

**CITY OF OAKLAND**  
**AGENDA REPORT**

**FILED**  
**OFFICE OF THE CITY CLERK**  
**OAKLAND**

**2008 NOV 20 PM 1:17**

**TO:** Office of the City Administrator  
**ATTN:** Dan Lindheim  
**FROM:** Department of Human Services  
**DATE:** December 2, 2008

**RE: A Resolution Authorizing The City Administrator To Negotiate And Execute An Agreement With Gibson And Associates For The Period December 11, 2008 Through December 11, 2009, In An Amount Not To Exceed One Hundred Thirty-Five Thousand Dollars (\$135,000) For Professional Services To Develop The Oakland Fund For Children And Youth Strategic Plan (2010-2013)**

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**SUMMARY**

This report seeks approval of a resolution to authorize a contract with Gibson and Associates (G&A) in an amount not to exceed \$135,000 to provide strategic planning services for the Oakland Fund for Children and Youth (OFCY). With the guidance of the OFCY Planning and Oversight Committee (POC) and staff, the consultant will develop and draft the next OFCY Strategic Investment Plan for services for children and youth over the period (2010-2013). The recent passage of Measure OO on November 4, 2008, requires that the Planning and Oversight Committee of OFCY submit a three year Strategic Investment Plan by October, 2009.

**FISCAL IMPACT**

The amount of \$135,000 is available in unspent carryforward project balance for professional services to OFCY in the Kids First! Fund (Fund 1780), Youth Services Organization (78251), FY 01/02 OFCY Evaluation Project (P157620), Undetermined Program (0000).

**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 was then reauthorized in June 2008 by City Council for another 12 years. Measure K amended the City Charter, setting 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. The current four-year Strategic Plan was approved for the period beginning November 1, 2006 and will end June 30, 2010.

The recent passage of Measure OO by a simple majority of the voters on November 4, 2008 confirms OFCY's Planning and Oversight Committee, as responsible for strategic planning, funding guidelines and recommendations, and evaluation of OFCY initiatives. The Planning and Oversight Committee oversees the development and approves a three-year Strategic Investment

Plan to guide the allocation of funds. The next Strategic Plan will be submitted to the City Council in October 2009 and will cover the three year period beginning July 1, 2010.

### Long Range Vision

OFCY's 2006-2010 Strategic Plan includes a compelling vision for the future of children and youth which was crafted during the strategic planning process in 2005:

*"All children and youth in Oakland are celebrated and supported by a caring network of organizations. As powerful, engaged residents, Oakland's children and youth contribute to creating a vibrant and prosperous community life and a safe, equitable, sustainable, and culturally rich city."*

The Plan established five key funding strategies. These include 1) Physical and Behavioral Health, 2) Summer Enrichment, 3) After School Services, 4) Early Childhood Services, and 5) Older Youth services. OFCY's next Strategic Plan will build upon knowledge from investing in the strategies listed above and underscore the commitment to the four OFCY guiding principles: child and youth involvement, youth development, family involvement, and outreach.

### **KEY ISSUES AND IMPACTS**

The POC is charged with the task of creating a Strategic Plan that provides a community vision and a framework to guide the annual allocation of OFCY funds. The Strategic Plan assesses the environment of Oakland, examines funding and youth service gaps, determines desired outcomes, and sets funding policy for the Fund. The next plan will be the tool used annually to guide the development of the Requests for Proposals (RFP) and to guide the POC's decision-making over the next three years of the Kids First! Initiative.

### Consultant Selection Process

On August 15, 2008, the POC released the RFP for development of a Strategic Plan. Staff received 3 proposals on September 19, 2008, each of which involved significant partnerships representing a total of 9 firms and consulting agencies. Proposals were reviewed and scored by members of the POC Strategic Planning Subcommittee. Interviews were conducted with all applicants. Following interviews and ranking, the team selected Gibson and Associates to help lead the OFCY strategic planning process. The remaining two applications were from Hatchuel, Tabernik and Associates (ranked second) and Harder and Company (ranked third).

Gibson and Associates displayed the necessary skills and experience to produce a high quality product, demonstrated a keen understanding of concerns and opportunities for public investment into youth services, partnered with a highly skilled technical partner for data analysis, and demonstrated a youth-centered philosophy. The firm has experience facilitating planning processes and evaluations for funding initiatives including the Mental Health Services Act, the Irvine Strategic Plan for Children and Youth, Measure Y, and OUSD's early childhood literacy program.

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A partner agency, Resource Development Associates, has significant background in secondary and primary data collection, analysis and evaluation. RDA has worked for several youth serving public agencies including the San Francisco Department of Children and Youth and Families on Outcome Evaluation, research and planning for the Mental Health Services Act in Merced and San Joaquin Counties, and Alameda County's SART Children's Screening Assessment Resource and Treatment (SART) Initiative for children under five.

As a third partner, students from MetWest will serve on the Youth Planning Team. The Youth Planning Team will work alongside the consultant team, developing important skills and abilities in relation to strategic planning, while also ensuring that the youth voice is appropriately represented in the process. MetWest is one of forty public high schools around the country pioneering a model of internship-based education.

The firm proposed sound strategies to reach the "voice" of the community, demonstrated a strong understanding of the challenges of conducting a public strategic planning process, and presented the best approach to achieve the POC's goal of a focused plan.

## **PROJECT DESCRIPTION**

### Scope of Services and Timeline

The strategic planning consultant will assist staff in amending and updating the current OFCY community needs assessment. This will include interviews, focus groups, surveys, and research on youth in Oakland.

The consultant, Gibson and Associates, and their organizational partner in youth outreach, MetWest High School, along with their partner Resource Development Associates (RDA), will conduct comprehensive needs assessments that include collecting secondary data through known city, county and neighborhood partners; conduct primary research through focus groups with community members, parents, and youth; and conduct stakeholder interviews with key city and county political and agency stakeholders. The POC is committed to ensuring that the strategic planning work is community based and that youth are meaningfully involved with the process.

The scope of services includes providing support to the POC in conducting a public process for developing the new three-year strategic plan for years 2010-2013. The plan will include extensive public input, youth involvement, and ongoing methods for engaging the community and other OFCY partners.

The proposed phases include, but are not limited to:

- Phase 1: Assessing Community Needs and Assets
- Phase 2: Identifying Outcomes to Achieve
- Phase 3: Defining Indicators to Measure Outcomes
- Phase 4: Defining Strategies to Achieve Outcomes
- Phase 5: Developing the Strategic Plan

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- Phase 6: Completing the Final Draft Strategic Plan  
Phase 7: Engaging community and stakeholder feedback on the Draft Plan  
Phase 8: Present and adopt the Final Plan for the POC and City Council

The POC must approve the Draft Strategic Plan (2010-2013) by August 2009 to submit the final plan for Council adoption by October 2009.

## **EVALUATION OF PAST PERFORMANCE**

Gibson and Associates produced OFCY's last strategic plan for 2006-2010. They received positive feedback from community members and the POC for having guided POC members and the community towards a more focused and strategic plan. Their process of stakeholder inclusion and use of best practice literature was thorough. OFCY expects the same rigor in analysis, research, and community participation in the development of the 2010-2013 plan.

## **SUSTAINABLE OPPORTUNITIES**

### **Economic:**

Gibson and Associates is in compliance with the Oakland Living Wage Ordinance and is a Small Local Business as defined by the Small/Local Business Enterprise (S/LBE) Program.

### **Environmental:**

There is no known environmental impact.

### **Social Equity:**

The OFCY strategic planning process results in direct social benefits such as organizational capacity building, youth development, youth employment opportunities, and a wide range of afterschool programming to benefit and enhance the lives of children and youth in Oakland.

## **DISABILITY AND SENIOR CITIZEN ACCESS**

OFCY is committed to addressing issues of disability access as a part of the strategic planning process and seeks technical assistance by working with the City's ADA Compliance Manager.

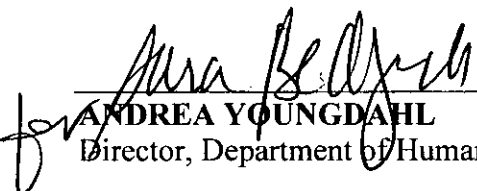
## **RECOMMENDATION(S) AND RATIONALE**

Staff and the POC recommend the approval of a contract with Gibson and Associates to prepare the Strategic Plan (2010-2013) for the Oakland Fund for Children and Youth. This recommendation is based on the determination, following a selection and review process, that Gibson and Associates is the most qualified candidate, with the experience necessary to successfully complete the Strategic Plan.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff recommends that City Council approve a resolution authorizing the City Administrator to execute an agreement with Gibson and Associates in an amount not to exceed \$135,000 for the period of December 11, 2008 to December 11, 2009.

Respectfully submitted,

  
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**ANDREA YOUNGDAHL**  
Director, Department of Human Services

Reviewed by:  
Sandra Taylor, Children and Youth Services  
Manager

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

APPROVED AND FORWARDED TO THE  
LIFE ENRICHMENT COMMITTEE:

  
\_\_\_\_\_  
**OFFICE OF THE CITY ADMINISTRATOR**

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Life Enrichment Committee  
December 2, 2008

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2008 NOV 20 PM 1: OAKLAND CITY COUNCIL

Approved as to Form and Legality

  
City Attorney

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

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**A RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO NEGOTIATE AND EXECUTE AN AGREEMENT WITH GIBSON AND ASSOCIATES FOR THE PERIOD DECEMBER 11, 2008 THROUGH DECEMBER 11, 2009, IN AN AMOUNT NOT TO EXCEED ONE HUNDRED THIRTY-FIVE THOUSAND DOLLARS (\$135,000) FOR PROFESSIONAL SERVICES TO DEVELOP THE OAKLAND FUND FOR CHILDREN AND YOUTH STRATEGIC PLAN (2010-2013)**

**WHEREAS**, the Kids First! Initiative amended the City Charter and established the Oakland Fund for Children and Youth (hereafter known as "OFCY") to support direct services for children and youth; and

**WHEREAS**, the Charter Amendment stipulates that the Planning and Oversight Committee ("POC") every three years submit to the City Council for its adoption a three-year strategic plan and their corresponding program funding recommendations; and

**WHEREAS**, the City released a Request for Proposals to secure a consultant to conduct a three-year strategic planning process and develop a strategic plan for 2010-2013; and

**WHEREAS**, the City and the POC received three (3) proposals, and conducted a proposal review and selection process to identify one contractor to provide strategic planning services; and

**WHEREAS**, the POC recommended the firm Gibson and Associates ("G & A") as the strategic planning contractor for OFCY for the period December 11, 2008 through December 11, 2009 based on the POC's determination that G&A is the most qualified firm to successfully complete the Strategic Plan; and

**WHEREAS**, the City wishes to enter an agreement for professional services with Gibson and Associates to develop the 2010-2013 Oakland Fund for Children and Youth Strategic Plan in an amount not to exceed \$135,000; 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 this agreement shall not result in loss of employment or salary by any person having permanent status in the competitive services; and

**WHEREAS**, there is sufficient funds available in unspent carryforward project balance

in Kids First! Oakland Children's Fund (1780), Youth Services Organization (78251), FY01-02 OFCY Evaluation Project (P157620), Undetermined Program (0000); and

**RESOLVED:** That the City Council approves the allocation of unspent monies from prior years in an amount not to exceed \$135,000 from Kids First! Oakland Children's Fund (1780), Youth Services Organization (78251), FY 01-02 OFCY Evaluation Project (P157620), Undetermined Program (0000) for strategic planning of the Oakland Fund for Children and Youth, and, be it further

**RESOLVED:** That the City Administrator or her designee is hereby authorized to negotiate and execute a contract in an amount not to exceed \$135,000 with Gibson and Associates to develop the OFCY Strategic Plan for 2010-2013; 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 this Resolution and its basic purpose, at no additional contract costs; 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, NADEL, QUAN, REID, WAN and PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_  
CEDA FLOYD  
City Clerk and Clerk of the Council  
of the City of Oakland, California