

PUBLIC PARTICIPATION

The Oakland Public Safety Planning and Oversight Commission encourages public participation in its meetings. Members of the public may observe and/or provide public comment in the following ways:

OBSERVE THE MEETING

By Zoom:

To observe the meeting via video conference, please click the following link at the noticed meeting time:
<https://oaklandca-gov.zoom.us/j/82139474544>

Webinar ID: 821 3947 4544

By Phone:

Call the number below:

+1 669 444 9171

Instructions for joining by phone are available at:

<https://support.zoom.us/hc/en-us/articles/201362663>

PROVIDE PUBLIC COMMENT

Public comment may be submitted in the following ways, within the time allotted for each eligible agenda item:

- **Submit written comment in advance:**

Email your comment, full name, and the agenda item number to Felicia Verdin at Fverdina@oaklandca.gov no later than one (1) hour before the posted meeting time. All timely submissions will be shared with the Oakland Public Safety Planning and Oversight Commission prior to the meeting.

- **Complete a speaker card during the meeting.**

- **Raise your hand on Zoom during public comment or open forum and staff will call on you to speak for the time allotted by the Chair.**

For questions regarding these procedures, please contact Felicia Verdin at Fverdina@oaklandca.gov.

I. CALL TO ORDER

The Chair opens the meeting and officially begins proceedings.

II. ROLL CALL

The Clerk Calls roll to confirm member attendance to determine if there is a quorum (4 members) to conduct business.

Commissioners: Chair; Julia Owens, Vice Chair; Caheri Guitierrez, Commissioners Yoana Tchoukleva, Rownée Winn, and Billy Dixon

III. PUBLIC COMMENT

During Public Comment, members of the public may comment on any **agendized items** within the Oakland Public Safety Planning and Oversight Commission’s jurisdiction when called.

IV. APPROVAL OF MINUTES (ACTION ITEM)

The OPSPOC will review the draft minutes from a prior meeting and may take action to approve them as presented or with revisions.

1. Approve the following draft meeting minutes:
 - June 15, 2026

V. REPORTS

Committees and officers provide informational updates on ongoing work, policy development, and related matters. These reports will include both Action Items and Informational Items.

Action Items

- a. **Presentation on the DVP Measure NN Funded Community Violence Intervention Grants for 2026-2028 (45 minutes)**
 - DVP will provide an update on grants awarded to community-based organizations.
- b. **Oakland Fire Department Bi-Annual Report Presentation (30 minutes)**

- OFD will make a presentation on the status of 2025-2026 Spending Plan

The Commission will take a brief 10-15 minute break.

Action Items (Continued)

c. Update and discussion on two OPSPOC Request For Proposal (RFP) Outlines (45 minutes)

- Chair Owens will provide the Commission with an overview of two draft RFP outlines designed to 1) support OPSPOC evaluation and recommendation responsibilities and 2) support meaningful community engagement and high-quality data collection through a public safety fellowship

VI. Open Forum

Members of the public may speak on **non-agendized** items within the OPSPOCs jurisdiction.

ADJOURNMENT

Do you need an ASL, Cantonese, Mandarin or Spanish interpreter or other assistance to participate? Please email Felicia Verdin at Fverdina@oaklandca.gov or call (510) 238-3128 or (510) 238-2007 for TDD/TTY five days in advance.

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

你需要手語, 西班牙語, 粵語或國語翻譯服務嗎? 請在會議前五個工作天電郵 Felicia Verdin at Fverdina@oaklandca.gov 或 致電 (510) 238-2007

I. CALL TO ORDER

The Chair opens the meeting and officially begins proceedings.

II. ROLL CALL

The Clerk Calls roll to confirm member attendance to determine if there is a quorum (4 members) to conduct business.

Commissioners: Chair; Julia Owens, Vice Chair; Caheri Guitierrez, Commissioners Billy Dixon, Yoana Tchoukleva and Rownée Winn

In attendance: Chair; Julia Owens, Vice Chair; Caheri Guitierrez, Commissioners Billy Dixon, Yoana Tchoukleva and Rownée Winn

III. PUBLIC COMMENT

During Public Comment, members of the public may comment on any **agendized items** within the Oakland Public Safety Planning and Oversight Commission's jurisdiction when called.

- The OPSPOC took public comments on this item.

IV. APPROVAL OF MINUTES (ACTION ITEM)

The Panel reviews the draft minutes from a prior meeting and may take action to approve them as presented or with revisions.

1. Approve the following draft meeting minutes:

- June 15, 2026

Vice Chair Owens made a motion to approve the minutes. Second by Vice Chair Guitierrez. The motion passed unanimously. No discussion on this item.

V. REPORTS

Committees and officers provide informational updates on ongoing work, policy development, and related matters. These reports will include both Action Items and Informational Items.

Informational Items

a. Update on the Community Violence Reduction Plan (CVRP)

- Update on the adoption of the CVRP by Oakland City Council and next steps.

The Commissioners shared that the plan was approved on Tuesday, June 2, 2026 by Oakland City Council. The Commission discussed the process to complete the CVRP and acknowledged the hard work and dedication it took to complete the Plan. The next steps are to implement and evaluate the CVRP.

b. Update on OPSPOC Ongoing Learning Opportunities

- Update on options for OPSPOC Commissioners to pursue learning opportunities regarding best and emerging practices in public safety

Chair Owens provided an update on the Giffords conference that will take place on July 20 and 21 in Los Angeles. She indicated that two additional Commissioners can attend the conference. This is a professional development opportunity for the commission. The Chair encouraged the commission to take advantage of professional development opportunities as it pertains to the Commissions work. And in the future, professional development opportunities will be shared with the Commission in advance when possible.

Commissioners will report back on the lessons learned during professional opportunities.

Public comment was taken on this item.

Action Items

a. Oakland Police Department Bi-Annual Report Presentation (45 minutes)

- OPD will make a report on the status of their 2025-2026 priority spending plan

Chief Tedesco provided a status update on the year one spending plan for 2025-2026. Measure NN requires that the departments present a biannual report to the commission.

The Commission raised questions and offered feedback on the report that was included in the packet.

There was a motion by Chair Owens to accept the biannual report from OPD. Second by Commissioner Winn. The motion passed unanimously.

b. Oakland Fire Department Bi-Annual Report Presentation (30 minutes)

- OFD will make a presentation on the status of 2025-2026 Spending Plan

This agenda item was cancelled.

c. OPSPOC Meeting Schedule

- The Commission will discuss and take action on the July meeting date and schedule for future OPSPOC meetings.

Motion by Commissioner Dixon to accept the July 14 meeting dates and take a recess in August, second by Vice Chair Owens.

The motion passed unanimously.

VI. Open Forum

Members of the public may speak on **non-agendized** items within the OPSPOCs jurisdiction.

Public comment was taken on this item.

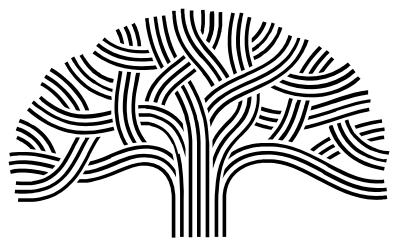
ADJOURNMENT

The meeting adjourned at 7:30pm.

Community Violence Intervention Grants 2026-2028

Department of Violence Prevention

Holly Joshi, Chief of Violence Prevention

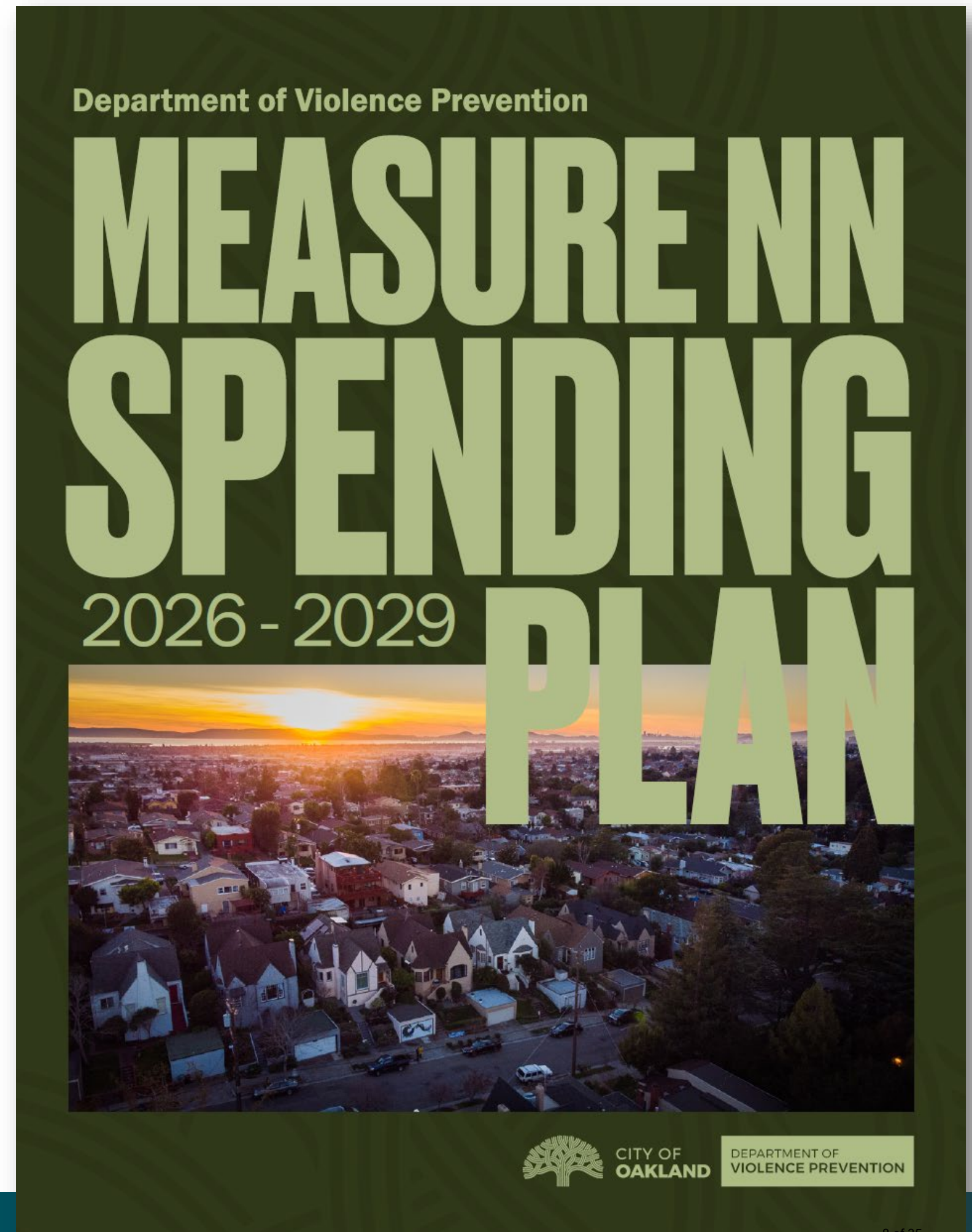


**CITY OF
OAKLAND**



DVP Spending Plan

- DVP presented its 2026-2029 Spending Plan to the Commission in June 2025.
- Plan focuses on evidence-based community violence intervention (CVI) services for individuals at highest risk of gun violence or gender-based violence in Oakland.



Request for Proposals

- Initial RFP released on December 12, 2025, and closed on February 10, 2026.
- 14 of 41 agencies would have been disqualified based on technical submission requirements (34% failure rate).
- DVP elected to cancel and reissue the RFP with clearer submission instructions.

Request for Proposals

- Second RFP released on March 13 and closed on April 1, 2026.
- DVP received 40 responsive applications from the City's Procurement, Contracts, and Purchasing Bureau (9% failure rate).
- Three reviewers read and scored every application out of a maximum of 205 points.



OFFICE OF THE CITY ADMINISTRATOR

Jestin Johnson, City Administrator

DEPARTMENT OF VIOLENCE PREVENTION

REQUEST FOR PROPOSALS (RFP)

For

COMMUNITY VIOLENCE INTERVENTION SERVICES

October 1, 2026 – September 30, 2029

RFP released: March 13, 2026

Pre-Proposal Meeting (Optional): March 18, 2026

Question period ends: March 20, 2026

Questions and answers published: March 25, 2026

Applications accepted: March 13, 2026 – April 1, 2026

Applications due: April 1, 2026, at 11:59AM PST

Overview of Funding Recommendations

- **Funding period:** October 1, 2026 – September 30, 2028 (2 years)
- **Total funding awarded:** \$25.4 million (\$12.7 million per year)
 - \$15,250,000 for gun violence services
 - \$10,150,000 for gender-based violence services
- **Number of agencies funded:** 21

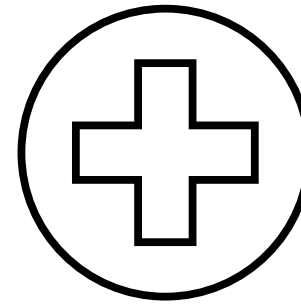


Funded Services: Group Violence

Core Services



Violence
interruption



Hospital-based
intervention



Life
coaching



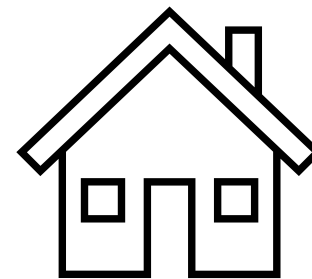
Youth
diversion



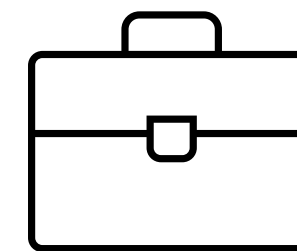
Support Services



Relocation



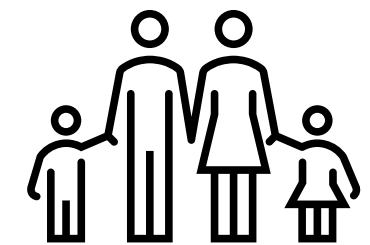
Housing



Employment



Healing



Family & victim
services

Funding Recommendations for Gun Violence

Core Services

Service	Staff funded	Annual people served	Annual funding	Total funding
Hospital-based intervention	1 violence interrupter 1 intervention specialist	96	\$350,000	\$700,000
Life coaching for adults	8 life coaches	96	\$1,575,000	\$3,150,000
Life coaching for youth	6 life coaches	72	\$1,250,000	\$2,500,000
Violence interruption	6 violence interrupters	N/A	\$950,000	\$1,900,000
Youth diversion	2 case managers	24	\$425,000	\$850,000
Total	24+ staff	288+	\$4,550,000	\$9,100,000

Funding Recommendations for Gun Violence

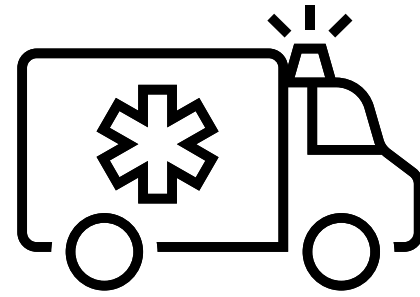
Support Services

Service	Staff funded	Annual people served	Annual funding	Total funding
Emergency relocation	1 relocation specialist	40	\$375,000	\$750,000
Employment for adults	2 employment specialists	60	\$475,000	\$950,000
Employment for youth	2 employment specialists	30	\$300,000	\$600,000
Family and victim support	1.5 victim advocates 1 crisis responder 1 therapist 1 program manager	100	\$775,000	\$1,550,000
Healing	4 behavioral health clinicians 0.75 care/RJ coordinators	150	\$850,000	\$1,700,000
Housing	1 housing navigator 0.5 case manager	20	\$300,000	\$600,000
Total	16+ staff	400 people	\$3,075,000	\$6,150,000



Funded Services: Gender-Based Violence

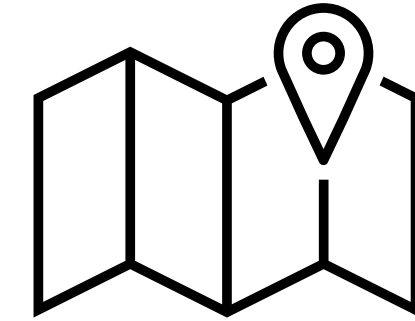
Core Services



Crisis
navigation



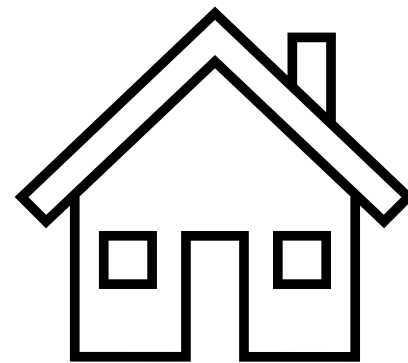
24-hour
hotlines



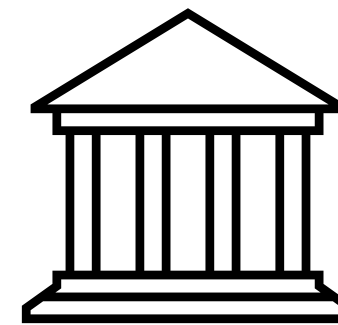
Life
coaching



Support Services



Housing



Legal services



Healing

Funding Recommendations for GBV

Core Services

Service	Staff funded	Annual people served	Annual funding	Total funding
Crisis navigation	7 crisis response advocates	275	\$950,000	\$1,900,000
Hotlines	N/A	N/A	\$175,000	\$350,000
Life coaching for transitional-aged youth	4 life coaches	48	\$750,000	\$1,500,000
Life coaching for youth	4 life coaches	48	\$800,000	\$1,600,000
Total	15+ staff	371 people	\$2,675,000	\$5,350,000

Funding Recommendations for GBV

Support Services

Service	Staff or service funded	Annual people served	Annual funding	Total funding
Healing	1.5 clinicians 5 advocates/coordinators	190	\$925,000	\$1,850,000
Housing	Emergency hotel stays Relocation and rental assistance Shelter for youth and adults Transitional housing for youth and adults	130	\$1,275,000	\$2,550,000
Legal	1 attorney	100	\$200,000	\$400,000
Total	7.5+ staff	420	\$2,400,000	\$4,800,000

Performance Management

- **Service deliverables** articulated in scopes of work based on evidence-based models and reviewed monthly by DVP staff.
- **Participant surveys** completed to reflect on quality and impact of services.
- **Annual program site visits and fiscal audits** conducted by DVP staff.
- **Impact evaluations** conducted by external evaluators.

LEARN MORE

Chief Holly Joshi: hjoshi@oaklandca.gov

Deputy Chief Jenny Linchey: jlinchey@oaklandca.gov

[OAKLANDCA.GOV/PUBLIC-SAFETY-STREETS/CRIME
PREVENTION/VIOLENCE-PREVENTION](https://oaklandca.gov/public-safety-streets/crime-prevention/violence-prevention)





STAFF REPORT

TO: Oakland Public Safety Planning and Oversight Commission

FROM: Holly Joshi, Chief of Violence Prevention

SUBJECT: 2026-2028 Community Violence Intervention Grants

DATE: July 9, 2026

EXECUTIVE SUMMARY

The Department of Violence Prevention (DVP) will award grant agreements to 21 community-based organizations to deliver community violence intervention services from October 1, 2026, to September 30, 2028, for an annual cost of \$12,700,000 and total cost of \$25,400,000. The grant agreements will be funded by Measure NN and are based on the DVP's 2026-2029 Spending Plan.

BACKGROUND

The DVP issued Request for Proposals (RFP) #407533 for community violence intervention services on March 13, 2026, with a closure date of April 1, 2026. The DVP received 40 responsive applications from the City's Procurement, Contracts, and Purchasing Bureau for further review. The DVP then conducted a structured review process that involved three reviewers (two internal DVP staff members and one external content expert) reading and scoring each application out of a maximum of 205 points.

The DVP developed RFP #407533 based on its 2026-2029 Spending Plan for Measure-NN-funded services. The 2026-2029 Spending Plan built off values and service priorities identified in the DVP's 2022-2024 Spending Plan, which was informed by an extensive community engagement process conducted in 2021. The 2026-2029 Spending Plan also incorporated new learnings from service providers, participants, evaluators, and the field of community violence intervention work. More information about development of the DVP's 2026-2029 Spending Plan is available in the plan itself, which can be found on the DVP's website. The DVP presented the 2026-2029 Spending Plan to the Oakland Public Safety Planning and Oversight Commission in June 2025.

FUNDED SERVICES FOR GUN VIOLENCE

Sixty percent of Measure NN funding earmarked for community-based organizations in Fiscal Years 2026-2027 and 2027-2028 is allocated to gun violence intervention services, totaling \$7,625,000 annually and \$15,250,000 over two years. Tables 1 and 2 present the anticipated staff funded and number of people served annually for each gun violence service based on funding amount. Services are divided into core services (Table 1), which result in the

identification and engagement of individuals at-risk of engaging in gun violence, and support services (Table 2), which are primarily available to individuals connected through core services based on need. These services are intended for individuals at highest risk of gun violence in Oakland, and individuals served are expected to answer “Yes” to at least two of the following four questions:

- Is the individual connected to a street crew or group?
- Has the individual ever been intentionally shot, stabbed, or shot at?
- Does the individual have a history in the criminal or juvenile justice system?
- In the past six months, has a close friend or family member of the individual been shot or arrested for a shooting?

Table 1. Proposed grantees, staff funded, estimated people served, and funding amounts for gun violence intervention core services.

Service category	Agency	Staff funded	Annual people served	Annual funding	Total funding
Hospital response	Youth Alive	1 violence interrupter 1 intervention specialist	96	\$350,000	\$700,000
Life coaching for adults	Communities United for Restorative Youth Justice	3 life coaches	36	\$575,000	\$1,150,000
	Community Initiatives (fiscal sponsor for LIVE FREE USA)	2 life coaches	24	\$425,000	\$850,000
	Youth Alive	3 life coaches	36	\$575,000	\$1,150,000
Life coaching for youth	East Bay Asian Youth Center	3 life coaches	36	\$625,000	\$1,250,000
	Safe Passages	3 life coaches	36	\$625,000	\$1,250,000
Violence interruption	Communities United for Restorative Youth Justice	2 violence interrupters	N/A	\$350,000	\$700,000
	Youth Alive	4 violence interrupters	N/A	\$600,000	\$1,200,000
Youth diversion	Bay Area Community Resources, Inc.	1 case manager	12	\$200,000	\$400,000
	The National Institute for Criminal Justice Reform	1 case manager	12	\$225,000	\$450,000
Total			288	\$4.55M	\$9.1M

Table 2. Grantees, staff funded, estimated people served, and funding amounts for gun violence intervention support services.

Service category	Agency	Staff funded	Annual people served	Annual funding	Total funding
Emergency relocation	The National Institute for Criminal Justice Reform	1 relocation specialist	40	\$375,000	\$750,000
Employment for adults	Oakland Private Industry Council, Inc.	2 employment specialists	60	\$475,000	\$950,000
Employment for youth	Lao Family Community Development Inc.	2 employment specialists	30	\$300,000	\$600,000
Family and victim support	Khadafy Foundation for Non-Violence	1.5 victim advocates	50	\$275,000	\$550,000
	Youth Alive	1 crisis responder, 1 therapist, 1 program manager	50	\$500,000	\$1,000,000
Healing	Restorative Justice for Oakland Youth	1 psychotherapist, 0.5 care coordinator; 0.25 RJ coordinator	50	\$300,000	\$600,000
	Safe Passages	1.5 behavioral health clinicians	50	\$275,000	\$550,000
	Youth Alive	1.5 behavioral health clinicians	50	\$275,000	\$550,000
Housing	Bay Area Community Resources, Inc.	1 housing navigator; 0.5 case manager	20	\$300,000	\$600,000
Total			400	\$3.075M	\$6.15M

FUNDED SERVICES FOR GENDER-BASED VIOLENCE

Forty percent of Measure NN funding earmarked for community-based organizations in Fiscal Years 2026-2027 and 2027-2028 is allocated to gender-based violence services, totaling \$5,075,000 annually and \$10,150,000 over two years. Tables 3 and 4 present the anticipated staff funded and number of people served annually for each gender-based violence service based on funding amount. Services are divided into core services (Table 3), which result in the identification and engagement of survivors of domestic violence or commercial sexual exploitation and support services (Table 4), which are primarily available to individuals connected through core services based on need. These services are intended for survivors of domestic violence or commercial sexual exploitation in Oakland, and individuals are eligible for services if they self-identify as being survivors of either or both forms of violence. Some survivors may not identify as such, in which case organizations may use referral partners (e.g. SafetyNet) or validated screeners (e.g. CSE-IT) to determine eligibility for services.

Table 3. Proposed grantees, staff funded, estimated people served, and funding amounts for gender-based violence core services.

Service category	Agency	Staff funded	Annual people served	Annual funding	Total funding
Crisis navigation	Dream Youth Clinic	3 crisis response advocates	125	\$475,000	\$950,000
	The Family Violence Law Center	4 crisis response advocates	150	\$475,000	\$950,000
Hotlines	The Family Violence Law Center	N/A	N/A	\$175,000	\$350,000
Life coaching for transitional-aged youth	Dream Youth Clinic	2 life coaches	24	\$375,000	\$750,000
	Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth, Inc.	2 life coaches	24	\$375,000	\$750,000
Life coaching for youth	East Bay Asian Youth Center	2 life coaches	24	\$400,000	\$800,000
	Restorative Justice for Oakland Youth	2 life coaches	24	\$400,000	\$800,000
Total			371	\$2.675M	\$5.35M

Table 4. Grantees, staff funded, estimated people served, and funding amounts for gender-based violence support services.

Service category	Agency	Staff funded	Annual people served	Annual funding	Total funding
Healing	Center for Empowering Refugees and Immigrants, Inc.	1 therapist	30	\$175,000	\$350,000
	Dream Youth Clinic	1 health advocate, 0.5 clinician	100	\$250,000	\$500,000
	Motivating, Inspiring, Supporting and Serving Sexually Exploited Youth, Inc.	1 transformation coach; 1 youth engagement specialist	30	\$250,000	\$500,000
	Young Women's Freedom Center	2 care coordinators	30	\$250,000	\$500,000
Housing	Covenant House California	Shelter for transitional-aged youth (18-24)	50	\$225,000	\$450,000
	Dream Youth Clinic	Relocation and rental assistance	20	\$225,000	\$450,000
	Love Never Fails	Shelter and transitional housing for adults (18+)	20	\$225,000	\$450,000

Service category	Agency	Staff funded	Annual people served	Annual funding	Total funding
	Ruby's Place	Shelter and transitional housing for youth (13-17)	15	\$225,000	\$450,000
	Sister-to-Sister 2, Incorporated	Emergency hotels stays and transitional housing for adults (18+)	25	\$375,000	\$750,000
Legal	Bay Area Legal Aid	1 attorney	100	\$200,000	\$400,000
Total			420	\$2.4M	\$4.8M

Services funded through this resolution are intended for individuals at the center of gun violence, domestic violence, and commercial sexual exploitation in Oakland, and they complement services funded through the Human Services Department's Oakland Fund for Children and Youth (OFCY). OFCY funds programs that are prevention and early-intervention oriented across eight strategies, with a primary focus on children and youth who experience the most disparate outcomes and/or reside in communities that have significant stressors and risk factors.

PERFORMANCE MANAGEMENT

The DVP will use a results-based accountability framework to assess the quantity, quality, and impact of services funded by Measure NN.

Quantity of services

The DVP will require funded agencies to enter data in the DVP's cloud-based data management system, Apricot, to track the quantity of services delivered within each service category. Service data will allow the DVP to monitor service deliverables like the ones listed below to ensure services are being delivered to the expected number of people and with the expected scope.

- Number of individuals served
- Number of contacts per week
- Amount of funding disbursed
- Number of therapy and support groups hosted
- Number of individuals who attended therapy and support groups
- Number of violence mediation conversations conducted

Grantee contracts will identify the service deliverables that pertain to each scope of work and quarterly service benchmarks associated with each deliverable. Grantees that achieve less than 90% of their deliverable benchmarks in a given quarter will receive a payment withholding proportional to the percentage of deliverables achieved.

Quality of services

To assess the quality of services delivered, the DVP has developed an exit survey for participants to complete when they end services. The exit survey assesses participant perceptions of service quality and staff involvement by asking participants to answer the following questions on a 5-point Likert scale from *strongly disagree* to *strongly agree*:

- The service provider helped make sure my needs were met.
- The person/people who supported me generally responded to me in a reasonable time.
- I value the relationship(s) I developed with the person/people who supported me.
- I am glad I received these services.

Respondents also respond to the open-ended question, “How could these services be better?”

Impact of services

The impact of services delivered to participants will be assessed in several ways:

- For life coaching services, the exit survey will also include questions that assess the following:
 - Changes in mindsets, behaviors, and access to resources.
 - Changes in exposure to unsafe people and contexts.
 - Access to documents required for employment and government benefits.
 - Impact of financial incentives.
- For all services other than life coaching, the exit survey will include the following questions:
 - How confident are you that the next year of your life will be better because you received these services?
 - How confident are you that the next three years of your life will be better because you received these services?
 - Is there anything else you would like to share about how these services have made a difference in your life?
- The DVP will support and participate in external evaluations of services funded by Measure NN.

RFP #1 Outline: CVRP Evaluation & Public Safety Systems Companion Document

Issuing Body: Oakland Public Safety Planning & Oversight Commission (OPSPOC)

Funding Source: Measure NN Administrative Funds (3%, per Measure NN's provision for commission-support activities)

Background

OPSPOC adopted the first four-year Community Violence Reduction Plan (2026–2030 CVRP), which directs Measure NN resources across three departments — DVP, OPD, and OFD — toward 12 strategies. This RFP solicits a contractor(s) to evaluate the CVRP's implementation and outcomes, and to produce a companion document situating the CVRP within Oakland's full public safety ecosystem.

Scope 1: CVRP Implementation & Outcomes Evaluation

Purpose: Evaluate the effectiveness of services and programs that are funded by Measure NN.

Required Methodology: Participatory Action Research (PAR) — engaging DVP/OPD/OFD staff, CBO partners, and impacted community members as co-investigators, not just data sources — combined with a Results-Based Accountability (RBA) framework tying performance measures to population- and program-level outcomes.

Core Tasks:

1. Apply the RBA framework by: (a) distinguishing population accountability measures (shared, citywide conditions) from performance accountability measures (strategy/program-specific); (b) developing baseline, trend, and target ("turn the curve") analysis for each CVRP goal and strategy; (c) applying the "how much/how well/is anyone better off" question set at both levels; (d) identifying a data development agenda where current data is insufficient (e.g., GBV indicators); and (e) mapping which partners/departments contribute to each population result.
2. Build OPSPOC and department staff capacity to understand and sustain use of the RBA framework beyond the contract term (e.g., through training sessions or a user-friendly scorecard template).
3. Conduct process evaluation (implementation fidelity, spending alignment, interagency coordination)
4. Conduct outcome evaluation of the seven CVRP goals (violence reduction, clearance rates, 911/response times, staffing etc.)

5. Facilitate participatory learning sessions with departments, CBOs, and community stakeholders
6. Coordinate with the Fellowship contractor (RFP 2) on joint data collection and community engagement
7. Deliver annual evaluations and a cumulative Year 4 impact evaluation to OPSPOC and City Council

Scope 2: Public Safety Systems Overview CVRP Companion Document

Purpose: Produce a broad overview of public safety efforts in the City of Oakland, not limited to the three Measure NN funded departments in the 2026-2030 CVRP.

Core Tasks:

1. Map existing and developing prevention, intervention, enforcement, accountability, healing, and reentry efforts citywide, differentiated by age (with particular attention to transitional age youth), ethnicity, and risk of being impacted by violence — including the level of City investment broken out both by community and by violence prevention/reduction strategy.
2. Identify gaps, potential funding streams, and coordination opportunities beyond Measure NN
3. In coordination with City leadership, articulate a comprehensive theory of change for improving public safety in Oakland
4. Provide training/orientation sessions to the Fellowship cohort (RFP 2) on the public safety landscape

Qualifications Sought

Demonstrated expertise in PAR and RBA methodologies; prior public safety/violence prevention evaluation experience; capacity to work with government and community-based data sources; local Oakland/Bay Area strongly preferred.

Submission Requirements

Technical approach, staffing plan, budget by scope, timeline, references, and evidence of PAR/RBA prior work.

RFP #2 Outline: Oakland Public Safety Fellowship Program — Design & Administration

Issuing Body: Oakland Public Safety Planning & Oversight Commission (OPSPOC)

Funding Source: Measure NN Administrative Funds (3%, per Measure NN's provision for commission-support activities)

Purpose

OPSPOC seeks a local organization deeply rooted in Oakland to design and administer a Public Safety Fellowship program that trains the next generation of Oakland public servants in the skills needed to advance community-informed, equitable public safety work — while directly supporting the CVRP evaluation and the Commission's policy work.

Eligibility

Bidder must be an Oakland-based organization with demonstrated, sustained roots in Oakland communities most impacted by violence, and experience in adult/youth training, curriculum design, and community organizing.

Scope of Work

1. Curriculum Design & Instruction

Design and deliver a fellowship curriculum covering:

- a. Community engagement and organizing
- b. Social media and strategic communications
- c. Racial and community equity frameworks
- d. Systems- and program-level evaluation basics
- e. Literature review and applied research methods
- f. Advocacy and civic activism

2. Fellowship Administration

- a. Recruit, select, and manage a cohort of fellows (define size/term with OPSPOC)
- b. Provide stipends and logistics coordination (or advise OPSPOC on structure)
- c. Track fellow progress and program outcomes

3. Coordination with the CVRP Evaluation Team

- a. Liaise directly with the evaluator(s) selected under RFP 1; function as an embedded partner, not a separate workstream
- b. Prepare fellows to support the evaluation's PAR components and robust community-level data collection (e.g., surveys, listening sessions, focus groups)
- c. Participate in joint planning/alignment sessions convened by the evaluator and OPSPOC

4. Community Engagement in Support of Commission Recommendations

- a. Design and lead community engagement activities (forums, canvassing, listening sessions) to build public awareness of Measure NN funded services and support for OPSPOC's policy recommendations
- b. Support fellows in synthesizing community input for presentation to City Council
- c. Document engagement reach and community sentiment for OPSPOC reporting

5. Commission Communications & Social Media

- a. Develop and maintain a social media presence to raise public awareness of the Commission's work and the impact of Measure NN-funded programs and services
- b. Post regular updates on OPSPOC meeting times/agendas and opportunities for public comment
- c. Draft press releases as appropriate and requested by OPSPOC
- d. Share progress updates from Measure NN-funded entities (OFD, OPD, DVP, and DVP funded CBOs) as reported to the Commission
- e. Produce accessible, general-public content on public safety learnings (e.g., CVRP strategies, evaluation findings, national best practices)
- f. Coordinate content and messaging with OPSPOC and City staff to ensure accuracy and appropriate tone
- g. Track engagement metrics (reach, follower growth, meeting-attendance impact) for OPSPOC reporting

Deliverables

Curriculum and training materials; cohort recruitment/management plan; joint work plan with evaluation team; community engagement activity log and summary reports; fellow-produced community input synthesis for Council presentation.

Qualifications Sought

Deep, verifiable Oakland roots and trust within impacted communities; training/curriculum design experience; fellowship or other leadership development experience; experience coordinating with evaluators or research partners; track record of community organizing and civic engagement work; qualified bilingual staff to support fellows with limited English proficiency (LEP) as needed.

Submission Requirements

Organizational background and Oakland ties, proposed curriculum outline, staffing plan, approach to coordinating with the evaluation team, community engagement strategy, budget, and timeline.

Relevant Measure NN Sections

Section 4. Planning, Oversight, and Accountability

3. Duties of the Commission: The Commission shall perform the following duties:

- a. Develop and approve a Four-Year Community Violence Reduction Plan.
- b. Recommend to the City Council the adoption of the Four Year Community Reduction Plan which the Council may approve or reject but not modify; if the Council rejects the Plan, it will return it to the Commission with recommended changes and the Commission will submit a new Plan to the Council which the Council may accept or reject but not modify.
- c. Evaluate the implementation and impact of the Community Violence Reduction Plan, and, at the Commission's discretion, retain an independent consultant to assist such evaluation.
- d. Review the seven hundred (700) floor number for sworn police officers, the eight hundred (800) number governing layoffs for police, and the four hundred eighty (480) number governing layoffs for firefighters set in Sections 5(A) and (B) below in 2029 for the City 2030 budget. Upon such review based upon the Four Year Community Violence Reduction Plan, any analysis of the performance of the actions authorized by the Act and other crime factors and statistics, the Commission may recommend a different number for each category to the City Council and the Council may approve or reject the new number; if the Council rejects the recommendation, the number shall remain unchanged.
- e. Monitor the allocation and use of all revenues generated by this Act;
- f. Submit any policy recommendations to the Mayor and City Council to ensure the City of Oakland's compliance with the purpose and intent of this Act, including recommendations for corrective actions, if any.
- g. Review and provide comments on all non- confidential reports and recommendations concerning potential suspension and/or reduction of the number of law enforcement personnel and suspension of the tax.
- h. At least every three (3) years, the department head or his/her designee of each City department receiving and/or disbursing funds generated by this Act shall present to the Commission a priority spending plan for funds received from this

Act. The priority spending plan shall include proposed expenditures, strategic rationales for those expenditures and intended measurable outcomes and metrics expected from those expenditures, all of which shall be incorporated into the Four Year Community Violence Reduction Plan. The first presentation shall occur within 120 days of the effective date of this Act. Twice each year, the Commission shall receive a report from a representative of each City department receiving funds from this Act on the status of the priority spending plans and the demonstrated progress towards the desired outcomes.

- i. Submit reports to the public that the Commission determines are appropriate to serve its purposes.

SECTION 5. Use of Proceeds for Community Violence Reduction Outcomes.

2. **Administrative Expenses.** Includes direct and indirect costs associated with these special taxes and the provision of the aforementioned services, such as but not limited to:
 - a. Paying any ancillary costs charged by County of Alameda to collect and remit these special taxes and other costs necessary to levy the special tax; and
 - b. Paying any costs related to supporting the Commission, the Budget Auditor, costs to implement a performance tracking system, or to conduct an evaluation of the effectiveness of services or programs that are funded by the special taxes; and
 - c. Paying administrative costs required to implement these services and programs.

Definitions: PAR & RBA

Participatory Action Research (PAR)

Definition: PAR is an approach to research that involves the people directly affected by an issue as co-researchers — not just as interview subjects or data sources — in designing the research, collecting and analyzing data, and interpreting findings. It centers lived experience alongside academic/technical expertise and cycles through stages of reflection, analysis, and action, with the goal of producing knowledge that leads directly to real-world change rather than sitting in a report.¹

Key Features:

- PAR gives leadership and participation to people experiencing the issue under study, who help generate new knowledge and pursue change as part of the process itself, rather than being studied from the outside.
- The approach recognizes multiple "ways of knowing," treats people with direct experience of an issue as central to the inquiry, and works through a repeating group-based cycle of reflection, analysis, and action toward shared wellbeing.
- Because participants — not just outside researchers — help collect and analyze the data, PAR tends to surface findings that are more grounded in the realities of the people the research is about.

Example Application of PAR:

- **RFP 1, Scope 1 (CVRP Evaluation):** Rather than only interviewing DVP staff, CBO providers, or Ceasefire/Lifeline participants, the evaluator would engage them as partners in deciding what "success" looks like, co-designing survey/interview questions, and interpreting findings — e.g., people with lived experience of violence intervention services helping define what "improved feelings of safety" should actually measure, then helping interpret the results.
- **RFP 2 (Fellowship):** Fellows trained in PAR principles could co-facilitate community listening sessions and help frame data-collection tools alongside the evaluator, rather than simply administering surveys designed entirely by outside consultants — reinforcing the "in concert" relationship you want between the two contracts.

¹ Cornish, F., et al. (2023). *Participatory action research*. Nature Reviews Methods Primers. [nature.com/articles/s43586-023-00214-1](https://www.nature.com/articles/s43586-023-00214-1)

Participatory Methods (Institute of Development Studies). *Participatory Action Research*. participatorymethods.org/methodology/participatory-action-research

Results-Based Accountability (RBA)

Definition: RBA (also called Outcomes-Based Accountability) is a data-driven decision-making and performance-measurement framework developed by Mark Friedman (Fiscal Policy Studies Institute), first published in *Trying Hard Is Not Good Enough*. Rather than starting with programs or activities, RBA starts by defining the desired outcome and works backward to identify the strategies and measures needed to get there.²

Key Features:

- RBA distinguishes between **population accountability** — conditions of wellbeing for an entire community (e.g., overall homicide rates, community-wide feelings of safety) that no single agency controls alone — and **performance accountability** — the specific contribution of a program or agency to that broader picture (e.g., outcomes for people enrolled in a particular CVI program). This population-vs-performance distinction is what most separates RBA from other accountability frameworks, because it clarifies who is responsible for what.
- The framework is built around a small set of sequential questions applied at both levels: essentially, how much did we do, how well did we do it, and is anyone (or the population) better off as a result — pushing planning from talking about problems toward measurable action.
- RBA has been adopted widely across U.S. state and local governments as a shared "plain language" framework that policymakers, funders, and program staff can all use together.

Example Application of RBA:

- **RFP 1, Scope 1 (CVRP Evaluation):** RBA gives the evaluation a clear structure for separating the seven **population-level** CVRP goals (e.g., citywide homicide reduction, 911 response times) — which DVP, OPD, OFD, and community partners all contribute to but no one fully controls — from **performance-level** measures for individual strategies (e.g., recidivism rates specifically among CVI participants, or clearance-rate improvements tied to OPD staffing investments). This helps the Commission see which results departments can reasonably be held accountable for versus which are shared, longer-term community outcomes.

² Clear Impact. *Results-Based Accountability*. clearimpact.com/results-based-accountability
 Flint & Genesee County Literacy Network. *Results-Based Accountability*.
flintliteracynetwork.org/our-work/capacity-building/rba
 State of Connecticut, Dept. of Children and Families. *Results Based Accountability (RBA)*.
portal.ct.gov/dcf/rba/home