

REDEVELOPMENT AGENCY AND THE  
CITY OF OAKLAND  
AGENDA REPORT

FILED  
OFFICE OF THE CITY CLERK  
OAKLAND

2009 JAN 15 PM 3:34

TO: Office of the City Administrator  
ATTN: Dan Lindheim  
FROM: Community and Economic Development Agency  
DATE: January 20, 2009

RE: **A Supplemental Report On A Resolution Authorizing A  
Professional Services Agreement With The Oakland Merchant  
Leadership Forum**

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**SUMMARY**

This report is in response to a request by Community and Economic Development Committee for the 2007-2008 Oakland Merchant Leadership Forum (OMLF) Program Evaluation. A copy of the formal CEDA contract evaluation of OMLF's performance in FY 07-08 is included as **Attachment A**, the Scope of Services against which OMLF was evaluated is included as **Attachment B**, and the CEDA Project Manager evaluation with more detail is included as **Attachment C**.

Respectfully Submitted,

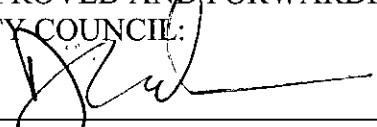
*for Patrick A. Lindheim*

Dan Lindheim, Director  
Community and Economic Development Agency

Reviewed By:  
Gregory D. Hunter  
Deputy Director, Economic Development and Redevelopment

Prepared By:  
Aliza Gallo  
Business Development Services Manager  
Economic Development Division

APPROVED AND FORWARDED TO THE  
CITY COUNCIL:

  
Office of the City/Agency Administrator

**Attachments**

Item: \_\_\_\_\_  
City Council  
January 20, 2009

# CONTRACTOR PERFORMANCE EVALUATION

## Assessment Guidelines

|                   |   |
|-------------------|---|
| Outstanding       | Performance exceeds contractual requirements.   |
| Satisfactory      | Performance meets contractual requirements.   |
| Needs Improvement | Performance meets contractual requirements only after extensive corrective action was taken.  |
| Unsatisfactory    | Performance does not meet contractual requirements. The contractual performance being assessed reflects serious problems for which corrective actions were ineffective. |

## Section 1: General Evaluation

Contractor

Contractor Type

If Other

Contract Amount (Amount must be \$5,000 or more)

Date of Notice to Proceed

Date of Projected Completion

Date of Final Completion

Evaluator Name

Evaluator Title

Type of Contract

If Other

Amend Amount  YES  NO

Amend Time  YES  NO

| SCOPE OF WORK AND PERFORMANCE |  | Unsatisfactory        | Needs Improvement                       | Satisfactory                            | Outstanding                         |
|-------------------------------|--|-----------------------|---|---|-------------------------------------|
| 1                             | How would you describe the overall quality of the Contractor's performance based upon the contract's scope of work?  | <input type="radio"/> | <input type="radio"/>                   | <input checked="" type="radio"/>        | <input type="radio"/>               |
| 1a                            | Was there a need to take corrective actions?<br>☛ If "Yes", please specify date(s) and reason(s) for the correction(s) and proceed to 1B. If "No", Skip to Question 2<br><input type="text"/>  |                       |   | <input type="radio"/> YES               | <input checked="" type="radio"/> NO |
| 1b                            | If corrective actions were required, how would you rate the quality of the Contractor's corrections?   | <input type="radio"/> | <input type="radio"/>                   | <input type="radio"/>                   | <input type="radio"/>               |
| 2                             | How would you rate the organization, presentation, clarity and conciseness of the work/reports prepared by the Contractor?<br>Please use Section 2: Contract-Specific Criteria to provide more detailed information.                       | <input type="radio"/> | <input type="radio"/>                   | <input checked="" type="radio"/>        | <input type="radio"/>               |
| 3                             | How would you rate the expertise and skills of the personnel assigned by the Contractor to satisfactorily perform the work required under the contract?  | <input type="radio"/> | <input type="radio"/>                   | <input checked="" type="radio"/>        | <input type="radio"/>               |
| 4                             | How would you rate the coordination of the Contractor with sub-contractors and others involved in the project? <b>If N/A, Skip to Question 5</b><br>Please use Section 2: Contract-Specific Criteria to provide more detailed information. | <input type="radio"/> | <input type="radio"/>                   | <input checked="" type="radio"/>        | <input type="radio"/>               |
| 5                             | Were there <b>other</b> issues related to "Work Performance"?<br>☛ If "Yes", please explain.<br><input type="text"/>   |                       | <input type="radio"/> YES, Major Issues | <input type="radio"/> YES, Minor Issues | <input checked="" type="radio"/> NO |
| 6                             | Would you select this firm again for this type of project or program?<br>☛ If "No", please explain.<br><input type="text"/>  |                       |   | <input checked="" type="radio"/> YES    | <input type="radio"/> NO            |

|   | <b>TIMELINESS</b>   | Unsatisfactory        | Needs Improvement                          | Satisfactory                               | Outstanding                            |
|---|---|-----------------------|--|--|--|
| 7 | How would you rate the Contractor's performance in completing the work/services within the time required by the contract?                         | <input type="radio"/> | <input type="radio"/>                      | <input checked="" type="radio"/>           | <input type="radio"/>                  |
| 8 | How would you rate the timeliness of any Contractor requests for amendments extending the time of the contract? <b>If N/A, Skip to Question 9</b> | <input type="radio"/> | <input type="radio"/>                      | <input checked="" type="radio"/>           | <input type="radio"/>                  |
| 9 | Were there <b>other</b> issues related to timeliness?<br>☛If "Yes", please explain.<br><input type="text"/>                                       |                       | <input type="radio"/><br>YES, Major Issues | <input type="radio"/><br>YES, Minor Issues | <input checked="" type="radio"/><br>NO |

|    | <b>FINANCIAL ADMINISTRATION</b>  | Unsatisfactory        | Needs Improvement                            | Satisfactory                                 | Outstanding                            |
|----|--|-----------------------|--|--|--|
| 10 | How would you rate the accuracy and completeness of the Contractor's billings?   | <input type="radio"/> | <input type="radio"/>                        | <input checked="" type="radio"/>             | <input type="radio"/>                  |
| 11 | Did the contractor request any increase to the contract amount based on the <u>original</u> scope of work?<br>☛If "Yes", please list the requested increase in contract amount<br>Number of Requests <input type="text"/><br>Total Requested Amounts <input type="text"/><br>Total Settlement Amount: <input type="text"/> |                       | <input type="radio"/><br>YES, Major Requests | <input type="radio"/><br>YES, Minor Requests | <input checked="" type="radio"/><br>NO |
| 12 | How would you rate the reasonableness of the Contractor's price quotes for changed or additional work? <b>If N/A, Skip to Question 13</b>  | <input type="radio"/> | <input type="radio"/>                        | <input type="radio"/>                        | <input type="radio"/>                  |
| 13 | Were there any billing disputes?<br>☛If "Yes", please explain.<br><input type="text"/>   |                       | <input type="radio"/><br>YES Major Disputes  | <input type="radio"/><br>YES Minor Disputes  | <input checked="" type="radio"/><br>NO |
| 14 | Were there any <b>other</b> financial issues?<br>☛If "Yes", please explain.<br><input type="text"/>  |                       | <input type="radio"/><br>YES, Major Issues   | <input type="radio"/><br>YES, Minor Issues   | <input checked="" type="radio"/><br>NO |

| COMMUNICATION |   | Unsatisfactory        | Needs Improvement                                | Satisfactory                                     | Outstanding                            |
|---------------|---|-----------------------|--|--|--|
| 15            | How would you rate the Contractor's responsiveness to the Project Manager's questions, requests, changes, etc.?   | <input type="radio"/> | <input type="radio"/>                            | <input checked="" type="radio"/>                 | <input type="radio"/>                  |
| 16            | Please rate whether the Contractor communicated with the <u>Project Manager</u> in a timely manner regarding the following items:   |                       |  |  |  |
|               | 16a. Notification of any significant issues that arose?<br><b>If N/A, Skip to Question 16b</b>  | <input type="radio"/> | <input type="radio"/>                            | <input checked="" type="radio"/>                 | <input type="radio"/>                  |
|               | 16b. Critical staffing issues (changes, replacements, additions, etc.)?<br><b>If N/A, Skip to Question 16c</b>  | <input type="radio"/> | <input type="radio"/>                            | <input type="radio"/>                            | <input type="radio"/>                  |
|               | 16c. Periodic progress reports if required by the contract (both verbal and written)? <b>If N/A, Skip to Question 17</b>  | <input type="radio"/> | <input type="radio"/>                            | <input checked="" type="radio"/>                 | <input type="radio"/>                  |
| 17            | How would you rate the Contractor's interaction, courtesy and helpfulness in dealing with: <ul style="list-style-type: none"> <li>• City/ ORA Staff</li> <li>• General public</li> <li>• Partners/ Stakeholders</li> <li>• Other public agencies</li> </ul> | <input type="radio"/> | <input type="radio"/>                            | <input checked="" type="radio"/>                 | <input type="radio"/>                  |
| 18            | Please rate the quality of the contractor's public presentation(s).<br><b>If N/A, Skip to Question 19</b>   | <input type="radio"/> | <input type="radio"/>                            | <input checked="" type="radio"/>                 | <input type="radio"/>                  |
| 19            | Were there any <b>other</b> issues related to communication issues?<br>☞ If "Yes", please explain.<br><div style="border: 1px solid black; height: 20px; width: 50%; margin-top: 5px;"></div>   |                       | <input type="radio"/><br>YES,<br>Major<br>Issues | <input type="radio"/><br>YES,<br>Minor<br>Issues | <input checked="" type="radio"/><br>NO |

Based on the weighting factors below, the Contractor's overall score has been calculated from the four categories above.

| RATING - SECTION 1 |   | Possible Score | Actual Score |
|--------------------|---|----------------|--------------|
| 1.                 | Score for Scope of Work and Performance | 35             | 31           |
| 2.                 | Score for Timeliness                    | 15             | 13           |
| 3.                 | Score for Financial Administration      | 20             | 19           |
| 4.                 | Score for Communication                 | 30             | 25           |


|                    |     |    |
|--------------------|-----|----|
| <b>TOTAL SCORE</b> | 100 | 88 |
| <b>PERCENTAGE</b>  | 88  |    |

Outstanding: 100% to 90%  
Satisfactory: 89% to 70%  
Needs Improvement: 69% to 60%  
Unsatisfactory: 59% or less


## Section 2: Contract-Specific Criteria

Use this section to highlight contract-specific information and any other performance criteria not covered in Section 1.

- Click the 'File Attachment' icon to attach applicable documentation (scope of work, evaluation matrices, deliverable tracking templates, etc.).



OMLF 2007-08 Final Scope of Work (7107-63008).doc  
Microsoft Word Document  
33.0 KB



EVALUATION OF 2007-2008 OMLF SCOPE OF SERVICES.doc  
Microsoft Word Document  
40.0 KB

 File Attachment

- Enter comments summarizing/explaining your attachments in the blank field provided.

Attachment 1: Scope of Work approved by Resolution No. 21219 C.M.S. amending the City's Professional Services Contract with Oakland Merchant Leadership Forum in the amount of \$40,000 for a total contract of \$112,500 for the total period of July 1, 2007- June 30, 2008. Attachment 2: Project Manager Evaluation.

- Rate the Contractor based on the information and comments submitted.

| <b>RATING - SECTION 2</b>  | Unsatisfactory | Needs Improvement | Satisfactory | Outstanding |
|--|----------------|-------------------|--------------|-------------|
| Rate your Contractor's overall performance in relation to information provided in Section 2. | ☐              | ☐                 | ●            | ☐           |

## Overall Rating

| RATING - FINAL                        | Unsatisfactory | Needs Improvement | Satisfactory | Outstanding |
|---------------------------------------|----------------|-------------------|--------------|-------------|
| Rate overall Contractor's performance | C              | C                 | D            | C           |

- (1) Submit evaluation to Unit Supervisor for review.
- (2) Save Evaluation Form to shared drive: \Library2\redvelopment\ScheduleL2\Completed Evaluation Forms.

  
 Project Manager

Aliza Gallo  
 Print Name

1/13/2009  
 Date

  
 Supervisor

Patrick S Lane  
 Print Name

1/15/09  
 Date

2007-2008  
**SCOPE OF SERVICES:  
OAKLAND MERCHANTS LEADERSHIP FORUM  
"CONTRACTOR"**

**Purpose:**

The Contractor shall assist the City of Oakland with the development of Oakland's neighborhood commercial districts by supporting merchant associations through outreach, organizational development, technical assistance and event promotion and marketing activities. Additionally OMLF shall specifically spearhead the Shop Oakland Holiday Shopping Campaign and the Oakland Passport Shoppers Program.

Under the terms and conditions of this contract, the Contractor is responsible for three special activities: provide support services as directed for the City wide Retail Enhancement Project; provide a forum for Oakland's Business Improvement Districts (BIDs); and provide special outreach and training services to East and West Oakland commercial districts (contingent as described below).

The proposed contract amount is \$72,500 for the contract term of July 1, 2007 to December 31, 2007; if performance is satisfactory and all contract objectives are achieved, the intention of both parties is to renew the agreement. It is CEDA's intention to amend this Agreement to recommend increasing the contract amount to \$112,500. One item in this scope of work shall only be completed by the Contractor if the amount is increased to at least \$112,500; it is marked as "contingent."

The contract is between the CEDA – Business Development Services and the OMLF. The City of Oakland Project Manager is – Aliza Gallo.

**Technical Assistance, Communications and Outreach**

- Convene monthly educational forums for commercial district leaders with presentations on topics pertinent to small businesses and neighborhood commercial districts, including customer service, crime prevention, marketing, information on City of Oakland programs and services, etc. Provide direct merchant-to-city leaders contact and commercial district-to-commercial district networking and communication opportunities.

- This deliverable is CONTINGENT on the increase in the contract amount as described above. OMLF will be responsible for organizing two technical assistance efforts for neighborhood commercial districts in East and West Oakland. In East Oakland, OMLF will organize a workshop. The workshop will be designed to provide the necessary information and resources for the district to strengthen their district associations and will include high quality professional trainer(s), useful handouts, and refreshments. In West Oakland, OMLF will assist the City in identifying merchant leaders and host a meeting to define a technical assistance program. CEDA and OMLF will work together to publicize these events. Additionally OMLF will assist merchants in both of these districts with implementing a web-based "affinity group" network



provided by Business Commons, Inc. (the \$500 cost per district shall be paid by CEDA). This effort will be conducted in partnership with CEDA staff.

- Serve as an information and referral resource for commercial district leaders on topics related to merchant organizing, district marketing, promotional event planning, etc. Maintain a call and email log of inquires made and responses provided. Contractor will be responsible for submitting the log with each invoice to City of Oakland.
- Update and distribute Merchant Association Tool Kit by the end of November 2007 on line as well as hard copy distribution to commercial district leaders and other individuals or agencies, as requested by Project Manager. Coordinate with various City agencies to include current and correct information on City services and programs aimed at small businesses, particularly merchants. OMLF will work expeditiously with CEDA to assist CEDA staff in securing translation of the Tool Kit from the City of Oakland Equal Access Office into other languages.
- Disseminate information through OMLF website, mailings, telephone, etc., about current topics of importance to commercial districts and small businesses such as upcoming City Council agenda items, conferences, events and opportunities.
- Create and maintain a database of merchant associations including name of association leader and contact information. OMLF will provide an updated merchant association listing to Project Manager no later than September 9, 2007. The list should include the name of the association, leader, address, telephone, address and email address.
- Assist the City's Business Division with the Citywide Retail Enhancement Project by contacting Oakland merchants with the goal of arranging fifty (50) interviews of Bid Managers, Merchant Organization leaders and merchants for interviews for the Project.
- Provide assistance to the Oakland Business Improvement Districts (BIDs) by hosting meetings with City representatives, staffing an OMLF subcommittee and advising City on BID issues. Overall, OMLF will provide a forum for BID Managers

### **Marketing and Promotion**

- Maintain OMLF website to include up-to-date information about coming events hosted by Oakland's neighborhood commercial districts.
- Collaborate with the City's Marketing Division on the Shop Oakland campaign, including alerting businesses and district leaders to cooperative advertising opportunities. OMLF will document districts contacted and participating in the Shop Oakland Campaign. The overall goal is to increase the number of businesses participating in the Program and identify ways to involve a diversity of businesses and neighborhood commercial districts.
- OMLF will assist City in the formalization of the MAAP funding program. The Program guidelines will be developed by September 1, 2007. OMLF will be responsible for notifying all

merchant associations of the new guidelines and assist the City CEDA and Marketing Staff in the process of selecting recipients of the MAAP funds.

- Collaborate with the City's Marketing Division to recruit merchants to participate in the Oakland Passport Program and to produce the Passport for publication in fall 0. The Oakland Passport Program is a book of special offers from Oakland merchants to promote shopping in local neighborhood commercial districts.

## EVALUATION OF 2007-2008 SCOPE OF SERVICES: OAKLAND MERCHANTS LEADERSHIP FORUM

### Overview:

On July 10, 2007, the City Council approved Resolution No. 80750 C.M.S., authorizing the City Administrator to execute a Sole Source Professional Services Contract with OMLF in the amount of \$72,500 for the period of July 1, 2007 to December 31, 2007, to plan and convene monthly educational forums for merchant leaders and coordinate merchant participation in the City of Oakland's Shop Oakland Marketing Campaign. The City Council determined that OMLF was uniquely qualified to coordinate development and capacity building of merchant association and to coordinate the participation of Oakland merchants in various promotion campaigns.

In April 2008, the City Council approved a \$40,000 contract amendment with OMLF for a total contract amount of \$112,500 for FY 07-08 (Resolution No. 81219 C.M.S.). The contract is between the CEDA – Business Development Services and the OMLF.

### Overall Evaluation:

Based on the Economic Development and Redevelopment Divisions Evaluation Process, the contractor work performed in 2007-2008, is rated as **Satisfactory**. OMLF met all of its contract goals.

### Technical Assistance, Communications and Outreach

- *Convene monthly educational forums for commercial district leaders with presentations on topics pertinent to small businesses and neighborhood commercial districts, including customer service, crime prevention, marketing, information on City of Oakland programs and services, etc. Provide direct merchant-to-city leaders contact and commercial district-to-commercial district networking and communication opportunities.*

The Oakland Merchant Leadership Forum convened 12 forums during the contract period. Forum topics included: City Support for Commercial Districts; City Wide Retail Enhancement Presentation; Shop Oakland and Holiday Marketing; Oakland Passport Campaign; Commercial District Parking Issues; Oakland Retail Strategy Overview; Small Business Financing Options; and Crime & Safety in Commercial Districts. Attendance at the events was

- *OMLF will be responsible for organizing two technical assistance efforts for neighborhood commercial districts in East and West Oakland. In East Oakland, OMLF will organize a workshop. The workshop will be designed to provide the necessary information and resources for the district to strengthen their district associations and will include high quality professional trainer(s), useful handouts, and refreshments. In West Oakland, OMLF will assist the City in identifying merchant leaders and host a meeting to define a technical assistance program. CEDA and OMLF will work together to publicize these events. Additionally OMLF will assist*

*provided by Business Commons, Inc. (the \$500 cost per district shall be paid by CEDA). This effort will be conducted in partnership with CEDA staff.*

In July 2008, OMLF did hold two merchant workshops in East and West Oakland.

- Serve as an information and referral resource for commercial district leaders on topics related to merchant organizing, district marketing, promotional event planning, etc. Maintain a call and email log of inquires made and responses provided. Contractor will be responsible for submitting the log with each invoice to City of Oakland.*

OMLF has maintained a log of inquiries and responses or actions taken from July 12, 2007 to October 28, 2008. In this period OMLF has had nearly 100 requests from a variety of sources including district leaders, individual business owners, and business service organizations and various city agencies and City Council offices. The log was submitted to the Project Manager.

- Update and distribute Merchant Association Tool Kit by the end of November 2007 on line as well as hard copy distribution to commercial district leaders and other individuals or agencies, as requested by Project Manager. Coordinate with various City agencies to include current and correct information on City services and programs aimed at small businesses, particularly merchants. OMLF will work expeditiously with CEDA to assist CEDA staff in securing translation of the Tool Kit from the City of Oakland Equal Access Office into other languages.*

OMLF did update the Oakland Merchant Tool Kit and was fully uploaded on the OMLF website. Project Manager did approve OMLF's recommendation not to print multiple copies of binder due to cost and only provide binder, upon request. OMLF did contact City of Oakland Equal Access Office as required. Due to cost, translations have not yet been completed.

- Disseminate information through OMLF website, mailings, telephone, etc., about current topics of importance to commercial districts and small businesses such as upcoming City Council agenda items, conferences, events and opportunities.*

OMLF did increase its outreach to merchant groups and BIDS through upgraded website, e-communications. OMLF also completed an update to a database of over 1,200 contacts.

- Create and maintain a database of merchant associations including name of association leader and contact information. OMLF will provide an updated merchant association listing to Project Manager no later than September 9, 2007. The list should include the name of the association, leader, address, telephone, address and email address.*

OMLF met this requirement.

- *Assist the City's Business Division with the Citywide Retail Enhancement Project by contacting Oakland merchants with the goal of arranging fifty (50) interviews of Bid Managers, Merchant Organization leaders and merchants for interviews for the Project.*

OMLF assisted the CEDA Business Development staff with organizing merchant interviews as part of the development of the City Wide Retail Enhancement Strategy. 45 interviews were completed.

- *Provide assistance to the Oakland Business Improvement Districts (BIDs) by hosting meetings with City representatives, staffing an OMLF subcommittee and advising City on BID issues. Overall, OMLF will provide a forum for BID Managers*

OMLF did organize and staff two BID Managers meetings.

### ***Marketing and Promotion***

- *Maintain OMLF website to include up-to-date information about coming events hosted by Oakland's neighborhood commercial districts.*
- *Collaborate with the City's Marketing Division on the Shop Oakland campaign, including alerting businesses and district leaders to cooperative advertising opportunities. OMLF will document districts contacted and participating in the Shop Oakland Campaign. The overall goal is to increase the number of businesses participating in the Program and identify ways to involve a diversity of businesses and neighborhood commercial districts.*

OMLF did work closely with the City's Marketing Division to plan the 2007 Shop Oakland campaign and was responsible for distributing 66,500 Shopping bags to 30 different merchant locations for distribution to other businesses. In 2008, OMLF collaborated with the City's Oakland Recycles Program to produce 100,000 reusable shopping bags to distribute for free to Oakland Merchants. OMLF organized a very successful Shop Oakland promotional campaign - "Oakland Grown."

- *OMLF will assist City in the formalization of the MAAP funding program. OMLF will be responsible for notifying all merchant associations of the new guidelines and assist the City CEDA and Marketing Staff in the process of selecting recipients of the MAAP funds.*

OMLF did assist staff in formalizing the Merchant Association Assistance Grant Program (MAAP) by providing the City input on grant objectives and application requirements. OMLF was responsible for promoting the merchant grant program. Fourteen grant applications were reviewed by OMLF staff and a Board Committee. City Project Manager made the final decision on grant recipients.

- *Collaborate with the City's Marketing Division to recruit merchants to participate in the Oakland Passport Program and to produce the Passport for publication in fall 07. The Oakland Passport Program is a book of special offers from Oakland merchants to promote shopping in local neighborhood commercial districts.*

OMLF did assist in the implementation of the 2007 "Oakland Passport" Promotion Campaign - 115 Oakland retailers and merchants in 16 commercial districts participated due to outreach efforts of the City and OMLF; 100,000 books were distributed. OMLF raised \$5,000 worth of prize donations from Oakland businesses and generated \$8,000 in advertisements.