



AGENDA REPORT


TO: Jestin D. Johnson
City Administrator

FROM: LaTonda Simmons
Assistant City Administrator

SUBJECT: FY 2025 Professional Services - The
Bridging Group (TBG)

DATE: May 27, 2025

City Administrator Approval


Jestin Johnson (May 30, 2025 06:59 PDT)

Date: **May 30, 2025**

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To Execute A Professional Services Agreement With The Bridging Group To Conduct The Fiscal Year 2024-2025 Annual Evaluation Of The Oakland Fund For Children And Youth And Other Services That Support Continuous Quality Improvement Beginning July 1, 2025, Through June 30, 2026, In A Total Amount Not To Exceed Three Hundred Fifty Thousand Dollars (\$350,000).

EXECUTIVE SUMMARY

Oakland Fund for Children and Youth (OFCY) staff recommend entering into a Professional Services Agreement (PSA) with The Bridging Group (TBG) beginning July 1, 2025, through June 30, 2026. The PSA will support the completion of the FY 2024-2025 Oakland Fund for Children and Youth (OFCY) Annual Evaluation and implementing more consistent and clearly defined outcome measures across strategies for FY 2025-2026. TBG was selected through the competitive RFQ #27034 for Professional Services for the Human Services Department (HSD) and Department of Violence Prevention (DVP), and services were funded through the OFCY as an administrative cost.

TBG is expected to deliver the following work upon entering the PSA:

- i. Facilitate a collaborative process engaging with the Children and Youth Services Manager, OFCY staff, OFCY grantees, and the Policy Oversight Committee (POC) to complete the annual OFCY evaluation process for the completion of the FY 2024-2025 OFCY Evaluation Report.
- ii. Provide strategic consultation to OFCY staff on the planned independent annual evaluation of the OFCY program and its grantees for FY 2025-2026. These efforts will include consultation hours to implement the new defined outcome categories and strategy-specific outcomes into reporting guidance delivered to grantees, outcome metric design in Client Services and Contract Database (Cityspan), and outcome metric revisions as needed.

BACKGROUND / LEGISLATIVE HISTORY

The Kids First! Oakland Fund for Children and Youth (OFCY) was established by a voter approved ballot Measure K in 1996 to set money aside for programs and services benefiting children and youth. The Oakland City Charter establishes the Fund for the purpose of addressing the well-being of Oakland children and youth from birth through age 21 for the period from July 1, 2009, through June 30, 2033.

The City of Oakland's General-Purpose Fund is required to allocate 3% of the City's projected annual General-Purpose Fund to Oakland Kids First! Children's Fund, per the Oakland City Charter [Article XIII](#).

[Article XIII Section 1300](#) requires that no more than 10% of the monies in the Fund may be used for independent third-party evaluation, strategic planning, grant-making, grants management, training and technical assistance, and communications and outreach to ensure effective public participation.

assigns the POC the responsibility to adopt a Strategic Plan, solicit grants through an open and fair application process, send recommendations for grant awards to the City Council for approval, and submit an annual independent evaluation of OFCY to the Oakland City Council for adoption. The 10% administrative set-aside must cover these responsibilities.

In October 2022, a joint Competitive Request For Qualifications (RFQ) was released by the HSD and DVP for professional services contracted between December 1, 2022, and December 31, 2025. Bids were requested for the following professional service categories:

1. Strategic Planning and Community Engagement
2. Design, Marketing and Communication Services
3. Independent Evaluation of Program Services
4. Application and Review System, Data Systems and Management Information Services
5. Training, Technical Assistance and Capacity Building
6. Workforce-Focused Capacity Building and Employer Engagement
7. Independent Auditing (Financial and Programmatic)

The Bridging Group (TBG) proposal submission was determined to be the most responsive and most qualified in Category 3: Independent Evaluation of Program Services.

Founded in 2008, TBG is a community-based consulting firm that specializes in supporting local, state, and federal governmental agencies and community-based organizations that work at the crossroads of criminal legal system involvement, poverty, housing instability, and behavioral health and their effects on the public's health, families, and communities. Services provided by TBG include 1) evaluation and research, 2) technical assistance and capacity building, and 3) training, education, and dissemination.

ANALYSIS AND POLICY ALTERNATIVES

Approval of this PSA supports the Citywide priority of **responsive, trustworthy government**. Article XIII Section 1300 requires the City to contract with an independent evaluator to complete the annual OFCY program evaluation.

TBG research and evaluation expertise includes qualitative and quantitative methods tailored to measure the specific needs, issues, assets, and challenges unique to individuals and families affected by criminal legal system involvement, housing instability, poverty, and physical and behavioral health challenges. Through these efforts, they have written about and disseminated results, lessons learned, and findings through multiple publications, project reports, training curricula, and presentations at various community and professional meetings.

TBG are also skilled technical assistance consultants with expertise in helping community-based organizations, local and state social service and health departments, local and state criminal justice agencies, and federal government partners to strengthen their capacity in strategic planning, program and policy development, and evaluation and monitoring.

TBG will deliver the following work upon entering this PSA, which is detailed in **Table 1** below.

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Table 1: TBG Professional Services Agreement Deliverables

| Deliverable | Description of Evaluation Activity |
|--|--|
| Evaluation and Report (FY 2024-2025) | <ul style="list-style-type: none"> • Creation and dissemination of parent/caregiver and youth participant surveys • Review, cleaning, and analysis of all data received from OFCY grantees for the FY 2024-2025. • Analysis and coding of individual grantee-determined outcome narratives submitted through the Client Services and Contract Database (Cityspan) • An Evaluation Report that includes: <ul style="list-style-type: none"> ○ Compilation, analysis, and summary of survey findings ○ Comparison of projected service goals versus actual goals met ○ Overview of people served ○ Highlights of success ○ Identification of challenges and barriers ○ Description of lessons learned ○ Aggregate outcomes by funding strategy |
| Project Coordination and Strategic Advising | <ul style="list-style-type: none"> • Provide strategic advising consultation to OFCY staff on the evaluation processes and integration of the Results Based Accountability measures. • Maintain ongoing communication with OFCY staff for consistent alignment of expectations, review of progress, and discussion of unexpected challenges. |
| Evaluation Planning and Data Design (FY 2025-2026) | <ul style="list-style-type: none"> • Create a feedback loop of data collected and lessons learned to inform evaluation and program planning for the next OFCY funding cycle. • Support the design and implementation of consistent and defined measures across strategies that are grounded in equity, follow a results-based accountability framework, and are feasible |
| OFCY Site Visits and Program Observations | <ul style="list-style-type: none"> • Visit a sample of OFCY sites from each of the 11 OFCY strategies. • Facilitate group listening sessions and/or interviews with program participants and staff • Utilize information collected in site visits to inform evaluation reporting and planning. |
| OFCY Grantee, POC, and Stakeholder Engagement | <ul style="list-style-type: none"> • Engage OFCY grantees and present findings at OFCY Grantee Convenings for input and feedback. • Present the OFCY Evaluation Report at various meetings including the POC, Oakland City Council Life Enrichment Committee, and full City Council • Publish final reports that are made available to the public. |
| Data Visualization | <p>Customize visualizations utilizing an equity lens, to:</p> <ul style="list-style-type: none"> • Highlight disparities, trends, and outcomes for various demographic groups of interest. • Present information using a culturally affirming and locally driven framework. |
| Operating Costs | <ul style="list-style-type: none"> • Communications, occupancy, supplies, and local travel |

FISCAL IMPACT

Table 2 details the costs anticipated by TBG for professional services for July 1, 2025, through June 30, 2026.

Table 2: Estimated PSA Costs for July 1, 2025, through June 30, 2026

| Section | Cost Category | FY 2025-2026 Total |
|--------------------|---|-------------------------------|
| 1 | Evaluation and Report (FY 2024-2025) | \$112,200 |
| 2 | Project Coordination and Strategic Advising | \$32,750 |
| 3 | Evaluation Planning and Data Design | \$31,800 |
| 4 | Site Visits and Program Observations* | \$49,250 |
| 5 | OFCY Grantee, POC, and Stakeholder Engagement | \$41,300 |
| 6 | Data Visualization | \$30,330 |
| 7 | Operating Costs | \$19,820 |
| TOTAL COSTS | | \$317,450 |

The FY 2025-2026 OFCY General Purpose Fund set aside for OFCY, estimated by the City of Oakland Finance Department, is \$22,744,353. In accordance with Article XIII of the City Charter, 10% can be used for administrative expenses, estimated in an amount of \$2,274,435.

OFCY staff recommends approval of the proposed professional services agreement for Fiscal Year 2025-2026 of no more than \$350,000 from the OFCY– Kid’s First! Oakland Children’s Fund (1780), Youth Services Organization (78251), OFCY 2025-2026 Project (1007729), and Oakland Fund for Children and Youth Program (YS04) as an administrative cost of OFCY.

PUBLIC OUTREACH / INTEREST

The POC approved the OFCY staff recommendation for this PSA with TBG on May 7, 2025, in a public meeting.

COORDINATION

This report and legislation have been reviewed by the Office of the City Attorney, the Budget Bureau, and the City Administrator’s Office

PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

The OFCY evaluation supports a continuous improvement process with programs that have annual evaluation and program planning. The evaluation provides annual analyses of programs on an individual scale, impact and performance at the strategy level, and an analysis of the overall impact of OFCY's funding. Final reports provide detailed analyses as well as short summaries by funding strategy. The performance as cited in the evaluation reports is used in part in the determination of funding renewals.

Through completing the FY 2023-2024 evaluation report, TBG identified opportunities to strengthen the OFCY evaluation framework for future years. In coordination with OFCY staff, TBG is refining the FY 2024-2025 evaluation framework based on the Results-Based Accountability (RBA) metrics and integrating components of the Racial Equity Impact Analysis (REIA) developed by the City of Oakland Department of Race & Equity. OFCY has embraced the results-Based Accountability (RBA) performance measure framework to assess the overall impact of the fund's investments at the strategy level.

For the FY 2023-2024 evaluation, OFCY and TBG staff refined the parent and youth participant surveys to include additional questions beyond satisfaction for youth and parents to share if they felt better off after receiving OFCY-funded program services and support. TBG also completed an analysis of OFCY qualitative and quantitative narrative outcome data reported and coded the data to identify the most common strategy-level OFCY outcome categories and strategy-specific outcomes. The outcome categories and strategy-specific outcomes identified by TBG were shared with grantees for their input at the OFCY Grantee Convening on February 28, 2025.

OFCY staff is engaged in a participatory process with funded grantees to move from self-reported open text narrative to defined prescriptive qualitative measurable outcomes for FY 2025-2026. With the PSA approval through June 30, 2026, TBG will assist with the design and implementation of the new reporting approach with clearly defined outcome metrics submitted into the OFCY Client Services and Contract Database (Cityspan) across strategies for the FY 2025-2026 year.

SUSTAINABLE OPPORTUNITIES

Economic: Leadership from The Bridging Group (TBG) has lived and worked in Oakland for over 30 years. Their services include technical assistance and capacity building for community-based organizations to support their organizational infrastructure and sustainability, allowing grantees to offer vital services. The implementation of the evaluation framework and defined outcome measures promotes data-informed decision-making, potentially leading to cost efficiency in service delivery and maximizing the impact per dollar spent.

Environmental: There are no environmental issues associated with this report. TBG employs digital-first approaches in evaluation, reporting and communications to reduce paper use and related waste.

Race & Equity: OFCY staff has worked closely with TBG to ensure all work products align with the Results Based Accountability (RBA) framework and analyze how funds improve the lives of Oakland children and youth, particularly those in greatest need (as defined by those experiencing the highest levels of chronic stress, violence, and trauma).

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Authorize The City Administrator To Execute A Professional Services Agreement With The Bridging Group To Conduct The Fiscal Year 2024-2025 Annual Evaluation Of The Oakland Fund For Children And Youth And Other Services That Support Continuous Quality Improvement Beginning July 1, 2025, Through June 30, 2026, In A Total Amount Not To Exceed Three Hundred Fifty Thousand Dollars (\$350,000).

For questions regarding this report, please contact ROBIN LOVE, Manager, Children, and Youth Services Division, at (510) 238-3231.

Respectfully submitted,



LaTonda Simmons (May 29, 2025 13:58 PDT)

LATONDA SIMMONS

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