000 |
| 24-Hour Bedside Response and Accompaniment | At least 200 participants | \$600,000 - \$700,000 |

ACTIVITY 5.1: 24-HOUR GENDER-BASED VIOLENCE CRISIS HOTLINES

Domestic/intimate partner violence, sexual violence and family violence occurs 24-hours a day and often victims are not immediately able to access help. Therefore, it is essential that 24-hour crisis hotlines are available to support victims when they are ready and able to access support.

Although there are direct intersections between domestic/intimate partner violence, sexual violence, and sexual exploitation there are specific and unique elements to the violence experienced by these survivors. Thus, having a crisis hotline to support victims of commercial sexual exploitation is critical in the City of Oakland.

OVERVIEW OF MODEL

The DVP seeks to fund two crisis hotlines, one specifically for domestic/intimate partner violence and family violence and one specifically for commercial sexual exploitation. The crisis hotlines will be 24-hour hotlines and should be staffed 24 hours/day, 7 days/week, 365 days/year (including holidays).

Crisis hotline numbers should be publicized throughout Oakland and shared with all DVP network grantees and systems-partners to ensure that residents of Oakland are aware of and have access to them.

GBV crisis hotlines will be staffed by people that are state-certified (employees or volunteers), trained in active listening and creating immediate paths to safety, capable of supporting individuals in crisis, and skilled in connecting victims to resources within the DVP network and beyond. Victims with immediate safety needs must be connected to resources (shelter, law enforcement, hospital) at the time of the call. Victims who need additional support services such as legal, housing, and employment services, should receive referrals and follow-up within 48 hours of the initial call.

Agencies running crisis hotlines should have demonstrated experience coordinating and staffing crisis hotlines and have the technical capacity to ensure that the crisis hotline(s) remain accessible when there are multiple callers simultaneously.

PRIORITY POPULATIONS

The priority populations for this activity are Oakland survivors of domestic/intimate partner violence, family violence, and sexual violence. Domestic/intimate partner, and family violence may include physical, sexual, economic, emotional, or psychological abuse.

Young adults ages 12-25 who are at risk for or have been commercially sexually exploited in Oakland.

The Alameda County District Attorney's Office defines commercial sexual exploitation or trafficking as "the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years." For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Survivors connected with hotline and successfully engaged (e.g. safety plan created, crisis outreach);
- Survivors referred to additional support services (e.g. legal support, housing support); and
- Relevant follow-up completed (e.g. confirmed connection to support services).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Oakland Police Department. Applicants seeking to provide GBV crisis response services are encouraged to provide a letter of support from OPD. Contact: Lt. Hamann Nguyen, Special Victims Unit, hnguyen@oaklandca.gov

Alameda Health Systems/Highland Hospital. Applicants seeking to provide GBV bedside advocacy services are encouraged to provide a letter of support from Alameda Health Systems/Highland Hospital. Contact: Thomisha Booker, SARRT Program Manager, tbooker@alamedahealthsystem.org

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Five years of demonstrated experience effectively running a crisis response hotline
- Ability to respond to multiple calls for support/crisis simultaneously, 24-hours/day, seven days/week (including holidays)
- 40 Hour Domestic Violence Advocate State Certification for all hotline staff
- Sexual Assault Counselor Certification for all hotline staff
- Staff trained in de-escalation and crisis response techniques
- Staffing structure to provide 24-hour/day, 7 days/week, 365 days/year crisis hotline support
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement
- Demonstrated relationships (i.e. letters of support) with referral partners/support services partners or in-house support services

PREFERRED QUALIFICATIONS

- Multi-lingual/multi-cultural competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence and commercial sexual exploitation
- LGBTQIA+ competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence and commercial sexual exploitation
- Human Trafficking Case Worker Certification for all crisis line staff

- Competency in serving pregnant and birthing people
- Demonstrated partnership with therapeutic support services or in-house therapeutic support services
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma
- Closely rooted or located in the local neighborhood(s) that the agency is seeking to serve

SUPPLEMENTAL QUESTIONS

1. Upload copies of required certification(s), current status verification, and staff resumes, in the Qualifications section of the on-line RFO submission portal.
2. Describe past experience running a crisis line, including hours/days of operation and what priority population the agency intends to serve.
3. What languages, in addition to English, is the agency able to provide services in? Do hotline staff speak multiple languages or does the agency rely on translation services?
4. Once a referral gets made, how does the agency do follow-up to confirm that the victim/survivor got the support they required?
5. If there are multiple callers in crisis simultaneously what is the structure to ensure that the hotline is continually available and that there is always an advocate available to answer a call?
6. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

ACTIVITY 5.2: 24-HOUR BEDSIDE ADVOCACY & ACCOMPANIMENT

Gender-based violence occurs 24-hours a day and often victims who are seriously injured end up in local hospitals, clinics, or criminal justice centers (i.e. local precincts, courthouses, public defenders' offices).

Emergency medical intervention and hospitalization produces a unique opportunity to connect with victims. Studies show that bedside advocacy significantly increases the chance that victims will engage in follow-up services, crisis intervention, and/or case management services.

Victims may feel particularly vulnerable, have a clearer understanding of the impact of their injuries or relationships, and be more open to connecting with resources. They may be separated from their abuser/exploiter while in the safety of the hospital and able to open-up about their experiences. Therefore, it is essential that 24-hour bedside advocacy is expanded for victims of gender-based violence within the healthcare setting.

In addition to bedside advocacy in healthcare systems, victims who are identified within the criminal justice system face a wide range of barriers and challenges. Navigating the criminal justice system can be especially overwhelming while recovering from acute trauma. Therefore, it is critically important to have accompaniment available to support victims wherever they end up during and after regular business hours.

OVERVIEW OF MODEL

The DVP seeks agency(s) to provide Beside Advocacy- a 24-hour, 7 days per week crisis response model that sends state-certified crisis counselors (Domestic Violence Crisis Counselor and Sexual Assault Counselors) to local emergency departments to provide advocacy and accompaniment to patients who are receiving medical treatment and/or providing forensic interviews to law enforcement.

State-certified crisis counselors will be a part of a countywide team of professionals who provide a safety net of crisis intervention services to victims of intimate partner violence, sexual violence and commercial sexual exploitation in Oakland. Certified crisis counselors will provide basic crisis intervention, supportive services, and advocacy to patients identified in emergency departments, various inter-hospital departments, and local clinics. Bedside advocacy will mainly take place in emergency rooms and drop-in clinics when victims are identified but can also include support for other departments including labor and delivery, pediatrics, and women's health. Additionally, all staff hired for bedside advocacy must be proficient in giving support during forensic interviews as well as have expertise regarding victims' rights around reporting.

Given the immediacy of providing crisis response within emergency departments and hospital clinics it is imperative agencies are poised to respond in-person to victims within 45 minutes.

Many victims of sexual exploitation sit at the intersection of both domestic and intimate partner violence, and sexual violence. Additionally, state-certified advocates will respond to patients in local emergency departments and clinics who have been screened for commercial sexual exploitation.

Accompaniment services, distinguished from bedside advocacy, includes in-person support to victims as they interact with the justice system by certified advocates that can make connections to additional resources and therapeutic support. Accompaniment services can include certified advocates joining victims at court, school, or providing advocacy during forensic interviews conducted by law enforcement or Title IX officers.

A critical aspect of this model is the ability for agencies who provide bedside advocacy and accompaniment to make referrals to supportive services and provide follow-up with the victim/survivor to confirm they receive the support they identify as necessary to move forward in their lives and heal.

PRIORITY POPULATIONS

Priority populations for this activity are Oakland victims of gender-based violence who end up in a hospital, clinic, healthcare or justice system setting due to injury caused by the violence they are experiencing.

Gender -based violence includes:

- Victims of domestic/intimate partner violence and family violence in Oakland. Domestic/intimate partner violence and family violence may include physical, sexual, economic, emotional or psychological abuse.
- Victims of sexual violence in Oakland.
- Victims of commercial sexual exploitation in Oakland.

The Alameda County District Attorney's Office defines commercial sexual exploitation or trafficking as "the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years." For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Survivors connected to bedside advocate and successfully engaged (e.g. safety plan created, transportation, referrals, outreach);
- Survivors received advocacy and accompaniment with systems partners (criminal justice, law enforcement, probation);
- Survivors referred to support services (e.g. legal support, housing support); and
- Relevant follow-up completed (e.g. confirmed connection to support services).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda Health Systems/Highland Hospital. Applicants seeking to provide GBV bedside advocacy services are required to provide a letter of support from Alameda Health

Systems/Highland Hospital. Contact: Thomisha Booker, SARRT Program Manager, tbooker@alamedahealthsystem.org

Oakland Police Department. Applicants seeking to provide bedside advocacy and/or accompaniment are encouraged to provide a letter of support from OPD. Contact: Lt. Hamann Nguyen, Special Victims Unit, hnguyen@oaklandca.gov

Local Healthcare Providers. If applicants are seeking to provide bedside advocacy at other facilities, they are required to submit letters of support demonstrating partnership with all healthcare providers where bedside advocacy will take place.

If selected, successful applicants for accompaniment must set-up operational agreements with relevant systems partners such as Alameda County District Attorney's Office, Alameda County Family Justice Center, Oakland Unified School District, Alameda County Probation, and the Oakland Police Department.

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners where potential referrals will be made.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Five years of demonstrated experience effectively providing in-person bedside advocacy in healthcare settings
- Five years of demonstrated experience effectively providing in-person accompaniment to victims engaged by public systems (i.e. criminal justice system, educational system, healthcare system)
- Ability to respond to multiple calls for bedside support and/or accompaniment simultaneously, 24-hours/day, seven days/week (including holidays)
- 40-Hour Domestic Violence Counselor State Certification for all staff providing accompaniment and bedside advocacy for victims of intimate partner violence
- Sexual Assault Counselor Certification for all accompaniment and bedside advocacy for victims of sexual violence or exploitation
- Staff trained to understand the process of forensic exams to be able to support/advocate for the victim
- LGBTQIA+ competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation
- Staffing structure to provide 24-hour/day, 7 days/week, 365 days/year bedside advocacy
- Demonstrated relationships (i.e. letters of support) with referral partners/support services partners or in-house support services
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

- Multi-lingual/multi-cultural competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation

- Human Trafficking Case Worker Certification for all accompaniment and bedside advocates
- Competency in serving pregnant and birthing people
- Demonstrated partnership with therapeutic support services or in-house therapeutic support services
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership)
- Experience supporting staff who may be experiencing vicarious trauma

SUPPLEMENTAL QUESTIONS

1. Please upload copies of required certification(s), current status verification, and staff resumes in the Qualifications section of the on-line RFQ submission portal.
2. Please describe past experience providing bedside advocacy and accompaniment in healthcare settings, including in which hospitals and clinics advocacy took place.
3. Please describe past experience providing accompaniment to victims engaged by public systems, including in which systems the accompaniment took place.
4. Please provide a draft of your current staffing structure and schedule to support 24/7 in-person bedside advocacy and accompaniment including the use of certified volunteer advocates in the Qualifications section.
5. What languages, in addition to English, is the agency able to provide services in? Do bedside advocates speak multiple languages or does the agency rely on translation services?
6. Once a referral gets made, how does the agency do follow-up to confirm that the victim/survivor got the support they required?
7. If there are multiple calls for bedside advocacy and accompaniment simultaneously what is the structure to ensure that all victims have a bedside advocate and/or receive accompaniment?
8. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

SUB-STRATEGY 6.0: HOUSING

Gender-based violence, including domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation, is an issue that affects communities throughout the City of Oakland. During the COVID-19 pandemic there has been a sharp increase in gender-based violence. In addition, there has been an increase in housing instability and homelessness across the Bay Area. Even when victims of gender-based violence want to leave their abuser/exploiter, they are stuck with limited options for housing and safety and end up staying in homes and relationships where harm intensifies.

SUPPORTED PROGRAMMING

The City seeks to fund two (2) distinct types of activities through this sub-strategy. Applicants may apply to provide some or all the activities listed below; and should complete a separate application for each activity in the Cityspan application portal.

Activity 6.1: Emergency Shelter: The City seeks agency(s) to provide safe emergency housing beds for victims and survivors of gender-based violence and their families.

Activity 6.2: Transitional Housing: The City seeks agency(s) to implement a transitional housing program for victims and survivors of gender-based violence and their families.

APPROXIMATE FUNDING AND NUMBER SERVED

Three (3) to five (5) agencies will be funded for a total sub-strategy amount of approximately \$1.35 - \$1.55 million to serve at least 200 survivors.

| | Estimated Service Amount | Estimated Funds |
|----------------------|---------------------------|-----------------------|
| Emergency Shelter | At least 175 participants | \$550,000 - \$650,000 |
| Transitional Housing | At least 25 participants | \$800,000 - \$900,000 |

ACTIVITY 6.1: EMERGENCY SHELTER

Emergency shelter is a critical component of support for individuals and families affected by gender-based violence. Emergency shelter offers an immediate safe space and relief from harm and exploitation.

OVERVIEW OF MODEL

The City seeks agency(s) to provide safe emergency shelter beds for victims and survivors of gender-based violence and their families (if applicable). Emergency shelter services do not have to be in Oakland but if they are located outside of Oakland transportation to the location must be provided. The location of emergency shelter should include safety measures and be in a discrete and confidential location. Emergency housing support provides temporary (30, 60 or 90 day) emergency shelter. Emergency housing can be in the form of a gender-based violence shelter space, hotel vouchers, or emergency relocation financial support to get a victim safely reunited with family with distance from the location of the abuse/exploitation.

Gender-based violence emergency shelter space includes both traditional domestic violence shelter spaces as well as more flexible safe houses for victims/survivors that will not be best served in a shelter space. Hotel vouchers provide immediate housing assistance and take away barriers that can prevent a victim/survivor from successfully staying at a shelter. Hotels need to be discrete, secure, and away from the immediate safety concerns of the victim.

Relocation involves in-depth needs assessment and referral. If it is determined that it would be in the best interest of the victim to leave Oakland in order to remain alive then relocation is indicated. Relocation must include a detailed safety plan signed by the victim. If the victim is relocating to be with family then a support system agreement must be signed by the family indicating they will provide housing and other support to help get the victim back on their feet. When a child is involved in relocation efforts, child custody considerations must be accounted for and resolved during preparations and prior to relocation.

Emergency shelter support must include additional support services in the form of coaching, case management, or advocacy that helps participants access longer-term solutions. The coach, case manager, or advocate should be able to connect a participant to transitional housing once they are stabilized as well as make referrals to therapeutic support services, legal services, employment support services, and any other support that the victim/survivor requires.

Agencies providing emergency shelter support should have demonstrated experience providing emergency shelter/housing support and ensure that victims/survivors have a safe space to stabilize, get access to resources, and the requisite relationships to make referrals to transitional housing support.

PRIORITY POPULATIONS

The priority populations for this activity are Oakland survivors of domestic/intimate partner violence and family. Domestic/intimate partner violence and family violence may include physical, sexual, economic, emotional, or psychological abuse.

People of all genders who experience recent or current sexual violence in the home.

Youth and young adults ages 12-25 who are at risk for or have been commercially sexually exploited in Oakland.

The Alameda County District Attorney's Office defines commercial sexual exploitation or trafficking as "the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years." For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Survivors provided emergency shelter/housing support and successfully engaged (e.g. safety plan created, crisis outreach);
- Survivors referred to additional support services (e.g. legal support, transitional housing support);
- Survivors provided a coach, case manager, or advocate; and
- Relevant follow-up completed (e.g. confirmed connection to long-term support services).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Local Law Enforcement. Applicants seeking to provide emergency shelter services are required to provide a letter of support or operational agreement from local police or sheriff's departments where shelter services will be provided. This letter should reflect law enforcement's knowledge of agency's housing space/program, and their ability to transport survivors of GBV to various locations if necessary. Contact: Lt. Hamann Nguyen, Special Victims Unit, hnguyen@oaklandca.gov

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Five years of demonstrated experience effectively providing emergency shelter/housing support services
- Ability to respond to emergency shelter/housing support needs 24 hours/day, 7 days/week
- 40 Hour Domestic Violence Advocate State Certification for all coaches/case managers/advocates
- Sexual Assault Counselor Certification for all coaches/case managers/advocates
- System to monitor the use of hotel vouchers and relocation funds to ensure that money is used appropriately
- Staffing structure to provide 24-hour/day, 7 days/week, 365 days/year emergency shelter/housing support

- Demonstrated relationships (i.e. letters of support) with referral partners/support services partners or in-house support services
- Emergency shelter/housing assessment, safety plan, and support service agreement if providing relocation services
- Verification of agency's ability to provide shelter services to survivors under the age of 18
- LGBTQIA+ competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

- Multi-lingual/multi-cultural competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation
- Human Trafficking Case Worker Certification for all coaches/case managers/advocates
- Demonstrated partnership with therapeutic support services or in-house therapeutic support services
- Contract for participants to keep location of transitional housing secure (if applicable)
- Competency in serving pregnant and birthing people
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma
- Knowledge of and partnership with additional emergency housing support outside of Oakland
- Established relationship with hotels if applying to provide hotel vouchers

SUPPLEMENTAL QUESTIONS

1. Please upload copies of required certifications, verification of current status, and staff resumes in the Qualifications section of the on-line RFQ submission portal.
2. Provide verification of agency's ability to provide shelter services for survivors under the age of 18 (if applicable).
3. Please describe past experience providing emergency shelter/housing support including the number of years providing this type of support to victim/survivors of gender-based violence.
4. Type of emergency shelter/housing support that will be provided and the priority population the agency intends to serve.
5. If working with youth, please describe past experience delivering programs for youth and/or transition-aged youth.
6. What languages, in addition to English, is the agency able to provide services in? Do coaches/case managers/advocates speak multiple languages or does the agency rely on translation services?
7. Once a referral gets made, how does the agency do follow-up to confirm that the victim/survivor got the support they required?
8. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees

ACTIVITY 6.2: TRANSITIONAL HOUSING

As the cost of housing in the Bay Area continues to rise victims/survivors of gender-based violence often find themselves without longer-term housing solutions once they have reached the end of their emergency shelter/housing stay. Therefore, transitional housing is a critical component of support for individuals and families affected by gender-based violence and act as a bridge between emergency shelter/housing support and independent living. Transitional housing offers lower barrier housing and services as victims/survivors continue their healing journey, regain their sense of self, and begin to put the pieces of their lives back together.

OVERVIEW OF MODEL

The City seeks agency(s) that provide safe transitional housing for victims and survivors of gender-based violence and their families (if applicable). Transitional housing support provides longer term (up to 18 months) housing options for victims/survivors. Transitional housing can be in the form of rental units dedicated to victims/survivors of gender-based violence with discounted rent, rental assistance or a house/apartment complex dedicated to transitional housing. The location of the transitional housing should include safety measures and be in a discrete, confidential location and can include locations outside of Oakland.

Transitional housing support should also include additional support services in the form of a case manager/navigator that helps participants access additional services. This should include helping the participant settle into the transitional housing (i.e. acquiring furniture, bedding, appliances, and dishes). The case manager/navigator should be able to help the participant look for and obtain employment, acquire childcare services (if applicable), secure permanent housing, and make referrals to therapeutic support services, legal services, and any other support that the victim/survivor requires.

Case managers/advocates should be checking in regularly for the first 30 days after a participant enters transitional housing. This should include connections to referrals, transportation to appointments and employment support. After a victim/survivor has settled into transitional housing a case manager/advocate should make contact as often as necessary for the first six months to ensure the participant is achieving their milestones and remaining safe. After the first six months, the case manager/advocate should check-in as needed but no less than monthly until the participant is ready to transition to permanent independent housing.

The agencies providing transitional shelter support should have demonstrated experience case managing participants in transitional housing, have connections to permanent housing options, and be knowledgeable about additional resources for participants (i.e. employment, mental health, legal services).

PRIORITY POPULATIONS

The priority populations for this activity are Oakland survivors of domestic/intimate partner violence and family violence. Domestic/intimate partner violence and family violence may include physical, sexual, economic, emotional, or psychological abuse.

As well as young adults ages 18-25 and emancipated minors who have been commercially sexually exploited in Oakland.

The Alameda County District Attorney's Office defines commercial sexual exploitation or trafficking as "the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years." For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Survivors provided transitional housing and successfully engaged (e.g. connected to case manager/navigator);
- Survivors provided a case manager/navigator;
- Survivors referred to additional support services (e.g. legal, mental health, employment support); and
- Relevant follow-up completed (e.g. confirmed connection to long-term support services).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Five years of demonstrated experience effectively providing transitional housing support services
- Physical location dedicated to transitional housing and/or demonstrated relationships with landlords, rental agency(s), or other housing assistance programs
- Staffing structure that allows for daily, weekly, and monthly support for participants in transitional housing
- 40 Hour Domestic Violence Advocate State Certification for all case managers/navigators
- Sexual Assault Counselor Certification for all case managers/navigators
- Demonstrated relationships (i.e. letters of support) with referral partners/support services partners or in-house support services
- LGBTQIA+ competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence and commercial sexual exploitation
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

- Multi-lingual/multi-cultural competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence and commercial sexual exploitation
- Human Trafficking Case Worker Certification for all case managers/navigators

- Demonstrated partnership with therapeutic support services or in-house therapeutic support services
- Contract for participants to keep location of transitional housing secure (if applicable)
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma

SUPPLEMENTAL QUESTIONS

1. Please upload copies of required certification(s), current status verification, and staff resumes in the Qualifications section of the on-line RFQ submission portal.
2. Please describe past experience providing transitional housing support including the number of years providing this type of support to victim/survivors of gender-based violence.
3. Please describe the types of transitional housing available to participants and the priority population that the agency intends to serve.
4. What languages, in addition to English, is the agency able to provide services in? Do case managers/navigators speak multiple languages or does the agency rely on translation services?
5. Once a referral gets made, how does the agency do follow-up to confirm that the victim/survivor got the support they required?
6. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees
7. Applicants should include the following in the proposed budget to serve 25 participants:
 - 1) \$500 per participant for transitional housing necessities (i.e. bedding, furniture, appliances)

SUB-STRATEGY 7.0: WRAP-AROUND SERVICES

Through this sub-strategy, the City will support activities that provide life coaching, legal advocacy, therapeutic support, and employment services to victims of gender-based violence. Services should facilitate survivor healing and resiliency and increase safety, mental and physical health, and financial stability.

SUPPORTED PROGRAMMING

The City seeks to fund five (5) distinct types of activities through this sub-strategy. Applicants may apply to provide some or all the activities listed below and should complete a separate application for each activity in the Cityspan application portal.

Activity 7.1: Life Coaching: The City seeks agency(s) to provide life coaching for victims and survivors of commercial sexual exploitation.

Activity 7.2: Legal Advocacy: The City seeks agency(s) to provide civil legal services for victims and survivors of gender-based violence and their families, when applicable.

Activity 7.3: Therapeutic Support: The City seeks agency(s) to provide therapeutic support services for people who experience gender-based violence and their families, when applicable.

Activity 7.4: GBV-Employment: The City seeks agency(s) to provide employment services tailored for people who are experiencing gender-based violence.

Activity 7.5: Safe Space Alternatives: The City seeks an agency to provide safe space alternatives for youth and young adults who have been commercially sexually exploited.

APPROXIMATE FUNDING AND NUMBER SERVED

Five (5) to nine (9) agencies will be funded for a total sub-strategy amount of approximately \$1.65 million to \$2.1 million to serve at least 800 survivors.

| | Estimated Service Amount | Estimated Funds |
|-------------------------|---|-----------------------|
| Life Coaching | At least 50 participants | \$300,000 - \$400,000 |
| Legal Advocacy | At least 500 participants | \$550,000 - \$650,000 |
| Therapeutic Supports | At least 100 participants (group and individual settings) | \$300,000 - \$400,000 |
| GBV Employment | At least 50 participants | \$300,000 - \$400,000 |
| Safe Space Alternatives | At least 100 participants | \$200,000 - \$250,000 |

ACTIVITY 7.1: LIFE COACHING

Victims of commercial sexual exploitation (CSE) benefit from positive relationships and longer-term support to rebuild their lives and start their healing journey. Life Coaches offer deeper, long-term relationships with youth and young adults who have been victims of CSE and support to set and meet goals to transform their lives.

OVERVIEW OF MODEL

The City seeks agency(s) to provide life coaching for victims and survivors of commercial sexual exploitation.

The City has developed a model of life coaching and seeks agency(s) that can implement that model with fidelity. The Life Coaching model involves frequent direct contact between coaches and participants, dialogue focused on self-reflection and behavior change, and celebration of connection to positive relationships to support sustained change. Specific elements of the program model include:

- **A phased approach** to assessment, engagement, goal setting, and coaching activities, followed by re-assessment of impact.
- **Shared experience:** Life coaches should share similar life experiences with participants or be otherwise intimately connected to participants' communities.
- **Dosage:** Life coaching services should be intensive (or "high dose"), meaning that coaches should have low caseloads (10:1) and meaningful, frequent contact with participants (daily touches when needed) over the 6-12 months of engagement.
- **Assessment:** Successful applicants will be required to use City tools to assess participant assets and vulnerabilities as part of early engagement. Agencies should assess, prioritize and respond to immediate safety concerns throughout engagement.
- **Engagement and Coaching:** Utilizing coaching strategies that help participants identify and move towards positive goals, increase internal motivation, and address limiting beliefs, Life Coaches work with participants to develop goals (utilizing "life maps" a tool developed by DVP) and track follow-up toward achieving goals with stipends available at intervening milestones. Applicants should demonstrate ability to develop life maps that are frequently revisited and guide participants to goal achievement.
- **Support System Engagement:** In early stages of participant engagement, life coaches will get to know the participants' support system and involve them in planning and activities. Coaches will work with participants to identify supportive adults to help sustain positive change utilizing DVP's eco mapping tool to establish opportunities for deeper engagement.
- **Ancestral Exploration:** Participants will develop an asset-based 'genogram' or ancestral map similar to a family tree and plan activities to strengthen traditions and build rituals with their support system, such as meals cooked together or a special outing. Applicants must budget \$300-\$400 per participant for activities.
- **Focus on Assets:** The partnership between participants and their support system will emphasize assets rather than deficits and build on successes.
- **Focus on safety:** Services should prioritize and respond to immediate safety concerns. Life coaches must be comfortable discussing risk of exploitation, sexual violence and harm reduction strategies with participants, and will connect participants to conflict mediation, legal services and therapeutic supports, when needed.

- **Linkage and advocacy:** Participants will be referred to services to address identified needs, such as education, employment, mental health, housing, and transportation. Coaches should advocate on behalf of participants with service providers and system partners, including law enforcement, to ensure equity and delivery of appropriate services.
- **Incentivized change:** Programs must include structured stipends where participants are incentivized for meeting milestones. Applicants must budget at least \$800-\$1,000 per participant annually.
- **Coordination and training:** A high level of communication and coordination will be expected of successful applicants, including participation in regular case-conferencing and training opportunities.
- **Learning trips:** The City encourages programs that include excursions outside of Oakland to expose participants to new learning opportunities that expand life experiences and deepen engagement.

The agency(s) providing CSE life coaching should have demonstrated experience providing support to victims/survivors of commercial sexual exploitation. They will be expected to attend weekly SafetyNet meetings with the Alameda County District Attorney’s Office, Alameda County Probation, and the Oakland Unified School District. The agency(s) should also be knowledgeable about additional resources for participants (i.e. housing, employment, substance abuse and mental health support).

PRIORITY POPULATIONS

The priority populations for this activity are Oakland youth and young adults ages 12-25 who have been commercially sexually exploited in Oakland.

The Alameda County District Attorney’s Office defines commercial sexual exploitation or trafficking as “the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years.” For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Survivors provided life coaches and successfully engaged (e.g. # of life maps created);
- Survivors referred to support services (e.g. housing, mental health, legal, and employment support); and
- Relevant milestones achieved by participants (e.g. successfully completed probation, returned to school).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Alameda County District Attorney’s Office. Applicants intending to attend SafetyNet Meetings are required to submit a letter of support/acknowledgement from the Alameda County District Attorney’s Office. Contact: Chief Assistant District Attorney, Terry Wiley, terry.wiley@acgov.org

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Five years of demonstrated experience supporting gender-based violence victims/survivors
- At least five years of experience delivering case management to youth and young adults
- Human Trafficking Case Worker Certification or Sexual Assault Counselor Certification or 40 Hour Domestic Violence Advocate State Certification for all life coaches
- Closely rooted or located in the local neighborhoods agency is seeking to serve
- Experience hiring for and operating community- rooted, peer-based services
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Demonstrated relationships (i.e. letters of support) with referral partners/support services partners or in-house support services
- Demonstrated capacity to work effectively with partners such as community employment programs, law enforcement, and others, while maintaining participants' trust and confidentiality

PREFERRED QUALIFICATIONS

- Multi-lingual/multi-cultural competency to serve survivors of commercial sexual exploitation
- LGBTQIA+ competency to serve survivors of commercial sexual exploitation
- Staff and supervisor certified in community life coaching
- Staff trained in strategic counseling techniques including circular questioning, normalizing, reframing and positioning (Please note: All successful applicants will be required to participate in DVP-sponsored trainings)
- Demonstrated partnership with therapeutic support services or in-house therapeutic support services
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma

SUPPLEMENTAL QUESTIONS

1. Please upload copies of required certification(s), current status verification, and staff resumes in the Qualifications section of the on-line RFQ submission portal.
2. Please describe past experience providing advocacy/case management/life coaching to youth and young adults including the number of years providing this type of support to victim/survivors of commercial sexual exploitation.
3. What languages, in addition to English, is the agency able to provide services in? Do life coaches speak multiple languages or does the agency rely on translation services?
4. Once a referral gets made, how does the agency do follow-up to confirm that the victim/survivor got the support they required?

5. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.
6. Applicants should include the following in the proposed budget to serve 25 participants:
 - 1) \$300- \$400 per participant for a support system activity;
 - 2) \$800 - \$1,000 per participant for incentives.

ACTIVITY 7.2: LEGAL ADVOCACY

Victims and survivors of gender-based violence often require legal support services to remain safe, rebuild their lives and start their healing journey. Legal services include legal assistance, court accompaniment, attorney representation, legal document preparation and filings, family and immigration law referrals and support.

OVERVIEW OF MODEL

The City of Oakland seeks agency(s) to provide civil legal services for victims and survivors of gender-based violence and their families (if applicable).

Legal services for participants who experience domestic/intimate partner violence and family violence include advice and counsel, brief services (such as the preparation of legal paperwork), support in obtaining temporary restraining orders and orders of protection, and full representation at court hearings as the attorney of record. It should also include support and referrals for participants dealing with child custody hearings, as well as immigration status support for undocumented victims/survivors.

Legal services for participants who experience sexual violence include support in preparing a victim's impact statement and court accompaniment if the assailant is apprehended and the victim decides to press charges.

Legal services for commercially sexually exploited youth include all of the legal support services listed above as well as support with emancipation if appropriate.

Agencies providing legal support services should have demonstrated experience and credentials for providing legal counsel to victims/survivors of gender-based violence. In addition, the staffing structure should support additional case management/advocacy for participants during the legal support process. For example, a case manager/advocate connects the client to additional resources, ensure basic needs are met, and supports the client through the legal process. Agencies should also be knowledgeable about additional resources for participants and provide relevant referrals (i.e. housing, employment, and mental health).

PRIORITY POPULATIONS

The priority populations for this activity are Oakland survivors of domestic/intimate partner violence and family violence. Domestic/intimate partner violence and family violence may include physical, sexual, economic, emotional or psychological abuse.

Victims/survivors of sexual violence.

Youth and young adults ages 12-25 who have been commercially sexually exploited in Oakland.

The Alameda County District Attorney's Office defines commercial sexual exploitation or trafficking as "the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud,

or coercion, or in which the person forced to perform such an act is under the age of 18 years.”
For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded agencies will be expected to track performance data, including:

- Survivors provided legal support services and successfully engaged (e.g. obtain TRO, legal counsel);
- Survivors provided case manager/advocate;
- Survivors referred to support services (e.g. housing, mental health, employment support); and
- Relevant follow-up completed (e.g. confirmed receipt of TRO, order of protection, legal case complete).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Five years of demonstrated experience effectively providing legal support services
- Attorneys on staff must be licensed and currently active with the California State Bar
- Agency practices meet legal and ethical standards of the legal profession
- Staffing structure that supports both legal counsel and case management/advocacy for participants
- 40 Hour Domestic Violence Advocate State Certification for all case managers/advocates
- Sexual Assault Counselor Certification for all case managers/advocates
- Demonstrated experience working with Oakland’s diverse communities
- Ability to protect participants’ confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

- Multi-lingual/multi-cultural competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation
- LGBTQIA+ competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation
- Demonstrated partnership with therapeutic support services or in-house therapeutic support services
- Human Trafficking Case Worker Certification for all case managers/advocates
- Demonstrated relationships (i.e. letters of support) with referral partners/support services partners or in-house support services
- Competency in serving pregnant and birthing people

- Closely rooted or located in the local neighborhood(s) that the agency is seeking to serve
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma

SUPPLEMENTAL QUESTIONS

1. Upload copies of required certifications, current status verification, and staff resumes in the Qualifications section of the on-line RFQ submission portal.
2. Briefly describe the types of legal support services your agency will make available to participants and indicate the priority population you intend to serve.
3. What languages, in addition to English, is the agency able to provide services in? Do attorneys/case managers speak multiple languages or does the agency rely on translation services?
4. Once a referral gets made, how does the agency do follow-up to confirm that the victim/survivor got the support they required?
5. Please describe how files are kept to ensure client confidentiality. If the agency personnel is working from home, how are client files protected?
6. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

ACTIVITY 7.3: THERAPEUTIC SUPPORTS

The trauma faced by those who experience gender-based violence can take years to heal. For people who experience domestic/intimate partner violence, family violence, and commercial sexual exploitation there is a cycle of violence that can repeat with potentially fatal consequences. Sexual violence can leave lasting post-traumatic symptoms with those who experience it. Therapeutic support offers victims/survivors of gender-based violence a way to process the trauma they experience, identify their resiliency, and heal.

OVERVIEW OF MODEL

The City of Oakland seeks agency(s) to provide therapeutic support services for people who experience gender-based violence and their families, when applicable.

The term therapeutic support services include all forms of mental and emotional support, not just traditional clinical mental health support. Therapeutic support services include individual clinical therapy, support groups, peer-based mental/emotional support groups, non-western emotional support practices and community-level support for people who experience gender-based violence. Therapeutic support is client-centered and focused on healing and resiliency. Agencies may provide one type of therapeutic support service but must show knowledge of additional therapeutic resources for participants who would benefit (or request) a different type of mental and emotional support.

Therapeutic support services for people who experience domestic/intimate partner violence and/or family violence should include:

- support for the person who experienced the violence and any children/additional family that has witnessed the violence in the household
- individual psychotherapy, non-western healing practices and support groups
- family members impacted by secondary trauma following the traumatic event or disclosure of childhood events are eligible

Therapeutic support services for survivors of sexual violence and/or commercially sexually exploited youth include:

- all of the therapeutic support services listed above
- with an emphasis on peer support groups with other victims of sexual violence or led by former survivors of sexual exploitation
- family members impacted by the involvement of their loved one are also eligible for services

Agencies should have demonstrated experience and credentials for providing mental/emotional support to people who experience gender-based violence. The staffing structure should include clinical supervision/case consultation for therapeutic support staff. Support groups/peer support groups should be representative of the diversity of gender-based violence participants and include support groups specific to the needs of various populations (i.e. linguistically and culturally appropriate and inclusive of the LGBTQIA+ experience). Agencies should also be knowledgeable about additional resources for participants (i.e. housing, employment, and legal services) and make referrals when appropriate.

PRIORITY POPULATIONS

The priority populations for this activity are Oakland people who experience domestic/intimate partner violence and family violence. Domestic/intimate partner violence and family violence may include physical, sexual, economic, emotional, or psychological abuse.

People who experience sexual violence in its various forms (rape, attempted rape, sexual battery, childhood sexual abuse, and stalking).

As well as youth and young adults ages 12-25 who have been commercially sexually exploited in Oakland.

The Alameda County District Attorney's Office defines commercial sexual exploitation or trafficking as "the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years." For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded agencies will be expected to track performance data, including:

- Survivors provided therapeutic support services and successfully engaged (e.g. hours of mental health support, enrollment in peer support group);
- Survivors referred to additional support services (e.g. housing, legal support, employment support); and
- Relevant follow-up completed (e.g. assessment made to determine needs).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Five years of demonstrated experience effectively providing therapeutic support services to victims/survivors of gender-based violence
- Domestic Violence Counselor State Certification for all therapeutic support service providers
- Sexual Assault Counselor State Certification for all therapeutic support services providers
- Staffing supervision structure that includes a clinical supervisor for staff providing therapeutic support services
- Demonstrated relationships (i.e. letters of support) with referral partners/support services partners or in-house support services

- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

- Multi-lingual/multi-cultural competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation
- LGBTQIA+ competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation
- Human Trafficking Case Worker Certification for all therapeutic support services providers
- Competency in serving pregnant and birthing people
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma

SUPPLEMENTAL QUESTIONS

1. Please upload copies of required certifications, current status verification, mental health provider licenses, and staff resumes in the Qualifications section of the on-line RFQ submission portal.
2. Please describe past experience providing therapeutic support services including the number of years providing this type of support to victim/survivors of gender-based violence.
3. Please describe the types of therapeutic support services available to participants and the target population agency intends to serve.
4. What languages, in addition to English, is the agency able to provide services in? Do therapeutic support providers speak multiple languages or does the agency rely on translation services?
5. Once a referral gets made, how does the agency do follow-up to confirm that the victim/survivor got the support they required?
6. Please describe how files are kept to ensure client confidentiality.
7. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

ACTIVITY 7.4: GBV EMPLOYMENT SUPPORT

Often victims/survivors of gender-based violence are dependent on their abuser/exploiter for financial support and stability. To regain autonomy and independence and be able to provide for their families many victims/survivors would benefit from employment support. GBV Employment and Education Support Services meets participants' immediate needs and enhances their long-term job prospects through the development of skills and education. Programs emphasize paid work experience and career exploration, opportunities for certifications or educational advancement, as well as successful job placement and retention supports.

OVERVIEW OF MODEL

The City seeks to fund training, work experience, education, and job placement and retention support for people who have experienced gender-based violence. All programs must be highly structured and promote job readiness, including a focus on soft skills, and hard skills, involve paid work experience, and demonstrate deep levels of client and employer engagement. All programs should include transitional employment opportunities and demonstrate employer engagement.

Specific elements of the model for GBV Employment mirror the requirements for Activity 3.2 Adult Employment and Education Support with the enhancements in the following areas:

Intensive support: Support and coaching for GBV victims/survivors should build on strengths and resiliencies that support growth, self-esteem and self-confidence. Intensive models should address participants' cognitive behavioral needs and provide referrals to therapeutic support service to address trauma (if needed).

Transitional employment: In addition to crew-based work models for victims/survivors of gender-based violence the City seeks programs that provide a safe working environment for female identified and gender non-conforming people that could include work in the technology industry, hospitality industry, and trades including cosmetology. Applicants must budget DVP funds for participant wages and/or incentives.

Employer engagement: To enhance access to living-wage, career-track employment for victims/survivors of gender-based violence agency(s) should prioritize employer engagement in industries that are inclusive of women and gender non-confirming people. These may include but are not limited to technology (i.e. coding), hospitality (i.e. restaurants, hotels), and cosmetology.

PRIORITY POPULATIONS

The priority populations for this activity are Oakland people who experience domestic/intimate partner violence and family violence. Domestic/intimate partner violence and family violence may include physical, sexual, economic, emotional, or psychological abuse.

As well as youth and young adults who have been commercially sexually exploited in Oakland.

The Alameda County District Attorney's Office defines commercial sexual exploitation or trafficking as "the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years." For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of participants served, type of service (e.g. life/soft skills training), and amount;
- Number of hours of work experience/transitional employment provided to each participant;
- Number of participants placed in advanced training or apprenticeship; and
- Number of participants placed in employment and retention milestones achieved.

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Other partners. Applicants are encouraged to include letters of support from any coordination partners, such as potential employers and/or training partners/apprenticeships.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

MINIMUM QUALIFICATIONS

Applicants interested in providing GBV-Employment should address the additional qualifications listed below in addition to addressing the qualifications for Sub-strategy 3; Activity 3.2- Adult Employment and Education Support Services

- Competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence and commercial sexual exploitation
- At least 5-years of experience delivering effective case management
- At least 5-years of experience delivering quality workforce programming for hard to employ individuals, including examples of agency's past track record of meeting similar outcomes
- Demonstrate capacity to link job ready candidates with a variety of employers.
- Demonstrated connections to employer partners to leverage resources such as internships, training, wages, and operational needs related to training space/equipment, etc.
- Ability to build a positive and collaborative presence in DVP priority neighborhoods
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Ability to prioritize and respond to immediate safety concerns
- Ability to discuss harm reduction strategies with participants, when needed
- Experience with addressing participants' cognitive behavioral needs and motivation to work

- Demonstrated capacity to work effectively with partners such as DVP life coaching agencies and others to help participants meet goal while maintaining participants' trust and confidentiality

PREFERRED QUALIFICATIONS

- Domestic Violence Counselor State Certification for staff interacting directly with participants
- Sexual Assault Counselor State Certification for staff interacting directly with participants
- Human Trafficking Case Worker Certification for staff interacting directly with participants
- Multi-lingual/multi-cultural competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence, and commercial sexual exploitation
- LGBTQIA+ competency to serve survivors of domestic/intimate partner violence, sexual violence, family violence and commercial sexual exploitation
- Competency in serving pregnant and birthing people
- Demonstrated ability to serve multi-lingual and newcomer immigrant youth who may be group/gang-impacted
- Closely rooted or located in the local neighborhoods agency is seeking to serve
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma

SUPPLEMENTAL QUESTIONS

1. Please upload copies of required certifications, current status verification, and staff resumes in the Qualifications section of the on-line RFQ submission portal.
2. Applicants should demonstrate a broad-based employer engagement strategy to locate private and public sector employer(s) willing to hire participants and also work with the applicant to provide participant retention and other supports.
3. Please describe past experience providing employment support to victim/survivors of gender-based violence.
4. Budget should include wages and/or stipends for work experience activities. Applicants must budget DVP funds for participant wages and/or incentives.
5. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

ACTIVITY 7.5: SAFE SPACE ALTERNATIVES

For youth and young adults who are victims of commercial sexual exploitation there are often few places where they feel truly safe and cared for. Therefore, it is important to create a safe space alternative where youth can get support, build relationships with positive adult and peer role models, and connect to resources.

OVERVIEW OF MODEL

The City of Oakland seeks to identify an agency to provide a safe space alternative for youth and young adults who are actively engaged in “the life” and victims/survivors of commercial sexual exploitation (CSE).

A safe space alternative should provide a physical space for youth and young adults where they can get their basic needs met. This includes food, hygiene, and a place to rest. This space should also model healthy relationships with caring adults and/or supportive peers. This could involve mentorship or peer-led support groups. Finally, the safe space alternative must act as a bridge to connect youth to additional resources including legal, educational, therapeutic, housing, employment, childcare (if applicable) and healthcare.

Agencies should have demonstrated experience engaging and serving commercially sexually exploited youth. Support groups/peer support groups should be representative of the diversity of CSE youth participants and include support groups specific to the needs of various populations (i.e. linguistically and culturally appropriate and inclusive of the LGBTQIA+ experience). Agencies must also be knowledgeable about additional resources for participants (i.e. housing, employment, and legal services) and have established relationships with referral partners.

PRIORITY POPULATIONS

The priority populations for this activity are youth and young adults ages 12-25 who have been commercially sexually exploited in Oakland.

The Alameda County District Attorney’s Office defines commercial sexual exploitation or trafficking as “the recruitment, harboring, transportation, provision, or obtaining of a person for the purpose of a commercial sex act, in which a commercial sex act is induced by force, fraud, or coercion, or in which the person forced to perform such an act is under the age of 18 years.” For more information see: <http://www.heatwatch.org/>

PERFORMANCE MEASURES

Funded agencies will be expected to track performance data, including:

- Survivors provided a safe space alternative and successfully engaged (e.g. participants accessing safe space, enrollment in peer support group);
- Survivors referred to additional support services (e.g. housing, legal support, employment support); and
- Relevant follow-up completed (e.g. assessment made to determine needs).

COORDINATION/PARTNERSHIPS/COLLABORATION

Applicants are encouraged to submit letters from relevant partners such as:

Other Partners. Applicants may also submit letters of support demonstrating partnership with other relevant partners.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in provision of the model.

MINIMUM QUALIFICATIONS

- Three years of demonstrated experience effectively providing a safe space alternative to commercially sexually exploited youth and young adults
- Demonstrated relationships (i.e. letters of support) with referral partners/support services partners or in-house support services
- LGBTQIA+ competency to serve survivors of commercial sexual exploitation
- Multi-lingual/multi-cultural competency to serve survivors of commercial sexual exploitation
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff, community providers, and law enforcement

PREFERRED QUALIFICATIONS

- Domestic Violence Counselor State Certification for all staff
- Sexual Assault Counselor State Certification for all staff
- Human Trafficking Case Worker Certification for all staff
- Competency in serving pregnant and parenting youth
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, service delivery, leadership)
- Experience supporting staff who may be experiencing vicarious trauma
- Closely rooted or located in the local neighborhood(s) that the agency is seeking to serve

SUPPLEMENTAL QUESTIONS

1. Please upload copies of required certifications, current status verification, and staff resumes in the Qualifications section of the on-line RFQ submission portal.
2. Please describe past experience providing a safe space alternative including the number of years providing this type of support to commercially sexually exploited youth and young adults.
3. Please describe the types of support services available to participants at the safe space.
4. What languages, in addition to English, is the agency able to provide services in? Do staff speak multiple languages or does the agency rely on translation services?
5. Once a referral gets made, how does the agency do follow-up to confirm that the victim/survivor got the support they required?
6. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.

STRATEGY AREA III: COMMUNITY HEALING AND RESTORATION

SUMMARY

Community Healing and Restoration includes teams embedded in Oakland neighborhoods that are exposed to high rates of violence to provide connection to the DVP Network and community events and activities, such as Town Nights, to activate parks and neighborhood spaces. This strategy area also aims to lift-up the wisdom of people closest to violence and deepen their skills to promote healing through community-led outreach activities and events. A mini-grant program to support innovative community-based violence reduction projects will be overseen by one provider who will also deliver training and capacity building for community leaders.

There are four (4) sub-strategies and no separate activities for this strategy area. Sub strategies include:

1. Neighborhood and Community Teams and Town Nights
2. Healing Activities and Restorative Practices
3. Therapeutic Supports
4. Community Capacity Building and Mini Grants

OUTCOMES

Activities in this strategy area are expected to contribute to and achieve outcomes relevant to their model, which will be measured by an independent evaluator. Desired outcomes for this strategy area include:

Community members ...

- Increase involvement in reducing violence
- Have more safe spaces to gather to increase community cohesion
- Establish shared norms against all forms of violence
- Access tools and knowledge to heal from trauma

APPROXIMATE FUNDING AND NUMBER SERVED

Nine (9) to Fourteen (14) agencies will be funded to provide community healing and restoration services for an estimated 11,000 community members.

| | Estimated Number Served | Estimated Funds |
|--|---|-----------------------------|
| Neighborhood and Community Teams and Town Nights | At least 10,000 community members | \$2 million - \$2.3 million |
| Healing Activities and Restorative Practices | At least 500 community members and families | \$600,000 - \$750,000 |
| Therapeutic Supports | At least 75 family and community referrals | \$400,000 - \$600,000 |
| Community Capacity Building and Mini Grants | At least 50 mini-grant recipients At least 100 residents | \$700,000 - \$850,000 |

SUB-STRATEGY 8.0: NEIGHBORHOOD AND COMMUNITY TEAMS AND TOWN NIGHTS

Though violence impacts people who live in all parts of Oakland, the impacts are more acutely felt in the priority neighborhoods where shootings and homicides occur most often. DVP seeks to engage residents in these neighborhoods through activities and events that build community cohesion and supports healing from collective trauma.

OVERVIEW OF MODEL

The City of Oakland seeks to fund six to seven Neighborhood and Community Teams based in the DVP priority areas. Neighborhood and Community Teams serve as credible messengers and visible ambassadors for the DVP Network to establish community safety approaches that focus on healing, wellness, and promoting peace. Approaches to creating safety will vary based on each neighborhood's unique dynamics.

Staff should be rooted in the community and able to nurture and maintain relationships with individuals and groups in neighborhoods they seek to serve including natural leaders in the area. These multi-generational, multi-cultural relationships can be leveraged in times of crisis when needed to mitigate inter-group violence and retaliation. However, NACTs are not Violence Interrupters. Instead, as part of the DVP Network they support violence interruption efforts by bridging community and staff from violence interrupter agencies. The model emphasizes multigenerational healing, leadership, and relationship-building opportunities for community members. Applicants should demonstrate connections to established community leadership such as faith-based institutions, advocacy groups, and neighborhood organizations.

NACTs lead outreach and promotion of community events and activities designed to restore, strengthen and beautify the neighborhood, while connecting people to DVP network services and other community resources. Staff should include young adults with organic and firm ties to the neighborhood who have demonstrated leadership, credibility, and a commitment to their own personal growth. Staff will engage residents in violence reduction efforts, including community support after a shooting or homicide. Staff must also be knowledgeable about the DVP Network and be familiar with other local resources (food bank, shelter, etc.), physical and mental health supports, free legal services, etc. to provide referrals to community members.

Town Nights are community gatherings designed to nurture cross-racial, cross-cultural, and cross-generational relationships *before* violence or crisis happens. The events serve as outlets for community members to come together and connect in safe, positive spaces to build community, nurture relationships, and promote peace during evening hours on days of the week when violence happens most in the neighborhoods most impacted. Town Nights is a series of events that will be coordinated with other selected agencies to take place on the same days and times across Oakland.

PRIORITY POPULATIONS

The priority populations for this activity are residents in West, North, Central, and Deep East Oakland who are most affected by multiple forms of violence, with an emphasis on supporting people, families, and communities affected by gun violence. Successful applicants will be expected to coordinate efforts with providers funded in the Violent Incident Crisis Response sub-strategy.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Events hosted and event attendance;
- Hours/participants supported to navigate community services; and
- Service referrals to DVP Network providers.

COORDINATION/PARTNERSHIPS/COLLABORATION

Coordination Partners. Applicants are encouraged to include letters of support from any coordination partners, such as those listed above.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

MINIMUM QUALIFICATIONS

- 5 years of experience providing outreach services, community events, community engagement, and neighborhood/resident/business mediation services
- Closely rooted and located in the local neighborhoods served by NACT; staff should be neighborhood residents and/or reflect the community served
- Experience supporting peers and/or people with lived experiences
- Demonstrated experience providing a structured supervision model that includes:
 - Ability to manage and support NACT's working multiple shifts throughout the day, including weekends and evenings
 - Promoting customer service and cultural awareness
 - Support for peer professionals
 - Supportive techniques to ensure staff wellness including supporting staff who may be experiencing vicarious trauma
- Strong connections and able to work collaboratively with local resources, services providers, and government agencies to link people to a wide range of services and resources
- Ability to cultivate a helper mindset, including calm demeanor, empathy, patience, and active listening
- Demonstrated ability to work in collaboration with community and systems partners including developing and complying with communication and coordination protocols
- Ability to build relationships and connections with diverse residents and perspectives

PREFERRED QUALIFICATIONS

- Experience with restorative practices, trauma-informed care, harm reduction, conflict mediation, and de-escalation (Please note: Participation in a mandated DVP trainings will be required of all selected agencies.)
- Capacity to serve diverse, multilingual communities
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership);
- Relationships with City departments (e.g. Parks, Recreation and Youth Development and Public Works) to obtain permits and support with site maintenance

SUPPLEMENTAL QUESTIONS

1. Confirm your agency will commit to fully participate in DVP's vetting process following a conditional offer of employment to prospective hires to confirm community ties
2. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.
3. Agency(s) proposed budget should indicate the staffing structure for the entire team and Agency(s) must budget \$100,000 for a series of 8 Town Nights events.

SUB-STRATEGY 9.0: HEALING ACTIVITIES AND RESTORATIVE PRACTICES

In Oakland neighborhoods where most violence occurs residents feel the impacts acutely and relentlessly. Community healing events and activities seek to build unity and to change norms around violence in the community utilizing restorative and trauma-informed approaches that are rooted in the identity and culture of the community to be served.

OVERVIEW OF MODEL

Agency(s) should develop community healing events and activities to change norms around violence in the community. Healing activities should be generally available to the community and also in response to the wishes of family members who have lost a loved one to violence. Activities should provide safe, supportive space(s) for the community to gather regularly on weekends and evenings when violence occurs most. Events should serve as outlets for community members to come together and connect in safe, positive spaces to promote peace. These events and activities may include: healing circles, vigils, supports for families and loved ones, community dialogues, events in the park/community spaces, marches etc.

Activities should be culturally-relevant and trauma-informed that emphasize multi-generational, multi-racial healing, natural leadership development, and relationship-building opportunities for community members from neighborhoods exposed to violence. Efforts such as neighborhood cleansings, or *limpias*, celebration of life events, and other cultural ceremonies uplift homegrown, cultural healing practices to support those impacted by shootings, homicides, assaults and/or gender-based violence.

Restorative practices and healing activities should also include community building and collective healing through survivor support groups or “mothers’ circles” strengthens community connections through collaborative opportunities for neighborhood residents to come together to improve healing and well-being in their neighborhoods.

Successful agency(s) will coordinate activities with DVP staff and other funded providers, in particular the Family Support agency(s) funded under Activity 1.3, to develop activities responsive to the needs of peers and families as well trends in violence.

PRIORITY POPULATIONS

The priority populations for this activity are residents in West, Central, and Deep East Oakland that are exposed to multiple forms of violence, with an emphasis on supporting people, families, and communities affected by gun violence. Successful applicants will be expected to coordinate efforts with providers funded in the Violent Incident Crisis Response sub-strategy.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Events hosted and event attendance; and
- Number of DVP Network referrals responded to.

COORDINATION/PARTNERSHIPS/COLLABORATION

Other partners. Applicants are encouraged to include letters of support from any coordination partners, such as potential employers and/or training partners/apprenticeships.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

MINIMUM QUALIFICATIONS

- At least 5 years of experience in designing and delivering restorative practices and healing activities in a community setting
- Demonstrated experience organizing logistics and executing high quality community events
- Closely rooted or located in the local neighborhood(s) agency is seeking to serve
- Experience hiring and supervising peer-based staff
- Ability to develop on the spot relationships with family and peers and community members
- Demonstrated ability to work in collaboration with community and systems partners including developing and complying with communication and coordination protocols
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness

PREFERRED QUALIFICATIONS

- Demonstrated connection to resources and services to provide appropriate referrals
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership);
- Experience supporting staff who may be experiencing vicarious trauma
- Relationships with City departments (e.g. Parks, Recreation and Youth Development and Public Works) to obtain permits and site maintenance

SUPPLEMENTAL QUESTIONS

1. Applicants must budget flexible funds to meet immediate needs of family members they support
2. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees.
3. The budget proposal should be based upon providing 25 events or activities, of varying sizes, for the community serving 250-300 people

SUB-STRATEGY 10.0: THERAPEUTIC SUPPORTS

During DVP town halls to inform the strategic spending plan, Oakland residents elevated therapeutic supports, including mental health counseling, for families, peers, and loved ones who experience loss due to homicide, as well as other survivors of violence, delivered by culturally-competent practitioners specializing in serving communities of color.

OVERVIEW OF MODEL

The City of Oakland seeks to fund one or more agency(s) to provide therapeutic supports to address mental health and trauma experienced by families and loved ones following a homicide, as well as to survivors of community violence served by the DVP Network.

Therapeutic support services include individual clinical therapy, support groups, peer-based mental/emotional support groups, emotional support practices and community-level support for people who experience trauma from community violence. Therapeutic support is trauma-informed, client-centered to meet clients where they are, including making home visits. Agency(s) may provide one type of therapeutic support service but must show knowledge of additional therapeutic resources for participants who would benefit (or request) a different type of mental and emotional support.

Therapeutic support services for families, peers and loved ones following a homicide, should include:

- Mental health case management services delivered at times and locations most convenient for them including individual psychotherapy, healing practices and support groups
- Eligibility for peers and family members impacted by secondary trauma following the traumatic event who may self-identify their relationship and the degree to which a loss has impacted them
- Services made available to people not eligible for Victim of Crime reimbursement
- Support offered to Oakland residents affected by homicides occurring elsewhere but directly affecting Oakland residents
- Service delivered on an open entry/open exit policy based on need

Agency(s) providing services for family members must coordinate closely with the Family Support provider detailed earlier in Activity 1.3.

Therapeutic support services for survivors of community violence served by the DVP Network include:

- all of the therapeutic support services listed above, on a case by case basis, with an emphasis on peer support groups

Referrals for therapeutic supports are expected from DVP funded providers as well as the Oakland Police Department, Victims of Crime Compensation Program, outreach efforts of Agency staff and partners, and word-of-mouth.

Agency(s) should have demonstrated experience and credentials for providing mental/emotional support to people who experience gun violence. The staffing structure should include clinical supervision/case consultation for therapeutic support staff.

Support groups should be representative of the diversity of Oakland and include support groups specific to the needs of various populations (i.e. linguistically and culturally appropriate). Agency(s) should also be knowledgeable about additional resources for participants (i.e. housing, employment, and legal services) and make referrals when appropriate.

PRIORITY POPULATIONS

The priority populations for this activity are residents in West, Central East, and Deep East Oakland that are exposed to multiple forms of violence, with an emphasis on supporting families, peers and loved ones who experience loss due to homicide and community members affected by gun violence. Successful applicants will be expected to coordinate efforts with providers funded in the Violent Incident Crisis Response sub-strategy, in particular coordination with the selected Family Support provider.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of people provided individual mental health case management and amount of service hours provided;
- Number of DVP Network referrals responded to; and
- Number therapeutic support groups held and numbers served.

COORDINATION/PARTNERSHIPS/COLLABORATION

Other partners. Applicants are encouraged to include letters of support from any coordination partners, such as potential employers and/or training partners/apprenticeships.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

MINIMUM QUALIFICATIONS

- Demonstrated ability to work in collaboration with community and systems partners including developing and complying with communication and coordination protocols
- Ability to protect participants' confidentiality and maintain trust
- Demonstrated experience providing a structured trauma-informed supervision model with regularly scheduled supervision sessions that include debriefing and other supportive techniques to ensure staff wellness
- Ability to protect participants' confidentiality and maintain trust while working in partnership with City staff and community providers

PREFERRED QUALIFICATIONS

- Demonstrated connection to resources and services to provide appropriate referrals
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership)
- Experience supporting staff who may be experiencing vicarious trauma
- Closely rooted or located in the local neighborhood(s) agency is seeking to serve

SUPPLEMENTAL QUESTIONS

1. Please upload copies of required certifications, current status verification, mental health provider licenses, along with staff resumes, in the Qualifications section of the on-line RFO submission portal
2. Please provide details about your salary structure, how you determine wages for each of your proposed positions, and any considerations you make to provide livable wages for employees

SUB-STRATEGY 11.0: COMMUNITY CAPACITY BUILDING AND MINI GRANTS

The DVP's Community Healing Mini Grant program recognizes that Oakland residents who are closest to the problem are closest to the solution and provides small grants to emerging community-based organizations and individuals living in the neighborhoods most impacted by violence. Training and capacity building provides new skills that builds upon the natural leadership already present in Oakland neighborhoods.

OVERVIEW OF MODEL

The City seeks an agency (or collaborative partners) to develop and implement training for community residents and fiscal and program oversight for the community healing mini-grants.

Community Resident Capacity Building: Applicants will develop the natural leadership skills of Oakland residents through training opportunities and learning communities for residents, family members, grassroots service providers, community healers, and mentors who are organic to the DVP's priority neighborhoods. Training topics may include family systems, harm reduction, resource navigation, cultivating male allyship, gender responsive approaches, and grant proposal writing. Capacity building efforts should include supporting potential mini-grant recipients with their application efforts including workshops and coaching around project design. Training curricula should be developed for both youth and adult learners. The successful applicant will work with the Neighborhood and Community Teams to recruit residents interested in attending the trainings.

Community Healing Mini-Grants: The successful applicant will act as fiscal and program manager for mini-grants distributed throughout Oakland. Mini-grants should support the violence reduction work of small, emerging organizations and individuals who have experienced violence. Grants will range in size and in focus area but may include community-building, peer support for survivors of violence, leadership development, or other events and activities to change norms around violence.

Applicants must demonstrate the ability to coordinate and administer a selection process (designed by DVP staff) that incorporates community member-led grant making including decision making bodies for each region of Oakland- West, Central East and Deep East. Community members on the decision-making bodies may be part of leadership and capacity building activities. Once mini-grant recipients are selected, the successful applicants will work with recipients to provide capacity building support to bolster the success of mini-grant projects. Engagement of community decision-making body members to support these efforts is also required.

Applicants will also oversee contractual and payment agreements for multiple mini-grant recipients. Any fiscal fees for administering the mini- grant should be part of the 15% indirect costs allowable for DVP grants.

Due to the fiscal oversight required, applicants should address their fiscal practices and detail key staff who will be involved in financial management of the mini-grant funds.

PRIORITY POPULATIONS

The priority populations for this activity are residents of West, Central East, and Deep East Oakland who are exposed to multiple forms of violence, with an emphasis on supporting people, families, and communities directly affected by gun and gender-based violence.

PERFORMANCE MEASURES

Funded applicants will be expected to track performance data, including:

- Number of community members engaged;
- Number of trainings provided; and
- Number of Mini-grants administered.

COORDINATION/PARTNERSHIPS/COLLABORATION

Other partners. Applicants are encouraged to include letters of support from any coordination partners, such as potential employers and/or training partners/apprenticeships.

Sub-grantees. Applicants are required to submit letters of agreement from any sub-grantees that will play a role in service provision.

MINIMUM QUALIFICATIONS

- At least 5 years of experience providing training and technical assistance to community residents in Oakland
- At least 5 years of experience providing fiscal management and oversight of small, emerging community-based organizations
- Ability to develop on the spot relationships and build rapport with community members
- Expertise in leadership development and organizing principles
- Expertise in curriculum development for youth and adult learners

PREFERRED QUALIFICATIONS

- Experience providing fiscal management and oversight to individual community residents
- Demonstrated experience in advancing an equity framework throughout organizational operations (such as hiring, developing programs, delivery services, leadership);
- Closely rooted or located in the local neighborhood(s) agency is seeking to serve

SUPPLEMENTAL QUESTIONS

1. Describe your agency's capacity to provide for weekly check runs to allow for regularly scheduled and rapid payment to mini grant recipients.
2. The proposed budget should include \$500,000 for re-granting as community healing mini-grants.

APPENDIX B: COMPLIANCE WITH CITY COUNCIL POLICIES

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)

The City of Oakland has adopted a Local and Small Local Business Enterprise Program (L/SLBE). The City's current L/SLBE Program guidelines may be accessed via the following link:

https://cao-94612.s3.amazonaws.com/documents/LSLBE-Program-Guidelines_Revised.5.4.21.pdf

Contractor understands and agrees to the following:

- a. Preference Points – Preference points are awarded based on the level of local, small local and very small local business participation that is proposed by contractors during the competitive solicitation process.
- b. Maintaining Participation – As a condition of award of this Contract, Contractor must achieve and maintain the levels of local, small local or very small local business participation for which preference points were earned during the competitive solicitation process or the levels of participation agreed upon by the Parties during negotiation of this Agreement. Failure to achieve and maintain the proposed levels of participation may result in the imposition of penalties as set forth in the above-reference Local and Small Local Business Enterprise Program guidelines.
- c. 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**, which shall be attached hereto and incorporated herein.

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). Oakland employers are also subject to the City of Oakland Minimum Wage law (see Section 5, below), and must pay employees wages and provide benefits consistent with the Minimum Wage law or Oakland Living Wage Ordinance, whichever are greater.

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 \$15.30 with health benefits or \$17.56 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, Contract shall pay adjusted wage rates.
 - 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 **\$2.26 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) <https://www.irs.gov/> and <https://www.irs.gov/credits-deductions/individuals/earned-income-tax-credit>
 - 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

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. This contract is also subject to Oakland's Living Wage Ordinance (see Section 4, above), and must pay employees wages and provide benefits consistent with the Living Wage Ordinance, whichever are greater.

For further information, please go to the following website: <https://www.oaklandca.gov/topics/minimum-wage-paid-leave-service-charges>

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_CH2.32EQBEOR.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: <https://www.oaklandca.gov/resources/prompt-payment-forms> 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@oaklandca.gov.

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. Sanctuary City Contracting and Investment Ordinance

Ordinance N.O. 13540 CMS was adopted by the Oakland City Council on June 4th, 2019 and prohibits the City from contracting with any person or entity that provides the United States Immigration and Customs Enforcement (ICE) services or goods for data collection or with the United States Customs and Border Protection (CBP) Customs and Border Protection (CBP), or the Department of Health and Human Services Office of Refugee Resettlement (HHS/ORR) to support immigration detention facilities. These contractors are not to be used unless the City Council makes a specific determination that no reasonable alternative exists. The ordinance also prohibits the City from investing in any of these companies and requires the City to include notice of these prohibitions in any Requests for Proposals (RFPs), Requests for Qualifications (RFQs), and any construction or other contracting bids. The ordinance also requires that the City provide an annual report to the Privacy Advisory Commission on its enforcement.

11. Border Wall Ordinance

This contract is subject to the Border Wall Ordinance of Oakland Municipal Code (Ordinance 13459 C.M.S, passed November 28, 2017) and effective immediately upon adoption. The purpose of the ordinance is to mandate and direct the City Administrator- in instances where there is no significant additional cost, to be defined in regulations, or conflict with law- to refrain from entering into new or amended contracts to purchase professional, technical, scientific or financial services, goods, construction labor and materials or other services, or supplies from businesses that enter into contracts to provide such services, goods, materials or supplies to build the U.S.-Mexico border wall;

The City of Oakland shall be prohibited from entering into any contractual agreement for the purchase of services, goods, equipment, *cyber network or cloud computing, internet, or cloud-based computer technology or services* with any "*BORDER WALL ENTITY*" individual, firm, or financial institution who provides any services, goods, equipment or information technology or cloud- based technology or services, to construction of the a wall along any part of the United States - Mexico border.

All vendors seeking to do business with the City of Oakland must are complete and sign "Schedule W" as a statement of compliance with Ordinance 13459 C.M.S,

12. Pending Dispute Disclosure Policy:

Contractors are required to disclose pending disputes with the City of Oakland when they are involved in submitting bids, proposals or applications for a City 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.

13. 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.

14. 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.

15. Sample Professional Service Agreement

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

16. 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 <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (Schedule Q). A copy of the requirements is 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.

17. 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.

18. 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.

19. 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.

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

RFQ and Project related issues:
Project Manager: Jessie Warner, (510) 238-6875
Contract Analyst: Jasmine Chan, (510) 238-7524
Compliance Officer: Sophany Hang, (510) 238-3723

21. All responses to the RFQ become the property of the City.
22. The RFQ does not commit the City to award a contract or to pay any cost incurred in the preparation of the proposal.
23. 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.
24. 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
25. 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.

26. All documents and information submitted to the City of Oakland in response to an RFP are public records pursuant to California Government Code, Sections 6254, et seq. and City of Oakland Sunshine Ordinance, Oakland Municipal Code Chapter 2.20. The City shall disclose such documents and information upon request by any member of the public, absent a mandatory duty to withhold or a discretionary exemption that the City may choose to exercise. The City shall not in any way be liable or responsible for any disclosures of documents or information made pursuant to a request under the Public Records Act or the City of Oakland Sunshine Ordinance.
27. 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.

SAMPLE ONLY
GRANT AGREEMENT
BETWEEN THE CITY OF OAKLAND
AND [GRANTEE NAME]

This Grant Agreement (the “Agreement”) dated [DATE] is made and entered into by and between the City of Oakland, a municipal corporation (the “City”), and [GRANTEE’S FULL LEGAL NAME], a California nonprofit public benefit corporation, California Corporation No. xxxxxxxx (“Grantee”) (collectively the “Parties”).

RECITALS

This Agreement is entered into upon the basis of the following facts, understandings and intentions of the City and Grantee:

[INSERT RECITALS DESCRIBING THE FUNDING SOURCE AND AUTHORITY FOR THE GRANT AND ANY OTHER INFORMATION RELEVANT TO THE AWARD OF THE GRANT]

NOW, THEREFORE, it is mutually understood and agreed by and between the undersigned parties that the Agreement is amended as follows:

1. Effective Date

This Agreement shall become effective on the date it is executed by all Parties. If the Agreement is not executed by all Parties on the same date, the Agreement shall be effective on the date it is last executed by a Party.

2. Grant

Subject to the terms and conditions of this Agreement, the City agrees to provide a grant of funds to Grantee in an amount up to [DOLLAR AMOUNT] dollars (\$[DOLLAR AMOUNT]) (the “Grant”).

3. Scope of Work

As a condition of this Grant, Grantee must diligently and in good faith perform the community-related work, services, and activities (“Work”) specified in the **Scope of Work** attached to this Agreement as **Schedule A** and incorporated herein by reference.

Grantee shall designate an individual who shall be responsible for communications with the City for the duration of this Agreement. The Project Manager for the City shall be [NAME].

4. Agreement Documents and Provisions

Grantee shall perform or arrange for the performance of Work under this Agreement in accordance with conditions of this Agreement including the attached Scope of Work in addition to City of Oakland rules, regulations and policies and applicable federal and state laws.

5. Time of Performance

The time for performance under this Agreement shall begin on [DATE], and shall end on [DATE] (“Term”).

6. Method of Payment

Grantee shall be paid for the performance of the Work set forth in **Schedule A** in accordance with the program **Budget, Schedule B**. Payments shall be based on actual eligible costs, fees and expenses incurred by Grantee for the Work but shall be “Capped” so as not to exceed [insert amount in words] Dollars (\$xx,xxx.xx) for the grant Term. Payments will be due upon completion of the Work or as otherwise specified in **Schedule A** or **Schedule B**. Grantee shall submit an invoice accompanied by an itemization of expenditures submitted for reimbursement prepared on the City’s expense forms. Invoices shall include a description of the Work completed, itemized costs, fees and expense and the amount due.

Grantee shall submit a request for payment accompanied by an itemized list of eligible expenditures on the City’s expense form. Each request for payment shall include a description of the Work completed, a report detailing the clients served under this Agreement, the current status of their cases, and aggregate results to date. If Grantee’s performance is not on pace to meet or exceed performance goals under this Agreement, Grantee shall provide an explanation for not meeting performance goals and a detailed plan to increase client service levels for the remainder of the Term of this Agreement in order to meet performance goals.

The documents submitted will be reviewed and approved for payment by the Project Manager. The City shall have sole and absolute discretion to determine the sufficiency of supporting documentation for payment. Determination of satisfactory completion of the Work will be based on an overall assessment of the progress Grantee has made towards achieving the goals of the Agreement and the performance measures.

All authorized obligations incurred in the performance of the terms of this Agreement must be reported to the City within 30 days following the completion or termination of this Agreement. No claims submitted after the 30-day period will be recognized as binding upon the City for payment. Any obligations and/or debts incurred by Grantee and not reported to the City within the 30-day period become the sole liability of Grantee, and the City shall be relieved of any and all responsibilities.

7. Prompt Payment

This Agreement is subject to the Prompt Payment Ordinance codified in Chapter 2.06 of the Oakland Municipal Code. Under said Ordinance, the City must disburse Grant funds to Grantee within 20 business days after receipt of an undisputed request for payment. An undisputed request for payment is a request for payment that is not a “disputed invoice” within the meaning of the Prompt Payment Ordinance. Under the Ordinance, a “disputed invoice” is an invoice or request for payment that is either (1) improperly executed by Grantee, (2) contains errors, (3) requires additional evidence to determine its validity, and/or (4) contains expenditures or proposed expenditures that are ineligible or that do not otherwise comply with reimbursement or disbursement requirements of the City or another grant funding source. If a request for payment is “disputed”, the payment/disbursement shall not be subject to late penalties until the dispute is resolved. In the event a request for payment is disputed, the City shall notify Grantee and the City’s Liaison (as defined in the Prompt Payment Ordinance) in writing within five business days of receiving the disputed request for payment that there is a bona fide dispute, in which case the City shall withhold the disputed amount and may withhold the full amount if the funding source for the Grant

requires that the disputed expenditures be fully resolved prior to any disbursement of Grant funds. If the funding source for the Grant requires its review and approval before payments are made to Grantee, this period shall be suspended for any period of review by said agency. If any amount due by the City to be disbursed to Grantee pursuant to this Agreement is not timely paid in accordance with the Prompt Payment Ordinance, Grantee is entitled to interest penalty in the amount of 10% of the improperly withheld amount per year for every month that payment is not made, provided that Grantee agrees to release the City from any and all further claims for interest penalties that may be claimed or collected on the amount due and paid. Grant recipients that receive interest penalties for late payment pursuant to the Prompt Payment Ordinance may not seek further interest penalties on the same late payment in law or equity.

The Prompt Payment Ordinance further requires that, unless specific exemptions apply, Grantee shall pay undisputed invoices of its subcontractors for goods and/or services within 20 business days of submission of invoices unless Grantee notifies the City's Liaison in writing within five business days that there is a bona fide dispute between Grantee and claimant, in which case Grantee may withhold the disputed amount but shall pay the undisputed amount. Disputed payments are subject to investigation by the City's Liaison and, upon the filing of a compliant, Grantee, if 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 Grantee fails or refuses to deposit security, the City will withhold an amount sufficient to cover the claim from the next Grant 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. Grantee is not allowed to retain monies from subcontractor payments for goods as project retention and is required to release subcontractor project retention in proportion to the subcontractor services rendered, for which payment is due and undisputed, within five business days of payment. For the purpose of posting on the City's website, Grantee is required to file notice with the City of release of retention and payment of mobilization fees, within five business days of such payment or release; and Grantee is required to file an affidavit, under penalty of perjury, that he or she has paid all subcontractors, within five 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.

8. Evaluation, Monitoring and Reporting

Grantee shall be monitored and evaluated by the City in terms of its effectiveness and timely compliance with the provisions of this Agreement and the effective and efficient achievement of the Scope of Work. Grantee shall undertake continuous quantitative and qualitative evaluation of the Scope of Work as specified in this Agreement and shall make written reports on the results of such evaluation to the Project Manager as reasonably requested by the Project Manager.

In addition to the financial requirements described elsewhere in this Agreement, Grantee agrees that authorized representatives of the City may perform fiscal monitoring of Grantee's record-keeping and reporting to assure compliance with this Agreement.

[GRANT SPECIFIC REQUIREMENTS?]

9. Program Income

Any funds received as return of costs or as income generated from activities funded by this Agreement are the property of the City and must be transmitted to the City promptly.

10. Proprietary or Confidential Information of the City

Grantee understands and agrees that, in the performance of the work or services under this Agreement or in contemplation thereof, Grantee may have access to private or confidential information which may be owned or controlled by the City and that such information may contain proprietary or confidential details, the disclosure of which to third parties may be damaging to the City. Grantee agrees that all information disclosed by the City to Grantee shall be held in confidence and used only in performance of the Agreement. Grantee shall exercise the same standard of care to protect such information as a reasonably prudent Grantee would use to protect its own proprietary data.

11. Records and Audit

Grantee must maintain (a) a full set of accounting records in accordance with generally accepted accounting principles and procedures for all funds received under this Agreement, and (b) full and complete documentation of performance related matters such as benchmarks and deliverables associated with this Agreement. Grantee agrees to comply with all audit, inspection, record-keeping and fiscal reporting requirements mandated by the City, and all state and/or federal audit requirements applicable to the funding sources of the Grant. The City shall notify the Grantee of any records it deems in its reasonable judgment to be insufficient. Grantee shall have 15 calendar days from such notice to correct any specified deficiency in the records, or, if more than 15 days shall be reasonably necessary to correct the deficiency, Grantee shall begin to correct the deficiency within 15 days and correct the deficiency as soon as reasonably possible. Grantee must maintain such records for a period of four years following the last fiscal year during which the City paid an invoice to Grantee under this Agreement.

Grantee must make available at Grantee's office for examination at reasonable intervals and during normal business hours to the City's representatives, as well as representatives of agencies providing funding for the Grant, all books, accounts, reports, files, financial records, and other papers or property with respect to all matters covered by this Agreement, as well as the financial condition of Grantee in general, and shall permit these representatives to audit, examine, and make copies, excerpts or transcripts from such records. The City's representatives may make audits of any conditions relating to this Agreement, as well as the financial condition of Grantee in general, throughout the term of this Agreement and for three years following the expiration of the term of this Agreement.

12. Fraud, Waste and Abuse

Grantee must immediately inform the City of any information or complaints involving criminal fraud, waste, abuse, or other criminal activity in connection with the Work.

13. Compliance with Federal Standards [INSERT FOR FEDERALLY FUNDED GRANTS]

Grantee shall be responsible for complying with the terms, conditions, and requirements set forth in [CITE TO PROGRAM STATUTE AND REGULATIONS], and other applicable federal and state laws with respect to federal grants. These include, but are not limited to, the following:

[INSERT APPLICABLE FEDERAL STANDARDS]

Grantee has submitted **Schedule Z**, Certification of Debarment and Suspension, attached hereto and incorporated by reference herein.

14. Assignment and Subcontracting

Grantee may not assign, subcontract, or otherwise transfer any rights, duties, obligations or interest in this Grant or Agreement or arising hereunder to any person, persons, entity or entities whatsoever without the prior written consent of the City, and any attempt to assign, subcontract, or transfer without such prior written consent shall be void. Consent to any single assignment, subcontract, or transfer shall not constitute consent to any further assignment, subcontract or transfer.

15. Publicity

Any publicity generated by Grantee for the program funded pursuant to this Agreement, during the term of this Agreement or for one year thereafter, shall make reference to the contribution of the City in making the project possible. The words “City of Oakland” shall be explicitly stated in all pieces of publicity, including but not limited to flyers, press releases, posters, brochures, public service announcements, interviews and newspaper articles.

City staff will be available whenever possible at the request of Grantee to assist Grantee in generating publicity for the program funded pursuant to this Agreement. Grantee further agrees to cooperate with authorized City officials and staff in any City-generated publicity or promotional activities undertaken with respect to this program.

16. Insurance

Unless a written waiver is obtained from the City’s Risk Manager, Grantee must provide the insurance listed in the City of Oakland **Insurance Requirements** attached hereto as **Schedule Q** and incorporated herein by reference.

17. Indemnification

- a. and, upon request, to defend Indemnitees against any and all liabilities, obligations, losses, damages, fines, penalties, claims (including but not limited to claims for property damage, personal injury, and wrongful death), actions, suits, judgments, costs or expenses of whatsoever kind and nature (including reasonable attorney’s fees) caused by or arising directly or indirectly from 1) a material breach of the terms of this Agreement by Grantee, 2) a negligent, grossly negligent or willful act or omission of Grantee in performance of this Agreement or expenditure of the grant funds, or 3) the violation by Grantee of any federal, state or local laws or regulations in performance of this Agreement or expenditure of the grant funds.
- b. The term “Grantee” as used in this indemnification provision includes Grantee, its board members, officers, directors, employees, and agents.
- c. The City agrees to promptly provide Grantee written notice of any claim of loss or damage subject to this indemnification provision and to cooperate with Grantee, in the defense against any such claim and all related settlement negotiations to the extent that cooperation does not conflict with City’s interests
- d. The City reserves the right retain its own legal counsel for the purposes of participating in the defense against any claim of loss or damage subject to this indemnification provision if Grantee fails or refuses to defend the City with counsel reasonably acceptable to the City. In no event shall

either Grantee or the City agree to the settlement of any claim described herein without the prior written consent of the other party.

- e. Notwithstanding anything to the contrary contained herein, Grantee's liability under this Agreement shall not extend to any action or claim arising from the sole negligence, gross negligence or willful misconduct of an Indemnitee.
- f. All of Grantee's obligations under this section are intended to apply to the fullest extent permitted by law (including without limitation, California Civil Code Section 2782) and shall survive the expiration or sooner termination of this Agreement.
- g. The indemnity set forth in this section shall not be limited by the City's insurance requirements contained in Schedule Q hereof, or by any other provision of this Agreement.
- h. The City's liability under this Agreement shall be limited to payment of Grantee in accord with the terms and conditions of this Agreement and shall exclude any liability whatsoever for consequential or indirect damages even if such damages are foreseeable.

18. Non-Liability of City

No councilmember, official, officer, director, employee, or agent of the City shall be liable to Grantee for any obligation created under the terms of this Agreement except in the case of actual fraud or willful misconduct by such person.

19. Right to Offset Claims for Money

All claims for money due or to become due from the City shall be subject to deduction or offset by the City from any monies due Grantee by reason of any claim or counterclaim arising out of this Agreement, any purchase order, or any other transaction with Grantee.

20. Events of Default and Remedies

The occurrence of any of the following shall constitute a material default and breach of this Agreement by Grantee:

- a. The use or expenditure of funds provided under this Agreement by Grantee in any manner that is not consistent with the purpose of this Agreement as set forth in Subsection 3 above or in compliance with the Grantmaking criteria set forth in Schedule A attached hereto;
- b. Substantial failure by Grantee to observe and perform any other material provision of this Agreement; or
- c. Grantee's (1) filing for bankruptcy, dissolution, or reorganization, or failure to obtain a full dismissal of any such involuntary filing brought by another party before the earlier of final relief or 60 days after the filing; (2) making a general assignment for the benefit of creditors; (3) applying for the appointment of a receiver, trustee, custodian, or liquidator, or failure to obtain a full dismissal of any such involuntary application brought by another party before the earlier of final relief or 60 days after the filing; (4) insolvency; or (5) failure, inability or admission in writing of its inability to pay its debts as they become due.

The City shall give written notice to Grantee of any default by specifying (a) the nature of the event or deficiency giving rise to the default, (b) the action required to cure the deficiency, if an action to cure is

possible, and (c) a date, which shall be not less than 30 calendar days from the mailing of the notice, by which such action to cure, if a cure is possible, must be undertaken. Grantee shall not be in default if Grantee cures such default within the specified cure period, or, if such default is not reasonably capable of cure within the specified period, Grantee begins to cure the default within the cure period and thereafter diligently pursues the cure to completion. Following any notice of an event of default, the City may suspend payments under this Agreement pending Grantee's cure of the specified breach. Upon an event of default that has not been cured by Grantee, the City, in its discretion, may take any of the following actions:

- d. Terminate this Agreement in whole or in part;
- e. Suspend payments under this Agreement;
- f. Demand immediate reimbursement of any funds disbursed under this Agreement other than funds Grantee has: (i) regranted or (ii) is legally bound to regrant to organizations as contemplated hereunder;
- g. Bring an action for equitable relief (i) seeking the specific performance by Grantee of the terms and conditions of the Agreement, and/or (ii) enjoining, abating, or preventing any violation of said terms and conditions, and/or (iii) seeking declaratory relief;
- h. Bar Grantee from future funding by the City; and/or
- i. Pursue any other remedy available at law or in equity.

Unless otherwise terminated as provided in this Agreement, this Agreement will terminate on [DATE].

21. Termination or Modification for Lack of Appropriation

The City's obligations under this Agreement are contingent upon the availability of funds from the funding source for this Grant. The City may terminate this Agreement on 30 days written notice to Grantee without further obligation if said funding is withdrawn or otherwise becomes unavailable for continued funding of the Work.

22. Litigation and Pending Disputes

Grantee shall promptly give notice in writing to the City of any litigation pending or threatened against Grantee in which the amount claimed is in excess of \$50,000. Grantee shall disclose, and represents that it has disclosed, any and all pending disputes with the City prior to execution of this Agreement on **Schedule K**, incorporated herein by reference. Failure to disclose pending disputes prior to execution of this Agreement shall be a basis for termination of this Agreement.

23. Conflict of Interest

- a. Grantee certifies that no member, officer, or employee of the City or its designees or agents, and no other public official of the City who exercises any functions or responsibilities with respect to the programs or projects covered by this Agreement, shall have any interest, direct or indirect in this Agreement, or in its proceeds during his/her tenure or for one year thereafter.
- b. Grantee warrants and represents, to the best of its present knowledge, that no public official or employee of City who has been involved in the making of this Agreement, or who is a member of a City board or commission which has been involved in the making of this Agreement whether in an advisory or decision-making capacity, has or will receive a direct or indirect financial interest in this Agreement in violation of the rules contained in

California Government Code Section 1090 et seq., pertaining to conflicts of interest in public contracting. Grantee shall exercise due diligence to ensure that no such official will receive such an interest.

- c. Grantee further warrants and represents, to the best of its present knowledge and excepting any written disclosures as to these matter already made by Grantee to City, that (1) no public official of City who has participated in decision-making concerning this Agreement or has used his or her official position to influence decisions regarding this Agreement, has an economic interest in Grantee or this Agreement, and (2) this Agreement will not have a direct or indirect financial effect on said official, the official's spouse or dependent children, or any of the official's economic interests. For purposes of this paragraph, an official is deemed to have an "economic interest" in (a) any for-profit business entity in which the official has a direct or indirect investment worth \$2,000 or more, (b) any real property in which the official has a direct or indirect interest worth \$2,000 or more, (c) any for-profit business entity in which the official is a director, officer, partner, trustee, employee or manager, or (d) any source of income or donors of gifts to the official (including nonprofit entities) if the income totaled more than \$500, or value of the gift totaled more than \$500 the previous year. Grantee agrees to promptly disclose to the City in writing any information it may receive concerning any such potential conflict of interest. Grantee's attention is directed to the conflict of interest rules applicable to governmental decision-making contained in the Political Reform Act (California Government Code Section 87100 et seq.) and its implementing regulations (California Code of Regulations, Title 2, Section 18700 et seq.).
- d. Grantee shall incorporate or cause to be incorporated into all subcontracts for work to be performed under this Agreement a provision governing conflict of interest in substantially the same form set forth herein.
- e. Nothing herein is intended to waive any applicable federal, state or local conflict of interest law or regulation.
- f. In addition to the rights and remedies otherwise available to the City under this Agreement and under federal, state and local law, Grantee understands and agrees that, if the City reasonably determines that Grantee has failed to make a good faith effort to avoid an improper conflict of interest situation or is responsible for the conflict situation, the City may (1) suspend payments under this Agreement, (2) terminate this Agreement, and/or (3) require reimbursement by Grantee to the City of any amounts disbursed under this Agreement. In addition, the City may suspend payments or terminate this Agreement whether or not Grantee is responsible for the conflict of interest situation.

24. Non-Discrimination/Equal Employment Practices

Grantee shall not discriminate against any person or group of persons in any manner prohibited by federal, state or local laws applicable to Grantee.

During the performance of this Agreement, Grantee agrees as follows:

- a. Grantee and Grantee's subgrantees, if any, shall not discriminate against any employee or applicant for employment because of actual or perceived age, marital or familial status, religion, gender, gender identity, gender expression, sexual orientation, race, creed, color, genetic

information, ancestry national origin, physical or mental disability including Acquired-Immune Deficiency Syndrome (AIDS) or AIDS-Related Complex (ARC), or military status. 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. Grantee and Grantee's subgrantees shall state in all solicitations or advertisements for employees placed by or on behalf of Grantee that all qualified applicants will receive consideration for employment without regard to actual or perceived age, marital or familial status, religion, gender, gender identity, gender expression, sexual orientation, race, creed, color, genetic information, ancestry, national origin, physical or mental disability including Acquired-Immune Deficiency Syndrome (AIDS) or AIDS-Related Complex (ARC), or military status.
- c. Grantee shall make its goods, services, and facilities accessible to people with disabilities and shall verify compliance with the Americans with Disabilities Act by executing **Schedule C-1, Declaration of Compliance with the Americans with Disabilities Act**, attached hereto and incorporated herein.
- d. If applicable, Grantee will send to each labor union or representative of workers with whom Grantee has a collective bargaining agreement or contract or understanding, a notice advising the labor union or workers' representative of Grantee's commitments under this nondiscrimination clause and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

25. Local/Small Local Enterprise Participation

The City has established requirements for participation by local and small local businesses, including local nonprofit organizations and small local nonprofit organizations, in publicly supported projects. Unless otherwise indicated, the City acknowledges that Grantee complies with these requirements.

26. Living Wage Requirements

Grantee will be considered a City Financial Assistance Recipient ("CFAR") and must comply with the Oakland Living Wage Ordinance if it receives \$100,000 or more in financial assistance from the City during a 12-month period. The Living Wage Ordinance requires that nothing less than a prescribed minimum level of compensation (a living wage) be paid to employees of CFARs (OMC 2.28, Ord. 1250 § 1, 1998). The Ordinance also requires submission of the Declaration of Compliance attached and incorporated herein as **Schedule N** and made part of this Agreement, and, unless specific exemptions apply or a waiver is granted, that Grantee provide the following to its employees who perform services under or related to this Agreement:

- a. Minimum Compensation - As of July 1, 2021, said employees shall be paid an initial hourly wage rate of **\$15.30** with health benefits or **\$17.56** without health benefits. Grantee agrees to pay the rates as 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.
- 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 **\$2.26** per hour. Grantee 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) – Grantee shall inform employees that he or she may be eligible for EIC and shall provide forms to apply for advance EIC payments to eligible employees.
- e. Grantee shall provide to all employees and to the Office of Contract 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. Grantee 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 – Grantee shall maintain a listing of the name, address, hire date, occupation classification, rate of pay and benefits for each of its employees. Grantee shall provide a copy of said list to the Office of Contract Compliance, 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. Grantee shall maintain employee payroll and related records for a period of four (4) years after expiration of the compliance period.
 - a. Grantee shall require subgrantees that provide services under or related to this Agreement to comply with the above Living Wage provisions. Grantee shall include the above-referenced sections in its subcontracts. Copies of said subcontracts shall be submitted to the Office of Contract Compliance.
 - b.

27. Equal Benefits Ordinance

This Agreement is subject to the Equal Benefits Ordinance codified in 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 grantees between employees with spouses and employees with domestic partners, and/or between domestic partners and spouses of such employees.

The Ordinance shall only apply to those portions of a Grantee's operations that occur (1) within the City of Oakland; (2) on real property outside the City of Oakland 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 subgrantees of Grantee.

The Equal Benefits Ordinance requires, among other things, submission of the Equal Benefits Declaration of Nondiscrimination attached hereto as **Schedule N-1** and incorporated herein by reference.

28. Minimum Wage Ordinance

Grantee shall comply with Oakland's Minimum Wage law set forth in Chapter 5.92 of the Oakland Municipal Code ("O.M.C.").

Oakland Minimum Wage law requires that Employers (as defined therein) pay Employees (as defined therein) no less than the Oakland's minimum wage rate for each hour worked within the geographic boundaries of the City Oakland. Oakland's Minimum Wage Law also requires paid sick leave for Employees and payment of service charges collected for their services. Employers must notify employees of the annually adjusted rates by December 15th of each year and prominently display notices at the job site.

29. Political Prohibition

Subject to applicable State and Federal laws, moneys paid pursuant to this Agreement shall not be used for political purposes, sponsoring or conducting candidate's meetings, engaging in voter registration activity, nor for publicity or propaganda purposes designed to support or defeat legislation pending before federal, state or local government.

30. Religious Prohibition

Grantee shall not use the grant funds awarded under this agreement for religious worship, instruction, or proselytization.

31. Business Tax Certificate or Exemption

Grantee shall obtain and provide proof of a valid City business tax certificate or business tax exemption certificate. Said certificate must remain valid for the duration of this Agreement.

32. Abandonment of Grant

The City may abandon or indefinitely postpone this Grant at any time. Should the Grant be abandoned, the City shall pay Grantee for all services performed thereto in accordance with the terms of this Agreement.

33. Relationship of Parties

The relationship of the City and Grantee is solely that of a grantor and grantee of funds, and should not be construed as a joint venture, equity venture, partnership, or any other relationship. The City does not

undertake or assume any responsibility or duty to Grantee (except as provided for herein) or to any third party with respect to the Work performed under this Agreement. Except as the City may specify in writing, Grantee has no authority to act as an agent of the City or to bind the City to any obligation.

34. Warranties

Grantee represents and warrants: (1) that it has access to professional advice and support to the extent necessary to enable Grantee to fully comply with the terms of this Agreement including using Grant proceeds to regrant funds as contemplated by Section 2 above; (2) that it is duly organized, validly existing and in good standing under the laws of the State of California; (3) that it has the full power and authority to enter into and perform its obligations under this Agreement; (4) that there are no pending or threatened actions or proceedings before any court or administrative agency which may substantially affect the financial condition or operation of the Grantee, other than those already disclosed to the City; and (5) that the person executing and delivering this Agreement is authorized to execute and deliver such document on behalf of Grantee.

35. Unavoidable Delay in Performance

The time for performance of provisions of this Agreement by either party shall be extended for a period equal to the period of any delay directly affecting this Agreement which is caused by: war; insurrection; strikes; lock-outs; riots; floods; earthquakes; fires; casualties; acts of God; acts of a public enemy; epidemics; quarantine restrictions; freight embargoes; lack of transportation; suits filed by third parties concerning or arising out of this Agreement; or unseasonable weather conditions. An extension of time for any of the above-specified causes will be deemed granted only if written notice by the party claiming such extension is sent to the other party within ten calendar days from the commencement of the cause. The time for performance under this Agreement may also be extended for any reason by the mutual written agreement of the City and Grantee.

36. Validity of Contracts

This Agreement shall not be binding or of any force or effect until it is approved as to form and legality by the Office of the City Attorney and signed by the City Administrator or his or her designee.

37. Governing Law

This Agreement shall be interpreted under and be governed by the laws of the State of California, except for those provisions relating to choice of law or those provisions preempted by federal law or expressly governed by federal law.

38. Notice

If either party shall desire or be required to give notice to the other, such notice shall be given in writing, via facsimile and concurrently by prepaid U.S. certified or registered postage, addressed to recipient as follows:

City
City of Oakland
[CITY DEPARTMENT]
[ADDRESS]
Oakland, CA 94612

Attn: [STAFF CONTACT]

Grantee

[NAME]

[ADDRESS]

Attn: [ADD CONTACT NAME]

Any party to this Agreement may change the name or address of representatives for purpose of this Notice paragraph by providing written notice to all other parties ten (10) business days before the change is effective.

39. Entire Agreement of the Parties

This Agreement supersedes any and all agreements, either oral or written, between the parties with respect to this Grant and contains all of the representations, covenants and agreements between the parties with respect to the Grant. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, orally or otherwise, have been made by any party, or anyone acting on behalf of any party which are not contained in this Agreement, and that no other agreement, statement or promise not contained in this Agreement will be valid or binding.

40. Amendments and Modifications

Any amendment to or modification of this Agreement will be effective only if it is in a writing signed by all parties to this Agreement.

41. Waiver

Any waiver by the City of an obligation in this Agreement must be in writing and must be executed by an authorized agent of the City. No waiver should be implied from any delay or failure by the City to take action on any breach or event of default of Grantee or to pursue any remedy allowed under this Agreement or applicable law. Any extension of time granted to Grantee to perform any obligation under this Agreement will not operate as a waiver or release from any of its obligations under this Agreement. Consent by the City to any act or omission by Grantee should not be construed to be a consent to any other act or omission or to waive the requirement for the City's written consent to future waivers.

42. Other Agreements

Grantee represents that it has not entered into any agreements that are inconsistent with the terms of this Agreement. Grantee may not enter into any agreements that are inconsistent with the terms of this Agreement without an express written waiver by the City.

43. Severability/Partial Invalidity

If any term or provision of this Agreement, or the application of any term or provision of this Agreement to a particular situation, shall be finally found to be void, invalid, illegal or unenforceable by a court of competent jurisdiction, then notwithstanding such determination, such term or provision shall remain in force and effect to the extent allowed by such ruling and all other terms and provisions of this Agreement or the application of this Agreement to other situation shall remain in full force and effect.

Notwithstanding the foregoing, if any material term or provision of this Agreement or the application of such material term or condition to a particular situation is finally found to be void, invalid, illegal or unenforceable by a court of competent jurisdiction, then the parties hereto agree to work in good faith and fully cooperate with each other to amend this Agreement to carry out its intent.

44. Commencement, Completion and Close-out

It shall be the responsibility of Grantee to coordinate and schedule the Work to be performed so that commencement and completion take place in accordance with the provisions of this Agreement. Any extension of time provided to enable Grantee to complete the Work must be in writing and shall not constitute a waiver of rights the City may have under this Agreement. If Grantee fails to complete the Work by the scheduled date or by an extended date, the City shall be released from all of its obligations under this Agreement.

Within thirty (30) days of completion of the Work to be performed under this Agreement, Grantee shall make a determination of any and all final costs due under this Agreement and shall submit a request for final payment (including without limitations any and all claims relating to or arising from this Agreement) to the City. If Grantee fails to timely submit a complete and accurate request for final payment, the City shall be relieved of any further obligations under this Agreement, including without limitation any obligation for payment of Work performed or payment of claims by Grantee.

45. Consents and Approvals

Any consent or approval required under this Agreement may not be unreasonably withheld, delayed, or conditioned.

46. Inconsistency

If there is any inconsistency between the main agreement and the attachments/exhibits, the text of the main agreement shall prevail.

47. Counterparts

This Agreement may be executed in any number of counterparts, each of which so executed shall be deemed to be an original, and such counterparts shall together constitute but one and the same Agreement. The parties shall be entitled to electronically sign and transmit this Agreement (whether by facsimile, PDF, email or other electronic transmission), which signature shall be binding on the signing party or the party on whose behalf the document has been signed. Any party providing an electronic signature agrees to promptly execute and deliver to the other parties an original signed Agreement upon request.

48. Exhibits

The following exhibits and schedules are attached to this Agreement and are hereby incorporated herein by reference:

| | |
|---------------|--|
| Schedule A: | Scope of Work and Budget |
| Schedule C-1: | Compliance with ADA |
| Schedule K: | Pending Dispute Disclosure Form |
| Schedule N: | Declaration of Compliance with Living Wage |
| Schedule N-1: | Equal Benefits, Declaration of Nondiscrimination |

Schedule Q: Insurance Requirements

[INCLUDE IF FEDERAL GRANT] Schedule Z: Certification regarding Debarment and Suspension]

49. Authority:

The persons signing below represent and warrant that they have authority to bind their respective party, and all necessary approvals to sign on behalf of their respective party have been obtained.

[SIGNATURES ON NEXT PAGE]

“CITY”

CITY OF OAKLAND, a municipal corporation

By: _____
City Administrator (date)

Approved for forwarding:

By: _____
Department Head (date)

Resolution Number

Approved as to form and legality:

By: _____
Deputy City Attorney

“GRANTEE”

[INSERT COMPLETE LEGAL NAME OF GRANTEE], a California nonprofit public benefit corporation, California Corporation No. xxxxxxxx

By: _____

Print Name: _____

Title: MUST BE AUTHORIZED OFFICER OF ORGANIZATION

Date: _____

[END OF AGREEMENT]

(Stand-Alone Schedules Required with Proposal)

**SCHEDULE E
(PROJECT CONSULTANT TEAM LISTING)**

AND

**SCHEDULE I
(SANCTUARY CITY CONTRACTING AND INVESTMENT
ORDINANCE)**

AND

**SCHEDULE O
(CAMPAIGN CONTRIBUTION LIMITS)**

AND

**SCHEDULE W
(BORDER WALL PROHIBITION FORM)**

An interactive version of the forms can be downloaded from Contracts and Compliance website <https://www.oaklandca.gov/uploads/documents/Schedule-W-Form-Border-Wall-Prohibition.pdf> or request for a copy from Jasmine Chan at jchan@oaklandca.gov or phone number (510) 238-7524

**SCHEDULE E
PROJECT CONSULTANT TEAM LISTING**

To be completed by prime consultants only.

Date _____



Note:
The consultant herewith must list all subconsultants regardless of tier and their respective percentages of the project work. No other subconsultants, other than those listed below shall be used without prior written approval by the City of Oakland. Provide all information listed and check the appropriate boxes. Firms must be certified with the City of Oakland in order to receive Local/Small Local Business Enterprise credits.

Company Name: _____

Signed: _____

| Type of Work | Company Name | Address and City | Phone Number | % of Project Work | Dollar Amount | Subcontractor | Local (LBE) | Small Local (SLBE) | * Ethnicity | ** Gender |
|--------------|--------------|------------------|--------------|-------------------|---------------|---------------|-------------|--------------------|-------------|-----------|
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Attach additional page(s) if necessary.

Contractors are required to identify the ethnicity and gender of all listed firms majority owner. This information will be used for tracking purposes only.

* (AA=African American) (AI=Asian Indian) (AP=Asian Pacific) (C=Caucasian) (H=Hispanic) (NA=Native American) (O=Other) (NL=Not Listed)

** (M = Male) (F = Female)



Schedule I

“Sanctuary City Contracting and Investment Ordinance”

United States Immigration and Customs Enforcement (ICE), Customs and Border Protection (CBP), and Department of Health and Human Services Office of Refugee Resettlement (HHS/ORR) Prohibition.

This Schedule must be submitted with all proposals or bids by all contractors/Consultants and their sub-contractors/subconsultants, and all vendors seeking to do business with the City of Oakland. Compliance must be established prior to full contract execution.

.....
I, (name) _____, the undersigned, _____ of
(Position/Title

(Business Entity) - hereinafter referred to as Business Entity and duly authorized to attest on behalf of the business Entity), declare the following:

1. Neither this Business Entity nor any of its subsidiaries, affiliates or agents are under contract with the United States Immigration and Customs Enforcement (ICE), Customs and Border Protection (CBP), or the Department of Health and Human Services Office of Refugee Resettlement (HHS/ORR) to provide services or goods for data collection or immigration detention facilities. The term “data collection” includes the collection of information (such as personal information about consumers) for another purpose from that which it is ultimately used, datamining in large data bases for trends and information, threat-modeling to identify probable attackers to computer systems, predictive risk analysis to predict future events, and similar services. Additionally, this business entity does not anticipate a contract with ICE, CBP, or HHS/ORR for such work for the duration of a contract/contracts with the City of Oakland.
2. The appropriate individuals of authority are cognizant of their responsibility to notify the City’s Project Manager and invoice reviewer or the City Administrator’s Office, Chief Privacy Officer if any of this Business Entity’s subsidiaries, affiliates, or agents are under contract with ICE, CBP, or HHS/ORR for the purposes listed above.
3. To maintain compliance, upon review and approval of invoices, the contractors/vendors hereby agree to submit a declaration on company stationery attached to each invoice that the company remains in compliance with the ICE, CBP, and HHS/ORR Prohibition and will not seek or secure a contract with ICE, CBP, or HHS/ORR.
4. Upon close out or completion of deliverables and prior to issuance of final payment (while honoring the Prompt Payment Ordinance), this business entity agrees to submit a statement attached to the final invoice, under penalty of perjury, declaring full compliance with the ICE, CBP, and HHS/ORR Prohibition. I understand that an invoice is not declared fully complete and accepted unless and until the declaration of compliance is accepted.
5. If this business entity fails to disclose a contract with ICE, CBP, or HHS/ORR to provide services for data collection or immigration detention facilities, the relevant persons may be guilty of a misdemeanor and up to a \$1,000 fine. Additionally, the City Administrator may to the extent permissible by law, remedy any such violations and may use all legal measures available to rescind, terminate, or void contracts in violation.
6. I declare under penalty of perjury that the above will not, have not, and do not plan to contract with ICE, CBP, or HHS/ORR to provide services or goods for data collection or immigration detention facilities.



PLEASE COMPLETE AND SIGN

I declare that I understand Ordinance #13540 C.MS. Based on my understanding the above is true and correct to the best of my knowledge.

or

I declare that I understand Ordinance # 13540 C.MS. Based on my understanding all or a portion of the above is not true and correct to the best of my knowledge.

(Printed Name and Signature of Business Owner)

(Date)

(Name of Business Entity)

(Street Address, City, State, and Zip Code)

(Name of Parent Company) (If applicable)

Contacts:

Office Phone: _____ Cell Phone: _____ email: _____

For Office Use Only:

Approved/Denied/Waived

(signed) _____
Authorized Representative

Date

SCHEDULE I DB/DM 2019



**CONTRACTOR ACKNOWLEDGEMENT OF CITY OF OAKLAND CAMPAIGN CONTRIBUTION LIMITS
FOR CONSTRUCTION, PROFESSIONAL SERVICE & PROCUREMENT CONTRACTS**

To be completed by City Representative prior to distribution to Contractor

City Representative _____ Phone _____ Project Spec No. _____

Department Violence Prevention Contract/Proposal Name _____

This is an Original _____ Revised form (check one). If Original, complete all that applies. If Revised, complete Contractor name and any changed data.

Contractor Name _____ Phone _____ - _____ - _____

Street Address _____ City _____, State _____ Zip _____

Type of Submission (check one) _____ Bid _____ Proposal _____ Qualification _____ Amendment _____

Majority Owner (if any). A majority owner is a person or entity who owns more than 50% of the contracting firm or entity.

Individual or Business Name _____ Phone _____ - _____ - _____

Street Address _____ City _____, State _____ Zip _____

The undersigned Contractor's Representative acknowledges by his or her signature the following:

The Oakland Campaign Reform Act limits campaign contributions and prohibits contributions from contractors doing business with the City of Oakland and the Oakland Redevelopment Agency during specified time periods. Violators are subject to civil and criminal penalties.

I have read Oakland Municipal Code Chapter 3.12, including section 3.12.140, the contractor provisions of the Oakland Campaign Reform Act and certify that I/we have not knowingly, nor will I /we make contributions during the period specified in the Act.

I understand that the contribution restrictions also apply to entities/persons affiliated with the contractor as indicated in the Oakland Municipal Code Chapter 3.12.080.

If there are any changes to the information on this form during the contribution-restricted time period, I will file an amended form with the City of Oakland.

Signature

_____/_____/_____
Date

Print Name of Signer

Position

To be Completed by City of Oakland after completion of the form

Date Received by City: ____/____/____ By _____

Date Entered on Contractor Database: ____/____/____ By _____

SCHEDULE W
BORDER WALL PROHIBITION

(This form is to be completed by Contractors and their sub-contractors, and all Vendors seeking to do business with the City of Oakland)

I, _____, the undersigned, a
(Name)
_____ of _____
(Title) (Business Entity)

(hereinafter referred to as Business Entity am duly authorized to attest on behalf of the business Entity)

- I. Neither this Business Entity nor any of its subsidiaries, affiliates or agents are under contract with any branch of the federal government to plan, design, build, support, repair and/or maintain any part of the border wall nor do we anticipate entering or competing for such work for the duration of a contract or contracts with the City of Oakland.
- II. The appropriate individuals of authority are cognizant of their responsibility to notify the city contact person/Project Manager, invoice reviewer or the City Administrator’s Office of Contracts and Compliance if any of the identified above decide to compete, plan, design, build, support, repair and/or maintain any part of work or servicing the border wall.
- III. To maintain compliance, upon review and approval of invoices, the contractors/vendors hereby agree to submit attached to each invoice, a declaration on company stationery that the company remains in compliance with the Border Wall Prohibition and will not seek or secure a contract related to all aspects of the Border Wall
- IV. Upon close out or completion of deliverables and prior to issuance of final payment (while honoring the Prompt Payment Ordinance) I agree to submit a statement attached to the final invoice, under penalty of perjury, declaring full compliance with the Border Wall Prohibition. I understand that an invoice is not declared fully complete and accepted unless and until the declaration of compliance is accepted.
- V. I declare under penalty of perjury that the above will not, have not and do not plan to participate in the building, servicing, maintenance of the operations of the so called “Border Wall”.

- I declare that I understand Ordinance #13459 C.MS. Based on my understanding the above is true and correct to the best of my knowledge.
- I declare that I understand Ordinance #13459 C.MS. Based on my understanding all or a portion of the above is not true and correct to the best of my knowledge.

(Printed Name and Signature of Business Owner) (Date)

(Name of Business Entity) (Street Address City, State and Zip Code)

(Name of Parent Company)

(Stand-Alone Schedules Required Prior to Contract Award)

**SCHEDULE E-2
(OAKLAND WORKFORCE VERIFICATION)**

AND

**SCHEDULE Q
(INSURANCE REQUIREMENTS)**

An interactive version of the forms can be downloaded from Contracts and Compliance website <https://www.oaklandca.gov/uploads/documents/OAK023255.pdf> or request for a copy from Jasmine Chan at jchan@oaklandca.gov or phone number (510) 238-7524



Oakland Workforce Verification

Schedule E-2

Date Submitted: _____ Consultant/Service Provider: _____ Phone: _____

Address: _____ email: _____ # additional sheets attached: _____

PLEASE NOTE: All prime consultants seeking additional preference points for Oakland workforce must complete this form and submit with "required attachments" to Contracts and Compliance no later than four (4) days after proposal due date. For questions, please contact the assigned Compliance Officer named in the RFP/RFQ.

REQUIRED ATTACHMENTS

Please check box below to confirm attachments

| EMPLOYEE Use additional sheets if needed | CURRENT STREET ADDRESS | DATE OF HIRE | LAST 4 DIGITS OF Soc. Sec. # | WORK CLASSIFICATION | REQUIRED ATTACHMENTS | | |
|---|------------------------|--------------|------------------------------|---------------------|--------------------------|----------------------------------|--------------------------|
| | | | | | Valid Photo ID | Other Proof of Oakland Residency | DE6/DE9 |
| 1 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10 | | | | | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

PLEASE NOTE BELOW:

- 1) A valid photo ID is required to prove Oakland residency. If the employee does not have a valid photo ID, the employer must submit at least two (2) other acceptable forms of ID/Other acceptable proofs of residency. Valid photo IDs include: a) U.S. Passport, b) Employment Authorization Document, c) State Driver's license or ID Card, d) School ID Card, and or e) U.S. Military Card.
- 2) Other Acceptable Proofs of Oakland Residency: Utility Bills, Bank Account Statements, Auto Registration, Mortgage Statements, Rental Agreements, and/or Verification Public Assistance.
- 3) DE6 /DE9- Quarterly Wage and Withholding Report.

Schedule Q

INSURANCE REQUIREMENTS

(Revised 09/12/2019)

a. General Liability, Automobile, Workers' Compensation and Professional Liability

Contractor shall procure, prior to commencement of service, and keep in force for the term of this contract, at Contractor's own cost and expense, the following policies of insurance or certificates or binders as necessary to represent that coverage as specified below is in place with companies doing business in California and acceptable to the City. If requested, Contractor shall provide the City with copies of all insurance policies. The insurance shall at a minimum include:

- i. **Commercial General Liability insurance** shall cover bodily injury, property damage and personal injury liability for premises operations, independent contractors, products-completed operations personal & advertising injury and contractual liability. Coverage shall be on an occurrence basis and at least as broad as Insurance Services Office Commercial General Liability coverage (occurrence Form CG 00 01)

Limits of liability: Contractor shall maintain commercial general liability (CGL) and, if necessary, commercial umbrella insurance with a limit of not less than \$2,000,000 each occurrence. If such CGL insurance contains a general aggregate limit, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.

- ii. **Automobile Liability Insurance.** Contractor shall maintain automobile liability insurance for bodily injury and property damage liability with a limit of not less than \$1,000,000 each accident. Such insurance shall cover liability arising out of any auto (including owned, hired, and non-owned autos). Coverage shall be at least as broad as Insurance Services Office Form Number CA 0001.

- iii. **Workers' Compensation insurance** as required by the laws of the State of California, with statutory limits, and statutory coverage may include Employers' Liability coverage, with limits not less than \$1,000,000 each accident, \$1,000,000 policy limit bodily injury by disease, and \$1,000,000 each employee bodily injury by disease. The Contractor certifies that he/she is aware of the provisions of section 3700 of the California Labor Code, which requires every employer to provide Workers' Compensation coverage, or to undertake self-insurance in accordance with the provisions of that Code. The Contractor shall comply with the provisions of section 3700 of the California Labor Code before commencing performance of the work

under this Agreement and thereafter as required by that code.

- iv. **Professional Liability/ Errors and Omissions insurance, if determined to be required by HRM/RMD**, appropriate to the contractor's profession with limits not less than \$_____ each claim and \$_____ aggregate. If the professional liability/errors and omissions insurance is written on a claims-made form:
- The retroactive date must be shown and must be before the date of the contract or the beginning of work.
 - Insurance must be maintained, and evidence of insurance must be provided for at least three (3) years after completion of the contract work.
 - If coverage is cancelled or non-renewed and not replaced with another claims made policy form with a retroactive date prior to the contract effective date, the contractor must purchase extended period coverage for a minimum of three (3) years after completion of work.
- v. **Contractor's Pollution Liability Insurance:** If the Contractor is engaged in: environmental remediation, emergency response, hazmat cleanup or pickup, liquid waste remediation, tank and pump cleaning, repair or installation, fire or water restoration or fuel storage dispensing, then for small jobs (projects less than \$500,000), the Contractor must maintain Contractor's Pollution Liability Insurance of at least \$500,000 for each occurrence and in the aggregate. If the Contractor is engaged in environmental sampling or underground testing, then Contractor must also maintain Errors and Omissions (Professional Liability) of \$500,000 per occurrence and in the aggregate.
- vi. **Sexual/Abuse insurance.** If Contractor will have contact with persons under the age of 18 years, or provides services to persons with Alzheimer's or Dementia, or provides Case Management services, or provides Housing services to vulnerable groups (i.e., homeless persons) Contractor shall maintain sexual/molestation/abuse insurance with a limit of not less than \$1,000,000 each occurrence and \$1,000,000 in the aggregate. Insurance must be maintained, and evidence of insurance must be provided for at least three (3) years after completion of the contract work.
- vii. **Technology Professional Liability (Errors and Omissions) OR Cyber Liability Insurance, if determined to be required by HRM/RMD**, *appropriate to the Consultant's profession, with limits not less than \$2,000,000 per occurrence or claim, \$2,000,000 aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Consultant in this agreement and shall include, but not be limited to, claims involving infringement of intellectual property, including but not limited to infringement of copyright, trademark, trade dress, invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of*

electronic information, extortion and network security. The policy shall provide coverage for breach response costs as well as regulatory fines and

penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations.

b. Terms Conditions and Endorsements

The aforementioned insurance shall be endorsed and have all the following conditions:

- i. Insured Status (Additional Insured): Contractor shall provide insured status naming the City of Oakland, its Councilmembers, directors, officers, agents, employees and volunteers as insureds under the Commercial General Liability policy. General Liability coverage can be provided in the form of an endorsement to the Contractor's insurance (at least as broad as ISO Form CG 20 10 (11/85) or both CG 20 10 and CG 20 37 forms, if later revisions used). If Contractor submits the ACORD Insurance Certificate, the insured status endorsement must be set forth on an ISO form CG 20 10 (or equivalent). A STATEMENT OF ADDITIONAL INSURED STATUS ON THE ACORD INSURANCE CERTIFICATE FORM IS INSUFFICIENT AND WILL BE REJECTED AS PROOF OF MEETING THIS REQUIREMENT; and
- ii. Coverage afforded on behalf of the City, Councilmembers, directors, officers, agents, employees and volunteers shall be primary insurance. Any other insurance available to the City Councilmembers, directors, officers, agents, employees and volunteers under any other policies shall be excess insurance (over the insurance required by this Agreement); and
- iii. Cancellation Notice: Each insurance policy required by this clause shall provide that coverage shall not be canceled, except with notice to the Entity; and
- iv. The Workers' Compensation policy shall be endorsed with a waiver of subrogation in favor of the City for all work performed by the contractor, its employees, agents and subcontractors; and
- v. Certificate holder is to be the same person and address as indicated in the "Notices" section of this Agreement; and
- vi. Insurer shall carry insurance from admitted companies with an A.M. Best Rating of A VII, or better.

c. Replacement of Coverage

In the case of the breach of any of the insurance provisions of this Agreement, the City may, at the City's option, take out and maintain at the expense of Contractor, such insurance in the name of Contractor as is required pursuant to this Agreement, and may deduct the cost of taking out and maintaining such insurance from any sums which may be found or become due to Contractor under this Agreement.

d. Insurance Interpretation

All endorsements, certificates, forms, coverage and limits of liability referred to herein shall have the meaning given such terms by the Insurance Services Office as of the date of this Agreement.

e. Proof of Insurance

Contractor will be required to provide proof of all insurance required for the work prior to execution of the contract, including copies of 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 ground for rescission of the contract award.

f. Subcontractors

Should the Contractor subcontract out the work required under this agreement, they shall include all subcontractors as insureds under its policies or shall maintain separate certificates and endorsements for each subcontractor. As an alternative, the Contractor may require all subcontractors to provide at their own expense evidence of all the required coverages listed in this Schedule. If this option is exercised, both the City of Oakland and the Contractor shall be named as additional insured under the subcontractor's General Liability policy. All coverages for subcontractors shall be subject to all the requirements stated herein. The City reserves the right to perform an insurance audit during the project to verify compliance with requirements.

g. Deductibles and Self-Insured Retentions

Any deductible or self-insured retention must be declared to and approved by the City. At the option of the City, either: the insurer shall reduce or eliminate such deductible or self-insured retentions as respects the City, its Councilmembers, directors, officers, agents, employees and volunteers; or the Contractor shall provide a financial guarantee satisfactory to the City guaranteeing payment of losses and related investigations, claim administration and defense expenses.

h. Waiver of Subrogation

Contractor waives all rights against the City of Oakland and its Councilmembers, officers, directors, employees and volunteers for recovery of damages to the extent these damages are covered by the forms of insurance coverage required above.

i. Evaluation of Adequacy of Coverage

The City of Oakland maintains the right to modify, delete, alter or change these requirements, with reasonable notice, upon not less than ninety (90) days prior written notice.

J. Higher Limits of Insurance

If the contractor maintains higher limits than the minimums shown above, The City shall be entitled to coverage for the higher limits maintained by the contractor.

City Schedules and Policies

PLEASE READ CAREFULLY: It is the prospective primary proposer's/bidder's/grantee's responsibility to review all listed City Schedules, Ordinances and Resolutions.

If you have questions regarding any of the schedules, Ordinances or Resolutions, please contact the assigned Contract Compliance Officer listed on the Request for Proposals (RFP), Notice Inviting Bids (NIB), Request for Qualifications (RFQ) and Grant announcements.

By submitting a response to this RFP/Q, NIB, or Grant opportunities, to the City of Oakland the prospective primary participant's authorized representative hereby certifies that your firm or not-for profit entity has reviewed all listed City Schedules, Ordinances and Resolutions and has responded appropriately.

Note: additional details are available on our website as follows:

<https://www.oaklandca.gov/documents/contracting-policies-and-legislation>

1. **Schedule B-2** - (Arizona Resolution) – **Applies to all agreements and is part of the “Combined Contract Schedules”**.
 - a. This Agreement is subject to Resolution No. 82727 C.M.S. For full details of the Resolution please go to the City's website <https://www.oaklandca.gov/documents/contracting-policies-and-legislation>
 - b. *Excerpt:* (Resolution #82727) RESOLVED: That unless and until Arizona rescinds SB 1070, the City of Oakland urges City departments to the extent where practicable, and in instances where there is no significant additional cost to the city or conflict with law, to refrain from entering any new or amended contracts to purchase goods or services from any company that is headquartered in Arizona.
 - c. Prior to execution of this agreement and/or upon request, the contractor shall complete the Schedule B-2 form and submit to the City. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (*see Combined Schedules*)

2. **Schedule C-1** - (Declaration of Compliance with the Americans with Disabilities Act) – **Applies to all agreements and is part of the “Combined Contract Schedules”**.
 - i. This Agreement is subject to the Americans with Disabilities Act (ADA). It requires that private organizations serving the public make their goods, services and facilities accessible to people with disabilities. Furthermore, the City of Oakland requires that all its Contractors comply with their ADA obligations and verify such compliance by signing this Declaration of Compliance.
 1. You certify that you will comply with the Americans with Disabilities Act by:
 2. Adopting policies, practices and procedures that ensure non-discrimination and equal access to Contractor's goods, services and facilities for people with disabilities;
 3. Providing goods, services and facilities to individuals with disabilities in an integrated setting, except when separate programs are required to ensure equal access;

4. Making reasonable modifications in programs, activities and services when necessary to ensure equal access to individuals with disabilities, unless fundamental alteration the Contractor's program would result;
 5. Removing architectural barriers in existing facilities or providing alternative means of delivering goods and services when removal of barriers is cost-prohibitive;
 6. Furnishing auxiliary aids to ensure equally effective communication with persons with disabilities;
 7. If contractor provides transportation to the public, by providing equivalent accessible transportation to people with disabilities.
- ii. Prior to execution of this agreement and/or upon request, the contractor shall complete the Schedule C-1 form and submit to the City. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (*see Combined Schedules*)

For Declaration of ADA compliance for facility and other special events agreements please reference C-2 on the above web site.

3. Schedule D – (Ownership, Ethnicity, and Gender Questionnaire) – Applies to all agreements and is part of the “Combined Contract Schedules”. Please be advised that ethnicity and gender information will be used for reporting and tracking purposes ONLY.

This agreement is subject to the reporting of Ownership, Ethnicity and Gender questionnaire form. Prior to execution of this agreement and/or upon request, the contractor shall complete the Schedule D form and submit to the City. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (*see Combined Schedules*)

4. Schedule E – (Project Consultant or Grant Team). Applies to Non-Construction agreements and is a “stand alone Schedule⁽¹⁾” and must be submitted with proposal.

- a. This Agreement is subject to the attached hereto and incorporated herein as Schedule E form, this form is required to be submitted with the proposal.
- b. The form can also be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>.
- c. This form is use for establishing level of certified local Oakland for profit and not for profit participation and calculating compliance with council's 50% local participation policy.
- d. In response to this RFP/Q or grant opportunity, the prime shall be a qualified for profit or not-for profit entity.
- e. Sub-Consultants (if used) or sub-grantees must be listed to include: addresses, telephone numbers and areas of expertise/trace category of each. Briefly describe the project responsibility of each team member. Identify if contractors are certified MBE, WBE, Local Business Enterprises (LBE) and Small Local Business Enterprise (SLBE), Locally Produced Goods or Very Small Local Business Enterprise. Additionally, for LBEs/SLBEs, please submit a copy of current business license local business certificate and date established in Oakland.

5. **Schedule E-2** (Oakland Workforce Verification Form) – **Referenced in Attachment B. Applies to Non-Construction agreements and is a “stand alone Schedule”, and must be submitted with proposal if seeking extra preference points for an Oakland Workforce.**
- i. All prime consultants, contractors, or grantees seeking *additional preference* points for employing an Oakland workforce must complete this form and submit with "required attachments" to Contracts and Compliance no later than four (4) days after the proposal due date. For questions, please contact the assigned Compliance Officer named in the RFP/Q, NIB, and competitive grant opportunity.
 - ii. The Schedule E-2 form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>
6. **Schedule F** – (Exit Report and Affidavit) – **Applies to all agreements and is a “stand alone Schedule”.**
- i. This Agreement is subject to the Exit Reporting and Affidavit form. The Schedule F form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>.
 - ii. The Prime Contractor/Consultant/Grantee must complete this form as part of the close-out process. Each LBE/SLBE sub-contractor/sub-consultant and sub-grantee (including lower tier LBE/SLBE sub-contractors/sub-consultants, sub-grantees, suppliers and truckers). The Exit Report and Affidavit must be submitted to Contracts and Compliance with the final progress payment application. (Remember to please complete an L/SLBE Exit Report for each listed L/SLBE sub-contractor/sub-consultant or sub-grantee).
7. **Schedule G** – (Progress Payment Form) – **Applies to all agreements and is a “stand alone Schedule”.**

This Agreement is subject to the reporting of subcontractor progress payments monthly. The Schedule G form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>.

8. **Schedule K** – (Pending Dispute Disclosure Policy) – **Applies to all agreements and is part of the “Combined Contract Schedules”.**
- i. Prior to execution of this agreement and/or upon request the contractor shall complete the Schedule K form and submit to the City. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (*see Combined Schedules*)
 - ii. Policy – All entities are required to disclose pending disputes with the City of Oakland when they submit bids, proposals or applications for a City contract, contract amendments or transaction involving:
 1. The purchase of products, construction, non-professional or professional services, Contracts with concessionaires, facility or program operators or managers, Contracts with project developers, including Disposition and Development Agreements, lease Disposition and Development Agreements and other participation agreements Loans and grants, or acquisition, sale, lease or other conveyance of real property, excluding licenses for rights of

entry or use of city facilities for a term less than thirty (30) consecutive calendar days.

2. Disclosure is required at the time bids, proposals or applications are due for any of the above-described contracts or transactions when an entity is responding to a competitive solicitation and at the commencement of negotiations when bids, proposals or applications are solicited by or submitted to the City in a non-bid or otherwise non-competitive process.
3. The disclosure requirement applies to pending disputes on other City and Agency contracts or projects that: (1) have resulted in a claim or lawsuit against the City of Oakland (2) could result in a new claim or new lawsuit against the City of Oakland or (3) could result in a cross-complaint or any other action to make the City of Oakland a party to an existing lawsuit. “Claim” includes, but is not limited to, a pending administrative claim or a claim or demand for additional compensation.
4. Entities required to disclose under this Disclosure Policy include (1) any principal owner or partner, (2) any business entity with principal owners or partners that are owners or partners in a business entity, or any affiliate of such a business entity, that is involved in a pending dispute against the City of Oakland or Agency.
5. Failure to timely disclose pending disputes required by this policy may result in (1) a determination that a bid is non-responsive and non-responsible for price-based awards, or (2) non-consideration of a bid or proposal for a professional service contract or other qualification-based award. The City may elect to terminate contracts with entities that failed to timely disclose pending disputes and/or initiate debarment proceedings against such entities.

9. Schedule M – (Independent Contractor Questionnaire, Part A). – Applies to all agreements and is part of the “Combined Contract Schedules”.

Prior to execution of this agreement and/or upon request, the contractor shall complete the Schedule M form and submit to the City. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (see *Combined Schedules*)

10. Schedule N - (LWO - Living Wage Ordinance) – Applies to Non-Construction agreements and is part of the “Combined Contract Schedules”.

- i. This Agreement is subject to the Oakland Living Wage Ordinance. The full details of the Living Wage Ordinance can be found on the City’s website (https://library.municode.com/HTML/16308/level2/TIT2ADPE_CH2.28LIWAOR.html#TOPTITLE).
- ii. Prior to execution of this agreement and/or upon request the contractor shall complete the Schedule N form and submit to the City. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (see *Combined Schedules*)

11. Schedule N-1 - (EBO - Equal Benefits Ordinance) – Applies to Non-Construction agreements over \$25,000 and is part of the “Combined Contract Schedules”.

- i. This Agreement is subject to the Equal Benefits Ordinance of Chapter 2.32 of the Oakland Municipal Code and its implementing regulations. The full details of the

Equal Benefits Ordinance can be found on the City website at http://library.municode.com/HTML/16308/level2/TIT2ADPE_CH2.32EQBEOR.html#TOPTITLE.

- ii. Prior to execution of this agreement and/or upon request the contractor shall complete the Schedule N-1 form and submit to the City. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (see *Combined Schedules*)

12. Schedule O – (City of Oakland Campaign Contribution Limits Form) - **Applies to all agreements and is a “stand alone Schedule”, and must be submitted with proposal.**

- i. 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 attached hereto and incorporated herein as **Schedule O**.
- ii. The form is also available on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>

13. Schedule P – (Nuclear Free Zone Disclosure) - **Applies to all agreements and is part of the “Combined Contract Schedules”.**

- i. This agreement is subject to the Ordinance 11478 C.M.S. titled “An Ordinance Declaring the City of Oakland a Nuclear Free Zone and Regulating Nuclear Weapons Work and City Contracts with and Investment in Nuclear Weapons Makers”. The full details of the Ordinance 11478 C.M.S. can be found on our website at <https://www.oaklandca.gov/documents/contracting-policies-and-legislation>
- ii. Prior to execution of this agreement and/or upon request the contractor shall complete the Schedule P form and submit to the City. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (see *Combined Schedules*)

14. Schedule Q - (Insurance Requirements) - **Applies to all agreements and is a “stand alone Schedule”, and evidence of insurance must be provided.**

- i. This Agreement is subject to the attached hereto and incorporated herein as Schedule Q Insurance Requirements. Unless a written waiver is obtained from the City’s Risk Manager, Contractors must provide the insurance as found at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> Schedule Q.
- ii. A copy of the requirements is attached and incorporated herein by reference. Liability insurance shall be provided in accordance with the requirements specified.

- iii. When providing the insurance, include the Project Name and Project Number on the ACORD form in the section marked Description of Operations/Locations.
- iv. 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. Schedule R – (Subcontractor, Supplier, Trucking Listing) – applies to Construction agreements only and is a “stand alone Schedule”.

- a. This Agreement is subject to the attached hereto and incorporated herein as Schedule R form. The form can also be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>.
- b. For establishing level of certified local Oakland for profit and not for profit participation and calculating compliance with council’s 50% local participation policy.
- c. In response to this Notice Inviting Bids (NIB) opportunity, the prime shall be a qualified for profit or not-for profit entity.
- d. The contractor herewith must list all subcontractors and suppliers with values more than one-half of 1 percent of the prime contractor’s total bid or ten thousand dollars (\$10,000) whichever is greater regardless of tier and all trucking and dollar amount regardless of tier to be used on the project. The contractor agrees that no changes will be made in this list without the approval of the City of Oakland. Provide the address, type of work, dollar amount and check all boxes that apply. Bidders that do not list all subcontractors and suppliers with values greater than one half of one percent and all truckers regardless of tier and dollar amount shall be deemed non-responsive.
- e. Identify if contractors are certified MBE, WBE, Local Business Enterprises (LBE) and Small Local Business Enterprise (SLBE), Locally Produced Goods or Very Small Local Business Enterprise.

16. Schedule V – (Affidavit of Non-Disciplinary or Investigatory Action) - Applies to all agreements is part of the “Combined Contract Schedules”.

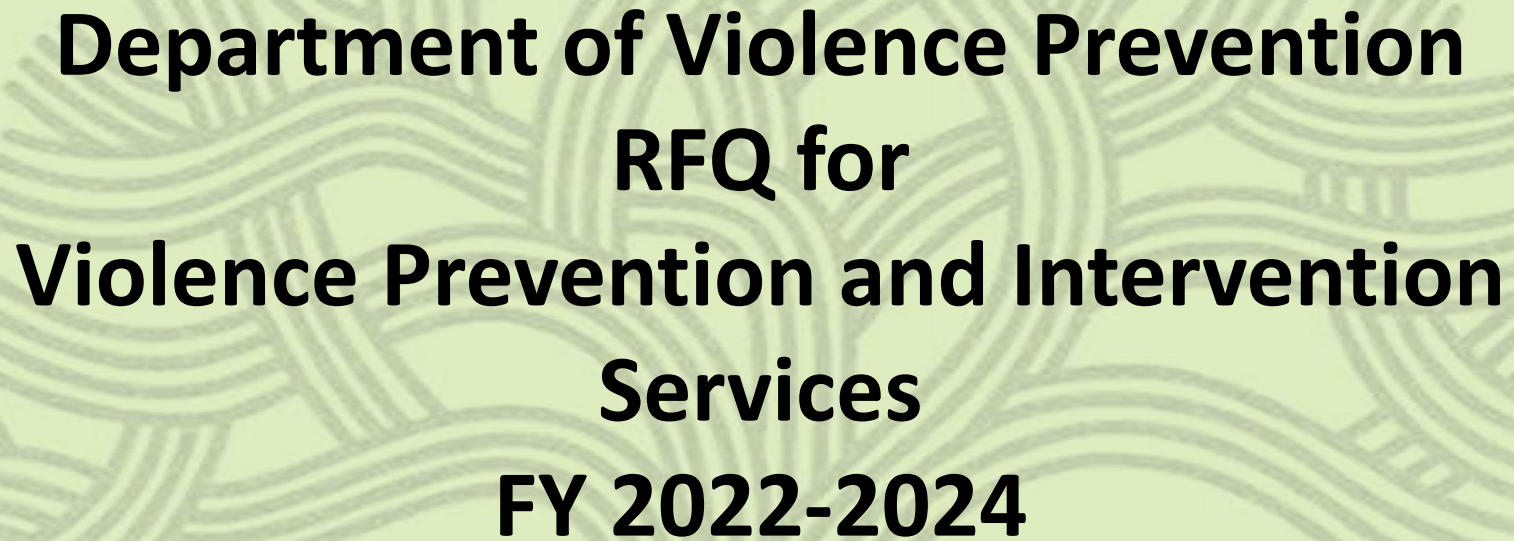
This Agreement is subject to the Schedule V - Affidavit of Non-Disciplinary or Investigatory Action. The form can be found on our website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules> (see Combined Schedules)

17. Schedule W – (Border Wall Prohibition)- Applies to all agreements and is a “stand alone Schedule”, and must be submitted with proposal.

This Agreement is subject to the Ordinance #13459 C.M.S. and its implementing regulations. The full details of the Border Wall Ordinance are located on the City website at <https://www.oaklandca.gov/documents/contracts-and-compliance-forms-and-schedules>

PLEASE NOTE: *By submitting an RFP/Q, NIB or Grants to the City of Oakland the prospective primary participant’s authorized representative hereby obligates the proposer(s) to the stated conditions referenced in this document.*

¹¹ Stand Alone Schedule is not part of the “Combined Schedule”.



**Department of Violence Prevention
RFQ for
Violence Prevention and Intervention
Services
FY 2022-2024**

Reviewer Orientation
January 31 & February 1, 2022



Welcome

- Please add your name and organization to the chat so everyone can see who is in the virtual room
- Please follow the link in the chat to a google form so you can sign in
- Meeting will be recorded and slides for this presentation will be emailed
- If you have any questions, please use the chat function
 - The DVP team will answer questions throughout the presentation as well as at the end
 - If you have questions after this presentation, please email David Guillory at dguillory@oaklandca.gov



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Agenda

- 1) DVP Background & Theory of Change
- 2) RFQ Process & Funding Strategies
- 3) Review Process Overview
- 4) Cityspan RFQ Review System
- 5) Important Dates
- 6) Questions & Answers



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Department of Violence Prevention

City Council approves the creation of a new Department of Violence Prevention

July 2017

Oakland Unite staff and funded programs officially transition into and become DVP

July 2020

Sep. 2019

Guillermo Cespedes joins the DVP as Oakland's first Chief of Violence Prevention



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DVP Mandates

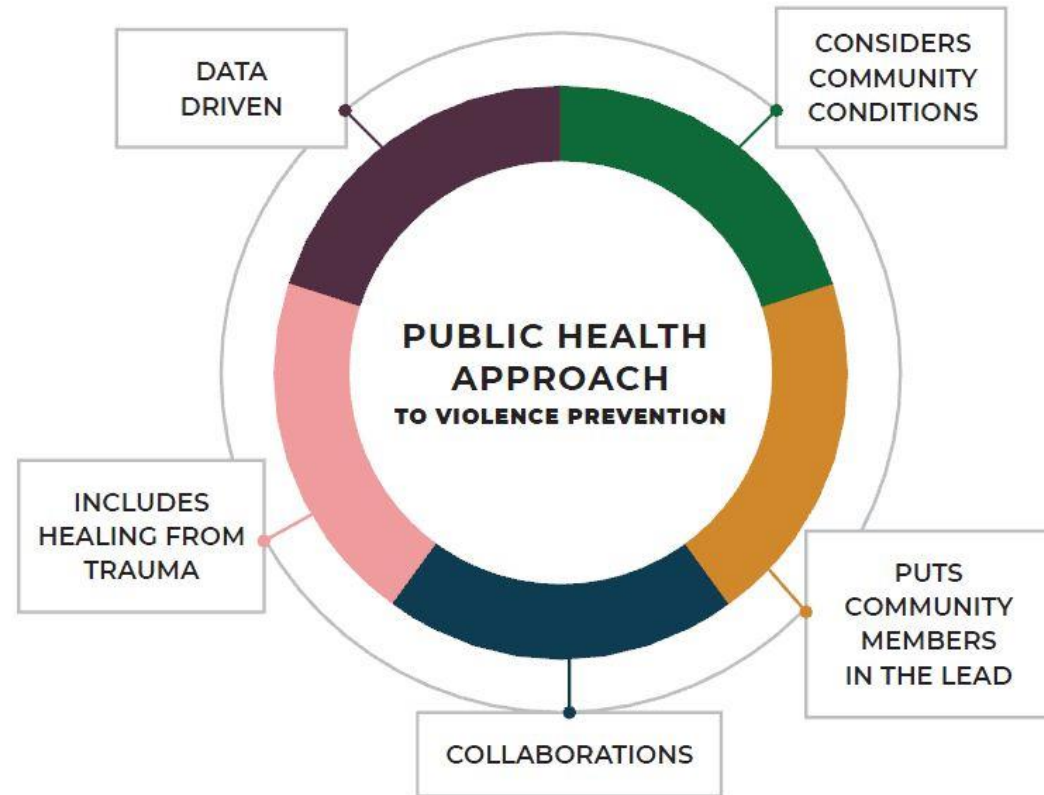
- 1 Reduce gun violence
- 2 Reduce intimate partner violence
- 3 Reduce commercial sexual exploitation
- 4 Reduce trauma related to unsolved cold cases
- 5 Reduce levels of community trauma





Public Health Approach

- Data Driven
- Considers Community Conditions
- Puts Community Members in the Lead
- Collaborations with Community-based and Systems Partners
- Includes Healing From Trauma



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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.

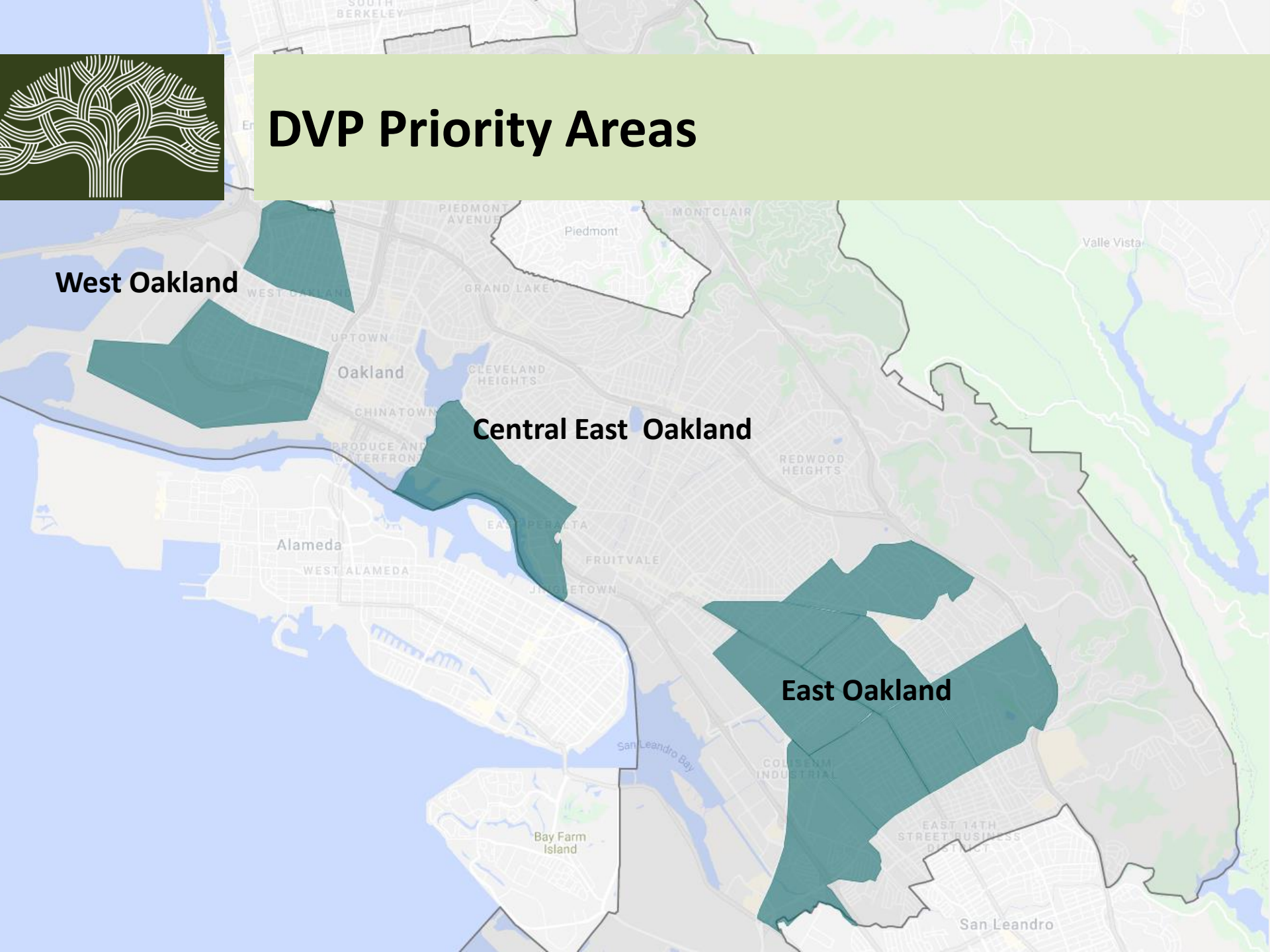


DVP Priority Areas

West Oakland

Central East Oakland

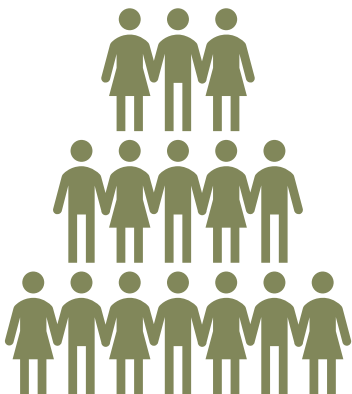
East Oakland





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.



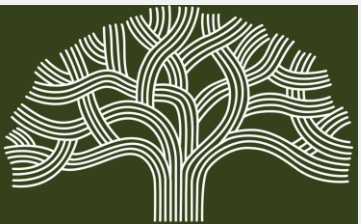
Theory of Change

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.



Request for Qualifications Applications

Request for Proposals (RFP)

- Agency proposes their model
- Agency demonstrates past performance/ impact
- Agency prepares a 12-month budget and requests a funding amount

Request for Qualifications (RFQ)

- Agency reviews DVP model and demonstrates qualifications and understanding of model
- Relevant Experience/impact
- Example budget for set # of participants/activities to provide agency costs for review and comparison



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2022-2024 RFQ Overview

- **Contract Period:** Two-year grant cycle
 - (July 1, 2022 to June 30, 2024)
- **Funding Amount:** Approximately \$20 million annually
- **Program Strategies:** RFQ directs funding towards 11 sub-strategies across the 3 strategic investment areas
 - Appendix A- strategy details (Page 33 of the RFQ)
 - Organizations can apply in more than one sub-strategy/activity

- ✓ **Must be non-profits or public agencies**
- ✓ **20% match requirement**
- ✓ **Up to 15% indirect costs allowed**



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Strategy Areas Overview

| RFQ Strategy Area | Estimated Annual Allocation |
|-----------------------------------|-----------------------------|
| Gun/Group/Gang Violence Response | \$10,000,000 |
| Gender-Based Violence Response | \$5,000,000 |
| Community Healing and Restoration | \$5,000,000 |
| TOTAL | \$20,000,000 |



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Sub-Strategy: 1. Violent Incident Crisis Response

| Activities | 1.1: Violence Interrupters (Vis) | 1.2: Hospital-based Intervention |
|--|---|--|
| <ul style="list-style-type: none"> Model | <ul style="list-style-type: none"> Community credibility and influence with shot callers Coordinated 24/7 response at crime-scene as part of the City’s Triangle Incident Response (On-call on specific dates/times) Safety assessments including potential for retaliation Proactive role in building relationships to foresee conflicts Coordination with the DVP Network and direction from DVP staff | <ul style="list-style-type: none"> Case management and support for individuals following a shooting with injury Ability to respond 24/7 for hospital-bedside visits in coordination with Highland Hospital Connection to follow-up services including coordination with Victim Assistance Assess level of potential retaliation and communicating to VIs for follow-up Coordination with the DVP Network and direction from DVP staff |
| <p>Partnerships & Collaboration</p> | <ul style="list-style-type: none"> AHS/Highland Hospital OPD | <ul style="list-style-type: none"> AHS/Highland Hospital OPD |
| <p>Estimated Served</p> | <p>At least 400 participants</p> | <p>At least 200 participants</p> |



Sub-Strategy: 1. Violent Incident Crisis Response

| Activities | 1.3: Family Support | 1.4: Emergency Temporary Relocation |
|---|---|---|
| Model | <ul style="list-style-type: none"> • Case management support to address the immediate needs of family and loved ones following a homicide • Funeral planning and connection to Victim Assistance • Connection to grief counseling (Sub Strategy 10) and healing activities such as healing circles, vigils etc. to address trauma over time (Sub-Strategy 9) • Coordination with the DVP Network and direction from DVP staff | <ul style="list-style-type: none"> • Support Oakland residents in credible, immediate danger of harm • Assessment- Referrals for lethality assessment and determination by DVP Network • Assistance- Case management support for locating family or other supports out of the area/state, • Coordination with System Partners- Including changes to supervision from Probation and/or Parole; • Financial Support- Funding for immediate relocation needs • Re-Assessment- ongoing safety needs |
| Partnerships & Collaboration | <ul style="list-style-type: none"> • AC DA’s Victim-Witness Center • OPD | <ul style="list-style-type: none"> • AC DA’s Victim-Witness Center • AC Probation • CDCR |
| Estimated Served | At least 150 participants | At least 45 participants |



Sub-Strategy: 2. Youth Diversion and Youth/Adult Life Coaching

| Activities | 2.1: Youth Diversion | 2.2: Youth Life Coaching | 2.3: Adult Life Coaching Housing-Focused Coaching |
|---|--|--|--|
| Model | <ul style="list-style-type: none"> Elements of restorative justice, cognitive behavioral therapy Promote accountability and healing between young people and the victim/community Elements of youth life coaching | <ul style="list-style-type: none"> Frequent contact, daily when needed, over 6-12 months Life Maps with stipends for achieving goals Family Engagement and Activities Supporting academic success and probation completion | <ul style="list-style-type: none"> Frequent contact, daily when needed, over 6-12 months Life Maps with stipends for achieving goals Family Engagement and Activities Learning Trips Housing Support through OPRI partnership |
| Partnerships & Collaboration | <ul style="list-style-type: none"> Alameda County DA OPD other Law Enforcement AC Probation Justice System Partners | <ul style="list-style-type: none"> AC Probation Justice System Partners Other Partners Sub-grantees | <ul style="list-style-type: none"> AC Probation OPD Other Partners Sub-grantees |
| Estimated Served | At least 50 participants | At least 175 participants | At least 150 participants At least 25 participants |



Sub-Strategy: 3. Employment and Education Support Services

| Activities | 3.1: Youth Career Exploration & Education Support Services | 3.2: Adult Employment & Education Support Services |
|------------------------------|---|--|
| Model | <ul style="list-style-type: none"> • Life Skills and Financial Literacy • Career Exploration <ul style="list-style-type: none"> - internships, jobs that include payment for experiential learning wages, stipends or scholarships • Connections to Employers • Academic Support <ul style="list-style-type: none"> - educational attainment milestones <p>Ages 14-24</p> | <ul style="list-style-type: none"> • Intensive support <ul style="list-style-type: none"> - Soft skills and readiness assessment • Transitional Employment <ul style="list-style-type: none"> - Oakland Minimum Wage • Education, Apprenticeship/ Vocational Certificates • Employer Engagement • Placement and Retention <ul style="list-style-type: none"> -Next-job search support <p>Ages 18 – 35</p> |
| Partnerships & Collaboration | <ul style="list-style-type: none"> • Other partners • Sub-grantees | <ul style="list-style-type: none"> • Other partners • Sub-grantees |
| Estimated Served | At least 90 participants | At least 140 participants |



Sub-Strategy: 4. School-Site Violence Intervention and Prevention (VIP) Teams

Model

Each VIP team will include: one (1) violence interrupter (Activity 1.1); one (1) gender-based violence specialist; and one (1) youth life coach (Activity 2.2).

Coordination with Coordination of Services Teams (COST) to increase communication at the School-site

Along with their specified role will provide trainings and professional development at School Sites

- Castlemont High School and Rudsdale Continuation School
- Fremont High School
- McClymonds High School and Ralph J. Bunche Academy
- Oakland High School and Dewey

Partnerships & Collaboration

- School-site leadership, including Principal, Community School Manager, COST and Safety Teams, DVP staff who coordinate gun/group/gang violence response, gender-based response, and community healing and restoration

Estimated Served

At least 300 participants



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Sub-Strategy: 5. Crisis Response

| Activities | 5.1: 24-Hour Hotlines | 5.2: 24-Hour Bedside Advocacy and Accompaniment |
|------------------------------|---|---|
| Model | <ul style="list-style-type: none"> • Two 24-hour hotlines: DV/IPV/Family Violence and Commercial Sexual Exploitation • Hotlines numbers should be publicized throughout City of Oakland • Hotline staff must be state-certified • Agencies must have demonstrated experience running a hotline and the capacity to field multiple crisis calls simultaneously | <ul style="list-style-type: none"> • 24-7 Crisis Response Model to provide advocacy and accompaniment to victims of gender-based violence (GBV) who are receiving medical care treatment and/or providing forensic interviews • Crisis response staff must be state-certified • Agencies must have capacity to respond in-person to victims within 45 minutes • Accompaniment can include supporting victims in navigating the justice system |
| Partnerships & Collaboration | <ul style="list-style-type: none"> • OPD • AHS/Highland Hospital | <ul style="list-style-type: none"> • OPD • AHS/Highland Hospital • Local Healthcare Providers |
| Estimated Served | At least 3,000 participants | At least 200 participants |



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Sub-Strategy: 6. Housing

| Activities | 6.1: Emergency Shelter | 6.2: Transitional Housing |
|---|--|---|
| Model | <ul style="list-style-type: none"> • Provide safe temporary (30, 60, 90 day) emergency shelter for victims of gender-based violence • Beds do not have to be in Oakland but transportation outside of Oakland is required • Emergency shelter can include shelter beds, safe houses, hotel vouchers and/or financial support for relocation • Emergency shelter support must include additional support services in the form of life coaching, case management, and/or advocacy and connection to transitional housing | <ul style="list-style-type: none"> • Provide longer term (up to 18 months) transitional housing to victims of gender-based violence • Transitional housing can include rental units dedicated to victims/survivors of gender-based violence with discounted rent, rental assistance or a house/apartment complex dedicated to transitional housing • Transitional housing support should include additional support services in the form of a case manager/navigator that helps participants access additional services and locate permanent housing |
| Partnerships & Collaboration | <ul style="list-style-type: none"> • Local Law Enforcement • Other Partners • Sub-grantees | <ul style="list-style-type: none"> • Other Partners • Sub-grantees |
| Estimated Served | At least 175 participants | At least 25 participants |



Sub-Strategy: 7. Wrap-Around Services

| Activities | 7.1: Life Coaching | 7.2 Legal Advocacy |
|---|--|--|
| Model | <ul style="list-style-type: none"> • Implement the life coaching model with fidelity • The Life Coaching model involves frequent direct contact between coaches and participants, dialogue focused on self-reflection and behavior change, and celebration of connection to positive relationships to support sustained change • The agency(s) providing CSE life coaching should have demonstrated experience providing support to victims/survivors of commercial sexual exploitation | <ul style="list-style-type: none"> • Legal advocacy for victims/survivors of gender-based violence provides civil legal services including advice and counsel, preparation of paperwork, filing of temporary restraining order or order of protection, full representation, court accompaniment, as well as support or referrals for family law, immigration law, and emancipation • Agencies must have demonstrated experience and credentials to provide legal counsel to victims/survivors of GBV |
| Partnerships & Collaboration | <ul style="list-style-type: none"> • Alameda County DA • Other Partners • Sub-grantees | <ul style="list-style-type: none"> • Other Partners • Sub-grantees |
| Estimated Served | At least 50 participants | At least 500 participants |



Sub-Strategy: 7. Wrap-Around Services Cont.

| Activities | 7.3: Therapeutic Support | 7.4: GBV Employment Support | 7.5: Safe Space Alternatives |
|-------------------------|---|---|--|
| Model | <ul style="list-style-type: none"> • Provide therapeutic support to victims of GBV which can include all forms of mental and emotional support: clinical therapy, support groups, peer-based mental/emotional support groups, non-western therapeutic practices, and community support • Agencies must have demonstrated experience and credentials | <ul style="list-style-type: none"> • Provide employment support services to victims/survivors of GBV • Specific elements of the model mirror Adult Employment and Education Support and include enhancements in the areas of intensive support, transitional employment, and employer engagement • Agencies must have competency to serve victims/survivors of GBV | <ul style="list-style-type: none"> • Physical safe space to youth who experience CSE • Provide access to basic needs (food, hygiene), connect youth to additional resources, model healthy relationships and/or peer support groups • Agencies must have experience with CSEC |
| Estimated Served | At least 100 participants | At least 50 participants | At least 100 participants |



Strategy Area: Community Healing and Restoration

9-14 Grants
\$5 Million

| Sub-Strategy | 8. Neighborhood and Community Teams and Town Nights | 9. Healing Activities and Restorative Practices |
|---|---|--|
| Model | <ul style="list-style-type: none"> • Demonstrate connection to community leaders and residents in priority neighborhoods • Staff who are homegrown, with strong connections to Oakland families • Planning activities such as block parties, BBQs • Building relationships to have a pulse of the neighborhood • Coordination with DVP Network and referrals to other services <p>TOWN NIGHTS</p> <ul style="list-style-type: none"> • Series of 8-10 evening events (6 pm to 10 pm) in neighborhood each team is connected to • Fall/Winter and Summer events | <ul style="list-style-type: none"> • Culturally-relevant and trauma-informed community spaces for multi-generational, multi-racial healing • Addressing persistent trauma in community and efforts to address current trends • Healing circles, vigils, events • Support for families who have experienced homicide • Self-care and healing practices |
| Partnerships & Collaboration | <ul style="list-style-type: none"> • Coordination Partners • Sub-grantees | <ul style="list-style-type: none"> • Other Partners • Sub-grantees |
| Estimated Served | At least 10,000 community members | At least 500 community members & families |



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Strategy Area: Community Healing and Restoration

9-14 Grants
\$5 Million

| Sub-Strategy | 10. Therapeutic Supports | 11. Community Capacity Building & Mini-Grants |
|---|---|--|
| Model | <ul style="list-style-type: none"> • Services for family members to include individual psychotherapy, healing practices and support groups • Trauma-informed, client-centered to meet clients where they are, including making home visits • Eligibility for peers and family members impacted by secondary trauma even if homicide occurred outside Oakland • Coordinate closely with the Family Support provider (Activity 1.3) • DVP network referral of community survivors will emphasize peer support groups | <ul style="list-style-type: none"> • Develop natural leadership skills of Oakland residents through training opportunities and learning communities • Supporting potential mini-grant recipients with applications workshops and coaching around project design • Fiscal and program manager for mini-grants distributed throughout Oakland • Implement community-led grantmaking decision process • Engage community members who select mini-grant awardees to support the selected projects |
| Partnerships & Collaboration | <ul style="list-style-type: none"> • Other Partners • Sub-grantees | <ul style="list-style-type: none"> • Other Partners • Sub-grantees |
| Estimated Served | At least 75 family and community referrals | At least 50 mini-grant recipients At least 100 residents |



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Review Process Overview

Reviewers will read and score RFQ proposals **online**.

- Eight to ten proposals will be assigned
- User names, passwords and proposals assignments will be emailed
- Log in at: <https://oaklanduniterfp.cityspan.com/>
- Scan assigned proposals for conflicts



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Application Scoring

Proposal Narrative Scoring

| | |
|---------------------------|-------------------|
| Agency Overview | Not Scored |
| Relevant Experience | 30 points |
| Qualifications | 35 points |
| Project Approach | 25 points |
| Budget & Fiscal Practices | 10 points |
| Total | 100 points |

- ✓ **Provide Constructive Feedback for Applicants**
- ✓ **Maintain confidentiality**
- ✓ **Be consistent in your scoring for all proposals assigned**
- ✓ **Pace yourself – Scores are due February 23rd**



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Application Scoring cont.

- Readers will use a 1-5 rating scale for each response to proposal element:
 - 1) Very Poor
 - 2) Poor
 - 3) Fair
 - 4) Good
 - 5) Very Good
- Cityspan will calculate scores on a 100 point scale at the bottom of the evaluation form
- Overall comments that support how you scored the proposal are required
- A minimum cumulative score of 70 points is required to be deemed qualified



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**DVP
Cityspan
RFQ System**



Photo by Derick Daily on Unsplash



RFQ Reminders

- Review the sub-strategy/activity descriptions in Appendix A
- Applicants must address all minimum qualifications

Other Uploads into Cityspan

- Copy of IRS Letter Certifying Tax Exempt Status
- IRS Form 990
- List of Current Board of Directors
- Letters of Support/Acknowledgement, if applicable
- Letters of Agreement, if applicable
- Professional References



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Budget & Narrative

- Applicants will be utilizing the form in Cityspan to estimate expenses for twelve months
- The example budget should project expenses for serving 25 participants, unless otherwise specified
 - This is not a request for a specific funding amount
- Costs should be clearly justified, reasonable and appropriate to proposed activities
- 20% match required including the proposed source of funding
 - Budget and Narrative should identify and demonstrate how other funds will be leveraged



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Virtual Review Panels

- Panels will not be scheduled for all sub-strategies
 - If scores vary widely across reviewers
 - Staff has questions for panel to help distinguish between similarly scored proposals
- If needed, dates will be selected in coordination with readers by the Program Officer (likely a doodle poll)
 - Sessions held during business hours in the week of February 28 – March 4



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Overview of the Review Process

- Initial review of applications by DVP Staff for timeliness and completeness
- Outside experts recruited to review and score proposals
- A minimum cumulative score of 70 points is required to be deemed qualified
- In making funding recommendations, DVP staff will consider scores, preference points, and critical factors such as location and priority populations
 - DVP will maintain list of qualified providers for possible future contracts if additional funds are secured





Important Dates

| | |
|---|----------------------------|
| Reviewer Orientation | Jan 31 & Feb 1 |
| Reviewer Scores Due | Feb 23 |
| DVP Staff review scores | Feb 24 & Feb 25 |
| <i>(possible)</i> Virtual Review Panels | Feb 28 to March 4 |
| Preliminary Recommendations | Late March |
| Appeals Process | Late March |
| Recommendations to Oversight Commission, Public Safety, City Council | April-May 2022 |
| Contract Start Date (pending approval) | July 1, 2022 |



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Q&A Period



Photo by Derick Daily on Unsplash

Email questions to David Guillory
dguillory@oaklandca.gov

General Qualifications Review Instructions

Timeline for Review Process

- **February 23rd:** Reviewer scores are due – please submit in Cityspan
- **February 24th & 25th:** staff will review scores and may reach out to schedule a time to conduct a review panel meeting
- **February 28th – March 1st:** A **possible** three-hour review panel will be held by sub-strategy to discuss scores if needed

As a reviewer, we ask that you:

Review Your List of Proposals for Conflicts of Interest: Please review the “Reviewer Agreement and Conflict of Interest Statement” at the beginning of each proposal along with your assigned list of proposals. If you suspect that you may have a conflict of interest or feel that you cannot review a proposal objectively for any reason, **please contact us immediately and do not read the proposal.**

Familiarize Yourself with RFQ Materials: Before you begin reviewing proposals, please read:

- The applicable sub-strategy description in “Appendix A: Program Strategies” (starting on page 33 of the RFQ)
- The “Evaluation Criteria” included on the Cityspan review site.

The full RFQ is available at: <https://www.oaklandca.gov/documents/request-for-qualifications-department-of-violence-prevention-fy2022-2024-funding-cycle>

Maintain Confidentiality: Proposals are considered confidential. Please do not share or discuss these proposals with anyone outside of designated Department of Violence Prevention (DVP) staff, including those on your review panel (outside of the meeting). Following review, DVP staff will confirm that any notes and comments outside of Cityspan and any proposal materials you may have downloaded or printed have been deleted or destroyed.

Participate in a Review Panel Meeting (if needed): After DVP staff reviews the scores from your panel, it may be determined that a virtual meeting is required. If so, you will be contacted by email on February 24th or 25th to find a time that works for all panelists. Once the date is set, DVP staff will follow up with an Outlook calendar invite.

Let Us Know If You Have Questions:

- For questions regarding reviewing, scoring and conflicts of interest, you can contact David Guillory at (510) 332-4470 or dguillory@oaklandca.gov
- For questions regarding Cityspan and using the electronic RFQ review system, you can contact the Cityspan Help Desk Monday through Friday 8am to 5pm at [1-866-469-6884](tel:1-866-469-6884).

Thank you for your help in this important process!



DVP 2022 Request for Qualifications
Funding Cycle: July 2022-June 2024

DEPARTMENT OF
VIOLENCE PREVENTION

150 FRANK H. OGAWA PLAZA, SUITE 4212 • OAKLAND, CALIFORNIA 94612

Department of Violence Prevention

(510) 238-2916

MEMORANDUM

TO: Public Safety and Services Oversight Commission (SSOC)
FROM: Guillermo Cespedes, Chief, Department of Violence Prevention (DVP)
DATE: April 19, 2022
SUBJECT: DVP Credible Messengers

PURPOSE

During the March 28, 2022 meeting of the SSOC, the Commission requested additional details on the organization chart, presented by the Department of Violence Prevention (DVP), including a specific request to further explain the hiring of direct service staff performing violence prevention services in Oakland. This memo provides context for hiring of additional city staff, who are credible messengers, with established, hands-on experience, that increases the effectiveness of City efforts to address violence.

COMMITMENT TO DIRECT SERVICE STAFFING

The DVP remains committed to facilitating and promoting employment opportunities within local, state, and national government for competent violence prevention and intervention practitioners with relevant, established, life experience. Referred to by the department as *credible messengers*, people with lived experiences are particularly effective at addressing community violence. The DVP further maintains, there are many benefits for Oakland due to employing credible messengers inside city government, including, but not limited to:

- Credible messengers are a positive influence in shifting the culture, the policies, and the approach to delivery of city services to those who remain the most sensitive to the needs of marginalized black and brown communities.
- Credible messengers contribute to greater coordination in the field between city employees and community-based organization contracted staff, resulting in optimal service delivery.
- Bringing credible messengers into city government improves the income earning potential and stability for individuals with direct experience, their families and ultimately, the communities they serve.
- Credible messengers serve as a collective community voice that is more representative of the population being served.

Oakland's efforts are in step with a nationwide trend to increase the participation of credible messengers inside government. In fact, the White House has incorporated credible messengers to inform national efforts to address community violence. Oakland continues to be a trendsetter, and SSOC commissioners have shared the commitment to prioritizing delivery of services by DVP staff, directly to the community, in the past. Credible messengers within the DVP make-up 53% of the approximately, 37.8 full time equivalent (FTE) currently funded by a mix of Measure Z, Reimagining Public Safety (General Purpose Funds), and state/federal grants.

Attachment 8D

CITY OF OAKLAND



150 FRANK H. OGAWA PLAZA, SUITE 4212 • OAKLAND, CALIFORNIA 94612

Department of Violence Prevention

(510) 238-2916

MEMORANDUM

TO: Public Safety and Services Oversight Commission (SSOC)
FROM: Guillermo Cespedes, Chief, Department of Violence Prevention (DVP)
DATE: April 19, 2022
SUBJECT: DVP Organizational Chart Memo to Violence Prevention Coalition

PURPOSE

The Department of Violence Prevention (DVP) shared informational memo below, regarding the updated organizational structure of the Department to the Violence Prevention Coalition (VPC) on April 12, 2022. The memo details the shifts shared with the SSOC at the March 28, 2022 meeting.

MEMO TO VPC

The City of Oakland's Department of Violence Prevention (DVP) presented to the Violence Prevention Coalition a new organizational structure that will better serve the department's growth, by eliminating duplication of responsibilities and providing adequate supervision to direct service and administrative staff. The following provides a description of the proposed staffing changes and a rationale for how these changes will allow the department to function more efficiently and effectively, in service to the community.

The DVP is a recent addition to the City of Oakland's departmental structure. In June 2017, the Oakland City Council passed a resolution establishing the DVP, the first department within the City of Oakland, to focus solely on violence prevention. Prior to the resolution, the City's violence prevention work was housed in the City's Human Services Department, within a division called Oakland Unite. In September 2019, when the City of Oakland hired Guillermo Cespedes into the role of Chief of Violence Prevention, the DVP began the process of subsuming the work and staff of Oakland Unite, which, added a Human Services Manager position to the DVP's executive management structure.

In July 2020, Oakland Unite completed its transition to the DVP, and the DVP became a department of 19 staff, with three (3) executive-management-level positions: Chief of Violence Prevention, Deputy Chief, and Human Services Manager. The job classifications of Deputy Chief and Human Services Manager have duplicative responsibilities, with respect to oversight of administrative and direct service operations. However, this made the separation of roles and responsibilities very challenging. Additionally, the pay range for the Deputy Chief position, established by Human Resources Management in April 2019, was significantly lower than the pay range of the Human Services Manager position with similar responsibilities.

The FY 2019-2021 budget created an Administrative Services Manager I position as an addition to the executive team. This position, which is included in nearly every other city department, assumes all fiscal, contract, and human resources responsibilities from the Deputy Chief and Human Services Manager Page 2 positions, as well as the supervision of related staff. The FY 2021-2023 budget created the Budget and Grants Administrator position, which was fill in November 2021 as a member of the executive team to oversee all aspects of fund development, including grant writing, grant management, and private fundraising, as well as the department's data and evaluation work.

In February 2022, the DVP submitted a request to delete the Deputy Chief and HSD Manager positions to hire an Assistant to the Director (higher salary and existing classification) and work with Human Resources Management to create the Direct Services Manager position, a new city classification. The Assistant to the Director position will manage the department and supervise the DVP's three Program Planners, who conduct policy and planning activities related to the department's service delivery models around gender-based violence, employment, and life coaching. The individual who fills this position will have strong content expertise related to gun/group and gender-based violence prevention and experience developing and implementing technical models. While this position will work closely with the Direct Services Manager to ensure the service models are implemented with fidelity and reflect current knowledge in the field of violence prevention, the Assistant to the Director will not be responsible for supervision of direct service staff. In contrast, the Direct Services Manager will be solely dedicated to providing strong and consistent supervision to all direct service staff and establishing high-level coordination of direct service activities across strategy areas (gun/group violence, gender-based violence, and community healing). The individual who fills this position will have a strong background in social service personnel management and oversight of direct service work; knowledge of violence prevention models will be preferred but not required. In contrast to the Human Services Manager position, the Direct Services Manager will not be responsible for the supervision of any administrative staff or fiscal management. This restructuring is admissible according to Oakland Municipal Code OMC Section 600. Administrative Organization Authorized.

The Council shall by ordinance provide the form of organization through which the functions of the City under the jurisdiction of the City Administrator are to be administered. Any combination of authorized duties, powers and functions which in the judgment of the Council will provide the most efficient and economical service possible, consistent with the public interest and in keeping with accepted principles of municipal administration, may be authorized by such ordinance. All departments or other administrative agencies so created shall be administered by the City Administrator or by a department head or other officer appointed by and responsible to him/her.

(Amended by: Stats. November 1988 and March 2004.)

The resulting executive management structure will include the following: a Chief of Violence Prevention to oversee all activities of the DVP and supervise executive staff; an Administrative Services Manager I to oversee budget and fiscal, operations and administrative functions, contracts, and human resources activities; a Direct Services Manager to supervise all direct service staff and coordinate direct services across DVP strategies; an Assistant to the Director to oversee policy and planning activities and provide technical expertise in violence prevention models; and a Budget and Grants Administrator to oversee fund development, data collection and management, and evaluation. This new management structure will reduce duplication of responsibilities, clarify roles, and provide adequate supervision for direct service and administrative staff.

The Administrative Services Manager I and Budget and Grants Administrator positions are currently filled. The Human Services Manager and Deputy Chief position have been shifted. The DVP is working with the Human Resources Manager to recruit the for the Assistant to the Director position. DVP staff are currently working with Human Resources Management to create the classification for the Direct Services Manager position.

Additional restructuring includes the following:

- Administrative Analyst II (Fiscal & Grants Management): This position will support fiscal, procurement, and grant management operations and will report to the Administrative Services Manager I.
- HHS Program Planner (Life Coaching & Employment): This position will perform policy, research, and planning activities related to the DVP's life coaching and employment strategies. This position will provide supervision to the program analyst II focused on youth life coaching and employment, the Program Analyst II focused on adult life coaching and employment, and the outreach developer.
- Program Analyst III (Direct Practice Coordinator): Kentrell Killens has been acting outside of his class

and performing duties equivalent to a Program Analyst III. The department seeks to create a PAIII position through the midcycle budget. If approved, a desk audit will be requested for Mr. Killens who is tasked with coordinating direct service work across the three focus areas of genderbased violence, group and gun violence, and community healing.

- - Program Analyst III (Gender-Based Violence): The DVP has been awarded three-year grant from the Byrne Criminal Justice Innovation Grant to enhance the Department of Violence Prevention's response shooting and homicide crime scenes, specifically as it relates to gender-based violence. The Program Analyst III will manage this project and service as the gender-based violence expert for the department. The candidate is expected to start in mid-April/early May.

The service impacts of the new organizational chart involve stronger coordination of services across focus areas (group/gun violence, gender-based violence, and community healing) and greater adherence of services to their designed models, due to greater oversight provided through supervisory positions.