



OAKLAND FUND FOR CHILDREN AND YOUTH



POC Evaluation Subcommittee

February 1st, 2012

6:00 p.m. – 8:00 p.m.

150 Frank H. Ogawa Plaza,
4th Floor, Conference Room 1

AGENDA

- 1) **Call to Order**
 - a) Introductions & Announcements
 - b) Agenda Review/Modifications

- 2) **Open Forum for Youth or Families with Small Children**

- 3) **Update on OFCY Quality Improvement Initiative** (Discussion)

- 4) **Discussion of Evaluation Modifications for FY2011-2012** (Discussion)

- 5) **Review and Approval of See Change Report: 2011-2012** (Action)
Evaluation of 2011 Summer Strategy Area Mini Report

- 6) **Discussion of Selection of the OFCY Independent Evaluator for FY2012-2014** (Discussion)

- 7) **Administrative Matters**

- 8) **Open Forum**

- 9) **Adjournment**

To offer Public Comment or to participate in the Open Forum during the POC meeting, please sign a speaker card at the beginning of the meeting. There will be time for Public Comment before the Committee makes any formal decisions.

In compliance with Oakland's policy for people with chemical allergies, please refrain from wearing strongly scented products to meetings. In compliance with the American Disabilities Act, if you need assistance to participate in the meetings for the Oakland Fund for Children and Youth Planning & Oversight Committee, please contact the Oakland Fund for Children and Youth at 510-238-6379. Notification 48 hours prior to the meeting will enable the City of Oakland to make reasonable arrangements to ensure accessibility. If you have questions regarding this agenda or related materials, please contact our office at the number below.

Oakland Fund for Children and Youth

2011-2012 Evaluation of 2011 Summer Strategy Area

MINI REPORT



OVERVIEW OF SUMMER EVALUATION

The Oakland Fund for Children and Youth (OFCY) funded 12 summer programs in 2011. See Change, Inc. was engaged to evaluate this strategy area of OFCY, wherein 1,335 Oakland children and youth were provided with 199,193 hours of service.

The OFCY Summer Strategy funds a wide variety of programming, thus providing opportunities for all children and youth to engage in positive, enriching, and fun activities during the summer months. Program foci are diverse, spanning a range that includes performance circus arts, outdoor physical programs, and academic enrichment.

The 2010-13 OFCY Strategic Plan tasks Summer Programming with the following outcomes which are examined in this report: sustained learning and reduction of “learning loss” associated with summer school breaks, increased community engagement, increased confidence/self-esteem, increased fitness level, and increased connection to caring adults.

This mini-report provides data for the following additional Summer Program outcomes, as well: relationships with peers, respect, diversity and future outlook. Lastly, evaluators used a site-based, OFCY-specific Youth Program Quality Assessment (YPQA) evaluation tool to determine a program quality score for each grantee.

EVALUATION METHODOLOGY

The following methodologies comprised See Change’s 2011 evaluation of OFCY Summer Programming:

- 1) **Participation and Service Data** See Change analyzed data on youth/child participation rates (program enrollment) and hours of service delivered from June 2011 to August 2011.
- 2) **Program Quality Site Visits** See Change assessed the quality of the programs at structured site visits guided by a nationally tested, research-based observation tool, the Youth Program Quality Assessment (YPQA), developed by the Weikart Center for Youth Program Quality. Program staff were also interviewed. Numerous studies have shown that high program quality is associated with positive outcomes for youth and children.
- 3) **Surveys of Children and Youth** See Change surveyed children and youth about their program experiences to gain insight into youth outcomes.

PROGRAM PARTICIPATION AND SERVICE

Summer Programs served 1,335 youth and provided 199,193 hours of programming.

In 2011, 12 programs made up the OFCY Summer Strategy Area, which engage a wide span of topics from academic science programming to circus arts training for youth in Oakland. Collectively, these programs provided 1,335 youth with 199,193 hours of service. Overall, the Summer Programs exceeded their goals for number of participants served (110% fulfillment) and service hours provided (113% fulfillment).

The table below reports on participation and service by program, including: projected and actual total participants, projected and actual service hours, and percentage fulfillment of service goals. (Data for some programs was not yet available as of October, 2011.)

2011 OFCY Summer Programs Participation & Service Outcomes

Program Name	Projected Total Participants	Actual Total Participants	% Participants Fulfillment	Projected Service (Hours)	Actual Service (Hours)	% Service Fulfillment
Aim High	223	190	85%	34,320	31,344	91%
Bella Vista: San Antonio Summer Learning Initiative	210	302	144%	20,160	25,392	126%
College Track	50	86	172%	Not yet submitted		
Destiny Arts Center: Camp Destiny	80	87	109%	9,000	4,604	51%
EOYDC: Summer Cultural Enrichment Program	Not yet submitted					
FSSBA: Kinship Summer Youth Program	50	49	98%	6,550	7,162	109%
Girls Inc.: Concordia Park	50	65	130%	6,536	8,913	136%
Girls Inc.: Eureka!	59	83	141%	5,900	7,087	120%
Leadership Excellence: Oakland Freedom School	120	92	77%	2,550	16,251	637%
OASES Summer Science Series	40	44	110%	3,368	5,085	151%
OPR: Summer Camp Explosion	300	303	101%	85,120	89,328	105%
Prescott Circus Theatre	30	34	113%	3,456	4,027	117%
TOTAL	1,212	1,335	110%	176,960	199,193	113%

PROGRAM QUALITY ASSESSMENT

Using a nationally validated Youth Program Quality Assessment (YPQA) tool, all 12 OFCY Summer Programs were rated as Performing or Thriving.

Research indicates that children and youth outcomes from youth development programs are, in part, determined by the quality of those programs.¹ Thus, program quality assessment is an essential part of any program evaluation process. The YPQA tool used in this evaluation rates a program's practices and style of delivery across four areas:

Safe environment – e.g., mutual respect, healthy foods, emergency procedures, no health hazards)

Supportive environment – e.g., welcoming atmosphere, appropriate pacing, active engagement, encouragement, conflict resolution

Interaction – e.g., structured opportunities for team-building or sharing, small group activities, peer mentoring, youth/adult partnerships

Engagement – e.g., goal-setting, choice and decision-making, reflection

For the summer programs, each observer scored the above criteria on 1-3-5 scale:

1 = Item not observed OR negative examples of item observed

3 = Item observed infrequently OR positive and negative examples of item observed

5 = Item integrated into program OR positive examples of item observed

There are two ways in which evaluators tabulate these scores to gain a picture of program quality. To provide an overall **Program Quality Rating**, evaluators averaged the scores for the first two criteria: Safe and Supportive Environment. Weikart, the YPQA designer, designates these two areas as the most critical to program success, and the primary indicators of program quality. Consequently, researchers focused on these areas to determine an overall program quality rating. Finally, these Program Quality ratings have been translated into three performance categories:

Thriving – Program Quality score is 80% or more of the maximum score (between 4.00 and 5.00)

Performing – Program Quality score 60% to less than 80% of the maximum score (between 3.00 and 3.99)

Emerging – Program Quality score is less than 60% of the maximum score (between 1.00 and 2.99)

¹ Vandell, D. L., Shumow, L., & Posner, J. (2005) After-school programs for low-income children: Difference in program quality. In J. L. Mahoney, R. W. Larson, & J. S. Eccles (Eds.), *Organized activities as contexts of development: Extracurricular activities, after school and community programs* (pp. 437-456). Mahwah, NJ: Erlbaum.

The table below provides outcome scores for both overall program quality and individual rating categories for each program. **All 12 OFCY Summer Programs were rated as *performing* or *thriving* in terms of the program quality criteria**, and the average Program Quality score across all programs, on all measures was 3.98.

2011 YPQA Scores for Summer Programs

Program	Program Quality Rating	Safe Environment	Supportive Environment	Interaction	Engagement	Program Quality Average Score*
Aim High	<i>thriving</i>	4.87	4.06	3.92	3.33	4.04
Bella Vista: San Antonio Summer Learning Initiative	<i>thriving</i>	5.00	4.53	4.25	4.00	4.44
College Track	<i>thriving</i>	4.73	4.78	5.00	5.00	4.88
Destiny Arts Center: Camp Destiny	<i>thriving</i>	5.00	4.13	3.25	2.17	3.64
EOYDC: Summer Cultural Enrichment Program	<i>thriving</i>	5.00	4.17	3.79	3.50	4.11
FSSBA: Kinship Summer Youth Program	<i>thriving</i>	4.80	3.96	3.38	2.67	3.70
Girls Inc: Concordia Park	<i>thriving</i>	4.80	3.95	3.42	2.50	3.67
Girls Inc: Eureka	<i>thriving</i>	5.00	4.61	4.50	4.17	4.57
Leadership Excellence: Oakland Freedom School	<i>thriving</i>	4.58	3.88	3.67	1.83	3.49
OASES: Summer Science Series	<i>thriving</i>	5.00	4.66	3.96	3.00	4.15
OPR: Summer Camp Explosion	<i>performing</i>	4.70	3.09	2.96	2.17	3.23
Prescott Circus Theatre	<i>thriving</i>	5.00	4.28	4.17	3.50	4.24
Summer Programs Overall:	<i>thriving</i>	4.87	4.18	3.85	3.15	4.01

*Score is an average of the all the observed areas.

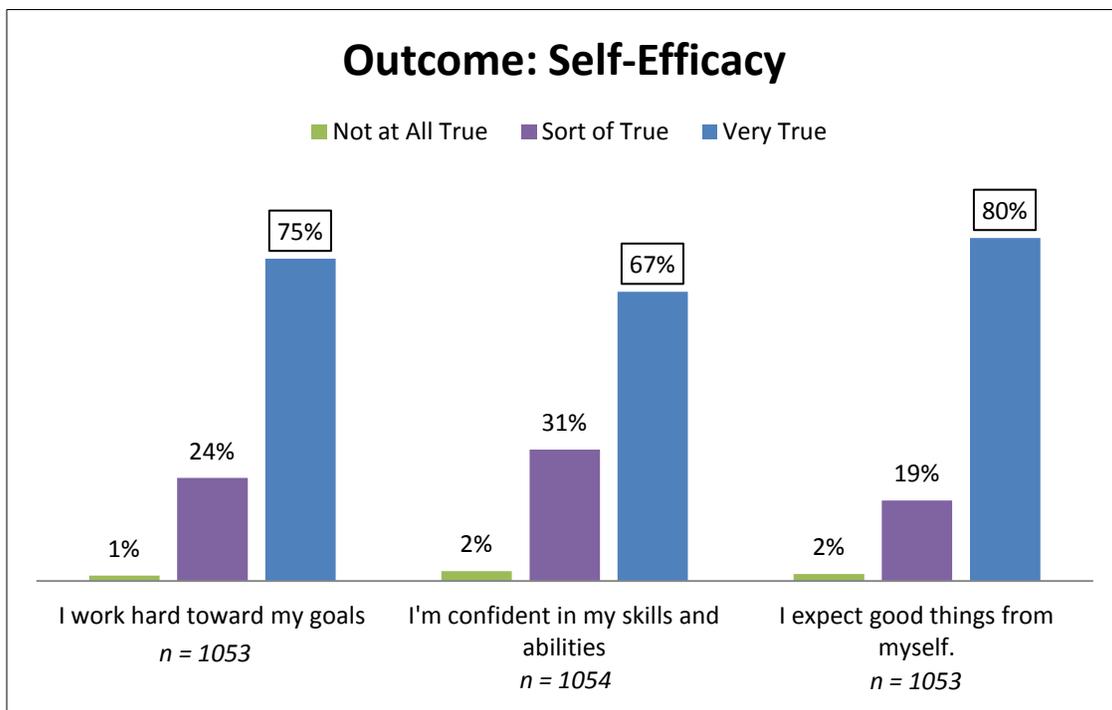
SURVEY RESULTS

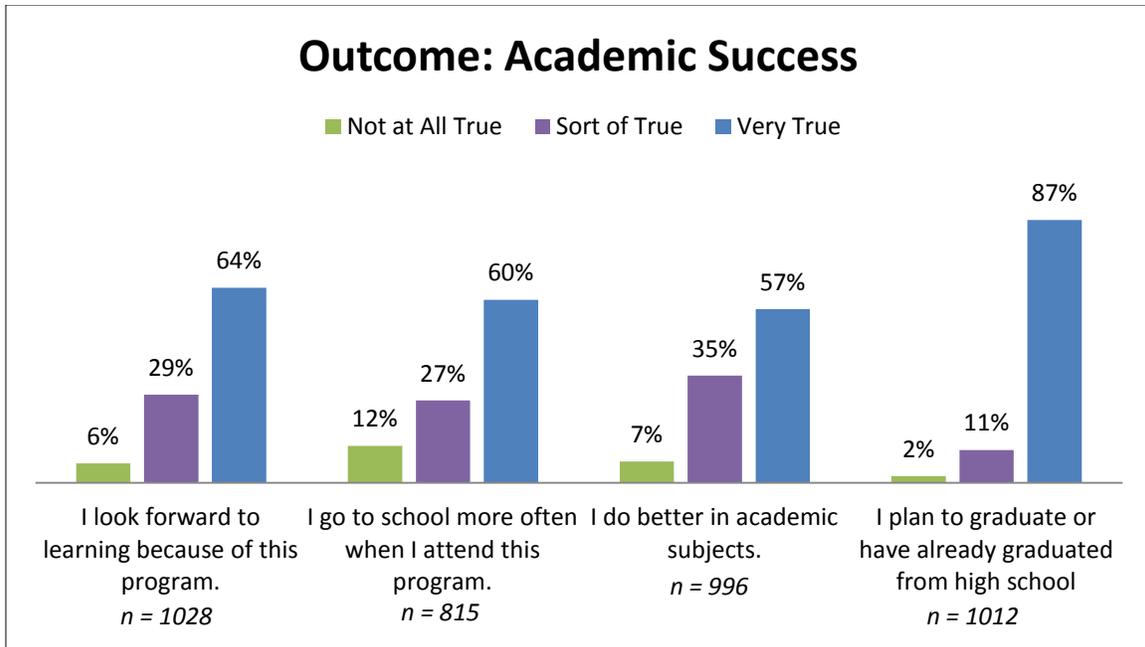
Using a customized survey tool, based on the Strategic Plan, all Summer OFCY grantees were found to create high levels of positive outcomes for youth.

The student survey instrument assessed youths’ positive behaviors and attitudes toward themselves and their futures, their peers, adults and their communities. Across all programs, 1054 surveys were returned, resulting in an 80% return rate. An 80% return rate on surveys is generally considered very high.

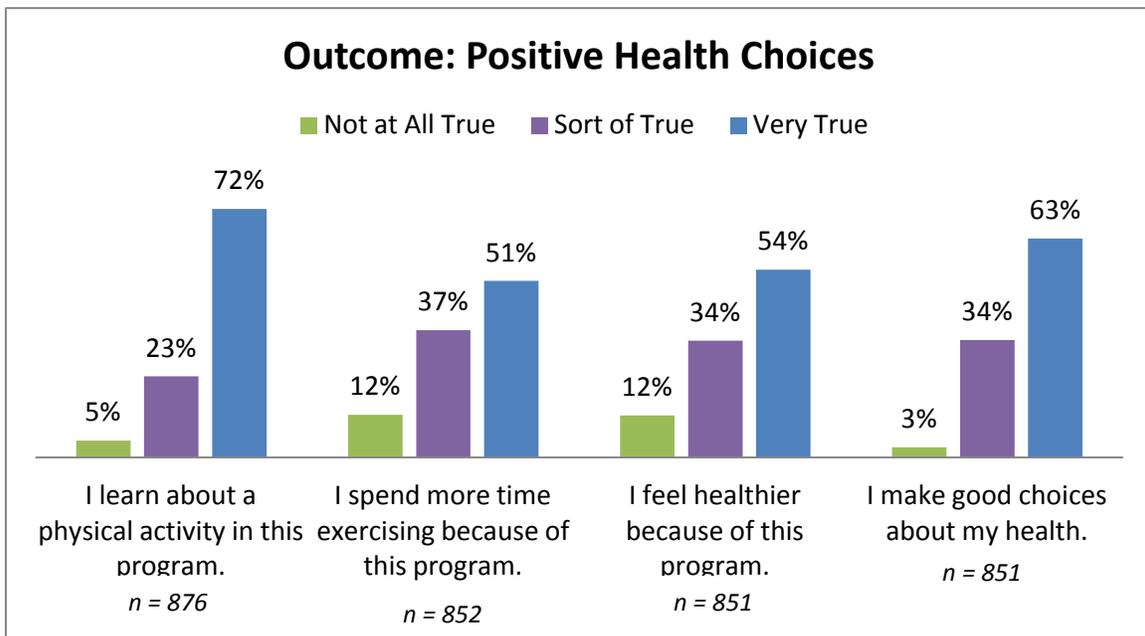
YOUTH OUTCOMES: POSITIVE ATTITUDES TOWARD SELF & FUTURE

Youth in the OFCY Summer Programs reported positive attitudes with respect to their abilities to affect their futures, academic success, and their health. Underlying these positive outcomes, **nearly all young people in the programs believed they were capable of reaching their goals (75% very true) and expected good things from themselves (80% very true)**, as the Self-Efficacy chart shows.





Most young people felt that attending the Summer Programs positively affected their academic success. As the chart above demonstrates, more than half indicated it was *very true* that because of the program they: look forward to learning (64%), go to school more often (60%), and do better in academic subjects (57%). Further, 87% of youth have either graduated from or plan to graduate from high school, and nearly all young people (93%) reported between *sort of* to *very true* that they learned about careers and opportunities for their futures in their program.

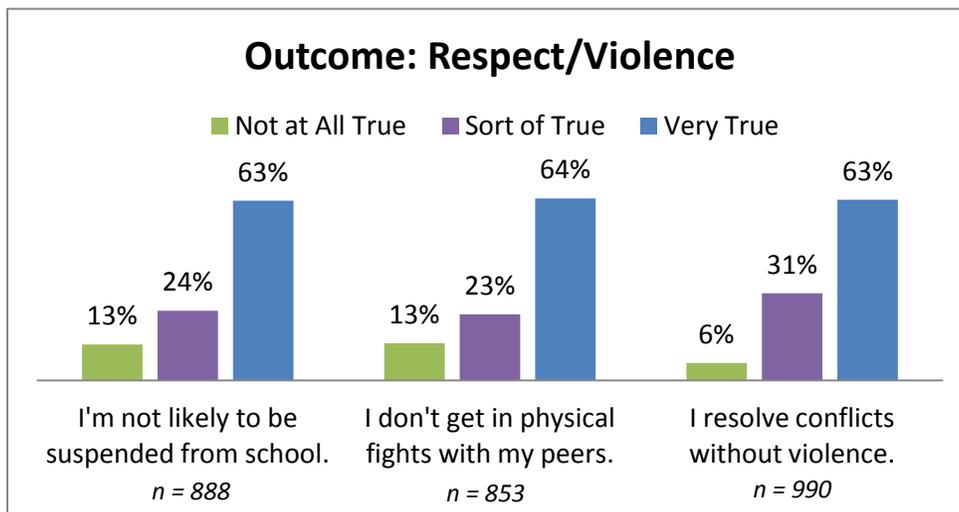


Youth also reported positive health outcomes as a result of their summer program attendance. A majority indicated it was *very true* that because of the program they: learned about physical activity (72%), spent more time exercising (51%), felt healthier (54%), and made good health choices (63%).

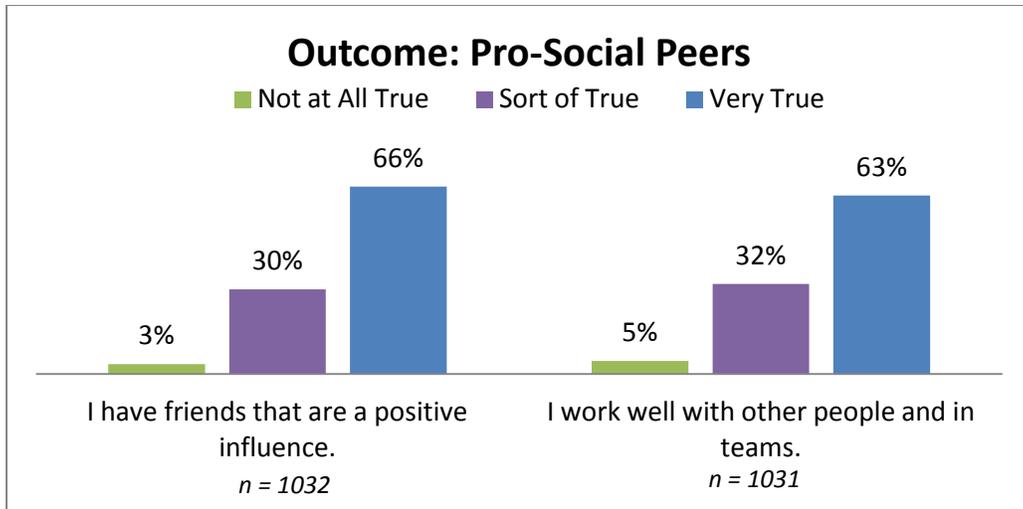
YOUTH OUTCOMES: POSITIVE ATTITUDES TOWARD PEERS AND COMMUNITIES

Young people in the summer programs reported positive behaviors and attitudes toward dealing with conflict and relating to their peers, adults, their communities and diverse individuals.

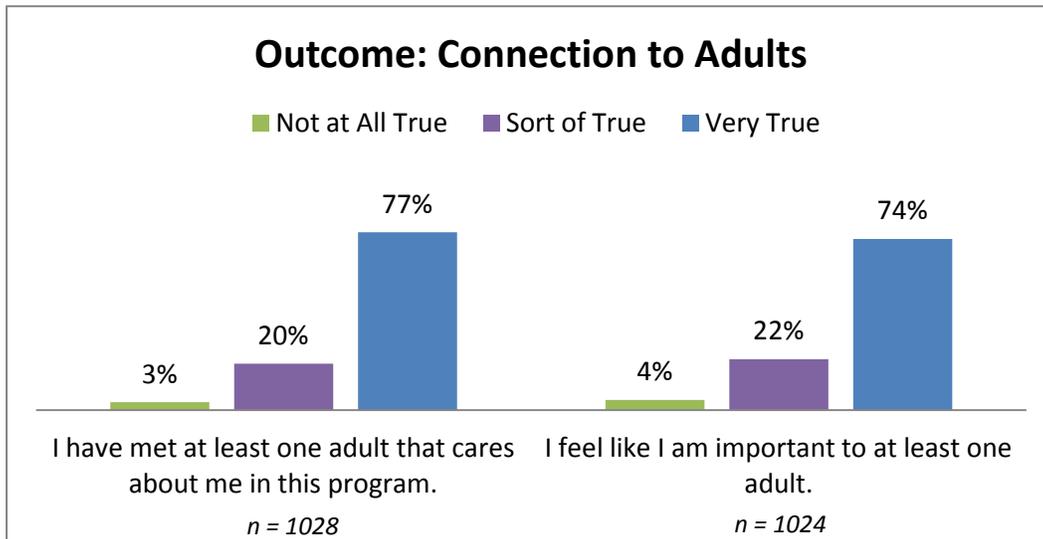
As the chart on the next page indicates, **nearly two-thirds of young people reported positive attitudes and behaviors with respect to resolving conflict and avoiding violence at school and with their peers.**

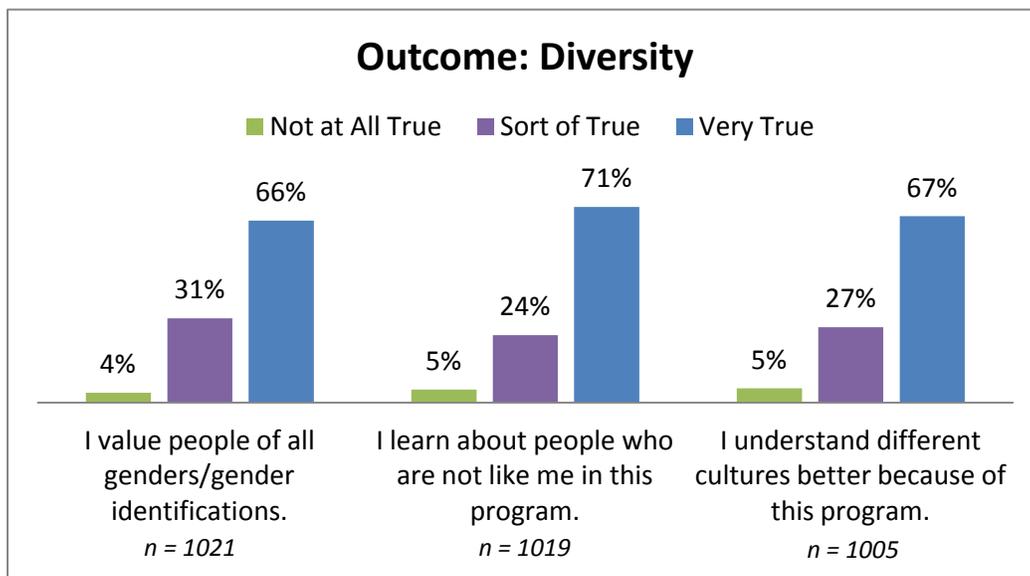
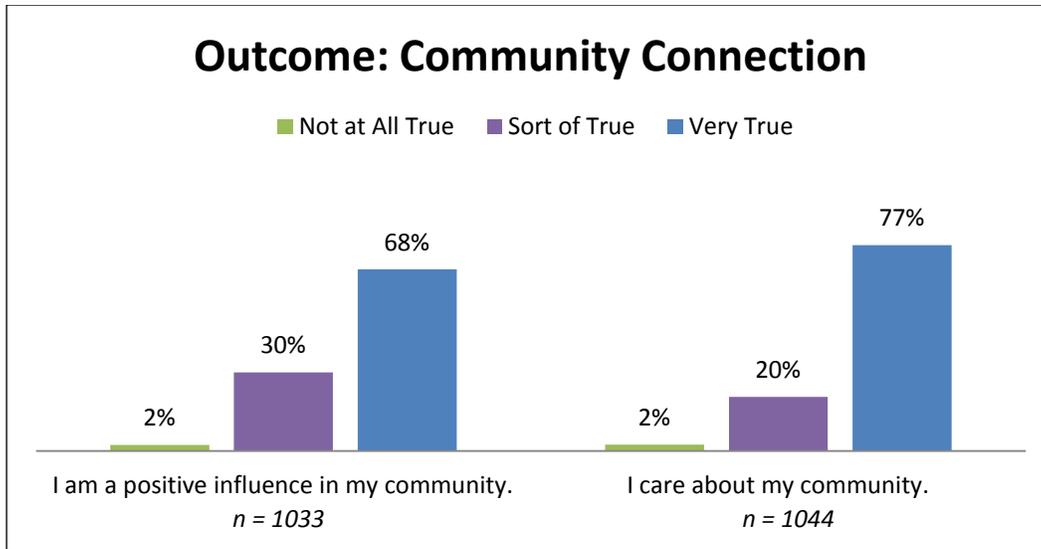


In addition to avoiding negative or violent behaviors, young people reported pro-social peer behaviors: 66% felt it was *very true* that they had friends who were a positive influence, and 63% indicated it was *very true* that they worked well with others and in teams.



As the charts on the next page show, **youth also reported positive outcomes with respect to adults in their lives and their communities.** Approximately three-fourths of young people indicated it was *very true* that they had met an adult who cared about them in the program, they were important to at least one adult, and they cared about their community. Further, 98% felt it was *sort of* to *very true* that they were a positive influence in their communities.

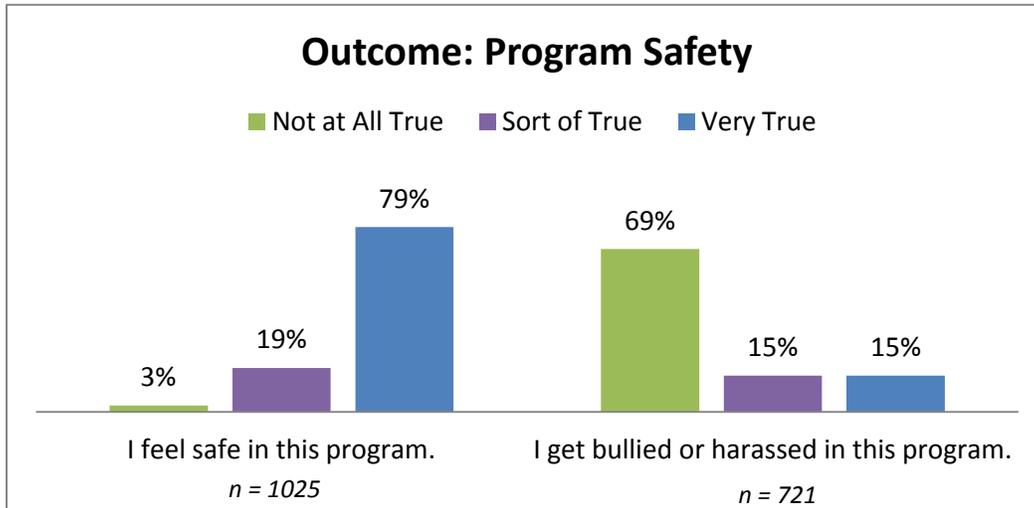




Youth also reported positive outcomes toward diverse people and cultures, reporting that it was *very true* that they: valued people of all gender identifications (66%), learned about people who were not like them (71%), and understand different cultures better because of their summer program (67%).

Finally, young people felt safe in their summer programs (79% *very true*) and did not get bullied or harassed in their program (69%). Bullying is a nationwide issue, often having serious consequences. Youth

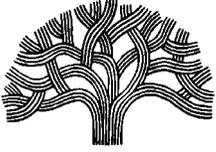
in OFCY summer programs reported being bullied slightly less (15%) than the state wide average (17-22%)².



² California Department of Education, California Healthy Kids Survey (WestEd). <http://www.wested.org/chks>
Retrieved from: http://www.kidsdata.org/cache/pdfs/Kidsdata-Overview_Bullying-and-Harassment-at-School.pdf

SUMMARY

Overall Summer programs performed well on all of the three evaluative measures. The overwhelming majority met or exceeded their projected goals for participation and service. Program quality was observed to be high at all locations, with 11 out of the 12 programs ranked as Thriving. These observations of quality programming by the evaluators were corroborated by the positive outcomes reported by youth participants on the surveys.



REQUEST FOR PROPOSAL
for
EVALUATION
of the
OAKLAND FUND FOR CHILDREN AND YOUTH

Issued March 19, 2009

Mandatory Letter of Intent, April 7, 2009

NOON 12:00 pm

FULL PROPOSAL DUE BY April 20, 2009

NOON 12:00 pm

Questions about this RFP should be directed to Jasmine Dawson jdawson@oaklandnet.com

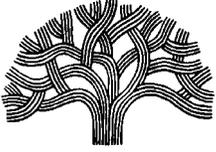


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Overview

The City of Oakland is seeking qualified candidates to contract with the City to conduct the independent evaluation of the Oakland Fund for Children and Youth (OFCY) and its 2009-2010 grantees and five strategy areas.

Proposals are solicited for evaluating OFCY's after school services, the majority of which are school-based programs, and that are expected to be evaluated in partnership with the Oakland Unified School District. Proposals are also solicited to evaluate the remaining four of OFCY's strategies. This can be done as a bid to evaluate one or any combination of strategies, including up to all four strategies, not including the after school strategy. Contracts may be renewable for another two years based on satisfactory performance. The Department may seek Council Approval to renew any or all contracts for evaluation services or may opt to solicit proposals for future evaluation services.

Background

The Oakland Fund for Children & Youth (OFCY) was established in November 1996, when over three-fourths of Oakland voters expressed a powerful commitment to their children and youth by passing the Kids First! Initiative (Measure K). Measure K legislation amended the City Charter, setting aside 2.5% of the City's unrestricted General Purpose Fund to support direct services to children and youth less than 21 years of age. OFCY's vision is that "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."

In November, 2008, Oakland voters authorized Measure 00, which increases funding for children and youth programs beginning in 2010 and authorizes the continuation of 2008-2009 grants for several years (2009-2010).

OFCY is guided by a 19 member Planning and Oversight Committee (POC) composed of adults and youth appointed by the Mayor and City Council. The POC oversees the annual grant-making process of the Fund, as well as the completion of a Strategic Plan every three years and the annual evaluation of OFCY. The next Strategic Plan will guide OFCY grantmaking for 2010-2013.

The POC is currently undergoing its fourth strategic plan for a three-year grant cycle. The POC's commitment as per the 2006-2010 strategic plan is that

The City of Oakland administers the Oakland Fund for Children and Youth through the Department of Human Services, Children & Youth Services Division. More information on OFCY, including the current *OFCY Strategic Plan (2006-2010)*, is available on the OFCY website at www.ofcy.org.

2006-2010 Funding Priorities

As per the 2006-2010 Strategic Plan, The Oakland Fund for Children and Youth established funding priorities for children under five years of age, children ages 5-14, and older youth ages 15-20. The funding priorities are as follows:

Early Childhood (0-5):

- Play and learn groups for children and their families in community settings such as park and recreation facilities, libraries, and community based organizations, with an option for expanding opportunities to parents with family support services.
- Mental health services for children at risk of developmental delays conducted in families' home settings, pre-schools, and in facilities serving high risk families.

Elementary and Middle School youth (6-14)

- After school services, including enrichment and academic programming, at Oakland elementary and middle schools with a formal contracting, programmatic, and fiscal partnership with the Oakland Unified School District.
- Community-based after school services that provide holistic academic and enrichment opportunities for children not accessing school-based after school programs.

Summer Programming (6-14)

- Summer programs that offer enrichment and academic programming.

Older Youth (ages 15-20)

- Career and College readiness services for youth in high school, attaining a GED, and for paid internships.
- Youth leadership activities that support young people's efforts to affect positive social change in their schools and their communities.
- Youth to youth grantmaking, an OFCY initiative that promotes young people's leadership through the delivery of small grants to other youth-led projects.

Physical and Behavioral Health Services (all ages, 0-20)

- Behavioral services that provide young people mentorship, case management and wrap around services.
- Physical health programming that promotes healthy living through exercise and nutrition.

Funding Cycle

The funding cycle for the upcoming fiscal year is a continuation of existing 2008-2009 grants to a second year of funding in 2009-2010. In 2010, with the guidance of a new strategic plan, new grants will be awarded up to a three-year term, from June 1, 2010 through May 31, 2013, with annual extensions awarded based on past performance.

Evaluation History

The Oakland Fund for Children & Youth evaluation has been based in youth development and resiliency theory. The evaluation system has focused on identifying performance at the program level, and for the fund as a whole. For each program, the evaluation measures clearly defined categories of performance -- from resources (dollars, staff, cost of service per hour, and clients) to quantifying hours of service delivered and participant numbers, to identifying quality based on customer satisfaction and changes in youth development assets.

As required in authorizing legislation, the Oakland Fund for Children and Youth must have youth participate in the development and operation of the evaluation. Historically, this has meant that youth visit programs and conduct peer-to-peer interviews.

The current evaluation provides individual program results to each program, and produces a numerical score for each grantee to indicate quality based on results, amount of service delivered, and cost of service. The Oakland Fund for Children and Youth also receives a summary of these program results at the individual and strategy level.

It is the intent of the Planning and Oversight Committee to build upon the current evaluation system by deepening our knowledge about performance for each of the Oakland Fund for Children's and Youth's funding strategies, by learning about promising practices in each of our strategy areas, and to continue to interpret grantee performance for the purposes of grantee-learning and grantee-level funding decisions.

Evaluation Project Description

The POC is committed to ensuring that the evaluation gives grantees input into the evaluation design and also meaningfully involves youth in the evaluation process. The consultant/s will be expected to work closely with the POC, staff, and the Community Based Organizations (CBOs) in the planning and implementation of the evaluation. Consultant/s will also be expected to work with CitySpan grantee reporting system and staff to report out on descriptive elements of service at the grantee and strategy level that include youth participation, hours and types of service delivered, cost of service, matching funds raised, and % of contract achieved.

In addition:

- Evaluation of after school strategy requires working closely with the Oakland S.U.C.C.E.S.S. Office at the Oakland Unified School District, which currently coordinates all district-wide after school efforts for the purposes of evaluation and data collection. It also requires a capacity to evaluate Oakland's community based after school programs.

- The evaluation of other OFCY strategies can be expected to intersect with other evaluation and planning efforts, such as the work of the City of Oakland, Measure Y Violence Prevention programs for children and youth, First 5 Alameda, and the Oakland Unified School District's (OUSD).

Types of applications that can bid

OFCY seeks applicants to 1) evaluate after school, and 2) one, multiple, or all non-after school strategies.

Strategies and # of grantees projected for the 2009-2010 grant-year and their budget ranges are as follows:

After School Evaluation

Strategy	Number of grantees	Budget Range
School-Based After School	73	\$20,000- \$75,000
Community-Based After School	7	

All, Any Combination of, or One Strategy Evaluation

Strategy	Number of grantees	Budget Range
Early Childhood	10 grantees	\$20,000- \$45,000
Older Youth	20 grantees	\$30,000- \$70,000
Physical and Behavioral Health	14 grantees	\$ 25,000-\$55,000
Summer	15 grantees	\$25,000-\$55,000

Project Budget

Funds currently available for the evaluation project total approximately \$200,000-\$300,000, pending council approval. The contract amount will depend on the scope of the services provided. The contract may be renewable for two additional years.

Evaluation Goals

The Oakland Fund for Children and Youth has five goals for the evaluation:

1. Contribute to the POC and the Oakland City Council's capacity to prioritize among different funding strategies based on strategy-level understanding of past performance.

2. Enable the POC to make funding decisions about individual programs through an assessment of grantee performance.
3. Enable the POC and Oakland City Council's to determine the effectiveness and efficiency of funds at the program and strategic level.
4. Enable the POC to promote best practices in their request for proposal design and in working with existing grantees.
5. Enable individual grantees to improve performance through individualized coaching and feedback about evaluation planning, data collection, and results.
6. Enable different audiences to understand the results of the Oakland Fund for Children and youth, including the POC, political and policy decision makers, grantees, and the general public.

Key Activities

All activities are to be conducted in partnership with the POC, OFCY staff, grantees, and systems stakeholders, including OUSD, First 5, and others.

- Identify common outcomes, indicators, methods, and measures for each OFCY funding strategy to assess strategy level performance.
- Work with individual grantees in evaluation planning to identify grantee-specific program outcomes and a method of feedback for individualized learning.
- Work with grantees, the Oakland Fund for Children and Youth staff, and other stakeholders to identify, and promote promising practices among grantees and in the field at large.
- Produce one or more reports at in the middle and end of the grant cycle year that communicate results to the POC, the Oakland City Council, the general public, and to other youth.
- Identify youth centered contributions and activities for the Oakland Fund for Children and Youth evaluation that communicate meaningful results to other youth and key stakeholders.

Scope of Work

The evaluation will be for the period of June 1, 2009 through September 30, 2010. Upon approval by the City Council and subject to performance and negotiations, the contract may be renewable for two additional years. OFCY is currently undergoing its strategic planning process for funding priorities in 2010-2013. In the event of a renewed contract for evaluation services in a second-year, the introduction of a new strategic plan and grants will likely result in a revision of the 2009-2010 evaluation design.

The evaluation will encompass the activities of OFCY's 138 proposed grantees for 2010-2011. The evaluation team will engage in the following activities:

Project Management – Coordinate with staff on the evaluation. Manage all evaluation activities. Assume responsibility for coordination with grantees and collaboration with the POC Evaluation Sub-committee to develop and refine the evaluation.

Evaluation Design and Implementation - This will include developing a well-defined evaluation design that addresses/develops:

- A comprehensive outcome based evaluation that includes identification of desired outcomes and performance measures for each program and across program types.
- Obtain stakeholder input on program outcomes and measures needed to develop a performance accountability framework.
- Retaining both youth development evaluation components and youth to youth evaluation.
- In the after school strategy, synchronizing the OFCY data collection and analysis with City Span, and OUSD's site based schools database and student achievement indicators.
- With all strategies, synchronizing the OFCY data collection and analysis with City Span, and any other partner agencies like Measure Y and First 5 Alameda.

Data Collection/Organizing –Develop and refine data tools, coordinate and implement data collection efforts among various City of Oakland and OUSD offices, and assist staff in the design and integration of a web-based data collection and reporting tool, including a plan to work with a web-based application by City Span beginning in the 2009-2010 grant year.

Reporting- Provide a mid-year and final report in formats that are useful and accessible by the public. Provide written and oral updates to the POC at the request of staff.

Engagement of Partners- Incorporate feedback from the POC Evaluation Subcommittee in the evaluation plan and design. Work with OFCY staff to refine the evaluation system plan and design. Work with other systems partners, i.e. OUSD, Measure Y, and First 5 Alameda in potential areas of integration.

Technical Assistance to Grantees and Staff-

- Provide technical assistance to grantees and staff to ensure evaluation compliance with objectives and outcome measures, administration of surveys, etc.
- Provide grantees (whether all grantees, or a subset of targeted grantees) with individualized opportunities for evaluation planning for program and organizational development.
- Hold regular, i.e. quarterly, all-grantee meetings to communicate evaluation-related updates and to promote best practices in the field.

Qualifications of the Evaluator/s

The selected consultant should meet the following qualifications:

- Reflect the diversity of Oakland
- Demonstrate a deep understanding of the field for each of the Oakland Fund for Children and Youth's funding strategies for which you are applying. This includes an understanding of outcomes and indicators that is meaningful to policy makers and obtainable by grantees.
- Demonstrates a clear understanding of the decision making needs of grantmaking bodies at the strategy and program levels.
- Demonstrate experience with the opportunities and challenges in identifying strategy level and program specific outcomes, measures, and processes for administering evaluation efforts with different program models and in different program settings.
- Demonstrate experience working with community based organizations and public agencies serving culturally diverse children and youth in an urban environment.
- Demonstrate experience in the development and implementation of process and outcome evaluations in partnership with multiple public agencies, grantees, and administrative oversight bodies and staff.
- Demonstrate experience developing easily administered evaluation tools.
- Demonstrate experience engaging youth in the evaluation process that is meaningful to the grantees, to other youth audiences, and to youth evaluators themselves.
- Demonstrate a capacity to effectively communicate findings

Timeline and Deliverables

The following is a sample of the probable timeline and deliverables for the evaluation project:

June/July – PRIORITY for SUMMER GRANTEES	Submission and presentation of an evaluation design and instruments to the staff and Evaluation Subcommittee of the Planning and Oversight Committee. Initiate data collection and site visits.
July 2009	Submission and presentation of an evaluation design and instruments to the staff and Evaluation Subcommittee of the Planning and Oversight Committee. Initiate data collection and site visits.
February/March 2010	Submission and presentation of mid-year evaluation report to staff and the Evaluation Subcommittee, followed by the POC and City Council.
August 2010	Submission and presentation of a Draft Evaluation report to staff and the POC Evaluation Subcommittee.

September 2010	Submission and presentation of the final Comprehensive OFCY Evaluation Report to the full Planning and Oversight Committee, followed by presentation to the Oakland City Council.
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SUBMITTAL REQUIREMENTS

There will be a Bidder's Conference for applicants on
Tuesday, March 24th 2009 at 2:00 p .m.
Department of Human Services
150 Frank Ogawa Plaza, 4th Floor
Conference Room 1

Mandatory Letter of Intent to Apply

A letter of intent to apply is due April 7, 2009, noon. OFCY will not accept full proposals unless a letter of intent to apply has been received. See pages 16 and 17 for letter of intention.

- Email the letter of intent to Jasmine Dawson at jdawson@oaklandnet.com by April 7, noon.
- Also hand-submit or mail with arrival by April 7 to:

Jasmine Dawson
 Oakland Fund for Children and Youth
 150 Frank Ogawa Plaza, Suite 4216
 Oakland, CA 94110

Required Full Proposal Elements and Format

Submission Requirements

Mail (8) proposals to arrive by April 20, noon time to

Jasmine Dawson
 Oakland Fund for Children and Youth
 150 Frank Ogawa Plaza, Suite 4216
Oakland, CA 94110

All hand submitted or mailed submittals should include eight (8) bound or stapled copies of the complete proposal. Narratives must be type written on 8 1/2 x 11 inch paper, using double spacing and 1 inch margins. All pages and attachments should have the prime consultant's name at the top.

Email one proposal *without* work samples, but with budget and narrative to:

Jasmine Dawson
jdawson@oaklandnet.com

Hard copies and electronic copies are both required for submission.

Cover Letter

A cover letter should be signed by an officer of the applicant firm and by an officer of any partners or subcontractors.

Proposal Narrative

The proposal narrative should be typed double spaced, single-sided, and not to exceed 18 pages. The following areas must be addressed:

- Indicate why your firm is interested in this project, how it furthers your firm's goals and mission. Describe your firm's relevant experience in relationship to this project and your capacity to manage a project of this nature and magnitude. For joint ventures, please include the role each firm will play in relationship to the project components, as well as experience of partner firms.
- Describe your firm's experience working particularly with funders, and address your understanding and background with providing program level assessments to help with grantee-level and strategy-level funding decisions.
- Describe your firm's expertise in the strategies for which you are proposing to evaluate. This includes addressing a) your understanding of appropriate outcomes, indicators, and evaluation methods for the strategy, and b) addressing your understanding of the right "altitude" of measurement that is both useful for policy level decision making and that programs can feasibly attain.
- Describe your firm's understanding of some of the opportunities and challenges in developing strategy-wide and program level outcomes for programs that vary widely in the kind of service they offer, their program model (i.e. one-on-one counseling versus workshops), and the kind of child or youth they serve (in terms of age, language, and level of being at risk).
- Describe your experience working with grantees to support program improvement at the program-level, and through promotion of best practices

with grantees at large, and address ways in which you have managed to develop grantee relationships without compromising accountability needs regarding assessment of performance.

- Indicate your firm's experience with, and approach and strategies for ensuring youth participation in the evaluation process.
- Describe your firm's proposed approach to fulfill the scope of work and to execute the project. Indicate your firm's understanding of the critical project elements. Indicate your firm's approach and strategies for ensuring grantee and community engagement.
- Describe your firm's approach with communicating results to different audiences, including political decision makers, staff, grantees, and to the general public. Address what different kinds of information these audiences need.
- Describe the project team, including the project responsibility and areas of expertise of each team member. Summarize the relevant qualifications of key staff who would work on the project. Identify if consultants are a Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Local Business Enterprise (LBE) or Small Local Business Enterprise.

Resumes of Key Project Personnel

Submit a detailed resume for key personnel who you expect to be involved with the project, both prime consultant and any sub-consultants. Indicate clearly on the resumes if these individuals are already staff for the applicant agency or whether they are proposed as new hires or subcontractors based on the awarding of this contract.

Proposal Budget and Budget Narrative

Include a projected project budget, including the estimate of total contract cost, to fulfill the Scope of Services described in this RFP. Provide a narrative justification as needed for costs associated with the proposed budget that may not be clearly understood in the budget format alone.

Sample Proposed Budget

Line Item Expenses	Detail	Total Budget
Evaluation Consultant Costs		
Consultant Smith	300 hours x \$75	\$22,500
Consultant Nguyen	150 hours x \$75	\$11,250
Consultant Martin	100 hours x \$100	\$10,000
Consultant Valdez	50 hours x \$75	\$3,750

Consultant Jones	150 hours x \$50	\$7,500
Total Consulting Team Costs		\$55,000
Direct Expenses		
Communications (telephone, internet, etc.)	\$30 x 12 mos.	\$360
Community Meetings		
<i>Outreach</i>		\$2,000
<i>Language Interpretation</i>		\$1,200
<i>Food</i>		\$1,500
<i>Childcare</i>		\$1,500
<i>Written Translation</i>		\$13,000
<i>Subtotal</i>		<i>\$19,560</i>
Printing and Reproduction of Draft Plan		\$350
Layout of Final Evaluation Plan		\$3,200
Travel		\$1,000
Youth Stipends		
15 youth x \$10/hour x 25 hours each		\$3,750
<i>Other Youth Incentives</i>		\$1,500
Total Direct Expenses		\$29,360
TOTAL EXPENSES		\$84,360

Hourly Billing Rates

Provide a list of all staff hourly rates by category, i.e. Principal, Project Manager, etc. Hourly rates shall be all-inclusive, i.e. base salary, fringe benefits, overhead, profit, etc. Rates must state that they are effective through October 2010.

References

Provide a list of references representing clients for whom the consultant has performed services similar to those requested in this RFP. Provide a list of references representing clients for whom the sub-contractor(s) has performed services similar to those requested in this RFP.

Work Samples

Provide at least three examples of similar project activities completed for other agencies with a description of the project and the name and phone number of the client for each project.

CONTRACTING PROCEDURES

City of Oakland Regulations and Programs

Please note compliance with the following City of Oakland programs and regulations will be required of all consultants or firms awarded a contract for this project. At this time,

consultants or firms are NOT required to submit any forms or assurances regarding these requirements for the RFP, but must be aware of the requirements.

Required Documents and Assurances

Applicants must be able and prepared to submit documents and assurances, including but not limited to:

- a. Signed Contract
- b. Contact Sheet
- c. Schedule N - Declaration of Compliance with Living Wage -- the City of Oakland requires any contractor receiving \$100,000 or more from the City to pay employees a living wage. The current rate is \$10.39 (10.83) with health benefits and \$11.95 (12.45) without health benefits. Since the living wage is adjusted yearly for cost of living increases, these amounts are likely to change by the time the contracts begin.
- d. Schedule N-1 - Compliance with Equal Benefits, Declaration of Nondiscrimination, including but not limited to, submission of an employee manual and insurance documents applicable to domestic partners and other equivalent relatives.
- e. Schedule O -Campaign Contribution Form
- f. Schedule Q - Insurance Certificate(s), endorsements, and waiver letters (if applicable)
- g. Schedule M (Part A) - Independent Contractor Questionnaire
- h. IRS letter status in the year 2007 or later
- i. Declaration of Corporate Status
- j. Current Oakland Business Tax Certificate
- k. Schedule P - Nuclear Free Zone Disclosure

1. Schedule C-1 -Declaration of Compliance with the Americans with Disabilities Act

Contract Negotiations

During contract negotiation, scopes of work and budgets will be reviewed in detail and negotiated as necessary to ensure that they meet the goals, objectives and policies of OFCY and the POC. Scopes of work and budgets may be revised.

Contract Compliance

1. After the Oakland City Council and the POC make final approvals, the successful applicant will be required to submit documents and assurances to the OFCY office and living wage reports to the Contract Compliance Office. Any and all reports must be submitted on the due dates specified in the Scope of Work. The contractor will be expected to maintain thorough records related to the contract including receipts and other back-up documentation for progress reports and invoices
2. Contractor(s) will be expected to provide the services projected in the proposal and scope of work, subject to contract negotiations. Failure to provide these services may result in reduced payments or suspension of payment
3. The following City staff are available to answer questions regarding this RFP:
 - LBE and SLBE issues: Earnestine Nettles - 238-6160
 - Insurance issues: Deb Grant - 238-7165
 - Project related questions Kelsey Crowe - 238.3242

Consultants and firms wishing to have their submittal material returned after the selection process should provide stamped, self-addressed envelopes as necessary.

Evaluation and Selection Process

Evaluation of Submittals

Staff will perform an initial screen to establish submittals eligible for the review process. Staff and POC members will form a review panel to recommend a firm for selection as the OFCY evaluator. *Selection will be based on proposal review, interviews and scoring.*

The following criteria will be used to analyze submittals:

- Overall quality of the submittal including responsiveness and conformance to the RFP requirements for format and content
- Demonstrated capacity to help OFCY evaluate strategy level and grantee level performance
- Demonstrated capacity to work with programs and policy makers
- Demonstrated capacity to communicate results to multiple audiences

- Understanding of OFCY and scope of work
- Quality of the evaluation approach and design
- Plan for input and involvement of staff, the POC, youth, grantees and/or community
- Prior experience and capacity of the firm and/or partners in evaluation
- Relevant experience/qualifications
- Quality and appropriateness of proposed project personnel, including subcontractors

Interview of Short-listed Firms

After a review of all proposals, firms *may* be invited to an interview to make a presentation and to discuss their submittal and experience.

Interview Date: April 30, 2009, and possibly April 29, 2009

The interviews will last 1-2 hours, with the time divided between the consultant's presentation and a question-and-answer period. Interviews will be held at the office of the Department of Human Services, 150 Frank Ogawa Plaza, Suite 4340, Conference Room 1, Oakland, California 94612.

Following the interview process, and based on proposal review and the presentation during the interview process, the proposals will be scored and ranked. The review panel will score each proposal according to the evaluation categories set forth below:

Category	Maximum Score (Points)
Organizational Capacity	15
Project Approach and Strategy	30
Project Staffing	15
Project Work Plan Details and Timeline	15
Project Budget and Budget Narrative	10
Work Samples	<u>15</u>
	100 Points

Contract Negotiations

The firm ranked first after completion of the interview process will be invited to participate in negotiations for contract terms. This will include further development of the evaluation design. If for any reason the City of Oakland and the finalist are unable to reach an agreement, the City will begin negotiations with the second ranked firm, and proceed down the list as necessary until an agreement is reached.

Timeline	
➤ Release RFP	March 19, 2009
➤ Bidder's Conference	March 24 at 2:00 pm
➤ Mandatory Letter of Intent Due	April 7 by noon

Timeline	
➤ RFP Due	April 20 by noon
➤ Interviews and Selection	April 30 day or evening, possibly April 29
➤ Consultant selection approved by POC	May 6
➤ To Life Enrichment Committee	May 26
➤ To City Council	June 9
➤ Contract begins	June 2009

Resources

Copies of the following documents can be found on the OFCY website:

OFCY 2006-2010 Strategic Plan	www.ofcy.org/about_us.html
OFCY Evaluations	www.ofcy.org/evaluation.htm
Community Needs Assessment	www.ofcy.org/resources.html
Measure K Legislation	www.ofcy.org/about_us.html

Mandatory Letter of Intent to Apply
 Due April 7 by noon
 Email: Jdawson@oaklandnet.com

Name of Applicant Agency:	
Contact Person Name:	
Title:	
Phone Number:	Email address:
The agency intends to apply as (please check one): <input type="checkbox"/> Single organization <input type="checkbox"/> Lead agency with subcontractors(s)	
List subcontractor(s):	

The agency/collaboration intends to apply for the following OFCY EVALUATION strategy (**check all that apply**)

Program Strategy		Grant Amount
After School Services	<input type="checkbox"/>	
Summer Programming	<input type="checkbox"/>	
Physical and Behavioral Health Services	<input type="checkbox"/>	
Older Youth Services	<input type="checkbox"/>	
Early Childhood Services	<input type="checkbox"/>	

TOTAL Funds Requested: \$

Please provide a brief description of your proposed project: (no more than 10 sentences)

Signature of Lead Representative:	Date:
Print Name:	Print Title: