

# SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING

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

**Monday, January 25, 2016**  
**6:30-9:00 p.m.**  
**Hearing Room 1 – City Hall**  
**1 Frank H. Ogawa Plaza, Oakland, California 94612**

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

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

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

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

| ITEM  | TIME       | TYPE | ATTACHMENTS  |
|---|------------|------|--------------|
| 1. Call to Order  | 6:30pm     | AD   |              |
| 2. Roll Call  | 2 Minutes  | AD   |              |
| 3. Open Forum   | 10 Minutes | I    |              |
| 4. Minutes from October 26, 2015                                  | 5 Minutes  | A    | Attachment 1 |
| 5. Minutes from November 16, 2015 Special Meeting                 | 5 Minutes  | A    | Attachment 2 |
| 6. Update of Evaluation RFP                                       | 10 Minutes | A    | Attachment 3 |
| 7. Update of Ceasefire Evaluation RFP                             | 10 Minutes | A    | Attachment 4 |
| 8. HSD update on RFP for Street Outreach Services in West Oakland | 5 Minutes  | I    |              |
| 9. Retreat Update and Planning                                    | 10 Minutes | I    | Attachment 5 |
| 10. Agenda items for Future Meetings                              | 5 Minutes  | I    |              |
| 11. Adjournment   |            | A    |              |

**A = Action Item**

**I = Informational Item**

**AD = Administrative Item**

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION MEETING MINUTES  
**Monday, October 26, 2014**  
Hearing Room 1

**ITEM #1: CALL TO ORDER**

The meeting was called to order at by Vice Chairperson Madden at 6:35pm.

**ITEM #2 ROLL CALL**

Present: Vice Chairman Jennifer Madden  
Commissioner Rebecca Alvarado  
Commissioner Letitia Henderson  
Commissioner Tony Marks-Block  
Commissioner Kevin McPherson  
Commissioner Melanie Shelby

Excused: Chairperson Rev. Curtis Flemming Sr.  
Commissioner Jody Nunez  
Commissioner Gary Malachi Scott

**ITEM #3: AGENDA APPROVAL**

No changes to the agenda as submitted. Commissioner Shelby requested that the time be noted next to the Commissioners who arrived after roll call.

**ITEM #4: APPROVAL OF MINUTES**

Commissioner Mark Block moved approval of the minutes as submitted. Motion seconded by Commissioner McPherson; **6 Ayes**

**ITEM #5: COORDINATOR'S ANNOUNCEMENTS – Chantal Cotton Gaines**

She asked for the Commission's grace in her missing the last meeting due to the ICMA Conference; she appreciates the Commission's support of her continued education and growth.

RFP for evaluation is forthcoming although delayed.

**ITEM #6: OPEN FORUM**

No Public Speakers

**ITEM # 7: OFD SPENDING PLAN – Deputy Chief Darin White and Trinette Gist Skinner**

Deputy Chief White explained the report details and the OFD benchmarks.

- On a monthly basis, OFD is putting together information on response times, status of sworn vacancies, policy and practice changes within Fire Dispatch, and on the personnel trainings offered.

**Discussion:**

- The SSOC thanked OFD for the benchmarks and measurable objectives. OFD took the SSOC's suggestions and made changes. The forthcoming quarterly reports with this data will be useful.
- What are OFD's strategies to support at-risk young people and young adults?
  - OFD will begin to participate in a reading program for third grade students. They are also offering program OFD Cares and will expand to schools and help students build life skills and help OFD personnel connect with the community. They plan to roll out this program in January 2016 in a few schools, then expand to district wide
- The statistics mentioned in the report and presentation as well as the community outreach programs will be useful for OFD to include in the quarterly reports to the SSOC.
- Is there a Fire Explorer Program?
  - There is a Cadet program and OFD reaches out to youth to help them understand what it is like to be part of the Fire Service, but there has not been an Explorer program for 15+ years.

Commissioner Shelby moved to accept the OFD Spending Plan as presented [with the request to include community outreach activities in the quarterly updates even though they will not be official benchmarks in the Spending Plan]. (Friendly Amendment in [brackets]). Motion seconded by Commissioner Henderson. **6 Ayes**

**ITEM #8: HSD REQUEST FOR PROPOSALS UPDATE – Peter Kim**

Mr. Kim gave an update as to the status of the Requests for Proposals. The Human Services Department (HSD) had hoped to present the proposals tonight, but requests that a special meeting be held for the discussion potentially on November 9<sup>th</sup> which will allow HSD to complete the process. There is a potential for the contracts to be pushed back by a month with the next regular SSOC meeting as the date for the approval.

**Discussion:**

- Thank you for the scoring rubric which was previously requested.
- Please clarify the timeline. HSD previously indicated that the notification would happen now, but is the timeline pushed back?
  - HSD staff is still aiming for this Wednesday but there could be changes.
- Please give the Commission a full week to review these materials and not just 3 days.
- Within the next 48 hours, Ms. Cotton Gaines will send out an email requesting Commissioner availability for a special meeting; Commissioners should respond within 48 hours as well.

**ITEM # 9: RETREAT UPDATE – Chantal Cotton Gaines**

Ms. Cotton Gaines reported that she sent out a doodle email to the Commission regarding possible dates for their Retreat. Currently, December 12<sup>th</sup> has the best response, but several Commissioners have not yet responded.

Topics for the retreat will include:

- Presentation to provide a robust understanding of the relationship between HSD, the Grantees, and the SSOC.
- A discussion to plan a calendar to visit HSD grantees, OPD and OFD services
- Establishing Ad Hoc or permanent committees
- Teaming building and communication

Commissioner Shelby asked for the commissioners to entertain the idea of a January retreat.

Ms. Cotton Gaines will put some January dates in a Doodle poll as well.

**ITEM #10: SARANET CONTRACT EXTENSION REPORT – Chantal Cotton Gaines**

Ms. Cotton Gaines gave an overview of what SaraNet is. It is a database used by OPD for the Community Resource Officers (CROs) to track their projects with the community. Resource Development Associates (RDA) designed the database and has had a contract with the City for database maintenance. Database upgrades and recommendations were a result of meetings held with an OPD work group and the City's Information Technology Department (ITD). The current contract for the annual maintenance agreement and upgrades is done. In the proposed amendment, RDA will annually add two (2) of the upgrades to the system. Funding for this service is a line item from the OPD spending plan.

Ms. Cotton Gaines will present the following resolution Council Meeting:

Staff recommends that the City council adopt a resolution to:

- Waive the request for Proposals/Qualifications process and the advertising and competitive bidding process;
- Extend the SARANet contract with Resource Development Associates (RDA) from December 31, 2014 – June 30, 2016;
- Increase the RDA SARANet contract by \$35,000 for upgrades and maintenance of the SARANet data base for a total contract of \$95,000 over 3 years;
- Authorizing 3 discretionary 1 year extensions up to \$115,000 per year as funding becomes available within the OPD Measure Z spending plan for a total contract amount not to exceed \$440,000 over the life of the contract.

Ms. Cotton Gaines clarified that the SARANet database is only used by OPD CROs and things related to the Community Policing. It is not related at all to the RDA evaluation contract.

RDA contracts are still valid for both the Evaluation and the SARANet database. RDA will continue to do the maintenance of the SARANet database, whether they are the entity awarded the contract for evaluation or not.

**ITEM #11: PROPOSED MEETING CALENDAR FOR 2016**

Commissioner McPherson moved to adopt the 2016 proposed meeting calendar. Motion seconded by Commissioner Shelby. **6 Ayes**

**ITEM #12:      AGENDA ITEMS FOR FUTURE MEETINGS**

Commissioner Alvarado inquired if the SSOC could amend the bylaws to set guidelines around the timing of when they receive documents for meetings, maybe 7 days or so. She wants additional time to review the materials before the meetings. Maybe the Attorney's Office could review the Brown Act and Sunshine Act in this regard so the Commission can aim for the 7 days' notice.

Commissioner Shelby suggested an agenda item of where we are in terms of expending Measure Y spend downs.

Commissioner Henderson suggested that SSOC review the parameters on how the SSOC can spend the SSOC's budget.

**ITEM #13      ADJOURNMENT**

Vice Chairperson adjourned the meeting at 7:23pm.

PUBLIC SAFETY AND SERVICES OVERSIGHT COMMISSION SPECIAL MEETING MINUTES

**Monday, November 16, 2015**

Hearing Room 1

**ITEM #1: CALL TO ORDER**

The special meeting was called to order at 6:32pm.

**ITEM #2: ROLL CALL**

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

Excused: Vice Chairman Jennifer Madden  
Commissioner Kevin McPherson  
Commissioner Melanie Shelby

**ITEM #3: OPEN FORUM**

8 speakers signed up; 2 didn't speak; 2 ceded time.

**ITEM #4: HSD CONTRACTS TO BE AWARDED – Peter Kim and Josie Halpern-Finnerty**

Mr. Kim first gave thanks to the Commission for holding the special meeting. Mr. Kim proceeded to go through the PowerPoint presentation.

To maintain the goal of Measure Z to provide violence reduction services, the Human Services Department (HSD) received 75 proposals from 44 different agencies requesting \$18.6 million. HSD recommendations are for a total of \$6.2 million for 30 grants representing 24 different non-profit and public agencies, serving 3800 individuals.

Sara Bedford, HSD Director explained that in order for this report to be published with time for the Commission to review, the appeals process happened to overlap with this timeline. She received 3 appeal letters. She reviewed them with the City Administrator. None of the appeals were upheld. Letters were issued this morning.

20 Public speaker names called.

**SSOC Discussion:**

- Commissioner Henderson Watts wanted it noted that Alameda County Probation received a direct allocation and isn't on the table for discussion tonight, but she wanted to note that she has colleagues from Alameda County Probation present.

- What were the strategies of the agencies that specified city-wide services? Can you provide two strategies that they provided as to their best approach in these areas? This is important because the youth and young adults in West and North Oakland also need to be served.
  - Mr. Kim: a few agencies serve as referral agencies throughout the community. Intensive case management has a referral protocol. For youth it is determined directly through the Juvenile Justice Center and Alameda County Probation. For young adults, HSD is looking at ceasefire as a principal referral strategy and the Alameda County Probation Department. Staff is looking to re-establish and strengthen their relationship with Santa Rita.
  - HSD is recommending that West Oakland Street Outreach programs be re-bid to ensure that the site-based organization be located in the community because in order to provide effective services, it is important to build the connection and trust within the community.
  
- What is the timing for holding a re-bid process?
  - Mr. Kim noted that if this is approved, staff hopes to get out a new RFP in late February or early March.
  
- How did staff come up with the performance measures listed on pages 4, 6, 8, 12, 14, and 21.
  - Ms. Josie Halpern-Finnerty noted that the performance measures listed are preliminary and will be revised with your evaluator that you will select. We will select them at that time. These are preliminary and not final.
  
  - Ms. Bedford added staff has historically measured recidivism and other measureable factors but we have left out qualitative information like the speaker said is hard to measure, but also important.
  
  - HSD will work with the agencies after the evaluation RFP is issued through the City Administrator's Office. We will communicate that with grantees as soon as information becomes available.
  
  - Ms. Cotton Gaines stated that the RFP evaluation is forthcoming.
  
- Transparency regarding the appeals timeline: It seems unacceptable for some of the grantees to find out tonight that the appeals were upheld and they would not be awarded a contract; and how should the City communicate the measureable factors to the agencies in a timely fashion?
  - Mr. Kim: The appeal process was a tight timeline due to the overall very aggressive timeline. HSD was very clear in the process with bidders about the process and had questions and answers posted, etc. all throughout the process. HSD staff did their best and tried to have as much transparency as possible in the process.
  - Ms. Bedford noted that the appeals process was stated in the RFP and staff shared it on multiple occasions. There are 1/3<sup>rd</sup> of new agencies coming into the mix and these are not just continuing old programs. That agencies that were not funded in no way reflects the quality of their work, but that the competition was strong.
  
  - It is important to note that appeals could only be made about the process.

- Were the youth employment stipends included here?
  - Mr. Kim: yes; they were added it to the employment items.
- There was a sense of a rush from the onset for this item. This is very important work and the SSOC has the opportunity to do important work and change lives so the SSOC wants to get this right. In the future, the Commission would appreciate being able to do good work in good time.
- It seems that the most rigorous objectives were for the agencies that were given the least amount of funding. What was not included is measuring client satisfaction. Why? Please provide the scoring for the proposals and an explanation as to why the highest scored were not recommended.
  - Ms. Bedford offered the SSOC to come in and discuss the scores with staff.
- Were any of the clients proposal readers?
  - Mr. Kim responded that no clients were readers.
- If an agency was highly ranked, how are they ruled out? Was there a further review beside the ranking? Was that specified in the RFP?
  - Mr. Kim answered yes, it was stated in the RFP that the process would involve evaluation beyond the reviewer scoring.
- If the SSOC recommends this budget, can HSD staff also move forward with the RFP for the street outreach for West Oakland?
  - Mr. Kim: yes, once approved by Council.
- Measureable outcomes would be helpful to have quarterly or semi-annually as check-ins. Semi-annually will give the agencies time to ramp up and then do the work. Then the evaluator can do client satisfaction surveys. Be inclusive of that in the evaluation RFP.
- This Commission should benchmark some of these agencies and look at data. Agencies should expect the SSOC to show up at your doorsteps and see if you are performing to par. For future RFPs, the innovation fund should be used for groups like Men of Valor who have been working hard at this for years and could use the funding to ramp up and do better. It is important not to leave out agencies who are actually doing good work but don't have the ability to write great proposals. The City should help agencies learn to fish and help them with funding applications so that important work can be done in and for the community.
  - Mr. Kim: the innovation fund was to help different types of agencies. HSD received a lot of applications for this funding. If agencies didn't specifically apply for that fund, staff could not consider them in that bucket. So going forward, agencies can consider putting their names in the consideration for that fund. Staff saw that \$6.5 Million isn't as much money as it seems.



- What are the plans for Measure Z surplus funds? There could be gaps in service that someone is supposed to pick up. The Measure Z reserve was allowed to build up during this time period due to the six month services extension.
  - Mr. Kim: reserve funds need to be considered very specifically because they are one time funds and shouldn't be used for ongoing costs. Some of the funds are being redirected to the stipends as was requested by the SSOC. There are also other funding sources like Oakland Fund for Youth and Children (OFCY).
  - Ms. Bedford: there are also realignment funds that should support HSD efforts and will help with the conversation about other violence prevention funding sources separate from Measure Z.
  - Consider using Measure Z reserve funds for a sustainability and capacity-building strategy and invite foundations to help out with this question of service gaps and funding diversification. Agencies should not solely rely upon Measure Z funding. The philanthropic community may be able to help.
- The Commission thanked staff for their hard work on this and their hard work even with a staff member leaving. The SSOC would also like to include in the process in the future the visiting of agencies etc. Strategies should be based on best practices and data collection with the new evaluator to come up the best strategies.

**Vote:** Motion made by Commissioner Marks-Block to push forward the contracts as recommended and presented by staff. Motion seconded by Commissioner Nunez. **Motion unanimously approved by all commissioners present.**

**ITEM #5:        ADDITIONAL OPEN FORUM**

No additional speakers present.

**ITEM #6:        ADJOURNMENT**

Meeting adjourned at 8:22pm.

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**TO: SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)**  
**FROM: Chantal Cotton Gaines**  
**SUBJECT: Third Party Evaluation Request for Proposals**  
**DATE: January 20, 2016**

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The Safety and Services Act of 2014 (or Measure Z) requires that a third party, independent evaluator complete an annual evaluation of all programs provided by Measure Z funding. The budget for the evaluation services is in the City Administrator's Office Spending Plan. In Fiscal Year (FY) 2015-16, there is \$500,484 budgeted for evaluation and evaluation contingency and associated costs; and in FY 2016-17, there is \$514,327 budgeted.

***Proposed Timeline (updated from the information shared in 2015)***

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

| <b>Date</b>         | <b>Task</b>   |
|---------------------|---|
| January             | SSOC Update;<br>Staff to work with the Ad Hoc Committee on draft  |
| February            | Staff to finalize recommendations and draft with Ad Hoc Committee;<br>SSOC Receives the Proposed Evaluation RFP and Recommends Approval |
| February /<br>March | Staff presents the Proposed Evaluation RFP to the Public Safety Committee for Input   |
| March               | Post the RFP  |
| April               | Proposals due (3-5 weeks)   |
| April               | Readers review (2 weeks)  |
| April / May         | SSOC hears staff recommendation for evaluator   |
| April / May         | Public Safety and Council Approval  |
| May / June          | Staff Begins to Work with Selected Evaluator  |

***Proposed Scope of Services and Structure***

The RFP will likely be organized in a way to allow applicants to submit a detailed proposal for an evaluation of one or both of the following:

1. A comprehensive evaluation of the Human Services Department community-focused violence prevention/Intervention services.
2. A comprehensive evaluation of the Oakland Police Department geographic policing and community policing services (excluding Ceasefire).

The reason that staff proposes separating these two categories is because many evaluators are not experts in the evaluation of both community prevention/intervention services *and* the geographic and community policing work. The evaluation will be written in a way that allows bidders to submit a proposal on one or both with their own firm and subcontractor firms. Staff also wants to

build into the process the ability to allow bidders to design their recommendation for what an annual evaluation would look like as well as a more comprehensive design for what a 3-year evaluation could look like for one or both of the categories listed above.

### ***Proposed Process***

The proposals will be reviewed by a panel that will read and score each proposal. Reviewers will include individuals with expertise in the areas of evaluation and/or the implementation of violence prevention/intervention and/or geographic and community policing programs. Scoring will be based on a uniform rubric that will be applied to each proposal and will be modeled after the narrative questions in the RFP. The scores will weigh heavily in the final staff recommendation. The uniform rubric will factor in things like the quality of the bidder's response; the proposed evaluation design, management, and data collection methodology; the model they propose for the evaluation; and their previous work experience, just to name a few.

For questions, please contact Chantal Cotton Gaines at [ccotton@oaklandnet.com](mailto:ccotton@oaklandnet.com) or 510-238-7587.

**TO: SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)**

**FROM: Reygan E. Harmon, Ceasefire Project Manager**

**SUBJECT: Update on Ceasefire Evaluation**

**DATE: January 25, 2016**

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

### **Proposed Timeline**

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

### **Proposed Scope of Services**

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

### **Proposed Process**

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

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

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

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

For questions, please contact Reygan Harmon at [rharmon@oaklandnet.com](mailto:rharmon@oaklandnet.com).

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**TO:** SAFETY & SERVICES OVERSIGHT COMMISSION (SSOC)  
**FROM:** Chantal Cotton Gaines  
**SUBJECT:** Retreat Update  
**DATE:** January 20, 2016

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The Safety and Services Oversight Commission (SSOC) requested a retreat for early 2016. The details for the retreat are summarized below.

**Date and Time:**

Saturday, February 6<sup>th</sup> from 9am-12pm

**Location:**

150 Frank Ogawa Plaza, Classroom 2 on the 2<sup>nd</sup> Floor

**Topics for the retreat will include:**

- A presentation to provide a robust understanding of the relationship between HSD, the Grantees, and the SSOC.
- A discussion to plan a calendar to visit HSD grantees, OPD and OFD services.
- Teaming building and communication.

Staff will help facilitate the retreat. Food will be available as well as parking validation.

The retreat will be open to the public but not broadcast.

For questions, please contact Chantal Cotton Gaines at [ccotton@oaklandnet.com](mailto:ccotton@oaklandnet.com) or 510-238-7587.