



FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2018 JUL -3 AM 9:57

# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

**FROM:** William A. Gilchrist  
Director, PBD

Mark Sawicki  
Director, EWDD

**SUBJECT:** Professional Services Agreements  
with FUSE Corps

**DATE:** June 4, 2018

City Administrator Approval

Date:

6/8/18

## RECOMMENDATION

**Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator, Or Designee To:**

- 1) **Negotiate And Execute A Contract Between FUSE Corps And The City In An Amount Not-To-Exceed One Hundred And Fifty Thousand Dollars (\$150,000) To Fund One Executive-Level Fellow in the Planning and Building Department For A Full 12-Month Contract Term**
- 2) **Negotiate And Execute A Contract Between FUSE Corps And The City In An Amount Not-To-Exceed One Hundred And Fifty Thousand Dollars (\$150,000) To Fund One Executive-Level Fellow in the Economic and Workforce Development Department For A Full 12-Month Contract Term;**
- 3) **Accept And Appropriate One Hundred and Twenty-Five Dollars (\$125,000) From FUSE Corps; And**
- 4) **Waive The Competitive Request For Proposals/Qualifications (RFP/Q) Process Requirement For Listed Agreements**

## EXECUTIVE SUMMARY

As a way to facilitate an improved, streamlined review and permitting process, the Planning and Building Department (PBD) is requesting to partner with FUSE Corps to host an executive-level Fuse Fellow for one year. The Fellow's role will be to assess current permit-application processes, identify gaps in service and recommend ways to improve operations. The Fellow will have the opportunity to help Oakland through more efficient permit application processes that support residents across all project categories from major high-rises to front porch additions. This work will be one more component to help Oakland embrace its full potential during this notable time in the city's development. PBD has available budgeted funds of \$150,000 to fund this proposed one-year fellowship.

Item: \_\_\_\_\_  
CED Committee  
July 17, 2018

Similarly, the Economic & Workforce Development Department (EWDD) is requesting to partner with FUSE Corps to host an executive-level FUSE Fellow for one year. This Fellow's role will be to strategically coordinate and assist the Department in leveraging projected public and private investments in the International Boulevard Corridor to ensure that existing residents and businesses also prosper from these developments. Currently, FUSE Corps is raising \$125,000 in funds for the EWDD Fellow, which reduces the City's obligation for the fellowship to \$25,000. The EWDD Fellow is contingent on FUSE Corps' ability to raise the necessary funding. EWDD has available budgeted funds of \$25,000 to fund this proposed one-year fellowship.

Approval of this Resolution will enable placement of one executive-level professional within PBD for a 12-month FUSE Fellowship, and authorize EWDD to place a similar Fellow after the City receives \$125,000 in funds from FUSE Corps. Staff expects FUSE Corps to secure and provide the City the funds by September 2018.

### **BACKGROUND / LEGISLATIVE HISTORY**

FUSE Corps is a California nonprofit organization that specializes in recruiting, training and placing highly experienced executive-level professionals in local government agencies to deliver on strategic high impact projects over 12-month terms. They work with cities on a range of issues, including economic and workforce development, healthcare, public safety, climate change and education.

FUSE's approach centers around an executive fellowship program, which works closely with governments to design strategic projects, recruit experienced leaders to take on those challenges, and provide the ongoing support to help Fellows achieve their full potential for community impact.

FUSE Corps has recently partnered with the Cities of San Jose, Los Angeles and Seattle.

### **ANALYSIS AND POLICY ALTERNATIVES**

Section 2.04.051.A of the Oakland Municipal Code (OMC) authorizes the City Council to waive the competitive bidding requirements of the OMC section 2.04.050 after a finding and determination that it is in the best interest of the City to do so. Staff recommends that the City Council waive the Request for Proposals/Qualifications (RFP/Q) process because of the unique opportunity presented for a partnership that is proposed to enhance department services and promote community engagement, as noted below.

#### ***PBD***

The FUSE Fellow is proposed to review and assess the PBD's permitting processes and procedures in order to understand their core functions, diagnose challenges, and provide recommendations on how to improve operations to address those problems as well as assess strategies that the Department may already have initiated.

By the end of the Fellowship year, the Fellow will provide a comprehensive review of their recommendations for improving the permitting process.

The PBD Fellow is expected to:

- Conduct a thorough assessment of the current application processes; review documents, conduct research, and interview staff members to understand how the Department operates; perform walk-throughs of the permit process to get firsthand user experience and better understand what is effective and what needs to be improved and complete data that supports these observations.
- Utilize data to support recommendations; gather and analyze data in order to make the case for recommendations; find ways to make data more accessible to managers and easier to disseminate to stakeholders and the public; set up a system to create regular reports and updates.
- Present a list of recommendations for improvements based on research, observation, stakeholder interviews, and data; define reasonable benchmarks of successful processes and procedures for review by the Department executive team.
- Formulate recommendations and work with the Department executive team to formulate an action plan to implement recommendations.
- Recommend measures to ensure communications within the Department and with external stakeholders are clear and effective.

### **EWDD**

Starting in September 2018, it is proposed that the FUSE Fellow will design and launch an inclusive economic development program for the International Boulevard Corridor that informs, tracks, and promotes business and real estate development, public and private investments, and community interests to benefit lower income residents and business owners of color. This work will build on the Oakland Sustainable Neighborhoods Initiative and the current Bus Rapid Transit (BRT) business assistance program to continue to guide investment, particularly real estate investment, through the completion of the BRT line. The program will be co-created with the Departments of Housing and Community Development, PBD, and EWDD, and will incorporate and align with multiple ongoing programs. The Fellow will also be expected to coordinate with Oakland Public Works and the Oakland Police Department. The program's activities will be carried out by the Fellow and City staff in partnership with community leaders from the private sector and community-based organizations.

The EWDD Fellow is expected to:

- Conduct research and assess current landscape; review the Economic Development Strategy, the work of the Oakland Sustainable Neighborhoods Initiative, BRT-related business assistance and other documents; conduct research and interview internal stakeholders to understand scope and tradeoffs of various economic development options and previous International Boulevard Corridor plans; identify possible gaps and

opportunities based on this assessment; research the practices of other cities like Oakland who have implemented effective strategies with similar equity goals.

- Engage stakeholders and catalyze buy-in; meet with external stakeholders from civic, philanthropic, and business sectors, to discuss options, preferences, and gaps and prioritize opportunities; pay particular attention to East Oakland development opportunities that benefit community partners; effectively incorporate internal and external stakeholders in developing the strategy to ensure buy-in for enacting its programs and partnerships.
- Formulate investment and engagement recommendations and a strategy to implement them; present a list of recommendations based on research, observation, stakeholder interviews and data; develop an area-specific strategy that clearly outlines goals, timelines, activities and tasks, partners, roles and responsibilities; define reasonable benchmarks of success and identify "low-hanging fruit" to accomplish early wins to build momentum.
- Begin to monitor implementation and ensure project sustainability; collaborate with Oakland City staff and community partners to finalize and begin implementing the Economic Development Strategy with view toward short- and long-term goals; support the development and institutionalization of structures and processes that reinforce and help sustain the collaboration between city departments and with external partners.

### **FISCAL IMPACT**

The total cost of securing one Fellow for a 12-month contract is \$150,000. PBD has identified available funding in the amount of \$150,000 dollars in the Development Services Fund (2415), Administration Organization (84111), Contract Contingency Account (54011), Contingency Reserve Project (1000904), and Administration Program (IP49).

EWDD's direct funding commitment for this proposed effort is \$25,000 and is contingent upon the FUSE Corps Fellowship Program's ability to provide the City \$125,000 in funds. The City's obligation of \$25,000 in funding will come from the following funding source: General Purpose Fund (1010), Economic Development Organization (85411), DP850 Administrative Project (1000019), Business Creation, Attraction, Retention & Expansion Program (SC11), and the remaining \$125,000 in grant funding, if secured, from FUSE Corps will be appropriated in Miscellaneous Grants Fund (2999), Economic Development Organization (85411), Other Grant Account (46411) and Professional Services Account (54930), DP850 Administrative Project (1000019), Business Creation, Attraction, Retention & Expansion Program (SC11), for a total funding commitment of \$150,000 to also secure one Fellow for a 12-month term.

### **PUBLIC OUTREACH / INTEREST**

This report did not require any additional public outreach other than the required posting on the City Council Agenda. City staff expects the FUSE Fellows to dedicate a significant amount of time working with key community stakeholders on assigned projects.

## **COORDINATION**

This report was prepared in coordination between PBD, EWDD, Finance Department, and the City Attorney's Office. Once assigned, the FUSE Fellows will be working with staff across the various Departments.

## **SUSTAINABLE OPPORTUNITIES**

**Economic:** Both Fellowship Agreements are consistent with the adopted Oakland Economic Development Strategy to expand economic opportunity and to closely guide investment to minimize displacement impacts, especially for underserved areas such as East Oakland. Leveraging public and private investments can create and support sustainable economic, business and workforce development for Oakland residents.

**Environmental:** Consistent with the City's Sustainable Development and Transportation strategies, the Fellowships will assist the City with efforts to reduce Green House Gas Emissions and health impacts leading to both a healthier East Oakland community, and the environment of the Bay Area region.

**Social Equity:** The goal of Oakland's Economic Development Strategy is to make Oakland an easy, efficient, and prosperous place to do business, and to reduce racial disparities and help all Oaklanders achieve economic security. In areas with high rates of low income residents and residents of color, the City must try to guide investment to maximize benefits and minimize displacement, establishing new tools to replace redevelopment. The unique challenges and importance of the International Boulevard Corridor, and the continued investment and organizing efforts of residents along the corridor, merit focused and specialized City attention that can be served through the proposed Fellowships.

## **ACTION REQUESTED OF THE CITY COUNCIL**

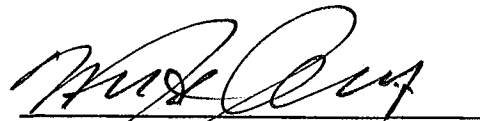
Staff Recommends that the City Council Adopt a Resolution Authorizing the City Administrator, or Designee To:

- 1) Negotiate And Execute A Contract Between FUSE Corps And The City In An Amount Not-To-Exceed One Hundred And Fifty Thousand Dollars (\$150,000) To Fund One Executive-Level Fellow in the Planning and Building Department For A Full 12-Month Contract Term
- 2) Negotiate And Execute A Contract Between FUSE Corps And The City In An Amount Not-To-Exceed One Hundred And Fifty Thousand Dollars (\$150,000) To Fund One Executive-Level Fellow in the Economic and Workforce Development Department For A Full 12-Month Contract Term;

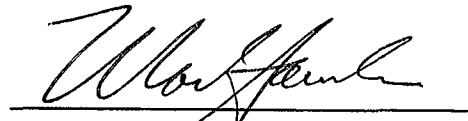
- 3) Accept And Appropriate One Hundred and Twenty-Five Dollars (\$125,000) From FUSE Corps; And
- 4) Waive The Competitive Request For Proposals/Qualifications (RFP/Q) Process Requirement For Listed Agreements

For questions regarding this report, please contact Rina Stabler, Administrative Services Manager, at 238-6441.

Respectfully submitted,



William A. Gilchrist  
Director, Planning and Building Department



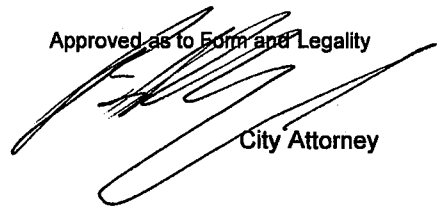
Mark Sawicki  
Director, Economic & Workforce Development

Prepared by:  
Rina Stabler, Administrative Services Manager  
Planning and Building

Aliza Gallo, Urban Economic Coordinator  
Economic & Workforce Development

Donna Howell, Administrative Service Manager  
Economic & Workforce Development

# OAKLAND CITY COUNCIL



City Attorney

2018 JUL -3 AM 9:57

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

Introduced by Councilmember \_\_\_\_\_

**A RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR, OR DESIGNEE TO:**

- 1) NEGOTIATE AND EXECUTE A CONTRACT BETWEEN FUSE CORPS AND THE CITY IN AN AMOUNT NOT-TO-EXCEED ONE HUNDRED AND FIFTY THOUSAND DOLLARS (\$150,000) TO FUND ONE EXECUTIVE-LEVEL FELLOW FOR THE PLANNING AND BUILDING DEPARTMENT FOR A FULL 12-MONTH CONTRACT TERM**
- 2) NEGOTIATE AND EXECUTE A CONTRACT BETWEEN FUSE CORPS AND THE CITY IN AN AMOUNT NOT-TO-EXCEED ONE HUNDRED AND FIFTY THOUSAND DOLLARS (\$150,000) TO FUND ONE EXECUTIVE-LEVEL FELLOW FOR THE ECONOMIC AND WORKFORCE DEVELOPMENT DEPARTMENT FOR A FULL 12-MONTH CONTRACT TERM;**
- 3) ACCEPT AND APPROPRIATE ONE HUNDRED AND TWENTY-FIVE DOLLARS (\$125,000) FROM FUSE CORPS; AND**
- 4) WAIVE THE COMPETITIVE REQUEST FOR PROPOSALS/QUALIFICATIONS (RFP/Q) PROCESS REQUIREMENT FOR LISTED AGREEMENTS**

**WHEREAS**, FUSE Corps is a nonprofit organization that partners with local government to help urban communities thrive; and

**WHEREAS**, FUSE Corps specializes in recruiting, training and placing a highly-experienced executive-level professional in government agencies to deliver on high impact projects over 12-month terms; and

**WHEREAS**, the Planning and Building Department (PBD) is requesting to execute a contract with FUSE Corps to enhance service delivery and recommend improvements to the department's permitting process; and

**WHEREAS**, PBD staff has identified available funds in the amount of \$150,000 to fund one executive-level fellow for a full 12-month contract term; and

**WHEREAS**, the Economic and Workforce Development Department (EWDD) is requesting to partner with FUSE Corps to strategically coordinate and assist in leveraging public and private investments in the International Boulevard Corridor; and

**WHEREAS**, EWDD has identified available funds in the amount of \$25,000, and the remaining \$125,000 will be provided by FUSE Corps, to fund one executive-level fellow for a full 12-month contract term; and

**WHEREAS**, Oakland Municipal Code section 2.04.051.A requires the City Administrator to conduct a request for proposals/qualifications (RFP/Q) process for professional services contracts in excess of \$50,000 and Oakland Municipal Code section 2.04.051.B allows Council

to waive the RFP/Q requirements upon a finding by the Council that it is in the best interest of the City to do so; and

**WHEREAS**, City staff recommends waiving the RFP/Q requirements for these contracts because of the unique opportunity presented for a unique partnership that is proposed to enhance department services and promote community engagement; and

**WHEREAS**, the City Council finds that the services provided pursuant to the agreements authorized hereunder are professional, and are temporary in nature; and

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

**RESOLVED**, that the City Council authorize the City Administrator, or designee, to execute Professional Services Agreement Contracts with FUSE Corps; and be it

**FURTHER RESOLVED**, the total amount of the Agreement for each Department shall be for a not-to exceed amount of \$150,000 each; and be it

**FURTHER RESOLVED**, that the said Agreements with FUSE Corps shall be executed contingent upon available funding; and be it

**FURTHER RESOLVED**, that PBD has identified available funding in the amount of \$150,000 in Development Services Fund (2415), Administration Organization (84111), Contingency Reserve Project (1000904), Administration Program (IP49); and be it

**FURTHER RESOLVED**, that EWDD has identified funding in the amount of \$25,000 in General Purpose Fund (1010), Economic Development Organization (85411), DP850 Administrative Project (1000019), Business Creation, Attraction, Retention, & Expansion Program (SC11), and that the remaining \$125,000 in grant funding from FUSE Corps shall be accepted and appropriated in Miscellaneous Grants Fund (2999), Economic Development Organization (85411), Other Grant Account (46411) and Professional Services Account (54930), DP850 Administrative Project (1000019), Business Creation, Attraction, Retention, & Expansion Program (SC11), for a total funding commitment of \$150,000; and be it



**FURTHER RESOLVED**, that the City Administrator or her designee is hereby authorized to accept and appropriate, as needed, for the same for the purposes described above and consistent with the Resolution and its basic purposes.

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

**PASSED BY THE FOLLOWING VOTE:**

AYES - BROOKS, CAMPBELL WASHINGTON, GALLO, GIBSON MCELHANEY, GUILLÉN, KALB, KAPLAN and PRESIDENT REID

NOES -

ABSENT -

ABSTENTION -

ATTEST: \_\_\_\_\_  
LaTonda Simmons  
City Clerk and Clerk of the Council  
of the City of Oakland, California