

CITY OF OAKLAND

REQUEST FOR PROPOSAL

ISSUED DATE: SEPTEMBER 27, 2005
MANDATORY PRE-PROPOSAL CONFERENCE: OCTOBER 14, 2005; 10:00 AM
CLOSING DATE AND TIME: NOVEMBER 10, 2005; 5:00 PM
SUBMIT PROPOSAL TO: City of Oakland
Office of the City Administrator
Attn: Anne Campbell Washington
1 Frank H. Ogawa Plaza
City Hall, 3rd Floor
Oakland, CA 94612

DESCRIPTION: EVALUATION SERVICES FOR THE COMMUNITY & NEIGHBORHOOD POLICING AND VIOLENCE PREVENTION PROGRAMS OF THE CITY OF OAKLAND'S VIOLENCE PREVENTION AND PUBLIC SAFETY ACT (VPPSA) OF 2004

The City of Oakland invites your organization to submit a proposal to provide an outcomes-based evaluation of the Community & Neighborhood Policing and Violence Prevention Programs funded by Measure Y – the Violence Prevention & Public Safety Act of 2004 (VPPSA), as described in this Request for Proposal (RFP). The term of the contract will be eighteen (18) months with the possibility of two one-year extensions. Award and start date are approximate.

The proposal should be in strict accordance with the requirements in the documents identified below. Applicants should check this packet for all documents listed and follow the instructions contained in the Request for Proposal.

RFP DOCUMENTS

1. Request for Proposal
2. Proposal Form – Attachment 1
3. Applicant's Questionnaire – Attachment 2
4. City of Oakland Programs, Policies and Related Attachments – Attachment 3
5. Insurance Requirements – Appendix A
6. Citywide Beat Map – Priority Police Beats for Measure Y – Appendix B

QUESTIONS

For interpretation or clarification concerning the true meaning of, or technical discrepancies or omissions from, any part of this Request for Proposal, exhibits or attachments, contact the City Contract Administrator listed below.

REQUEST FOR PROPOSAL FOR EVALUATION SERVICES FOR THE
VIOLENCE PREVENTION & PUBLIC SAFETY ACT of 2004 (MEASURE Y)

Contract Administrator

Anne Campbell Washington
City of Oakland, City Administrator's Office
1 Frank H. Ogawa Plaza, City Hall, 3rd Floor
Oakland, CA 94612
(510) 238-7570
acampbell@oaklandnet.com

MANDATORY PRE-PROPOSAL CONFERENCE

There will be a **mandatory** pre-proposal conference on Friday, October 14th, 2005 at 10:00 AM in Hearing Room 4 on the 2nd Floor of City Hall, 1 Frank H. Ogawa Plaza, Oakland. Applicants can join the conference remotely by telephone if necessary. Please RSVP to Anne Campbell Washington at (510) 238-7570 by Thursday, October 13th if you would like to join remotely.

ORIGINAL AND COPIES

Submit an original, three (3) hard copies and one (1) electronic PDF copy on a disk or emailed to acampbell@oakladnet.com of your organization's proposal, no later than the specified closing date & time. The electronic copy can be exclusive of any promotional or supplement information to the extent it is not available in an electronic format. Faxes are not accepted.

Sincerely,

Contract Administrator

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Section I RFP Overview

A. Statement of Purpose

The City of Oakland ("City") is seeking qualified consultants for the purpose of evaluating the performance of the Community & Neighborhood Policing Services and Violence Prevention Programs funded by Oakland's voter-approved Measure Y – the Violence Prevention and Public Safety Act of 2004 (VPPSA). The selected contractor will work with the VPPSA stakeholders to plan and conduct the outcomes evaluation. Tasks will include: facilitating an evaluation planning process, working with the VPPSA stakeholders to develop a logic model and select performance indicators, conducting an outcomes evaluation and presenting findings of the outcomes evaluation of the community & neighborhood policing initiatives and violence prevention programs funded by the VPPSA. Applicants will submit detailed proposals for the evaluation of the VPPSA's Community & Neighborhood Policing Services and the Violence Prevention Programs.

B. Evaluation Goals

The goals of the outcomes evaluation performed by the external consultant/evaluator hired through this RFP process include:

- Provide longer term analysis and feedback on program outcomes by measuring changes in violent crime levels, changes in feelings of public safety in targeted areas (see map in Appendix B), changes in participants' behaviors and impacts on the Oakland community.
- Measure the effectiveness of the collaboration and partnership between Community & Neighborhood Policing Services, Violence Prevention Programs and other related City public safety and neighborhood problem-solving initiatives.
- Show linkages between what the literature states are best practices for these initiatives and what is being implemented.

C. Additional Evaluation Resources

An internal evaluator will supervise a *process* evaluation on the Community & Neighborhood Policing Services and the Violence Prevention Programs and will serve as contract administrator and liaison to the external consultant/evaluator hired through this RFP process. The goals of the process evaluation include:

- Provide regular, timely feedback to ensure continuous program improvement.
- Provide ongoing monitoring to document whether programs are being implemented as planned and to overcome obstacles encountered in implementation.

Section II Evaluation Project Specifications

A. Background Information

In November 2004, the voters of Oakland approved the VPPSA (Measure Y) which funds a community-oriented, comprehensive approach to violence prevention and neighborhood safety in the City of Oakland. The full text of the VPPSA voter-approved measure can be found at <http://www.oaklandnet.com/MeasureY.htm>.

The initiative created a new parcel tax and a parking tax surcharge that will remain in effect for 10 years and which will pay for the annual \$19 million cost of the following violence prevention programs and services:

- Community & Neighborhood Policing Services – Sixty-three sworn police officers and training and equipment,
- Violence Prevention Programs with an emphasis on youth and children,
- Fire and Paramedic Services [A total of \$4,000,000 annually. This portion of the Measure will not be subject to the outcomes evaluation.], and
- Evaluation.

All of these programs and services are discussed in greater detail later in this document.

Of the total proceeds spent on Community & Neighborhood Policing Services and the Violence Prevention Programs (all funds not included in the \$4,000,000 for Fire and Paramedic Services), not less than 40% must be allocated to Violence Prevention Programs (the specific violence prevention programs funded by the VPPSA and approved by Oakland's City Council). The remaining ~60% of the funds are allocated to the Community & Neighborhood Policing Services.

Oversight Committee

The VPPSA dictated that an Oversight Committee be appointed to ensure proper administration of the revenue collection and spending and to ensure proper implementation of the programs mandated by the ordinance by analyzing the evaluations of the programs and services. The Mayor appoints three members to the VPPSA Oversight Committee and each City Councilmember appoints one member. The VPPSA Oversight Committee will review the annual financial audit, evaluate, inquire and review the administration, coordination and evaluations of the programs in order to make policy recommendations to the Mayor and City Council. The VPPSA Oversight Committee's responsibilities include reviewing the findings of the process and outcome evaluations and providing an oversight role.

VPPSA Principles

- Focuses on children, youth and young adults

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- Serves the most at-risk and the most in need
- Employs a community-oriented approach to violence prevention

Comprehensive Approach to Violence Prevention

Violence Prevention is a comprehensive and multifaceted effort to address the complex and multiple risk factors associated with violence including, but not limited to, poverty, unemployment, discrimination, substance abuse, educational failure, fragmented families, domestic abuse, internalized shame, and felt powerlessness. Efforts build on resilience in individuals, families and communities.

Violence prevention is distinct from violence containment or suppression. Violence prevention efforts contribute to empowerment, educational and economic progress, and improved life management skills while fostering healthy communities in which people can grow in dignity and safety. Finally, efforts realign institutions to be more inclusive and receptive in responding to community needs. Violence prevention efforts targeted toward young children work to prevent experiencing or witnessing violence when young as well as to reduce the risk of future perpetration or victimization of violence.

The vision of the VPPSA is a well-integrated system with strong links among the social services, police and criminal justice agencies resulting in better coordination of services and better outcomes for participants. The community & neighborhood policing initiatives and the proposed violence prevention programs funded by the VPPSA are designed to work together in collaboration to provide a continuum of support for Oakland's high risk neighborhoods, youth and young adults. An important area of focus for the evaluation will be measuring the degree to which these programs and services are integrated and collaborating with one another. These programs and services will be more effective if they are integrated and building on each others strengths.

Example of Partnership/Collaboration Between Programs: Scenario #1

A neighborhood Home Alert group notifies their problem-solving officer that there is a problem liquor store on their block. The store façade is blighted; there is frequently garbage in the vicinity surrounding the store; and there are several youths engaged in illegal behaviors in front of the store. The problem solving officer harnesses City resources to address these issues with the store owner. The problem-solving officer also notifies the outreach workers to make contact with the youth. The outreach workers have access to the summer and after school employment resources for the youths they contact. They are able to directly connect the families with the resources at the Family Justice Center or refer them to the Pathways to Change program if appropriate.

Example of Partnership/Collaboration Between Programs: Scenario #2

The intensive mentoring programs for parolees and probationers direct their clients to designated employment programs as they are ready to work. A client might start with intensive reentry planning, then join an employment and training program and once graduated be eligible for six months of subsidized wages under the transitional employment program - all funded through the Violence Prevention & Public Safety initiative. But it should be noted, it is not the intention that this initiative fund all services needed by any one client. Rather the City's investment in case management and employment will leverage other needed resources such as housing, health and education.

B. Overview of VPPSA Evaluation

1. Evaluation Funding & Staffing

One to three percent of the funds appropriated to the Community & Neighborhood Policing Services and Violence Prevention Programs are budgeted for the purpose of an independent evaluation of the program, "including the number of people served and the rate of crime or violence reduction achieved."

The total 18-month budget allotted for the contract awarded to the successful bidder of this RFP is \$350,000-\$425,000. There is \$300,000-\$350,000 available on an annual basis going forward for the duration of the implementation period of Measure Y (VPPSA). In addition, funds have been allocated to pay for one internal City evaluator in the City Administrator's Office who will manage an internal process evaluation, staff the VPPSA Oversight Committee and supervise the external consultant/evaluator selected through this RFP process. The internal position will serve as the Contract Administrator for the Contractor selected through this RFP. The Contract Administrator and the external consultant/evaluator selected as the Contractor will work closely together to coordinate the process evaluation and the outcomes evaluation.

2. Purposes of Evaluation

There are two major purposes for the internal and external evaluations of the VPPSA programs during the beginning years.

Monitoring – The process evaluation will document whether our programs are being implemented as planned and will identify any barriers to implementation. This information will be gathered by the internal, City evaluator on a monthly basis to answer basic implementation questions posed by the elected officials, the VPPSA Oversight Committee, interested community members and the media on a regular, ad hoc basis.

Formative – The internal and external evaluations will help us with ongoing continuous program improvement by providing timely feedback to programs and stakeholders. Data collected and analysis performed by both the internal City evaluator and the external consultant/evaluator hired through this RFP will serve this purpose. The monitoring data mentioned above, in addition to information collected by the external consultant/evaluator hired through this RFP about outputs, client satisfaction, outcomes and impacts to learn whether the programs are working and our goals are being met will be used to help us achieve this purpose. The outcomes evaluation administered by the external consultant/evaluator hired through this RFP process will provide information on the actual changes in behavior of participants, the outcomes of the programs, and impacts on community life in Oakland.

3. Evaluation Stakeholders

There are many stakeholder groups who are interested in the outcomes of the VPPSA programs and policing initiatives and therefore interested in the evaluation of these programs. These stakeholder groups include: the participants of the VPPSA programs, the staff of the VPPSA programs, the Oakland Police Department, the Oakland community (especially voters, supporters and opponents of the VPPSA, members of Neighborhood Crime Prevention Councils & Home Alert block groups and members of the Community Policing Advisory Board), the local media, the Mayor and City Administrator, the City Council and the VPPSA Oversight Committee.

4. Timing of Evaluation Reports

The internal City evaluator and the VPPSA Oversight Committee will require formal, quarterly updates on program implementation and any outcomes that can be described at that point in time. Additionally a more comprehensive report will be delivered to the Mayor, City Administrator, VPPSA Oversight Committee and the Oakland City Council twice per year. The external evaluator is expected to make oral presentations to the VPPSA Oversight Committee quarterly and to the Oakland City Council twice per year. These reports will be made available to the public and the media in a user-friendly, online format.

Process evaluation findings are needed for continuous program improvement, so they will be reported back to the various stakeholder groups in a timely manner by the internal City evaluator. The programs implementing the VPPSA also need short, regular updates in order to implement changes to the way they are working. The process evaluation data collected will be shared with OPD, the VPPSA program staff, City administration, the VPPSA Oversight Committee and the public on a monthly basis for at least the first six months and quarterly thereafter.

5. Methods of Evaluation

The City is willing to discuss using any method of evaluation the external consultant/evaluator thinks is necessary to gather the desired information. It is understood that the methods will become more apparent as the questions are better defined. The internal evaluator will serve as a liaison when needed between the external consultant/evaluator and City departments and community-based organizations to ensure effective, timely communication and responses. Both quantitative and qualitative information on the VPPSA programs and services are desired.

Evaluation methods may include, but will not be limited to:

- Qualitative and quantitative assessment of program activities (regular onsite and telephone interviews with OPD personnel, service providers, and community-based organizations to determine activities taking place, attendance, etc.)
- Observations, interviews, surveys and focus groups of program participants
- Analyses of OPD crime data in targeted areas over time
- Random telephone survey of neighborhood residents in targeted areas to assess the effects and public perception of the community policing and other policing initiatives, as well as the violence prevention programs

6. Evaluation Data

The Oakland Police Department has agreed to share crime data for the purposes of evaluating VPPSA programs and services. In addition, formal partnerships are being established with the Oakland Unified School District and the Probation and Parole Departments in order to gain access to their data for the purposes of evaluation.

7. Protection of Human Subjects

Evaluation procedures must follow federal regulations regarding the protection of human research subjects. The individual or firm that is awarded the evaluation contract is responsible for securing approval from a federally-registered IRB. Guidelines for human subjects research and the Institutional Review Board (IRB) process can be found at <http://www.hhs.gov/ohrp/>.

Risks to subjects must be minimized and reasonable in relation to (1) anticipated benefits to subjects (if any) and (2) the importance of the knowledge that may reasonably be expected to result. Specifically, federal regulations require that risks to subjects are minimized "by using procedures which are consistent with sound research design", among other factors.

The following principles are followed regarding evaluations to be conducted by individuals in which there is minimal risk to subjects: (1) "sound research design"

means that the design of the project/study is reasonable and (2) that the individual is responsible for the "soundness" of the research design.

Evaluation program designs must clearly state how the evaluation consultant will assure the confidentiality or anonymity of the human subjects in the reporting of the results of the evaluation. Evaluations involving small numbers of subjects will undergo particular scrutiny in this regard.

C. Evaluation Focus Areas & Goals

Each program within the Neighborhood & Community Policing Services and the Violence Prevention Programs will have its own outcome indicators identified. The outcome indicators will be developed with the organizations/entities implementing the programs. Additionally, outcome indicators will be identified for the whole initiative overall, such as changes in violent crime and feelings of public safety.

1. Community & Neighborhood Policing Services

The VPPSA funds specific activities in the Oakland Police Department. Each of the policing initiatives funded will be subject to both the process and outcome evaluations. The policing initiatives funded by the VPPSA are as follows:

- Neighborhood Beat Officers – Each community policing beat shall have at least one neighborhood officer assigned solely to serve the residents of that beat to provide consistent contact and familiarity between residents and officers, continuity in problem solving and basic availability of police response in each neighborhood. At least 43 new officers will be deployed to these problem-solving officer positions and 6 new Sergeants will be hired to supervise the new officers. These positions are being filled with existing, experienced officers as new officers graduate out of field training. The Measure Y officers are being deployed first to the beats that have been identified as having the most "stressors", i.e. highest # of violent crime, highest population of young adults under 30, highest # of chronic truants, highest # of domestic violence cases, etc. A map highlighting the Measure Y high priority policing beats is included as Appendix B of this RFP.
- School Safety – Supplement existing police services available to focus on school safety and truancy abatement. At least 3 officers will be added to the OPD's Campus Life and Safety Section.
- Crime Reduction Team – Additional officers to investigate and respond to illegal narcotic transactions and associated violent crimes in identified violence hot spots. Six officers have been deployed as a new crime reduction team.
- Domestic violence and child abuse intervention – Additional officers to team with social service providers to intervene in situations of domestic violence and child abuse, including child prostitution. At least 3 officers will be added to the Special Victims Unit.

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- Officer training and equipment – Training in community policing techniques, establishing police social services referrals and equipping officers funded by Measure Y, the total costs of which shall not exceed \$500,000 in any fiscal year.

Goals for Evaluation of Community & Neighborhood Policing:

A role of the external consultant/evaluator will be to work with the VPPSA stakeholders to develop a logic model for the VPPSA programs. The logic model will identify the programs' goals, objectives, activities and performance indicators. These performance indicators will provide data on the actual performance of the programs, which will in turn allow for analysis and interpretation.

The following list of evaluation goals for the Police Services Area describes what must be addressed by the process and outcomes evaluations. There may be additional evaluation goals identified as the programs develop:

- Use of evaluation data to improve program design.
- Identify staff that have been deployed and activities that are taking place as a result of the VPPSA.
- Identify problems/successes with the VPPSA policing initiatives during each reporting period.
- Identify whether the Police Services implemented through the VPPSA are contributing to (1) changes in feelings of public safety, (2) changes in crime levels, (3) changes in attendance at NCPC meetings, (4) changes in formation of Home Alert Block Groups, (5) changes in awareness of police services and service delivery systems, (6) changes in satisfaction with police services related to this initiative, (7) changes in tolerance levels by neighborhood residents' of problems such as graffiti, drug dealing, abandoned cars, truancy, etc. and (7) changes in ability of Oaklanders to tackle and resolve their own neighborhood problems.
- Identify whether and how the VPPSA Police Services are collaborating/partnering with the VPPSA Violence Prevention Programs and if these partnerships are effective in dealing with neighborhood problems.
- Identify whether the resources of OPD, local government, private agencies, citizen groups, business community and neighborhoods involved in the VPPSA programs and services are being used effectively to solve problems.

- Identify whether the VPPSA policing initiatives help provide equal access to police services by Oakland's residents and equal distribution of police services and resources among communities.

2. Violence Prevention Programs

There are four major populations being addressed by strategies that have been identified as violence prevention "best practices":

Youth & Young Adults on Probation or Parole [Strategies: Intensive case management by case workers and coaches, Employment & training, Transitional employment, Sheltered employment, Summer & After-school employment, Restorative justice training]

Youth who are Truant, Out-of-school, or Suspended for Violence [Strategies: Intensive case management by outreach workers and case workers, Door-to-door community building, After-school job training, Summer employment, Recreational & sports programs]

Youth and Young Children Exposed to Violence and Sexually Exploited Youth [Strategies: Comprehensive support by advocates & case workers, Support groups, Mental health consultation]

In-School Youth – Pre-school through Middle School [Strategies: Violence prevention curriculum, Peer conflict resolution program]

The specific programs that are being funded are listed below in more detail with funding amounts to give an idea of program scope. These programs will be contracted out to community-based organizations and/or public agencies. The City of Oakland's Department of Human Services is the department ultimately responsible for contracting out these funds and managing these programs. The master RFP for the majority of these funds will be available online on October 3rd at <http://www.oaklandhumanservices.org/initiatives/measurey.htm>. It may be helpful to review this RFP to become better acquainted with the Violence Prevention programs and services funded by the VPPSA.

The expectation has been set with every program funded by VPPSA that evaluation is critical to the success of the programs and to their future funding applications. Each organization funded by the VPPSA has built in funding for evaluation into their budgets and have identified a preliminary set of outcomes/performance measures. The external consultant/evaluator hired through this RFP will work closely with programs to further refine their outcomes measures.

Funded Component	Program Strategy	Target Population		Projected Number Served	Allocation FY 05-06	Number of awards in FY 05-06 VPPSA PP Funding Cycle
		Age Group	Risk Factor			
Youth Outreach & Comprehensive Services	Street Outreach	Children & Youth	Chronic truants, school drop outs, suspended or expelled for violence	1200	\$855,670	2-4
	Outreach to Sexually Exploited Children & Youth	Children & Youth	Exposed to violence and/or sexually exploited	300	\$225,000	1
	Sports & Recreational Programs	Children & Youth up to 18	Chronic truants, school drop outs, suspended or expelled for violence, or on probation or parole	TBD	\$182,500	2-5
	City-County Neighborhood Initiative	Youth & their Families	Chronic truants, school drop outs, or suspended or expelled for violence	3,000	\$196,485	None – Direct to City of Oakland-run program
Special Services to Children & Youth Exposed to Violence	Family Violence Intervention	Children, Youth & their Families	Exposed to violence and/or sexually exploited	2,500 contacts	\$491,214	1-2
	Mental Health Services	Children (ages 0-5)	Exposed to violence and/or sexually exploited	100-150	\$294,728	1-2
	Youth Support Groups	Youth	Exposed to violence and/or sexually exploited	TBD	\$147,364	None – Agreement with Alameda County
Diversion & Reentry Services	Project Choice Model	Youth and Young Adults	In custody and on juvenile or adult parole, and/or adult probation	120	\$491,214	1-3
	Pathways to Change	Youth	On probation	120	\$491,214	None - RFP through The Mentoring Center
	Restorative Justice Training	Adult professionals	Working with youth involved in criminal justice systems	75	\$25,000	None - City professional services contract with trainer
Employment & Training	Intensive Reentry Training & Employment	Young Adults	On parole and probation	40	\$560,000	1-2
	Crew-Based Sheltered Employment	Young Adults	On parole and probation	8	\$273,750	1
	After-school Job Training	Youth	Chronic truants, school drop outs, or suspended or expelled for violence, or on probation	100	\$340,000	1-3
	Transitional Jobs – Wage Pool	Young Adults	On parole and probation	40	\$548,000	None - Administered through the WIB's adult Workforce Development System
	Subsidized Summer Youth Employment	Youth	Chronic truants, school drop outs, suspended or expelled for violence, or on probation	110	\$205,848**	None - Direct to Mayor's Summer Jobs Program
School Based Strategies	Safe Passages Middle School Model	Children	Chronic truants, school drop outs, or suspended or expelled for violence	150	\$240,000	None – Contract with Ala. County Health Care Agency
	Second Step Violence Prevention Curriculum	Children		35,100 students	\$275,080	None - Contract with OUSD
	Peer Conflict Resolution Program	Children (in middle school)		12-15 schools	\$235,782	None - Contract with OUSD

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Definitions (For the chart that appears on the previous page.)

Age Group	<i>Targeted age range for program strategies, including overlapping age group categories of Children, Youth, and Young Adults. Targeted ages are for the age ranges defined for these groups unless otherwise specified.</i>
Allocation	<i>The annual funding allocation is set for Fiscal Year 2005-06, but is expected to increase slightly as the tax base for VPPSA increases with inflation and changes in the economy in the following years.</i>
Children	<i>Persons aged 0-14 years old</i>
Chronic Truant	<i>Students who have 6 or more unexcused absences per school year</i>
Exposed to Violence	<i>Witnesses and/or victims of domestic violence, child abuse, or community ("street") violence</i>
FY	<i>Fiscal Year</i>
Funded Component	<i>Major area of focus for VPPSA</i>
Number of Awards	<i>This is the anticipated number of proposals that will be funded for each category. For program strategies not included in this PP funding process, information is given in this column about how the funding was allocated.</i>
Number Served	<i>Estimate of the minimum number of total participants served by all funded proposals in each strategy</i>
PP	<i>Preliminary Proposal</i>
Program Strategy	<i>Specific type of program approved by City Council for VPPSA funding</i>
Risk Factor	<i>Characteristic(s) of target population increasing their risk of being perpetrators and/or victims of violence</i>
Sexually Exploited	<i>Any child or youth who engaged in the sex trade (prostitution) and/or survivors of sexual abuse or sexual violence</i>
Target Population	<i>Population served by each VPPSA program strategy. Only this population can receive services funded by VPPSA.</i>
VPPSA	<i>Violence Prevention and Public Safety Act of 2004 (a.k.a. Measure Y)</i>
Young Adults	<i>Persons aged 18-29 years old.</i>
Youth	<i>Persons aged 13-24 years old.</i>

Goals for Evaluation of Violence Prevention Programs:

A role of the external consultant/evaluator will be to work with the VPPSA stakeholders to develop a logic model for the VPPSA programs. The logic model will identify the programs' goals, objectives, activities and performance indicators. These performance indicators will provide data on the actual performance of the programs, which will in turn allow for analysis and interpretation.

The following list of evaluation goals for the Violence Prevention Programs describes what must be addressed by the process and outcome evaluations. There may be additional evaluation goals identified as the programs develop:

- Use of evaluation data to improve program design.
- Identify staff that have been deployed and activities that are taking place as a result of the VPPSA.
- Identify problems/successes with the VPPSA violence prevention programs during each reporting period.
- Identify whether the Violence Prevention programs implemented through the VPPSA are contributing to (1) changes in feelings of public safety, (2) changes in crime levels, (3) changes in client satisfaction with program, (4) changes in employment rates for program clients, (5) changes in truancy rates for program clients, (6) changes in rates of suspension for program clients, (7) changes in rates of high school completion for program clients, (8) changes in earnings for program clients, (9) changes in rates of advanced training or apprenticeship for program clients, (10) changes in rates of post-secondary education for program clients, (11) changes in rates of recidivism of participants. [Not all of the measures mentioned above would be collected on all participants. It would depend on the program in question and the particular goals of that program.]
- Identify whether and how the VPPSA Violence Prevention Programs are collaborating/partnering with the VPPSA Police Services and if these partnerships are effective in dealing with neighborhood problems.
- Identify whether the resources of OPD, local government, private agencies, citizen groups, business community and

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neighborhoods involved in the VPPSA programs and services are being used effectively to solve problems.

D. Evaluation Timeline and Scope of Work

The following describes the expected timeline and deliverables for the evaluation project. This calendar is subject to change as implementation timelines change. Currently, there are several Violence Prevention Programs underway and 10 Measure Y officers have been deployed. The evaluation plan will adjust to first address the programs and services that are being implemented immediately and next address the programs that are being implemented in May 2006.

Jan/Feb 2006	Develop evaluation plan for Neighborhood & Community Policing Services and Violence Prevention Programs
Jan/Feb 2006	Develop logic model with key evaluation stakeholders. Identify program goals, objectives, activities and performance indicators.
Mar 2006	Develop data collection tools for programs and services that have already been implemented.
Apr 2006	Make first quarterly presentation to VPPSA Oversight Committee
May 2006	Develop logic model with stakeholders for Violence Prevention Programs as new programs move into implementation phase. Identify program goals, objectives, activities and performance indicators.
Jun 2006	Develop data collection tools for newly implemented Violence Prevention Programs.
Jul 2006	Begin collecting data on all VPPSA programs. Report data already collected (ongoing, monthly reports to programs and staff). Make second quarterly presentation to VPPSA Oversight Committee and City Council.
Oct 06/Jan 07/Apr 07	Report data in quarterly reports to VPPSA Oversight Committee

Jul 2007 Present annual report to all key stakeholders,
including VPPSA Oversight Committee, the Mayor
and the City Council

E. Qualifications and Qualities of the Evaluator

The selected external consultant/evaluator for this project should demonstrate the following qualities and qualifications:

- Experience in managing an evaluation project focused on neighborhood & community policing services and violence prevention programs.
- Demonstrated skills in statistics and research design.
- Creativity – ability to apply knowledge from other fields to the problem at hand.
- Organization and project leadership reflecting the diversity of Oakland.
- Experience in dealing with publicity, media and politicians.
- Experience with reporting findings in a political environment.
- Credible reputation and experience.
- Skills and experience in managing people and team-building.
- Ability to focus and direct progress.
- Experience working with community-based organizations and public agencies serving culturally diverse clientele in an urban environment.
- Experience in developing a logic model and in the development and implementation of process and outcome evaluations, including the design of quantitative and qualitative evaluation measures.
- Experience developing easily administered evaluation tools.
- Experience in engaging program participants in the evaluation process.
- Experience with violence prevention strategies and community policing, as well as other policing strategies.
- Experience with conducting an evaluation process with multiple stakeholders.

Section III Instructions to Applicants

The following guidelines govern the format and content of the proposal and the approach to be used in its development and presentation. Only that information which is essential to an understanding and evaluation of the proposal shall be submitted. No limitation on the content of the proposal is intended in these instructions and inclusion of any pertinent data or information is permitted.

Proposal and all attachments shall be complete and free of ambiguities, alterations and erasures. It shall be executed by a duly authorized officer or agent of Applicant. In the event of conflict between words and numerals, the words shall prevail.

Proposal shall be submitted in an organized manner, each copy separately bound in one volume with parts appropriately tabbed and identified for each of the following distinct sections:

A. Proposal Questions/Requirements (Proposal must answer the questions in the order presented below, with each question and response clearly labeled.)

1. Provide a detailed program narrative of the evaluation program that your organization will undertake in order to meet the criteria outlined in the Specifications section (Section II) of this RFP. Please include activities, suggested timeline, meetings and their participants and any other requirements of the City in order to conduct a successful evaluation of this scope.
2. Provide a detailed evaluation management plan, including:
 - a. Updated resumes of the people who will work on the project;
 - b. Responsibilities of each person assigned to the project
3. Provide a detailed eighteen (18) month budget that accounts for every dollar by spending category, such as salaries, fringe, overhead, indirect, supplies, contractual, travel, etc. from January 1, 2006 – June 30, 2007.
4. Provide answers to the following questions regarding ways in which the proposed study will adhere to human subjects protection regulations:
 - a. Describe ways in which risks to subjects are minimized. (Note, "risk" applies to risk associated from participating in the research, not the Measure Y-funded activity.)

- b. Describe why the risks to subjects are reasonable in relation to anticipated benefits, if any, to subjects, and the importance of the knowledge that may reasonably be expected to result.
 - c. Describe ways in which the selection of subjects into the research is equitable.
 - d. Describe ways in which informed consent will be sought from each prospective subject or the subject's legally authorized representative.
 - e. Describe ways in which informed consent will be appropriately documented and stored.
 - f. Describe provisions to protect the privacy of subjects and to maintain the confidentiality of data.
5. Submit examples of prior work in program evaluation that are relevant to this project.
 6. Submit three (3) professional references.

B. Proposal Forms and Information to Submit

1. Proposal Form (Found as Attachment 1 to this RFP.)
2. Applicant's Questionnaire (Found as Attachment 2 to this RFP.)
3. Financial statements (Requested in #11 of the Applicant's Questionnaire). Please attach audited balance sheets and income statements for your organization, that if requested can be certified by an accountant licensed to practice in the State of California for the two most recently completed fiscal years. All such reports are to be furnished in accordance with generally accepted accounting principles applied on a consistent basis and including a statement by the chief financial officer of the organization that there has been no material change in such condition or operations reflected in the audited balance sheets and income statement since the date on which they were prepared.
4. If you wish to claim status as an Oakland-based vendor, please provide a copy of your City of Oakland business license and written evidence of a principal business office or branch or satellite office with at least one full-time employee located in Oakland with your submittal. If you fail to submit the proper information with your proposal, you will be denied consideration for local preference. The information cannot be submitted later.
5. City Contracting Programs/Policies (Found as Attachment 3 to this RFP.) Applicants must submit signed and dated Schedules to declare their compliance with stated City contracting policies and programs. These include:

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- Declaration of Compliance with the Americans with Disabilities Act, Schedule C-1
- Ownership, Ethnicity and Gender Questionnaire, Schedule D
- Project Consultant Team, Schedule E
- Independent Contractor Questionnaire, Schedule M
- Declaration of Compliance – Living Wage Ordinance, Schedule N
- Declaration of Nondiscrimination – Equal Benefits, Schedule N-1
- Campaign Contribution Limits, Schedule O
- Nuclear Free Disclosure, Schedule P
- Local, Small Local Business Enterprise Program Compliance form, Schedule U. All local and small local business enterprises must be certified **prior to submittal of proposals** in order to receive any program preferences. Contact the Office of the City Administrator, Contract Compliance division at (510)238-7735 for certification information.

Section IV Evaluation and Selection Process

A. Evaluation Process

The evaluation panel will consist of City personnel and others designated by the City. The City reserves the right to conduct independent reviews and interview applicants submitting proposals prior to making any selection. The City reserves the right to conduct reference checks on applicants submitting proposals prior to making any selection.

The criteria for evaluating the proposals is listed below:

- Quality of the response in relation to the specification of the evaluation project.
- Availability of the applicant in relation to the timeline required to complete the work and attend mandatory meetings
- Capabilities and expertise of the applicant in the following areas:
 - i. Logic model design;
 - ii. Evaluation design and management;
 - iii. Data collection;
 - iv. Data analysis;
 - v. Use of information; and
 - vi. Identification of core project indicators and best practices.
- Quality of the staffing proposed for this evaluation project
- Past service record, if previously contracted with the City of Oakland
- Quality and cost effectiveness of the proposed budget for this project
- References from clients served by the applicant
- Vendor status as a Local or Small Local Business Enterprise

B. Selection Process

Following a review of the proposal responses by the evaluation panel, meetings may be scheduled with any or all of the Applicants. During the review process, the evaluation panel will analyze qualifications, request written clarification if necessary and may hold discussions with Applicants.

After evaluating all proposals, the City may select one or more proposals for further evaluation based on the information contained in the responses to the RFP.

The City reserves the right to accept or reject any or all proposals, to alter the selection process in any way, to postpone the selection process for its

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own convenience at any time, to waive any defects in any proposal or to issue a new RFP at any time.

This RFP and the selection process shall in no way be deemed to create a binding contract or agreement of any kind between the City and any organization submitting a proposal. If the City selects an applicant to provide services contained in the RFP, it is expected that the City will enter into negotiations for an agreement to provide the described services. All legal rights and obligations between the successful applicant, if any, and the City will come into existence only when an agreement is approved by the City Council and successfully executed by the respective parties. The legal rights and obligations of each party shall at that time be only those rights and obligations which are set forth in the agreement.

C. Announcement of the Final Selection

The staff recommendation of the successful proposal will be brought forward for City Council approval and authorization at a City Council meeting. Following approval by the Oakland City Council, all applicants will be notified of the City's final selection.

Section V Schedule

A. Mandatory Pre-proposal Conference

A **mandatory** pre-proposal conference has been scheduled for Friday, October 14th, 2005 at 10:00 AM in Hearing Room 4 on the second floor of Oakland's City Hall, located at 1 Frank H. Ogawa Plaza. Applicants can join the conference remotely by telephone if necessary. Please RSVP to Anne Campbell Washington at (510) 238-7570 by Thursday, October 13th if you would like to join remotely.

B. Time and Place for Submission of Proposals

Proposals are due by **5:00 PM Pacific Standard Time on Thursday, November 10th, 2005** at the **Office of the City Administrator**.

C. Anticipated Schedule for Award

The key dates in this Request for Proposal process are outlined below. The City reserves the right to change any portion of this schedule including extension of submission deadline for responses and/or cancellation of the RFP process.

- | | |
|-------------------------------------|------------------------|
| • RFP Release Date | Sept 27, 2005 |
| • Mandatory Pre-proposal Conference | Oct 14, 2005; 10:00 AM |
| • Proposals Due to the City | Nov 10, 2005; 5:00 PM |
| • Evaluation Process | Nov 11 – Nov 25, 2005 |
| • Notice of Intent to Award | Dec 20, 2005 |
| • Contract Commencement Date | Jan 1, 2006 |

Section VI Terms and Conditions for Receipt of Proposals

A. Proposal Submittals

Applicants will not receive compensation or reimbursement of expenses for submitting the proposal. Proposals shall be prepared and submitted in accordance with the provisions of these RFP instructions and specifications no later than **Thursday, November 10th, 2005 at 5:00 PM, Pacific Standard Time.**

Submittals. Please submit an original, three (3) complete physical copies and one (1) electronic PDF copy on a disk or emailed to acampbell@oaklandnet.com of the proposal in response to the RFP and its required exhibits. The electronic copy can be exclusive of any promotional or supplement information to the extent it is not available in an electronic format. All three physical copies along with the electronic copy shall be submitted in person to the City Administrator's Office or mailed to:

Office of the City Administrator
Attn: Anne Campbell Washington
City of Oakland
1 Frank H. Ogawa Plaza
City Hall, 3rd Floor
Oakland, CA 94612

The proposal shall be firmly sealed in an envelope, which shall be clearly marked on the outside "Request for Proposal for Evaluation Services for the Violence Prevention and Public Safety Act." The envelope must also contain the Applicant's name and return address. Any proposal that arrives after the deadline date and time will be time stamped and returned, unopened to the Applicant.

The City will not accept a proposal if:

- Any of the RFP forms are left blank or are materially altered; or
- Any document or item necessary to the proposal is incomplete, improperly executed, indefinite, ambiguous, or is missing.

Additionally, such factors as, but not limited to the following may also disqualify an Applicant without further consideration:

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- Any attempt to improperly influence any member of the evaluation panel;
- An Applicant's default under any type of agreement, which resulted in the termination of that agreement;
- Existence of any unresolved litigation between the Applicant and the City.

B. Consequence of Submission of Proposal

The City intends to enter into a professional services contract ("Agreement") with the organization whose proposal, in the sole judgment of the City, is the most advantageous to the City.

The RFP does not commit the City to pay any costs incurred in the submission of a proposal or in making any necessary studies or designs for the preparation thereof, nor the purchase or contract for the services. The City reserves the right to retain all copies of the proposals.

Should the successful Applicant fail to successfully negotiate and execute an Agreement with the City, the City shall have the right to negotiate and execute an Agreement with another responsive Applicant.

Statistical information contained in this RFP is for information purposes only. The City shall not be responsible for the complete accuracy or said data.

C. Inquiries and/or Clarifications

Any requests for clarification of the RFP shall be made in writing (via email to the email address listed below) and received no later than Tuesday, October 18, 2005 at close of business.

Anne Campbell Washington
Assistant to the City Administrator
City of Oakland, Office of the City Administrator
1 Frank H. Ogawa Plaza
City Hall, 3rd Floor
Oakland, CA 94612
acampbell@oaklandnet.com
(510) 238-7570

Any City response to a request for clarification by an Applicant will be made in writing in the form of an addendum to the RFP, and will be sent to all parties to whom the RFP has been issued not later than Thursday,

October 27, 2005, and will become a part of the RFP. The Applicant should await responses to inquiries prior to submitting a proposal.

Applicants are responsible for reviewing all portions of this RFP. Applicants are to promptly notify the City, in writing, if the applicant discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to the Contract Administrator, Anne Campbell Washington, promptly after discovery, but in no event later than five (5) working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided above.

D. Objections to RFP Terms

Should an Applicant object on any grounds to any provision or legal requirement set forth in this RFP, the applicant must, not more than 10 business days after the pre-proposal conference is held, provide written notice to the Contract Administrator setting forth with specificity the grounds for objections. The failure of an applicant to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

E. Term of Contract

The Contract shall be in effect for eighteen (18) months from the signing date of the Contract (approximately January 2006), with the City option to extend for two one-year terms.

F. Insurance

The successful applicant will be required to obtain and maintain throughout the term of the contract, the types and amounts of insurance and comply with all of the insurance requirements set forth in Appendix A. The successful applicant shall be required to provide a certificate of insurance showing that the required insurance is in effect prior to execution of the contract.

G. General Agreement Provisions

The successful applicant will be required to enter into a contract with the City of Oakland. Failure to timely execute the contract or to furnish any and all assurances, certificates, bonds, proofs or other materials required in the contract, shall be deemed an abandonment of contract offer. The City, in its sole discretion, may select another applicant and may proceed against the original applicant selected for damages.

It is anticipated that the Agreement resulting from this RFP shall include an indemnification clause as well as other terms and conditions.

H. Public Record: Proposals Become Property of City

In accordance with Oakland Municipal Code, Chapter 2.20 Public Meeting and Public Records, Section 220 Non-exempt Public Information, proposals will be opened, examined and publicly declared at the location and closing date and time set forth in Section 5.2 above. Applicants and other members of the public may review proposals at the opening or at a later date by request.

Nothing in this provision requires the public disclosure of a private person's or organization's net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Net worth or proprietary financial data or information that is included with the proposal must be separately enclosed and marked "Confidential" or "Proprietary" to avoid public disclosure at the opening. The City will not refuse to publicly disclose any other documents or information that are so marked.

I. Reservation of Rights by the City

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City of Oakland, nor does it create any obligation on the part of the City to enter into any contract, or to undertake any obligation with respect to the project referred to herein. The City expressly reserves the right at any time to:

- Make all decisions regarding this RFP;
- Make full or partial awards, or issue one or more contracts for the services called for within this RFP;
- Waive or correct any defect or informality in any response, proposal or proposal procedure;
- To reject any or all proposals;
- Reissue a Request for Proposal;
- Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any services to be provided under this RFP, or the requirements for contents or format of the proposals;
- Procure any services specified in this RFP by any other means; or
- Determine that no project will be pursued.

ATTACHMENT 1 PROPOSAL FORM

APPLICANT

Company Name: _____

Address: _____

City/State/Zip Code: _____

Contact Name/Title: _____

Telephone: _____ Fax: _____

Email: _____

APPLICANT'S REPRESENTATIONS

Applicant understands, agrees, and warrants:

1. That Applicant has carefully read and fully understands the information that was provided by the City to serve as the basis for submission of this proposal to provide an outcomes evaluation of the Neighborhood & Community Policing Services and Violence Prevention Programs of the Violence Prevention & Public Safety Act of 2004 (Measure Y).
2. That Applicant has the capability to successfully undertake and complete the responsibilities and obligations of the proposal being submitted.
3. That all information contained in the proposal is true and correct to the best of the Applicant's knowledge.
4. That the Applicant acknowledges its commitment to follow through with all proposed programs and features accepted by the City through the negotiation process, should the Applicant be selected as the External Consultant/Evaluator of the Violence Prevention & Public Safety Act of 2004 (Measure Y). Applicant further agrees that this proposal response will be guaranteed for 180 days from the date below, and that this proposal may be extended beyond that date only by mutual agreement of the City and Applicant.
5. That Applicant did not receive unauthorized information from: any City staff member during the Proposal period except as provided for in the Request for Proposal package, addenda thereto, or the pre-proposal meeting.
6. That by submission of this proposal, the Applicant acknowledges that the City has the right to make any inquiry it deems appropriate to substantiate or supplement information supplied by Applicant and Applicant hereby grants the City permission to make said inquiries, and to provide any and all requested documentation in a timely manner.

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APPLICANT'S SIGNATURE

No proposal shall be accepted which has not been signed in ink in the appropriate space below:

By signing below, the submission of a proposal shall be deemed a representation and certification by the Applicant that they have investigated all aspects of the RFP, that they are aware of the applicable facts pertaining to the RFP process, its procedures and requirements, and that they have read and understand the RFP. No request for modification of the proposal shall be considered after its submission on the grounds that the Applicant was not fully informed as to any fact or condition.

1. If Applicant is a PARTNERSHIP or JOINT VENTURE, at least two (2) Partners or each of the Joint Venturers shall sign here (include a notarized affidavit attesting to the authenticity of said signatures):

_____ Partnership or Joint Venture Name
Date: _____ By: _____
Member of the Partnership or Joint Venture
(signature)
Date: _____ By: _____
Member of the Partnership or Joint Venture
(signature)

2. If Applicant is a CORPORATION, the duly authorized officer(s) shall sign as follows:

The undersigned certify that they are respectively:

_____ and _____
Title Title

of the corporation named below; that they are designated to sign this Proposal Form by resolution (attach a certified copy; with corporate seal, if applicable, notarized as to its authenticity or Secretary's certificate of authorization) for an on behalf of the below named CORPORATION, and that they are authorized to execute same for and on behalf of said CORPORATION.

Corporation Name (type or print)

By: _____ Date: _____

Title: _____

By: _____ Date: _____

Title: _____

ATTACHMENT 2 APPLICANT'S QUESTIONNAIRE

All information requested in the Questionnaire shall be furnished by the applicant, and shall be submitted with the proposal. Statements shall be complete and accurate and in the form requested. Omission, inaccuracy or misstatement may be cause for the rejection of a proposal.

1. Name of applicant exactly as it is to appear on a professional services agreement and address which applicant would designate under the Notice provision of the agreement:

2. Applicant, if selected, intends to carry on the business as: Partnership (), Joint Venture (), Corporation (), Other (). If "Other", attach explanation.

3. If a partnership or a joint venture, attach a copy of the partnership agreement or joint venture agreement and identify the participants (both general and limited partners):

A.	NAME	ADDRESS	SHARE
----	------	---------	-------

B. Date of Organization: _____

C. General or Limited Partnership: _____
(if applicable)

D. Agreement Recorded: _____

E. Registered in California? _____ County _____ State _____ Date _____

E. Registered in California? _____ If so, when? _____

4. If a corporation, answer the following;

A. When incorporated? _____

B. In what state? _____

C. Authorized to do business in California? _____

If so, what date? _____

D. Name, address, years in the corporation, and percentage of stock held by the following officers:

President: _____ Years ____ Stock % ____

Vice President: _____ Years ____ Stock % ____

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Secretary: _____ Years ____ Stock % ____

Treasurer: _____ Years ____ Stock % ____

Other: _____ Years ____ Stock % ____

E. Name, address, and percentage of stock held each Member of the Board of
Directors:

Chairman: _____ Stock % ____

Member: _____ Stock % ____

Member: _____ Stock % ____

Member: _____ Stock % ____

F. Name, address and shares of stock held by other principal stockholders:
(Principal Stockholder is defined as a stockholder who holds 10% or more of
outstanding stock of the corporation.)

Total capitalization: \$ _____

Amount of capital stock subscribed: \$ _____

Amount paid in: \$ _____

Questions 5 through 11 to be answered by all applicants.

5. Have you ever had a bond or surety denied, cancelled or forfeited?

YES () NO () If yes, state name of bonding company, date, amount of bond
and reason for such cancellation or forfeiture in an attached statement.

6. Have you ever declared bankruptcy or been declared bankrupt?

YES () NO () If yes, state date, court jurisdiction, docket number, amount of
liabilities and amount of assets.

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7. Have any agreements held by you for evaluation services ever been terminated for cause?
YES () NO () If yes, give details
8. Have you ever been sued by any other jurisdiction or vendor for issues pertaining to fee payment, performance, or other issues relating to evaluation services?
YES () NO () If yes, give details.
9. Are you currently engaged in merger or acquisition negotiations, or do you anticipate entering into merger or acquisition negotiations within the time period of this Request for Proposals?
YES () NO () If yes, give details.
10. Are you now engaged in any litigation which does now or could in the future affect your ability to pay fees or perform under an Agreement with the City?
YES () NO () If yes, give details.
11. Submit an audited balance sheet and income statement for your firm, including joint venture partners, for the two most recently completed fiscal years and an un-audited statement for the current fiscal year as of the most recently completed quarter.
12. List details for any and all past (within the last ten years) or present litigation between the company and any client. If there has been none, so indicate.

The undersigned hereby declares under penalty of perjury that all statements, answers and representations made in this questionnaire are true and accurate, including all supplementary statements hereto attached. In the case of a corporate applicant, the signature of one duly authorized representative is sufficient.

Signature

Signature

(Please Print or Type Name)

(Please Print or Type Name)

Title

Title

ATTACHMENT 3 City of Oakland Programs, Policies & Related Attachments

All forms for Attachment 3 are located as separate links on the <http://www.oaklandnet.com/measurey/evaluationrfp.htm> page.

Applicants must submit signed and dated Schedules to declare their compliance with stated City contracting policies and programs. These include:

- Declaration of Compliance with the Americans with Disabilities Act, Schedule C-1
- Ownership, Ethnicity and Gender Questionnaire, Schedule D
- Project Consultant Team, Schedule E
- Independent Contractor Questionnaire, Schedule M
- Declaration of Compliance – Living Wage Ordinance, Schedule N
- Declaration of Nondiscrimination – Equal Benefits, Schedule N-1
- Campaign Contribution Limits, Schedule O
- Nuclear Free Disclosure, Schedule P
- Local, Small Local Business Enterprise Program Compliance form, Schedule U. All local and small local business enterprises must be certified **prior to submittal of proposals** in order to receive any program preferences. Contact the Office of the City Administrator, Contract Compliance division at (510)238-7735 for certification information.

APPENDIX A

SCHEDULE Q – INSURANCE REQUIREMENTS

APPENDIX A

Schedule Q

INSURANCE REQUIREMENTS PROFESSIONAL AND SPECIALIZED SERVICES AGREEMENTS

a. General Liability, Automobile, Worker's 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, including but not limited to, Bodily Injury, Broad Form Property Damage, Contractual Liability and if necessary, Products and Completed Operations or Owners and Contractor Protective Liability. The policy shall contain a severability of interest clause or cross liability clause or the equivalent thereof.
 - A. Coverage afforded on behalf of the City shall be primary insurance and any other insurance available to the City under any other policies shall be excess insurance (over the insurance required by this Agreement).
 - B. Limits of liability shall include the following:

Bodily Injury - \$1,000,000
Property Damage - \$1,000,000
Or, Combined Single Limit (C.S.L) for Bodily Injury and Property Damage - \$2,000,000
 - C. If the policy is a "claim made" type policy, the following should be included as endorsements:
 - 1) The retroactive date shall be the effective date of this Agreement or a prior date.
 - 2) The extended reporting or discovery period shall not be less than thirty-six (36) months.
- ii. Automobile Liability insurance, including all owned, non-owned and hired automobiles used by the Contractor or its agents in the performance of this Agreement shall have the following minimum

limits for Bodily Injury and Property Damage - \$1,000,000
Combined Single Limit.

- iii. Worker's Compensation insurance as required by the laws of the State of California. Statutory coverage may include Employers Liability coverage with limits not less than \$1,000,000. 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 in the amount of \$__n/a_____.
- b. Terms Conditions and Endorsements

The aforementioned insurance shall be endorsed and have all the following conditions:

- i. Additional Insured: Contractor shall name the City of Oakland, its Councilmembers, directors, officers, agents and employees as additional insureds 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 (or equivalent) and/or CA 20 48 - Designated Insured Form (for business auto insurance). A STATEMENT OF ADDITIONAL INSURED ENDORSEMENT ON THE ACORD INSURANCE CERTIFICATE FORM IS INSUFFICIENT AND WILL BE REJECTED AS PROOF OF THE ADDITIONAL INSURED REQUIREMENT; and
- ii. Cancellation Notice: 30-day prior written notice of cancellation, termination or material change in coverage; and
- iii. Certificate holder is to be the same person and address as indicated in the "Notices" section of this Agreement; and
- iv. Insurer shall carry a Best Rating of B+ or greater.

EXEMPTION NOTE: Until further notice, the City will accept the State Compensation Insurance Fund (SCIF) as an acceptable insurer for the purposes of Workers' Compensation coverage.

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

Contractor shall include all subcontractors as insureds under its policies or shall maintain separate certificates and endorsements for each subcontractor. 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 course of the project to verify compliance with requirements.

g. Deductibles and Self-Insured Retentions

Any deductible or self-insured retentions 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.

APPENDIX B
Citywide Beat Map –
Priority Police Beats for Measure Y

This map is located as a separate link on the
<http://www.oaklandnet.com/measurey/evaluationrfp.htm> page.