



CITY OF OAKLAND

# AGENDA REPORT

**TO:** Edward D. Reiskin  
City Administrator

**FROM:** Sara Bedford  
Director, Human Services

**SUBJECT:** OFCY 2020-2022 Evaluation Contract

**DATE:** May 27, 2020

City Administrator Approval

Date: June 25, 2020

## RECOMMENDATION

**Staff Recommends That The City Council Adopt A Resolution Waiving The Competitive Bidding Process And Authorizing the City Administrator To Amend The Professional Services Agreement With Social Policy Research Associates For The Evaluation Of The Oakland Fund For Children And Youth To: 1) Extend The Term Through December 31, 2021; 2) Increase The Amount By \$240,000 For Fiscal Year 2020-2021, Bringing The Total Contract Amount To \$480,000; And 3) To Provide The Option To Renew The Agreement With Social Policy Research Associates On The Same Terms For Fiscal Year 2021-2022.**

## EXECUTIVE SUMMARY

Adoption of this resolution will authorize the City Administrator to waive the competitive bidding process and extend the existing professional services agreement to provide evaluation services for the Oakland Fund for Children and Youth (OFCY) for fiscal year (FY) 2020-2021, with the option to extend for one final year for services in 2021-2022 without requiring further City Council action. Social Policy Research Associates (SPR) is an Oakland-based firm and was selected through a competitive process for professional services. The agency has a track record of conducting evaluations of programs for children and youth in Oakland and several California municipalities.

The new evaluation framework will build upon SPR's FY 2019-2020 evaluation framework to incorporate results-based accountability and better address if funding for programs helps "move the needle" towards better citywide outcomes related to OFCY's four primary goals: 1) healthy development of young children, 2) help students succeed in school and graduate high school, 3) prevent and reduce youth crime and violence, and 4) help youth transition to a healthy adulthood.

The annual evaluation will encompass all programs that receive grants from OFCY through nine funding strategies. Key services include project management, evaluation design and implementation, data collection, reporting, and technical assistance for grantees and staff. The term of the agreement extends from June 1, 2019 to December 31, 2020.

City Council  
June 30, 2020

## **BACKGROUND / LEGISLATIVE HISTORY**

Oakland voters originally passed Measure K in November 1996 to establish the Kids First! Oakland Children's Fund Amendment in the Oakland City Charter, which set aside General Purpose dollars to fund direct services for Oakland children and youth from birth through age 21. The amendment was reauthorized by Measure D's passage in 2009. In February 2020, the City Council reauthorized the Fund for a third twelve-year term, from July 1, 2021 through June 30, 2033.

Oakland City Charter Article XIII Section 1305.04 requires that the Planning and Oversight Committee (POC) of the Oakland Children's Fund submit an annual independent evaluation of OFCY to the Oakland City Council for adoption. The Human Services Department (HSD) released a Request for Qualifications (RFQ) for professional services in seven service categories, including "Independent Evaluation of Program Services". After a review and selection process, SPR was selected for OFCY's evaluation for the new three-year grant cycle starting in fiscal year (FY) 2019-2020, and is currently contracted for \$240,000 for evaluation of the grants awarded in the first year of the cycle.

To comply with Oakland Municipal Code Section 2.04.020.A, City Council action is needed to authorize an agreement with SPR in an amount not to exceed \$240,000 to conduct the independent evaluation for the second year of funding in FY 2020-2021 and third year in FY 2021-2022.

## **ANALYSIS AND POLICY ALTERNATIVES**

SPR was selected as the lead independent evaluator of OFCY programs for the 2019-2022 grant cycle through a competitive bidding process. During the first year, SPR has conducted extensive work to update the evaluation design to align with the new for 2019-2022 Strategic Investment Plan and input provided by the City Council. This includes updating the evaluation design to incorporate a results-based accountability (RBA) framework to better address program performance, quality, and impact.

SPR engaged each program in the evaluation design through large event convenings reaching over 120 program staff per meeting, and a series of smaller workshops with program staff to examine and revise logic models for each of the nine funding strategies, included as **Attachment A**. This work in turn led to development of strategy-specific performance, quality, and impact measures that were to be piloted in 2020-2021 to establish baseline data and help establish how programs are "moving the needle" to address citywide priorities, such as improved school performance and reduced rates of violence.

Data collection methods include an assessment of the performance data entered by programs in the Cityspan data management system to determine enrollment, hours of service, average hours of participation (dosage), and average daily attendance in programs and across strategies. This performance data is used in an RBA framework to quantify how much programs are achieving with the funding provided.

SPR is employing a wide variety of methods to assess program and service quality tailored for each strategy. These include age-specific surveys for youth participants in grades three and above and surveys of parents and caregivers that participate in the early childhood programs.

This direct client feedback regarding program experience is a cornerstone to the evaluation of program quality and a best practice in the profession. To augment this feedback, SPR also

conducts site visits, in-person and phone interviews, and hosts focus groups to obtain feedback. In addition, SPR has expanded its program practice survey to gain more feedback from programs and agencies regarding program staff and agency capacity. SPR will use this qualitative data in an RBA framework to evaluate programs' success in providing quality services, and if the children, youth and parents in programs are any better off due to their participation.

SPR is dually funded by OFCY and the Oakland Unified School District (OUSD) for joint evaluation of the school-based afterschool programs. This partnership allows for deeper analysis in this strategy area. During the current year, the work has included the development of an Oakland-based program quality assessment tool that was developed with the afterschool program staff throughout the course of the school year. Additional enhancements include developing a new survey to be completed by school principals, and a new survey for parents of afterschool students to gain more qualitative information on the impact and quality of afterschool programs.

The annual independent evaluation for 2020-2021 will include a separate report for programs funded solely for work as summer programs in 2020, a mid-year report for program performance through the first six months of the fiscal year, and a comprehensive annual evaluation report. The final annual evaluation report will contain a summary report to describe key findings and highlights across the breadth of the nine strategies and approximately 150 programs supported; nine strategy-specific summaries to narrow in on specific outcomes and impacts achieved by the funding strategies (such as afterschool and youth workforce strategies), and individual program profiles for each of the approximately 150 programs to summarize their performance, quality, and impact, and provide baseline comparisons to other programs in their strategy

### **FISCAL IMPACT**

OFCY's evaluation costs for SPR for FY 2020-2021 and FY 2021-2022 are not to exceed \$240,000 each year, funded through the OFCY – Kids First Oakland Children's Fund (1780), OFCY FY2018-2019 Project 1004172 and OFCY FY16-17 Project 1000299. There is no additional impact on the General Fund.

### **PUBLIC OUTREACH / INTEREST**

No outreach was deemed necessary for the proposed policy action beyond the standard City Council agenda noticing procedures

## **COORDINATION**

This report and legislation have been reviewed by the Office of the City Attorney, the Budget Bureau, and the Contracts and Compliance Division of the City Administrator's Office.

## **PAST PERFORMANCE, EVALUATION AND FOLLOW-UP**

The OFCY evaluation supports a continuous improvement process with programs with mid-year and annual evaluation and follow-up through program improvement planning. The evaluation provides a mid-year report on program performance, and annual reports provide analyses of program performance, quality, and impact. The evaluation provides yearly 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 and are submitted by the Planning and Oversight Committee to the City Council annually.

## **SUSTAINABLE OPPORTUNITIES**

***Economic:*** SPR is an Oakland-based organization that employs Oakland residents.

***Environmental:*** There are no environmental issues or opportunities associated with this report and resolution.

***Race & Equity:*** The OFCY evaluation system results in direct social benefits by building organizational capacity and promoting best practices in child and youth development to better serve children and youth in areas of high need and provide support for low-income and vulnerable youth.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Adopt A Resolution Waiving The Competitive Bidding Process And Authorizing The City Administrator To Amend The Professional Services Agreement With Social Policy Research Associates For The Evaluation Of The Oakland Fund For Children And Youth To: 1) Extend The Term Through December 31, 2021; 2) Increase The Amount By \$240,000 For Fiscal Year 2020-2021, Bringing The Total Contract Amount To \$480,000; And 3) To Provide The Option To Renew The Agreement With Social Policy Research Associates On The Same Terms For Fiscal Year 2021-2022.

For questions regarding this report, please contact Sandra Taylor, Human Services Manager, Children and Youth Services Division, at 238-7163.

Respectfully submitted,



SARA BEDFORD,  
Director, Human Services Department

Reviewed by:  
Sandra Taylor, Manager  
Children and Youth Services Division

Prepared by:  
Mike Wetzel, HHS Planner  
Children and Youth Services Division  
Human Services Department

Attachment (1):

A: Evaluation Logic Models for OFCY Strategies: 2019-2020