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December 13, 2005

Public Safety Committee  
Oakland City Council  
Oakland, CA

Chairperson Reid and Members of the Committee

**RE: A Report and Resolution Authorizing the City Administrator to Amend the Contract Between the Department of Human Services and The Mentoring Center to Add \$200,000 for a Total Contract Amount of \$691,214.00 from the Oakland Police Department for Delivery of Community Services Under the Pathways to Change Model for Fiscal Year 2005-06**

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#### **SUMMARY**

This report requests City Council approval of the attached resolution authorizing an amendment in the amount of \$200,000 to the existing contract between the Department of Human Services and The Mentoring Center to deliver community services under the Pathways to Change model. The \$200,000 is the baseline funding appropriated to the Oakland Police Department in the FY 2005-06 Adopted Policy Budget for The Mentoring Center and it is being added to the new Measure Y funding of \$491,214 for the same program for a total contract amount of \$691,214. This model is a diversion program for repeat juvenile offenders on probation.

#### **FISCAL IMPACT**

The \$200,000 in original funding for The Mentoring Center to implement the Pathways to Change model is available in Fund 1010, Organization 102110, Project 0000000, Program PS01. This \$200,000 will be added to the \$491,214 in new Measure Y funding for a total contract of \$691,214 with The Mentoring Center. The Measure Y funding is available in Fund 2251, Organization 78111, Project G2612120. The Department of Human Services will manage the entire contract.

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## **BACKGROUND**

City of Oakland voters passed Measure Y, the Violence Prevention & Public Safety Act of 2004, in November 2004, approving a series of taxes to support three primary violence prevention objectives: 1) Add 63 new sworn police officers for neighborhood and community policing and other focused policing efforts; 2) Fully staff 25 fire engine companies and 7 truck companies – ending rotating closures; and 3) Implement violence prevention programs.

Specific Measure Y violence prevention programs and resources were approved by City Council on June 7, 2005. Among these programs, the City approved the on-going implementation of the Pathways to Change model, a diversion program for repeat juvenile offenders on probation.

The Measure Y funds are to be used to bring proven programs to scale and shall not be used to supplant existing funding. In this regard, the \$200,000 in funding from the Oakland Police Department to The Mentoring Center to implement the Pathways to Change model is being proposed to be added to the new Department of Human Services contract for \$491,214 in Measure Y funding.

The Mentoring Center has a national reputation as a juvenile justice expert and provides technical assistance to many other organizations. The Mentoring Center will develop and carry out a competitive Request For Proposal process to subcontract with community based organizations to provide caseworkers for Pathways to Change program participants. The Mentoring Center currently manages and is uniquely qualified to provide the necessary technical assistance for Pathways to Change case managers. The Mentoring Center has successfully managed the Pathways to Change model since 2002.

## **PROJECT DESCRIPTION**

### **OPD Baseline Funding for Pathways to Change**

The Oakland Police Department's FY 2005-07 Adopted Budget includes \$200,000 for The Mentoring Center to implement the Pathways to Change (PTC) model, an intensive diversion program for repeat juvenile offenders originally developed by Safe Passages. This \$200,000 is a continuation of the same level of baseline support for the Pathways to Change that OPD contributed the year before via a pass-through contribution to Safe Passages, which has since designated The Mentoring Center as the sole fiscal agent for the project.

Pathways to Change is a highly comprehensive program featuring low caseloads for case workers, frequent contact with clients (daily at times), family contact and support, and careful coordination of community services. A key element for the program is coordination with probation officers and the courts. Since its creation in 2002, Pathways to Change has been effective at significantly reducing the recidivism rate of the clients served. PTC clients are showing a 60% decrease in recidivism over six months when compared to those not enrolled in the program.

In addition to the OPD funding, City Council allocated \$491,214 in Measure Y funds to expand the Pathways to Change model and approved a contract in September 2005 with The Mentoring

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Center to implement this model. Currently, Pathways to Change is managed and implemented by The Mentoring Center (TMC). In addition, TMC annually serves between 90-130 adjudicated and incarcerated youth between the ages of 13-25 through two intensive mentoring and intervention efforts: The Transition Program and the Positive Minds Group. TMC also implements part of the City of Oakland's Project Choice program. The Mentoring Center is recognized nationally as a leader in the field of mentoring services. TMC provides technical assistance and training to approximately 50-85 mentoring efforts, and direct mentor training to 1,700-2,500 volunteers and program staff annually.

Currently, five of the Pathways to Change case managers are subcontracted through partnering agencies and are supervised by a centralized Program Director at the Mentoring Center. The Mentoring Center has also developed longstanding formal relationships with the Probation Department, the District Attorney's Office and the courts. This structure of the Pathways to Change model is effective and efficient. It is important to preserve this proven structure and to ensure that Pathways to Change case managers are well connected to each other, have technical support from qualified professionals, and are overseen by one centralized agency.

As recommended by staff and authorized by Council in September 2005, the current structure of the Pathways to Change program is being maintained. The Mentoring Center is the coordinating and convening entity of the Pathways to Change model. The Mentoring Center has developed and is currently implementing a Request For Proposal process to subcontract with community based nonprofit providers that employ case managers to expand the Pathways to Change model to serve 160 youth. The Mentoring Center will oversee the subcontracts with the community based nonprofit organizations, provide centralized supervision of the case managers and provide technical assistance and overall management of the Pathways to Change model. The Mentoring Center will retain \$341,214 – slightly less than half – of the \$691,214 budget, and \$350,000 will be allocated to four or five subcontractors through a competitive RFP process.

The \$200,000 funds 40 clients in the Pathways to Change program who are juveniles returning home from Camp Sweeney detention center. The combined baseline and Measure Y funding lengthens the program time for clients from the current three months to six months. This will help clients to stabilize and develop a stronger relationship with the case manager and the host agency. At that point, clients can be successfully transitioned to long term case management programs, either at the agency where they receive Pathways to Change services or at another agency as appropriate.

In order to more effectively monitor and coordinate Pathways to Change services, the \$200,000 in baseline funding from OPD will be managed by the Measure Y team in the Department of Human Services. By so doing, this funding will be subject to the same accountability, evaluation and oversight as the Measure Y project funding. Measure Y requires an independent evaluation of all programs. All Measure Y contracts include language requiring participation in the evaluation and the staffing capability to collect data to support the evaluation. The \$200,000 in OPD baseline funding will be included in the quarterly data reports and monthly implementation update reports for Measure Y. The full \$691,214 contract will be a pay-for-performance type contract.

**SUSTAINABLE OPPORTUNITIES**

Economic:

Providing at risk youth with case management and support services will further the City's violence prevention efforts and assist young people in becoming law-abiding, responsible and stable tax paying residents of the City of Oakland. These programs will also reduce costs (including police and court costs, as well as direct damage costs) from crimes prevented.

Environmental:

No known impact.

Social Equity:

By working with at-risk youth to prevent violence, these Measure Y programs will help this population to complete school and avoid arrest and incarceration. These programs will be assisting young people in obtaining social equity.

**DISABILITY AND SENIOR CITIZEN ACCESS**

All programs funded by Measure Y will be accessible to persons with disabilities.

**RECOMMENDATIONS**

Staff recommends City Council approve the resolution to amend the pay-for-performance contract with The Mentoring Center to add \$200,000 in original funding from the Oakland Police Department to be managed by the Department of Human Services.

**ACTION REQUESTED OF THE CITY COUNCIL**

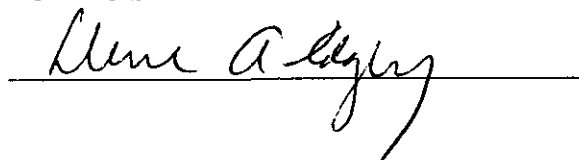
Staff recommends the City Council adopt a resolution authorizing the City Administrator to amend the existing contract with The Mentoring Center, for delivery of community services under the Pathways to Change model, to add the Oakland Police Department funding in the amount of \$200,000.

Respectfully submitted,



**ANNE CAMPBELL WASHINGTON**  
Assistant to the City Administrator  
City Administrator's Office

APPROVED AND FORWARDED TO THE  
PUBLIC SAFETY COMMITTEE:



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City Attorney

## OAKLAND CITY COUNCIL

RESOLUTION No. \_\_\_\_\_ C.M.S.

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**RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO AMEND THE CONTRACT BETWEEN THE DEPARTMENT OF HUMAN SERVICES AND THE MENTORING CENTER TO ADD \$200,000 FROM THE OAKLAND POLICE DEPARTMENT FOR A TOTAL CONTRACT AMOUNT OF \$691,241 FOR DELIVERY OF COMMUNITY SERVICES UNDER THE PATHWAYS TO CHANGE MODEL FOR FISCAL YEAR 2005-06**

**WHEREAS**, the Oakland Police Department (OPD) has appropriated as part of their baseline budget for FY 2005-06 \$200,000 for a contract with The Mentoring Center to deliver community services under the Pathways to Change model; and

**WHEREAS**, City of Oakland voters passed Measure Y, the Violence Prevention and Public Safety Act of 2004, in November 2004, approving a series of taxes to support violence prevention objectives, programs; and

**WHEREAS**, specific Measure Y violence prevention programs and resources were approved by City Council on June 7, 2005; and

**WHEREAS**, among these programs the City approved the on-going implementation of the Pathways to Change model, a diversion program for repeat juvenile offenders on probation; and

**WHEREAS**, the City Council authorized a contract between the Human Services Department and The Mentoring Center in the amount of \$491,241 to carry out the Measure Y funded portion of The Mentoring Center's Pathways to Change model; and

**WHEREAS**, in order to more effectively monitor and coordinate The Mentoring Center's Pathways to Change services, the \$200,000 in baseline funding from OPD will be managed by the Measure Y team in the Department of Human Services and will be subject to the same accountability, evaluation and oversight as the Measure Y funding for this project; and

**WHEREAS**, the funding for these contracts is available in Fund 1010, Organization 102110, Project 0000000, Program PS01; and

**WHEREAS**, the City wishes to enter into an agreement with The Mentoring Center for a total of \$691,214 to deliver community services under the Pathways To Change model ; and

**WHEREAS**, the City Council finds that this contract will not result in the loss of employment or salary by any person having permanent status in the civil service; now, therefore, be it

**RESOLVED:** That the City Administrator is hereby authorized to amend the contract between the Department of Human Services and The Mentoring Center to add \$200,000 from the Oakland Police Department for a total contract amount of \$691,214 for delivery of community services under the Pathways To Change model for fiscal year 2005-06; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized to conduct all negotiations, execute and submit all documents, including but not limited to applications, agreements, amendments, modifications, payment requests and related actions which may be necessary in accordance with its basic purpose; and be it

**FURTHER RESOLVED:** That said agreements shall be approved as to form and legality by the Office of the City Attorney and placed on file in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, \_\_\_\_\_, 20\_\_\_\_\_

**PASSED BY THE FOLLOWING VOTE:**

AYES - BROOKS, BRUNNER, CHANG, KERNIGHAN, NADEL, QUAN, REID, and PRESIDENT DE LA FUENTE

NOES -

ABSENT -

ABSTENTION -

ATTEST: \_\_\_\_\_

LaTonda Simmons  
City Clerk and Clerk of the Council  
of the City of Oakland, California