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CITY OF OAKLAND

# AGENDA REPORT

**TO:** Sabrina B. Landreth  
City Administrator

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

**SUBJECT:** Oakland Unite Consultant Contracts -  
Employer Engagement/Training and  
Technical Assistance

**DATE:** June 28, 2016

City Administrator Approval

Date:

*[Handwritten Signature]*  
*6/29/16*

## RECOMMENDATION

**Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To Enter Into A Professional Services Agreement With:**

**(1) Urban Strategies Council, In An Amount Not To Exceed \$100,000, To Provide Employer And Training Partner Engagement Services To Support The Hiring of Oakland Unite Participants From July 1, 2016 To June 30, 2017 With A One-Year Option To Renew For A Total Amount Not To Exceed \$200,000;**

**(2) Pathways Consultants, In An Amount Not To Exceed \$30,000, To Provide Employer Engagement Services To Support The Hiring of Oakland Unite Participants From July 1, 2016 To June 30, 2017 With A One-Year Option To Renew For A Total Amount Not To Exceed \$50,000; And**

**(3) Bright Research Group, In An Amount Not To Exceed \$250,000, To Plan And Deliver Training And Technical Assistance To Oakland Unite Grantees, From July 1, 2016 To June 30, 2017 With A One-Year Option To Renew For A Total Amount Not To Exceed \$500,000.**

## EXECUTIVE SUMMARY

Following a competitive Request for Qualifications (RFQ) process, Oakland Unite (OU) is seeking approval to enter into professional services agreements with three selected agencies to provide planning and implementation in two service categories, 1) employer and training partner engagement to increase employment opportunities for OU participants, and 2) planning and coordinating training and technical assistance to enhance service provision by OU providers. Urban Strategies Council and Pathways Consultants will provide employer engagement services and Bright Research Group will develop and coordinate a training and technical

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assistance plan for the OU provider network. Contracts will run for two years and contract success will be tracked by staff.

The initial term for the agreements is July 1, 2016 to June 30, 2017 with a one-year option to renew based upon performance.

## **BACKGROUND / LEGISLATIVE HISTORY**

The violence intervention and prevention programs administered by OU within the Human Services Department (HSD) and funded under the 2014 Oakland Public Safety and Services Violence Prevention Act (hereinafter "Safety and Services Act") provide an array of intensive services to youth and young adults at highest risk of violence.

The Safety and Services Act (also known as Measure Z) establishes a Public Safety and Services Violence Prevention Oversight Commission (SSOC), whose members received and approved a priority spending plan for violence prevention and intervention funds received through the ordinance on May 27, 2015. The City Council approved July 21, 2015 (Resolution No. 85720 C.M.S.) the full spending plan which included \$300,000 annually to be awarded through a RFQ process to qualified organizations.

The spending plan for January 2016 through Fiscal Year (FY) 2017-2018 (2.5 years) detailed the plan to issue an RFQ to secure services to support and strengthen the OU network in two different areas.

**Category #1-** Employer Engagement Services were included in the Education and Economic Self-Sufficiency Strategy Area as a *Business Liaison* to:

- Work with employers and funded employment agencies on creating jobs and career pathways that meet employer needs
- Focus on building employer-readiness that is aligned with client readiness

**Category #2-** Training and Technical Assistance Planning was included in the Community Asset Building Strategy Area to enhance *Provider Network Skills and Capacity Building* by:

- Offering training, tools, and resources to providers that increase their effectiveness when working with high-risk clients
- Training may include: motivational interviewing, trauma-informed care, case planning, restorative justice techniques, using Boys and Men of Color-informed practices and cognitive-behavioral interventions

Following a competitive RFQ process, OU seeks to award funding as described below. The SSOC was consulted during the RFQ development and provided input to OU staff about the scope of services.

## **ANALYSIS AND POLICY ALTERNATIVES**

**RFQ Release:** The RFQ soliciting Statements of Qualifications from entities and individuals to Provide Consulting, Planning and Implementation Support to Oakland Unite Violence Prevention and Intervention Strategies was released on April 8, 2016. The notification of funding opportunity was widely distributed via newspaper postings (San Francisco Chronicle, Oakland Tribune as well as the Oakland Post and El Mundo) and a variety of email distribution lists, reaching over 2,000 individuals.

The RFQ was available on the Oakland Unite website, and included detailed information on the application process including the review and interview process, selection criteria, post award requirements, and proposal instructions. The RFQ included an in-depth description of the services requested.

Respondents were asked to demonstrate experience with similar projects delivered to local government agencies, content expertise, and a high level of experience with project managing complex projects at reasonable rates for proposed services. Preference for businesses operating in the City of Oakland was specified.

**RFQ Application Process:** A Pre-proposal Meeting was held on April 21, 2016, with twenty four (24) individuals from twenty three (23) different agencies attending. The Pre-proposal meeting went over the RFQ in detail, and included a Question and Answer period. A representative from the City Administrator's Contract Compliance Division was present to discuss the required City schedules and awarding of preference points.

A comprehensive response to the questions received at the Pre-proposal Meeting was posted on the OU website within 48 hours. Ongoing technical assistance was available via email.

Full proposals were due on May 5, 2016. OU received eight responsive Statements of Qualifications (SOQ). Three were responsive to Service Category #1- Employer Engagement and five responsive to Service Category #2-Training and Technical Assistance. See Table 1 below for a summary of submitted SOQs.

**RFQ Review Process:** To review SOQs and develop recommendations, HSD recruited seven (7) readers with expertise relevant to the requested services. Panelists included a representative from a local research partner with experience evaluating violence prevention and reentry programs, workforce development program staff from San Francisco, reentry program staff from other local governments (San Francisco, Contra Costa and Alameda County) and an OU network service provider from each of the following strategies- 1) Education and Economic Self-Sufficiency and 2) Life Coaching/Intensive Case Management.

**Interviews of Short-listed Firms:** All respondents who received an average combined review score above 70 were invited for interviews the week of May 16-20, 2016.

In addition, the City Administrator's Contract Compliance Unit staff conducted a compliance review of submitted SOQs. Preference points were awarded to any agency that applied for and were certified as a Local, Small or Very Small Local Business Enterprise (L/S/VSLBE), based

on demonstration of Oakland resident work force, and on length of time in Oakland. Preference points were incorporated into the scoring and ranking process.

**RFQ Recommendations:** Based upon initial review panel scores combined with the interview scores and ranking of scores adjusted with Contract Compliance preference points, OU recommends the City of Oakland enter into professional services agreements with the agencies that ranked 1 and 2 in Service Category #1-Urban Strategies Council and Pathways Consultants for employer engagement services and with agency that ranked #1 in Service Category #2- Bright Research Group to develop a training and technical assistance plan for the OU provider network. The contract with BRG may be amended to include additional funds detailed in the Fiscal Impact section.

*Goals of Service Category #1- Planning and Implementing Employer and Training Partner Engagement Strategies to Enhance Hiring of Oakland Unite Participants*

Urban Strategies Council and Pathways Consultants will work with OU to plan and implement a strategy to increase employer and training partner engagement with OU-funded community-based organizations, in order to increase sustainable employment opportunities for OU participants. Each contractor will evaluate and propose the best practice methods to improve current workforce models to better serve people who are disconnected from work particularly those at highest risk of violence, including formerly incarcerated and justice system-involved residents.

Urban Strategies Council and Pathways Consultants demonstrated knowledge of the local workforce landscape including experience working with business associations, training providers and other employment providers to enhance pathways to employment for hard to employ individuals. OU will work with both entities to refine the contracted activities, which may include designing and implementing models that engage employers directly and facilitate the following:

- Partnerships with large, local employers, including the City of Oakland and Alameda County, to streamline hiring of appropriate OU participants
- Connection to career pathways through partnerships with education and training partners that could include a tiered retention strategy
- Connection to labor unions and other apprenticeship programs
- Efforts to utilize City of Oakland policies, resources and reputation to encourage hiring of people with criminal records
- Work, on an as needed basis, cooperatively with providers to improve their ability to provide job ready candidates for job openings, training opportunities and career pathways

*Goals of Service Category #2- Professional Consultant Services for Provider Network Skills and Capacity Building*

By engaging with Bright Research Group as a training and technical assistance team, OU seeks to ensure quality and fidelity in the provision of services by the OU grantee network. Bright Research Group will work closely with OU staff to plan and coordinate comprehensive training and technical assistance efforts for OU providers including choosing which topics and delivery

mechanisms to prioritize. The comprehensive training and technical assistance implementation plan may include, but is not limited to, the following topics:

- Building organizational capacity of OU providers around non-profit financial management/practices, budget and sustainability, leadership development, building and maintaining a strong board of directors, using data-driven approaches to demonstrate impact.
- Incorporating Trauma-informed practices, motivational interviewing, restorative practices, cognitive-behavioral interventions, and/or Boys and Men of Color frameworks into program delivery.

**FISCAL IMPACT**

The recommended professional service agreements will be funded by restricted funds collected for violence prevention programs as authorized by the Safety and Services Act (Measure Z). As previously noted, the SSOC and City Council approved \$300,000 annually to be awarded through an RFQ process to qualified organizations providing consulting, planning and implementation support to Oakland Unite violence prevention and intervention strategies. The professional service agreements recommended as a result of the RFQ process are estimated to begin in July 2016, with a one-year option to renew.

**Table 1: Recommended Professional Services Contractors to Enhance OU Services**

Agency	FY 2015-2016 Account 54911 Amount	Project Codes	FY 2016-2017 Account 54911 Amount	Project Codes
Urban Strategies Council	N/A	N/A	\$100,000	G484860
Pathways Consultants	Up to \$50,000*	G484760	-	-
Bright Research Group	Up to \$100,000**	G484770	\$200,000	G484870

\* OU intends to contract for \$30,000 in FY 2016-2017 with the possibility for renewal for an additional \$20,000 in FY 2017-2018 based on contractor's performance and OU's program needs.

\*\* OU intends to contract for \$250,000 in FY 2016-2017 incorporating \$50,000 allocated in FY 2015-2016 and the remaining \$200,000 allocated for FY 2016-2017. Similarly, \$50,000 of the FY 2015-2016 allocation will be incorporated into the FY2017-2018 renewal based on availability of funds and the contractor's performance and OU's program needs.

Funds for the professional services agreements will be allocated from the Measure Z-Violence Prevention and Public Safety Act Fund (2252), Policy & Planning Organization (78311), Services: Contract Account (54911), FY 2015-2016 and FY 2016-2017 Measure Z Business/Community Liaison Projects (G484760 and G484860), and FY 2015-2016 and FY 2017-2018 Measure Z Training and Technical Assistance Projects (G484770 and G 484870).

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The one-year renewal option for these contracts will be funded by Measure Z FY 2017-2018 projects, contingent upon availability of Measure Z funding developed through the FY 2017-2019 biennial budget process.

Staff recommends, as in previous years, that any unexpended balances shall be placed into the Measure Z-Violence Prevention and Public Safety Act of 2014 Fund (2252), Policy & Planning Organization (78311), and HSD Measure Z Reserve Fund Project (G484871).

In addition to Measure Z funds allocated for this approved purpose, OU anticipates using up to an estimated \$30,000 of federal grant funds from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) to support the network training activities. Funds are available in the amount of \$30,000 from the Department of Justice Fund (2112), Policy and Planning Organization (78311), Services: Contract Account (54911), and Community-Based Violence Prevention Project (G423310).

Additionally, funding up to the amount of \$27,000 is available from a donor advised grant received from the Lampert/Byrd Family Fund. Funding from this grant is available in the Social Services Grants Fund (2994), Policy and Planning Organization (78311), Services: Contract Account (54911), and Lampert Ceasefire Support Donation – Oakland Unite Project (A474010) for network training activities.

The additional above-reference funding from OJJDP and/or Lampert/Byrd Family Grant will be used, if needed, to supplement training activities for grant-related services and programs. The professional service contracts may be amended and increased up to \$57,000 using these funds without returning to Council within the duration of the contract term July 1, 2016 – June 30, 2018.

If additional funding becomes available from the grantors, OJJDP and/or Lampert/Byrd Family Fund, within the contract term July 1, 2016 – June 30, 2018, staff is seeking authority for the City Administrator to accept and appropriate the funds and amend the professional service contracts without returning to Council

### **PUBLIC OUTREACH / INTEREST**

As noted in the above description of the RFQ Release, the notification of funding opportunity was widely distributed via newspaper postings in the San Francisco Chronicle, Oakland Tribune as well as the Oakland Post and El Mundo; and a variety of email distribution lists, reaching over 2,000 individuals.

The SSOC was consulted during their meeting on April 25, 2016 regarding RFQ development and provided input to OU staff about the scope of services.

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## COORDINATION

This report was developed in consultation with the Office of the City Attorney and Controller's Bureau. Additional consultation to develop the employer engagement and training partner service category was provided by Larry Robbin of Robbin and Associates who has extensive workforce development experience. The SSOC also provided input about the RFQ before it was released.

## PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

The Measure Y independent evaluator, Resource Development Associates (RDA), in their *Oakland Unite Retrospective Evaluation Report: 2005-2013* recommended that the City set aside funds for coordinated training and technical assistance and employer engagement strategies. This RFQ was in direct response to the evaluation finding that providers would benefit from a more robust system of training, technical assistance, and employer engagement supports.

Funded consultants will be expected to track services delivered in each category, such as the number of employers engaged in what employment sectors for Service Category #1, and number of trainings provided and people who attended for Service Category #2. Bright Research Group intends to include continuous quality improvement measures to ensure the planned trainings are on-course and highly relevant to OU providers.

## SUSTAINABLE OPPORTUNITIES

**Economic:** Increasing access to stable employment will provide youth and young adults at high-risk of committing or becoming a victim of gun violence the opportunity to become contributing members of our community and contribute to decreased rates of recidivism.

**Environmental:** Engaging participants using evidence-based and promising practices will enhance the effectiveness of OU providers to reduce incidents of violent crime and increase opportunity to engage in safe and healthy neighborhood activities.

**Social Equity:** In addition to increasing self-sufficiency through increased employment, the targeted training and technical assistance to develop trauma-informed practices that address the adverse effects of the on-going trauma experienced in neighborhoods impacted by high rates of gun violence seeks to transform community norms. Engaging a Boys and Men of Color framework also provides a social equity lens to transform the lives of high-risk youth and young adult boys and men of color.

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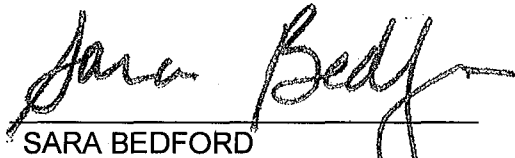
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**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The City Council Adopt A Resolution Authorizing The City Administrator To Enter Into A Professional Services Agreement With: (1) Urban Strategies Council, In An Amount Not To Exceed \$100,000, To Provide Employer And Training Partner Engagement Services To Support The Hiring of Oakland Unite Participants From July 1, 2016 To June 30, 2017 With A One-Year Option To Renew For A Total Amount Not To Exceed \$200,000; (2) Pathways Consultants, In An Amount Not To Exceed \$30,000, To Provide Employer Engagement Services To Support The Hiring of Oakland Unite Participants From July 1, 2016 To June 30, 2017 With A One-Year Option To Renew For A Total Amount Not To Exceed \$50,000; And (3) Bright Research Group, In An Amount Not To Exceed \$250,000, To Plan And Deliver Training And Technical Assistance To Oakland Unite Grantees, From July 1, 2016 To June 30, 2017 With A One-Year Option To Renew For A Total Amount Not To Exceed \$500,000.

For questions regarding this report, please contact Peter Kim, Oakland Unite Manager at 510-238-2374.

Respectfully submitted,



SARA BEDFORD  
Director, Human Services Department

OAKLAND UNITE DIVISION

Reviewed by: Peter Kim, Manager

Prepared by: Jessie Warner, Planner

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# OAKLAND CITY COUNCIL

**DRAFT**  
City Attorney

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

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**RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO A PROFESSIONAL SERVICES AGREEMENT WITH:**

**(1) URBAN STRATEGIES COUNCIL, IN AN AMOUNT NOT TO EXCEED \$100,000, TO PROVIDE EMPLOYER AND TRAINING PARTNER ENGAGEMENT SERVICES TO SUPPORT THE HIRING OF OAKLAND UNITE PARTICIPANTS FROM JULY 1, 2016 TO JUNE 30, 2017 WITH A ONE-YEAR OPTION TO RENEW FOR A TOTAL AMOUNT NOT TO EXCEED \$200,000;**

**(2) PATHWAYS CONSULTANTS, IN AN AMOUNT NOT TO EXCEED \$30,000, TO PROVIDE EMPLOYER ENGAGEMENT SERVICES TO SUPPORT THE HIRING OF OAKLAND UNITE PARTICIPANTS FROM JULY 1, 2016 TO JUNE 30, 2017 WITH A ONE-YEAR OPTION TO RENEW FOR A TOTAL AMOUNT NOT TO EXCEED \$50,000; AND**

**(3) BRIGHT RESEARCH GROUP, IN AN AMOUNT NOT TO EXCEED \$250,000, TO PLAN AND DELIVER TRAINING AND TECHNICAL ASSISTANCE TO OAKLAND UNITE GRANTEEES, FROM JULY 1, 2016 TO JUNE 30, 2017 WITH A ONE-YEAR OPTION TO RENEW FOR A TOTAL AMOUNT NOT TO EXCEED \$500,000**

**WHEREAS,** the City of Oakland voters passed Measure Z, the 2014 Oakland Public Safety and Services Violence Prevention Act (“Safety and Services Act”) in November 2014, approving a series of taxes to support violence intervention objectives, including programs and services that provide support for at-risk youth and young adults to interrupt the cycle of violence and recidivism, and for youth and young adults at highest risk of violence as guided by data analysis; and

**WHEREAS,** the Safety and Services Act establishes a Public Safety and Services Violence Prevention Oversight Commission (SSOC), whose members approved the spending plan for violence prevention and intervention services funded through the Safety and Services Act during the January 2016 – June 2018 funding cycle on May 27, 2015; and

**WHEREAS,** the spending plan for violence prevention and intervention services was approved by City Council on July 21, 2016, including the recommendation that \$300,000 annually out of Safety and Services Act funds be used to provide business liaison and provider network skills and capacity building services to grantees providing violence prevention services (Resolution No. 85720 C.M.S.); and

**WHEREAS**, the Oakland Unite division of the Human Services Department was awarded a grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) with funding that may be utilized for additional training and technical assistance for Oakland Unite grantees (Resolution No. 85900 C.M.S.) as well as an unrestricted donation from the Lampert Family Foundation; and

**WHEREAS**, employer engagement services were included in the Education and Economic Self-Sufficiency Strategy Area as a *Business Liaison* to work with employers and funded employment agencies on creating jobs and career pathways that meet employer needs and to focus on building employer-readiness that is aligned with client readiness; and

**WHEREAS**, training and technical assistance planning was included in the Community Asset Building Strategy Area to enhance *Provider Network Skills and Capacity Building* by offering training, tools, and resources to providers that increase their effectiveness when working with high-risk clients; and

**WHEREAS**, a Request for Qualifications (RFQ) from individuals and agencies to provide these services for the period of July 1, 2016 through June 30, 2017 with a one-year option to renew, was released on April 8, 2016; and

**WHEREAS**, the City Administrator has determined that services under these contracts are of a professional, technical and temporary nature and that the performance of these contracts shall not result in the loss of employment or salary by any person having permanent status in the competitive civil service; now, therefore, be it

**RESOLVED:** That the City Administrator is hereby authorized to execute professional services agreement with Urban Strategies Council in an amount not to exceed \$100,000 to provide employer and training partner engagement services for the period of July 1, 2016 through June 30, 2017 with a one-year option to renew without returning to City Council, contingent upon availability of funds, for a total amount not to exceed \$200,000; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized to execute a professional service agreement with Pathways Consultants in an amount not to exceed \$30,000 to provide employer and training partner engagement services for the period of July 1, 2016 through June 30, 2017 with a one-year option to renew without returning to City Council for a total amount not to exceed \$50,000; and be it

**FURTHER RESOLVED:** That the City Administrator is hereby authorized to execute a professional service agreement with Bright Research Group in an amount not to exceed \$250,000 to provide training and technical assistance services for the period of July 1, 2016 through June 30, 2017 with a one-year option to renew without returning to City Council, contingent upon availability of funds, for a total amount not to exceed \$500,000; and be it

**FURTHER RESOLVED:** That funds for the professional service agreements will be allocated from Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252), Policy & Planning Organization (78311), Services: Contract Account (54911), FY15/16 and FY16/17 Measure Z Business/ Community Liaison Projects (G484760 and G484860) and FY15/16 and FY16/17 Measure Z Training & Technical Assistance Projects (G484770 and G484870); and be it

**FURTHER RESOLVED:** That any unexpended balances due to the contractor not meeting its deliverables shall be placed into the Measure Z Reserve Fund in Measure Z – Violence Prevention and Public Safety Act of 2014 Fund (2252), HSD Administration Organization (78311), and HSD Measure Z Reserve Fund Project (G484871); and be it

**FURTHER RESOLVED:** That funds up to the amount of \$30,000 from the Department of Justice Fund (2112), Policy & Planning Organization (78311), Services: Contract Account (54911), Community – Based Violence Prevention Project (G423310), and up to the amount of \$27,000 from the Social Services Grants Fund (2994) , Policy & Planning Organization (78311), Services: Contract Account (54911), Lampert Ceasefire Support Donation - Oakland Unite Project (A474010) may also be allocated towards additional training activities, and the City Administrator is authorized to amend the contracts to increase the amounts for services without returning to Council within the duration of the contract term (July 1, 2016 – June 30, 2018); and be it

**FURTHER RESOLVED:** That if additional funding becomes available for the same purpose, from the grantors, OJJDP and/or Lampert/ Byrd Family Fund, within the existing contract term, the City Administrator is authorized to accept and appropriate these funds to HSD and amend contracts to increase the amounts for services performed by the named, selected contractors without returning to Council within the duration of the contract term (July 1, 2016 – June 30, 2018); and be it

**FURTHER RESOLVED:** That the City Council hereby authorizes the City Administrator or designated representative to conduct all negotiations, execute and submit all documents, including but not limited to application, agreements, amendments, modifications, payment requests, and related actions which may be necessary for the completions of the aforementioned professional services agreement without returning to Council; and be it

**FURTHER RESOLVED:** That based on the information provided by the City Administrator, the Council finds that these contracts are of a professional and temporary nature and shall not result in the loss of employment or salary by any person having permanent status in the competitive civil service; and be it

**FURTHER RESOLVED:** That said professional services 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, \_\_\_\_\_

**PASSED BY THE FOLLOWING VOTE:**

AYES- BROOKS, CAMPBELL WASHINGTON, GALLO, GUILLEN, KALB, KAPLAN, REID, AND PRESIDENT GIBSON MCELHANEY

NOES-

ABSENT-

ABSTENTION-

ATTEST: \_\_\_\_\_

**LATONDA SIMMONS**  
City Clerk and Clerk of the Council  
of the City of Oakland, California