

2009 MAY 28 PM 2:21 CITY OF OAKLAND  
AGENDA REPORT

TO: Office of the City Administrator  
ATTN: Dan Lindheim  
FROM: Department of Human Services  
DATE: June 9, 2009

RE: **Resolution Authorizing The City Administrator To Negotiate And Execute An Agreement With See Change, Inc. In An Amount Not To Exceed \$250,000 For Fifteen Months, And To Negotiate And Execute An Agreement With Public Profit, LLC In An Amount Not To Exceed \$75,000 For Fifteen Months, Both For Professional Services To Evaluate The Oakland Fund For Children And Youth For The Period Of July 1, 2009 Through September 30, 2010, With An Option To Renew Each Agreement For Two Additional One-Year Terms In The Same Amounts For A Total Contract Amount Not To Exceed \$750,000 for See Change, Inc, And A Total Contract Amount Not To Exceed \$225,000 for Public Profit, LLC**

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**SUMMARY**

This report seeks approval of a resolution to authorize agreements with See Change, Inc. and Public Profit, LLC to provide evaluation services for the Oakland Fund for Children and Youth (OFCY). The agreement with See Change will provide an overall outcome evaluation of four of five OFCY funding strategies for FY 2009-2010. Strategies include 1) early childhood, 2) summer, 3) older youth, and 4) physical and behavioral health. The agreement with Public Profit will provide an outcome evaluation of OFCY's after school strategy.

OFCY recommends the firm of See Change for a contract in an amount not to exceed \$250,000, for the period of July 1, 2009 through September 30, 2010, with two one-year options to extend the agreement, at the same rate for each year, for a total amount not to exceed \$750,000. See Change is an independent consulting firm with extensive experience conducting evaluations of community-based service organizations and programs involving children and youth.

OFCY recommends the firm of Public Profit for an agreement in an amount not to exceed \$75,000, for the period of July 1, 2009 through September 30, 2010, with two one-year options to extend the agreement, at the same rate for each year, for a total amount not to exceed \$225,000. Public Profit is an independent consulting firm with extensive experience conducting evaluations of after school programs for the City of Oakland and several California counties.

Item: \_\_\_\_\_  
Life Enrichment Committee  
June 9, 2009

## **FISCAL IMPACT**

Approval of the proposed resolution will authorize a professional services agreement with See Change, Inc., in an amount not to exceed \$250,000 for July 1, 2009 to September 30, 2010 and a professional services agreement with Public Profit, LLC, in an amount not to exceed \$75,000 for the same time period to conduct the OFCY evaluation. The total amount for evaluation services would not exceed \$325,000 for the first year of the contracts. If the See Change agreement is extended, the additional cost will not exceed \$250,000 for each year the contract is extended, to a maximum contract amount of \$750,000 for three years. If the Public Profit agreement is extended, the additional cost will not exceed \$75,000 for each year the contract is extended, to a maximum contract amount of \$225,000 for three years. The first term of each contract extends three months beyond the June 30, 2010 so that a complete evaluation of the fiscal year may be completed.

Funding is available for the OFCY evaluation in Oakland Fund for Children and Youth Fund (1780), OFCY Evaluation FY09/10 Project (P364020). There is no additional impact on the General Fund.

## **BACKGROUND**

The Oakland Fund for Children and Youth was established in November 1996, when Oakland's voters passed the Kids First! Initiative (Measure K). Measure K amended the City Charter to set aside 2.5% of the City's unrestricted General Purpose Fund, to support direct services to youth under 21 years of age for a twelve-year period. Measure K was reauthorized in June 2008 by City Council for another 12 years.

The passage of Measure OO by a simple majority of the voters on November 4, 2008 confirms OFCY's Planning and Oversight Committee (POC) as responsible for strategic planning, funding guidelines and recommendations, and evaluation of OFCY initiatives. Article XIII of the Oakland Municipal Charter, as amended, states that no more than 10% of the monies in the Fund may be used for independent third-party evaluation, strategic planning, grants management, training and technical assistance, and communications and outreach to ensure effective public participation. The measure that has been placed on the July 2009 Oakland ballot to amend Measure OO's requirements will not affect the funds that may be used for independent third-party evaluation or the agreements proposed in this report.

In April 2009, the City released a Request for Proposal (RFP) to begin the selection process for the OFCY evaluator for the FY 2009-2010 grant cycle. The POC has participated in the interview and selection process and is forwarding the recommendation for an evaluator to the City Council.

The RFP emphasized the evaluator's abilities to contribute to the POC and the Oakland City Council's capacity to prioritize among different funding strategies, enable the POC to make funding decisions about individual programs, determine the effectiveness and efficiency of funds

Item: \_\_\_\_\_  
Life Enrichment Committee  
June 9, 2009

at the program and strategic level, enable the POC to promote best practices; enable individual grantees to improve performance, and enable different audiences to understand the evaluation results.

## **KEY ISSUES AND IMPACTS**

Pursuant to the Kids First! Charter Amendment, the POC is to assure an annual independent outcome and process evaluation of the Fund and its grantees.

### **RFP Selection Process**

In response to the RFP, nine proposals were received from 11 firms. These were:

1. Public Profit, LLC
2. See Change, Inc.
3. Harder and Company with Public Profit
4. Haber and Tabernik Associates with Urban Strategies Council
5. Social Policy Research Associates with La France and Associates
6. Community Crime Prevention Associates for After School
7. Community Crime Prevention Associate for all other strategies
8. Berkeley Policy Associates
9. Resource Development and Associates with Gibson and Associates

Proposals were reviewed and assessed based on organizational capacity and fit, staffing, quality of the evaluation design and approach to the scope of services, and sample work products. Interviews were conducted with all applicants except Berkeley Policy Associates (which had the lowest ranking proposal). The interview panel included members of the POC evaluation subcommittee and OFCY staff.

Public Profit's proposal to evaluate the after school strategy and interview ranked the highest. This firm was selected to evaluate OFCY after school services. The proposals from See Change and Harder and Company were ranked highest for evaluating other strategy areas and were given a second interview. Both firms were selected above others for their understanding of strategy level and program level analysis of how to assess OFCY funding and its impact on children and youth. See Change ultimately ranked highest and was selected for evaluating the early childhood, summer, older youth and physical and behavioral health strategies based on the firm's strength in understanding youth development theory and programming, and for the quality and innovation of its evaluation design.

**Evaluation Design and Implementation for 2009-2010**

The OFCY evaluation design and implementation for both contractors will include the following:

- 1) A comprehensive outcome-based evaluation that includes identification of desired outcomes for each OFCY funding strategy area.
- 2) A lead for each funding strategy that aids grantees in evaluation development, interpretation of results, and in identifying cross-cutting outcomes for grantees in the strategy.
- 3) Quarterly meetings to develop best practice knowledge and deepen understanding of evaluation processes.
- 4) Analysis of descriptive data like number of children and youth served, dosage of service received, cost of service, and matching funds using City Span data base.
- 5) Site visits that assess program quality.
- 6) Youth are involved in the evaluation design and identification of results.

**Contract Period and Options to Renew**

The term of each agreement is July 1, 2009 to September 30, 2010.

OFCY staff recommends Council authorize the City Administrator to extend the agreements with See Change and Public Profit for two one-year periods, contingent on the contractors' performance. The inclusion of two one-year renewal options assists the evaluator to advance improvements in the evaluation that have been prioritized by the POC and may afford the benefit of continuity in the evaluation team.

**PROJECT DESCRIPTION**

The contract with See Change and with Public Profit will include the following key deliverables:

- A mid-year report that demonstrates evaluation activities and results to date.
- A final report that documents strategy level performance and grantee-level program quality.

The key tasks and activities required through the evaluation contract include project management, evaluation design, training and technical assistance, data collection and analysis, interim and final report preparation, and support through presentations and meetings with the POC, and OFCY staff on the evaluation.

Item: \_\_\_\_\_  
Life Enrichment Committee  
June 9, 2009

See *Attachment A* for a description of Public Profit's scope of work, and *Attachment B* for the See Change scope of work.

## **POLICY DESCRIPTION**

Under the current Kids First! Charter, as amended by Measure OO, 1.5% of total City revenues are annually set aside in a "Children's Fund" for direct services for children and youth for two years and 2.5% is set aside annually thereafter. Measure OO also sets a floor for all non-OFCY spending on services for children and youth tied to spending in the new base year of 2007-2008.

## **EVALUATION OF PAST PERFORMANCE**

Both agreements are new to OFCY and the City. A 2007-2008 evaluation of OUSD's after school programs by Public Profit demonstrates a deep understanding of the after school landscape in Oakland.

## **SUSTAINABLE OPPORTUNITIES**

*Economic:* An economic opportunity is available to youth who will participate in paid internships through the evaluation.

*Environmental:* There are no environmental opportunities at this time.

*Social Equity:* An equity opportunity is available to increase services to immigrant children and youth, children in disadvantaged areas, and youth exposed to violence, regardless of ability to pay.

## **DISABILITY AND SENIOR CITIZEN ACCESS**

OFCY is committed to addressing issues of disability access as a part of the evaluation process and receive technical assistance from the City's ADA Compliance Manager.

## **RECOMMENDATION(S) AND RATIONALE**

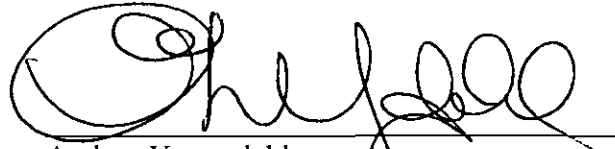
OFCY staff recommends the approval of the resolution to authorize agreements, one with See Change, Inc., and one with Public Profit, LLC, for the evaluation of OFCY grant services, with two one-year options for renewal. This recommendation is based on the determination, following a selection and review process, that See Change is the most qualified and desirable candidate to evaluate strategies in early childhood, older youth, physical and behavioral health, and summer programming, and that Public Profit is the most qualified and desirable candidate to evaluate the after school strategy. Both firms have the experience necessary to successfully complete the evaluation of the Oakland Fund for Children & Youth.

Item: \_\_\_\_\_  
Life Enrichment Committee  
June 9, 2009

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that City Council approve the attached resolution authorizing the City Administrator to execute an agreement with See Change, Inc. in an amount not to exceed \$250,000 for June 1, 2009 through September 30, 2010, with a total amount not to exceed \$750,000 for a three-year period, and an agreement with Public Profit, LLC in an amount not to exceed \$75,000 for June 1, 2009 through September 30, 2010, with a total amount not to exceed \$225,000 for a three-year period.

Respectfully submitted,



Andrea Youngdahl  
Director, Department of Human Services

Reviewed by: Sandra Taylor  
Children and Youth Services Manager  
Department of Human Services

Prepared by: Kelsey Crowe  
Program Planner  
Oakland Fund for Children and Youth

**ATTACHMENTS:**

- A – Public Profit Scope of Work
- B – See Change Scope of Work

**APPROVED AND FORWARDED TO THE  
LIFE ENRICHMENT COMMITTEE:**



\_\_\_\_\_  
Office of the City Administrator

Item: \_\_\_\_\_  
Life Enrichment Committee  
June 9, 2009

Public Profit  
Scope of Work  
After School Services

Month	Primary Activities	Notable Deadlines
June	<ul style="list-style-type: none"> <li>▪ Evaluation plan and instrumentation development.</li> <li>▪ Meetings with OFCY staff, POC evaluation subcommittee members.</li> <li>▪ Finalize location for Youth Research internship</li> </ul>	
July	<ul style="list-style-type: none"> <li>▪ Prep for Q1 meeting.</li> <li>▪ Meet with community-based grantees regarding evaluation design.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver initial evaluation plan and instrumentation to Evaluation subcommittee</li> </ul>
August	<ul style="list-style-type: none"> <li>▪ Schedule site visits.</li> </ul>	<ul style="list-style-type: none"> <li>▪ OFCY Quarterly meeting 1 – input into evaluation design, T/TA</li> </ul>
September	<ul style="list-style-type: none"> <li>▪ Collect and aggregate site visit data.</li> <li>▪ Prep for Q2 meeting.</li> <li>▪ Recruit Youth Researchers, begin classes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver final evaluation plan and instrumentation to Evaluation subcommittee</li> </ul>
October	<ul style="list-style-type: none"> <li>▪ Collect and aggregate site visit data.</li> <li>▪ Follow-up T/TA as needed.</li> </ul>	<ul style="list-style-type: none"> <li>▪ OFCY Quarterly meeting 2 - peer-to-peer learning, T/TA</li> <li>▪ OFCY quarterly reports due</li> </ul>
November	<ul style="list-style-type: none"> <li>▪ Collect and aggregate site visit data.</li> <li>▪ Follow-up T/TA as needed.</li> <li>▪ Youth Researchers develop data visualizations.</li> </ul>	
December	<ul style="list-style-type: none"> <li>▪ Collect and aggregate site visit data.</li> <li>▪ Follow-up T/TA as needed.</li> <li>▪ Prep for Q3 meeting.</li> <li>▪ Begin Mid-Year Findings Report.</li> <li>▪ Youth Researchers begin to formulate qualitative research questions.</li> </ul>	

Public Profit  
Scope of Work  
After School Services

January	<ul style="list-style-type: none"> <li>▪ Collect and aggregate site visit data.</li> <li>▪ Follow-up T/TA as needed.</li> <li>▪ Continue Mid-Year Findings Report.</li> <li>▪ Survey translation and layout.</li> <li>▪ Youth Researchers finalize qualitative research plan; begin outreach to sites.</li> </ul>	<ul style="list-style-type: none"> <li>▪ OFCY Quarterly meeting 3 – site visit findings, grantee-specific questions for surveys, peer-to-peer learning, T/TA</li> <li>▪ OFCY quarterly reports due</li> <li>▪ CDE attendance report due</li> <li>▪ Youth Researchers present qualitative inquiry plan to evaluation team</li> </ul>
<b>Month</b>	<b>Primary Activities</b>	<b>Notable Deadlines</b>
February	<ul style="list-style-type: none"> <li>▪ Follow-up T/TA as needed.</li> <li>▪ Survey replication.</li> <li>▪ Finalize Mid-Year Findings Report.</li> <li>▪ Youth Researchers’ qualitative research.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver Mid-Year Findings Report to Evaluation Subcommittee, POC, and City Council</li> </ul>
March	<ul style="list-style-type: none"> <li>▪ Follow-up T/TA as needed.</li> <li>▪ Prep for Q4 meeting</li> <li>▪ Distribute surveys.</li> <li>▪ Youth Researchers’ qualitative research.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Distribute surveys at OUSD Coordinators’ meeting and to community-based grantees</li> </ul>
April	<ul style="list-style-type: none"> <li>▪ Follow-up T/TA as needed.</li> <li>▪ Youth Researchers’ mapping.</li> </ul>	<ul style="list-style-type: none"> <li>▪ OFCY Quarterly Meeting 4 –interim report findings, peer-to-peer learning, T/TA</li> <li>▪ OFCY quarterly reports due</li> </ul>
May	<ul style="list-style-type: none"> <li>▪ Follow-up T/TA as needed.</li> <li>▪ Collect surveys, begin scanning.</li> <li>▪ Begin Final Findings Report – outline, layout, site visit results.</li> <li>▪ Youth Researchers’ mapping.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Surveys due at OUSD coordinator meeting or to evaluation team</li> <li>▪ Youth Researchers present interactive maps to evaluation team</li> </ul>
June	<ul style="list-style-type: none"> <li>▪ Continue Final Findings Report –survey results, program attendance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ End of 2009-10 school year</li> </ul>



Public Profit  
 Scope of Work  
 After School Services

	<ul style="list-style-type: none"> <li>▪ Finalize survey scanning.</li> </ul>	
July	<ul style="list-style-type: none"> <li>▪ Continue Final Findings Report – program attendance, survey results, and available participant performance data.</li> </ul>	<ul style="list-style-type: none"> <li>▪ OFCY quarterly reports due</li> <li>▪ CDE attendance report due</li> </ul>
August	<ul style="list-style-type: none"> <li>▪ Next-to-final site-level program summaries (w/no test score data)</li> <li>▪ Continue Findings Report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Site-level data profiles to grantees</li> <li>▪ Draft evaluation report to staff and Evaluation Subcommittee</li> <li>▪ Test score data available</li> </ul>
September	<ul style="list-style-type: none"> <li>▪ Finalize Findings Report (including site-level program summaries)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Deliver Final Findings Report to POC, City Council</li> </ul>

See Change  
Scope of Work

Month	Design	Implementation
June - August	<ul style="list-style-type: none"> <li>❖ Finalize scope, workplan, contract w/OFCY</li> <li>❖ Initial planning session with Cityspan</li> <li>❖ Letter of intro to all grantees</li> <li>❖ Follow-up phone call to all grantees</li> <li>❖ Plan and implement Indicator Summit</li> <li>❖ Identify best program quality tool</li> <li>❖ Complete logic model template for summer programs, early childhood, older youth, and physical &amp; behavioral health programs, specifying range of outcomes for each strategy area</li> <li>❖ Design youth survey for summer programs, older youth, and physical &amp; behavioral health programs based on logic model template</li> <li>❖ Design caregiver survey for early childhood programs based on logic model template</li> </ul>	<ul style="list-style-type: none"> <li>❖ Conduct site visits to summer programs to create custom logic models, identifying specific program outcomes</li> <li>❖ Conduct digital storytelling workshops for youth in summer programs</li> <li>❖ Administer youth surveys in summer programs</li> <li>❖ Administer program quality tool in summer programs</li> <li>❖ Gather non-survey outcome data for youth in summer programs</li> </ul>
September - November	<ul style="list-style-type: none"> <li>❖ Recruit youth for Youth in Focus youth-led evaluation process</li> <li>❖ Pilot youth real-time data collection method</li> <li>❖ Design and build online StoryBank to house digital stories</li> </ul>	<ul style="list-style-type: none"> <li>❖ Plan and implement Fall Quarterly Grantee Meeting</li> <li>❖ Conduct site visits to early childhood, older youth, and physical and behavioral health programs to create custom logic models, identifying specific program outcomes</li> <li>❖ Implement Youth in Focus youth-led evaluation</li> <li>❖ Implement real-time youth outcome data collection method with older youth and physical &amp; behavioral health programs</li> <li>❖ Conduct Time1 digital storytelling workshops for caregivers in EC and physical &amp; behavioral programs</li> <li>❖ Administer caregiver surveys in EC programs, and youth surveys in physical &amp; behavioral health programs, and older youth program</li> </ul>

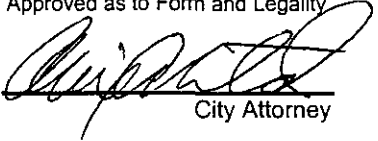
See Change  
Scope of Work

<p>March – May</p>	<ul style="list-style-type: none"> <li>❖ Interim Report to OFCY</li> <li>❖ Plan and implement Spring Quarterly Grantee Meeting</li> <li>❖ Administer program quality tool in older youth and physical &amp; behavioral health programs</li> <li>❖ Conduct interviews for contextual analysis of EC program strategy</li> <li>❖ Time2 digital story creation for caregivers in EC programs, and youth in physical and behavioral health programs</li> <li>❖ Gather non-survey outcome data for children/caregivers in EC programs, youth in older youth programs, and in physical and behavioral health programs</li> </ul>	
<p>Month</p>	<p>Design</p>	<p>Implementation</p>
<p>June – August</p>		<ul style="list-style-type: none"> <li>❖ Plan and implement Summer Quarterly Grantee Meeting</li> <li>❖ Conduct site visits to summer programs to create custom logic models, identifying specific program outcomes</li> <li>❖ Conduct digital storytelling workshops for youth in summer programs</li> <li>❖ Administer youth surveys in summer programs</li> <li>❖ Administer program quality tool in summer programs</li> <li>❖ Gather non-survey outcome data for youth in summer programs</li> <li>❖ Release of Youth Media Project DVD</li> </ul>
<p>Wrap-up</p>	<ul style="list-style-type: none"> <li>❖ Analysis of all data within each strategy area</li> <li>❖ Cross-measure data analysis</li> <li>❖ Report compilation and writing</li> <li>❖ Delivery of presentation to key stakeholders in October 2010</li> </ul>	

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OAKLAND

2009 MAY 28 PM 2:21

Approved as to Form and Legality

  
City Attorney

## OAKLAND CITY COUNCIL

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

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**RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH SEE CHANGE, INC. IN AN AMOUNT NOT TO EXCEED \$250,000 FOR FIFTEEN MONTHS, AND TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH PUBLIC PROFIT, LLC IN AN AMOUNT NOT TO EXCEED \$75,000 FOR FIFTEEN MONTHS, BOTH FOR PROFESSIONAL SERVICES TO EVALUATE THE OAKLAND FUND FOR CHILDREN AND YOUTH FOR THE PERIOD OF JULY 1, 2009 THROUGH SEPTEMBER 30, 2010, WITH AN OPTION TO RENEW EACH AGREEMENT FOR TWO ADDITIONAL ONE-YEAR TERMS IN THE SAME AMOUNTS FOR A TOTAL CONTRACT AMOUNT NOT TO EXCEED \$750,000 FOR SEE CHANGE, INC, AND A TOTAL CONTRACT AMOUNT NOT TO EXCEED \$225,000 FOR PUBLIC PROFIT, LLC**

**WHEREAS**, In November 1996, the voters of Oakland voted to approve Measure K/Kids First! Initiative which established the Oakland Fund for Children and Youth ("OFCY") under Article XIII of the Oakland Municipal Charter to help young people grow to become healthy, productive, and honorable adults and sets aside 2.5% of the City's unrestricted general fund revenues every year for targeted services benefiting children and youth; and

**WHEREAS**, under Article XIII titled Kids First! Oakland Children's Fund, no more than 10% of the monies in the Fund may be used for independent third-party evaluation; and

**WHEREAS**, the Planning and Oversight Committee ("POC") created by Measure K provides oversight and direction for the OFCY evaluation process; and

**WHEREAS**, the POC has received nine (9) proposals for the independent third-party evaluation of OFCY's strategies for the period of July 2009 to September 2010, and POC participated in the evaluation review and selection process to identify two contractors to provide evaluation services; and

**WHEREAS**, it is recommended that the firm See Change, Inc. evaluate OFCY strategies for early childhood, older youth, physical and behavioral health, and summer programming based on the determination that See Change is the most qualified firm to successfully evaluate these strategies; and

**WHEREAS**, it is recommended that the firm Public Profit, LLC evaluate OFCY's after school strategy based on the determination that Public Profit is the most qualified firm to successfully evaluate this strategy; and

**WHEREAS**, the City wishes to enter an agreement for professional services with See Change to evaluate early childhood, older youth, physical and behavioral health, and summer programming in an amount not to exceed \$250,000 for the term of July 1, 2009 through September 30, 2010, with two options to extend the agreement by one additional year each, at the rate of \$250,000 per year, for a total contract amount not to exceed \$750,000; and

**WHEREAS**, the City wishes to enter an agreement for professional services with Public Profit, LLC, to evaluate after school programming in an amount not to exceed \$75,000 for the term of July 1, 2009 through September 30, 2010, with two options to extend the agreement by one additional year each, at the rate of \$75,000 per year, for a total contract amount not to exceed \$225,000; and

**WHEREAS**, the City Council finds that the service is of a professional or technical nature and is temporary in nature; and

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

**RESOLVED**: That the City Administrator or his designee is hereby authorized to negotiate and execute an agreement in an amount not to exceed \$250,000 with See Change, Inc. for the period of July 1, 2009 through September 2010, to evaluate early childhood, older youth, physical and behavioral health, and summer programming, with options to renew the agreement two additional one-year terms in the same amount for a total contract amount not to exceed \$750,000; and, be it

**RESOLVED**: That the City Administrator or his designee is hereby authorized to negotiate and execute an agreement in an amount not to exceed \$75,000 with Public Profit, LLC for the period of July 1, 2009 through September 2010, to evaluate after school programming, with options to renew the agreement two additional one-year terms in the same amount for a total contract amount not to exceed \$225,000; and, be it

**RESOLVED**: That the funds will be allocated from Kid's First Oakland Children's Fund (1780), and OFCY Evaluation FY09/10 Project (P364020); 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, \_\_\_\_\_, 2009

**PASSED BY THE FOLLOWING VOTE:**

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

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_  
LATONDA SIMMONS  
City Clerk and Clerk of the Council  
of the City of Oakland, California