City of Oakland, Human Services Department

Oakland Fund for Children and Youth

PLANNING AND OVERSIGHT COMMITTEE (POC)

Wednesday, October 7, 2026

City of Oakland, Human Services Department

Oakland Fund for Children and Youth

City of Oakland Planning and Oversight Committee (POC)

Children and Youth Services Division | Human Services Department
150 Frank H. Ogawa Plaza, Suite 4216 | Oakland, CA 94612 (510) 238-3088

October 7, 2026 | 6:00pm-9:00pm

PUBLIC PARTICIPATION:

The public may observe and/or participate in this meeting, in person, at Oakland City Hall, Hearing Room 4, 1 Frank Ogawa Plaza, Oakland, CA 94612.

OBSERVE:

To observe the meeting by video conference, please click this link at the noticed meeting time: https://oaklandca.zoom.us/j/82311405823

Instructions on how to join a meeting by video conference is available at: https://support.zoom.us/hc/en-us/articles/201362193–joining-a-Meeting

PUBLIC COMMENT:
Join us at Oakland City Hall, Hearing Room 4, 1 Frank Ogawa Plaza, Oakland, CA 94612.

In-person comments from members of the public must submit a separate speaker card for each item on the agenda to the commission clerk before the item is called.

All public comments that are not submitted by email by the deadline must be made in person.

Email Written Comments to OFCY@oaklandca.gov.

Written comments must be submitted at least 24 hours prior to the meeting time to be delivered to the Commissioners.

If you have any questions, please email OFCY@oaklandca.gov.

City of Oakland, Human Services Department

Oakland Fund for Children and Youth

October 7, 2026 | 6:00pm-9:00pm

Issues that the public wishes to address that are not published on the agenda will be heard during the Public Forum section. You will have 2-minutes to comment on the item.

AGENDA

1. **Call to Order**

2. **Roll Call**

3. **Introduction of new POC members**

4. **Adoption of Agenda (Action)**

5. **Approval of Minutes (Action)**
   - **July 15, 2026**

6. **Public Forum (Limit to 2 minutes)**

7. **Approval of OFCY Staff Recommendation: Professional Services Agreement for The Bridging Group, LLC (TBG) (Action)**

8. **Grantee Spotlights in FY 2026 - 2027**

9. **Review FY 2026 - 2027 POC tentative calendar dates:** https://www.ofcy.org/assets/Uploads/POC-calendar-FY-26-27-external.pdf

10. **OFCY Updates and POC Member Announcements**
    - **Mayor's Summer Youth Employment Program and Summer Cycle Recap**
    - **Fiscal Year 2026 - 2027 Contracting Update**
    - **OFCY Virtual Grantee Convening on October 2, 2026**
    - **New Oakland Youth Commission lead staff member: Molly Perlmutter**

11. **Closing Remarks & Adjourn**

Oakland Fund for Children & Youth (OFCY)
Planning & Oversight Committee (POC)
Meeting Minutes — Wednesday, July 15, 2026

1. Call to Order

The meeting was called to order at **6:06 PM**. Co-Chair Jemmott opened the session and initiated roll call.

2. Roll Call & Quorum

A roll call was conducted. Quorum was established.

- **Present:** Jessica Arline (D1 Adult), Ashley Jemmott (D2 Adult, Co-Chair), Madison Jackson (D6 Youth), Sophie Mehouelley (D2 Youth), Pelayo Llamas (D4 Youth), Ashley Tchanyoum (D3 Youth), Olivia Sally (D4 Adult), Kayla Powers (D3 Adult)

- **Additional arrival noted:** Commissioner Letitia Henderson (Mayoral Adult) (arrival noted during Public Forum).

3. Adoption of the Agenda (Action)

- **Motion:** To adopt the agenda as presented.
- **Second:** Provided.
- **Vote: Ayes:** All present; **Noes:** None; **Abstentions:** None.
- **Outcome: Motion Passed.**

4. Approval of Prior Minutes (Action)

The Committee considered approval of draft minutes for three previous meetings individually.

A. June 3, 2026 Minutes

- **Motion:** Co-Chair Jemmott.
- **Second:** Commissioner Mehouelley.
- **Vote: Ayes:** All present; **Abstentions:** Commissioner Sally **Noes:** None.
- **Outcome: Approved** (1 abstention).

B. May 6, 2026 Minutes

- **Motion:** Commissioner Tchanyoum
- **Second:** Commissioner Pelayo.
- **Vote: Ayes:** All present; **Abstentions:** None; **Noes:** None.
- **Outcome: Approved**.

C. April 15, 2026 Minutes (Amended)

- **Initial Motion:** Commissioner Arline.
- **Second:** Co-Chair Jemmott.
- **Amendment:** Correct a commissioner district listing for "Commissioner Jackson" (district value misstated in the draft).
- **Amended Motion:** Commissioner Arline
- **Second (Amended):** Commission Jackson.
- **Vote: Ayes:** All present; **Abstentions:** None; **Noes:** None.
- **Outcome: Approved with amendment** to correct commissioner district in the April 15 minutes.

5. Public Forum

The Chair opened the floor for public comment.

- **Staff report:** No public comments were received via email; none requested from attendees.
- **Outcome:** Public Forum closed.
- **Arrival noted:** Commissioner Henderson arrived during this item.

6. OFCY Appreciation, Reflections & Accomplishments (Informational)

Administration provided a year-end overview, highlights, and appreciation for the Commission's service.

Staffing & Capacity

- Welcomed two new Program Analysts, doubling the grant management team's capacity from two to four.
- Communications/Admin Assistant II departed on promotion; recruitment is underway to refill this key role
- Staff temporarily supported the Oakland Youth Commission this past fall to cover transitions.

Competitive Solicitations Executed

- **Grants RFP:** Adopted by City Council (July 7; consent). With the resolution approved, staff may now communicate with grantees and proceed to contracting.
- **Professional Services RFQ:** To qualify vendors for evaluation, strategic planning, and a community needs assessment; Contract Administration is finalizing the qualified pool.
- **Database RFP:** Cityspan on a 12-month extension while competitive bidding proceeds; RFP closed last week. Contract Administration will provide next-step guidance.

Evaluation & Audit

- Annual evaluations are back on cadence; outcome framework/reporting improved for FY25-26 based on Commission guidance.
- Audit obligations under the Charter have resumed on an annual cadence. A previously issued multiyear audit finding was corrected (magnitude reduced in the final report). Administration highlighted the Commission's diligence and staff's work to resolve discrepancies.

Commission Transitions

- Added youth commissioners and several new adult commissioners this year; some longtime adult commissioners stepped down. Staff expressed appreciation for continuing and outgoing members' service and stewardship.

Appreciations

- Administration conveyed gratitude on behalf of OFCY leadership and team members, noting personal circumstances affecting staff availability at this meeting and thanking the Commission for steadfast support throughout the year.

7. Discussion: Contract Execution & Payments (Informational/Q&A)

Commissioners asked about the timeliness of contract execution and payments to organizations.

Key points from Administration:

- FY25-26 included 77 grant contracts; 14 remained unexecuted at fiscal year-end due to project-specific issues (e.g., insurance documentation, scope alignment). Each has an action plan; the priority is to close out these 14 and authorize payment.

- FY26-27 anticipates 102 OFCY grant contracts (an increase due to RFP awards), plus one MOU and two to three PSAs. (MOU = Memorandum of Understanding; PSA = Professional Services Agreement.)
- Authorization-to-payment timeline: Once a contract is executed, the typical time from authorization for payment to funds disbursement last year averaged 45–60 days, with delays primarily in approvals outside OFCY's control (multilevel finance approvals). Once authorization is granted, checks are generally cut promptly (often within ~2 weeks; mostly within 30 days).
- Process improvements: Front-end coordination with Contract Administration; internal peer-review checklist so no contract enters the portal without a second review; clearer tracking of timelines (monthly averages) to support cross-department solutions.
- Structural bottlenecks: Single signatory for binding contracts and single approver for certain purchasing steps create system level delays; potential remedies may require administrative delegation and/or legislation.
- Two-year combined contract packets: Combining FY24-25 and FY25-26 in single packets created complexity and contributed to some longer delays.

RFQ/RFP transparency question:
Selection criteria for administrative services RFQ/RFP are set and run by the Contract Administration Unit; OFCY participates in the reader pool but does not design criteria.

8. Administrative Items & Announcements (Informational)

- FY26-27 Contracting: Immediate focus on executing summer contracts, then year-round contracts.
- OFCY responsible for 102 grants this year. Total agencies receiving OFCY funds: 113 (includes Mayor's Summer Youth Employment Program administered in coordination with OWDB to avoid duplicate packets).
- Evaluation: Approximately 6,000 participant surveys were received for FY25-26; an evaluation contract is to be executed and analysis to proceed.
- Audit: When findings are issued, staff will bring the report to the Commission.
- Recess & Scheduling: August recess; meetings resume in September. Staff will send holdover interest letters (one meeting per month; seeking the best cadence—first vs. third week). Commissioners were asked to signal availability or intent not to hold over as early as possible to support scheduling and appointments.

9. Closing Remarks

Commissioners offered appreciations to the Chair, staff, and fellow members, acknowledging the year's progress and youth commissioners' next steps (including those heading to college). Warm acknowledgments were exchanged.

10. Adjournment (Action)

- **Motion:** To adjourn.
- **Second:** Provided.
- **Vote: Ayes:** All present.
- **Outcome: Meeting adjourned.**
- **Time: 6:42pm** (recording duration ~36 minutes after the call to order)

Action Items & Follow-ups

1. **April 15 Minutes Correction:** Apply district correction for Commissioner Jackson; repost amended minutes.
2. **Unexecuted Contracts (14):** Continue case-by-case resolution to authorize payment.
3. **RFQ/RFP Update:** Return in fall/early winter with qualified pool, proposed selections, and project plans for Commission review.
4. **Holdover Letters & September Scheduling:** Send/collect interest and attendance; finalize fall meeting cadence.

Notes on Source & Drafting

Melissa Francisco prepared these minutes using the WEBVTT recording and Microsoft Copilot.

MEMORANDUM

TO: Planning and Oversight Committee
FROM: Robin Love, Children & Youth Services Manager, OFCY Director
DATE: October 7, 2026
Re: Professional Services Agreement: The Bridging Group (TBG)

RECOMMENDATION

Oakland Fund for Children and Youth (OFCY) staff recommend entering into a Professional Services Agreement (PSA) with The Bridging Group, LLC (TBG) from November 1, 2026, through December 31, 2027, for Fiscal Year (FY) 2025 – 2026 and FY 2026 – 2027 OFCY Independent Evaluation activities in a total amount not to exceed Two Hundred and Fifty Thousand Dollars ($250,000).

EXECUTIVE SUMMARY

An annual independent evaluation of OFCY funded programs is required by City Charter Section 1305. TBG applied to RFQ #406536 and was determined the most qualified candidate for OFCY evaluation services. If approved by the Planning and Oversight Committee and City Council, OFCY will execute a PSA with TBG to support the completion of the FY 2025 – 2026 annual evaluation as well as preparation tasks for the FY 2026 – 2027 annual evaluation, including participant surveys, stakeholder engagement, and project coordination, in an amount not to exceed Two Hundred and Fifty Thousand Dollars ($250,000).

TBG has served as the independent evaluator for OFCY for the last two years and has conducted the FY 2022 – 2023 retroactive evaluation, the FY 2023 – 2024 evaluation, and the FY 2024 – 2025 evaluation.

Continuing to work with TBG for the FY 2025 – 2026 and FY 2026 – 2027 annual evaluations promotes consistency across reports. It will ensure the work to compile, analyze and report out numerical, narrative, survey and outcome data is done in a timely manner with efficacy and efficiency.

BACKGROUND

TBG was selected through the competitive RFQ #406536 for Professional Services for the Human Services Department, released on March 6, 2026. The competitive RFQ was released for the following professional service categories covering FY 2026 – 2031:

1. Strategic Planning and Community Engagement
2. Design, Marketing and Communication Services
3. Independent Evaluation of Program Services
4. Training, Technical Assistance and Capacity Building
5. Independent & External Programmatic Audit
6. Fiscal Sponsorship

Three vendors responded to the RFQ under Service Area 3 for Independent Evaluation of Program Services: TBG, Bright Research Group (BRG), and Social Policy Research Associates (SPRA). All three were determined to have met minimum qualifications for consideration.

OFCY staff then developed a project scope of independent evaluation services for FY 2025-2026 and FY 2026-2027 (Attachment A). All qualified applicants were notified of the project and all three applicants expressed interest.

After reviewing the application materials, conducting interviews, and scoring each applicant, OFCY staff determined that TBG was the most responsive and most qualified respondent in Service Category 3: Independent Evaluation of Program Services.

Founded in 2008, The Bridging Group (TBG) is a community-based consulting firm that specializes in supporting local, state, and federal governmental agencies and community-based organizations who work at the crossroads of criminal legal system involvement, poverty, housing instability, and behavioral health and their effects on the public's health, families, and communities. Services provided by TBG include 1) evaluation and research, 2) technical assistance and capacity building, and 3) training, education, and dissemination.

TBG was previously selected for OFCY evaluation services through competitive RFQ #27034 released in October 2022 and has worked with OFCY since April 2024.

On March 19, 2025, the POC approved an allocation to TBG in a total not to exceed $350,000 through December 31, 2025, for independent evaluation services covering FY 2022 – 2023, FY 2023 – 2024, and FY 2024 – 2025.

On April 16, 2025, the POC approved the extension of the PSA with TBG through June 30, 2026, with no change to the total amount requested or project scope.

On July 1, 2025, the City Council passed Resolution 90871 C.M.S., authorizing OFCY to enter a PSA with TBG for evaluation services, which included the completion of the FY 2024 – 2025 evaluation and the design and preparation for the FY 2025 – 2026 evaluation.

On May 19, 2026, the City Council passed Resolution 91173 C.M.S., accepting the FY 2024 – 2025 evaluation report.

ANALYSIS AND KEY DELIVERABLES

The Oakland City Charter Article XIII requires the City to contract with an independent evaluator to complete the annual OFCY program evaluation.

TBG's research and evaluation expertise includes applying qualitative and quantitative methods to assess the distinct needs, issues, strengths, and challenges of individuals and families impacted by criminal legal system involvement, housing instability, poverty, and physical or behavioral health conditions. TBG consultants are also skilled technical assistance providers with expertise helping community-based organizations and local government partners strengthen their capacity for strategic planning, program development, and evaluation and monitoring.

TBG has served as the independent evaluator for OFCY for the last two years and has conducted the FY 2022 – 2023 retroactive evaluation, the FY 2023 – 2024 evaluation, and the FY 2024 – 2025 evaluation.

Continuing to work with TBG for the FY 2025 – 2026 and FY 2026 – 2027 annual evaluations promotes consistency across reports and will ensure the work to improve outcomes reporting to better demonstrate the impact of OFCY is fully realized.

Article XIII of the City Charter states that no more than 10% of OFCY funds can be used for administrative activities. This cap includes costs such as the annual independent evaluation. Because OFCY staff, the OFCY grant management database, and strategic planning efforts are all funded within the administration budget, limited funds are available for this contract.

TBG will deliver the following work upon entering this PSA, detailed in Table 1 below.

Table 1: Scope of Work

Estimated Cost	Deliverable	Description
$ 130,000.00	Annual Evaluation Report	The annual OFCY evaluation report will provide a high-level summary assessment of how well funded programs met overall OFCY goals. Data from Cityspan (the OFCY grant management database), surveys, attendance logs, site visits, and agency documentation will be used in the evaluation reports. The report will include a summary of demographic information on who was served through programs funded by OFCY, including race and ethnicity, gender identity, residential zip code and age, analysis of projected service goals versus actual goals met, and description of outcomes.
	Annual Report Program Profiles	The Consultant will develop a detailed program profile for each funded program summarizing performance. Programs will be analyzed for demographic reach—including age, race/ethnicity, gender identity, zip code of residence, actuals to projections, and key highlights from the participant surveys.
	Annual Report Spotlights	Th Consultant will incorporate a storytelling framework into the OFCY evaluation report by incorporating grantee spotlights developed from information generated from activities such as: grantee spotlight presentations at POC meetings, quarterly grantee narrative reports, TBG site visits, and multi-media sources.
$ 15,000.00	Results-Based Accountability (RBA) Outcomes Analysis and Continuous Quality Improvement (CQI)	The Consultant is expected to strengthen the annual evaluation by refining how participant outcomes are defined, collected, analyzed, and reported using the RBA framework. The Consultant will provide Strategy Level Outcome Summaries utilizing the Results-Based Framework to demonstrate population level impacts of OFCY investments. Efforts will include results from the beta-test/lessons learned from FY 2025-2026, developing strengthening outcomes recommendations, and exploring ways to improve data collection within grant management database with OFCY team.

Estimated Cost	Deliverable	Description
$ 25,000.00	Participant Surveys	Participant surveys will generate data about participant experience and evaluate how well program services meet community need and OFCY goals. Surveys are developed, refined, and disseminated by TBG. Surveys must be available in multiple languages to ensure accessibility, including: English, Spanish, Chinese, Arabic, Vietnamese, Tigrinya, Kashmiri, Pashto, and Tagalog. The City of Oakland can provide translation support. Surveys should be available in multiple formats to reduce barriers to participation. Efforts include the close of Summer 2026 survey, launch and close of year-round FY 26-27 survey, and launch of Summer 2027 survey.
$ 30,000.00	Stakeholder Engagement: OFCY Grantee Technical Assistance and Support	Virtual office hours (at least once a quarter, prior to quarterly grant reporting deadlines) and targeted support for agencies struggling with outcomes reporting. Also includes optional workshops with grantees when designing presentations for Site Spotlights delivered to Planning and Oversight Committee (POC).
	Stakeholder Engagement: OFCY Capacity Building and Continuous Quality Improvement	Evaluators will provide training for OFCY Grant Managers on how to review and support successful grantee outcomes reporting.
	Stakeholder Engagement: External Partners	Coordination with stakeholders from OFCY grant management database, school-district evaluator coordination, Planning and Oversight Committee, Life Enrichment Committee, and City Council
$ 25,000.00	FY 2026 – 2027 Project Coordination	Coordination with OFCY staff for project management, communication and implementation of deliverables
$ 20,000.00	FY 2026 – 2027 Operating Costs	Includes communications, occupancy, supplies, and local travel
$ 245,000.00	**TOTAL**	

BUDGET

The total not to exceed amount for this project is Two Hundred and Fifty Thousand Dollars ($250,000). The budget is summarized below in **Table 2**.

Table 2: Budget
Contract Term: November 1, 2026 - December 31, 2027

Section	Deliverable	Estimated Cost
1	FY 2025 – 2026 Annual Evaluation Report, Program Profiles, and Report Spotlights	$130,000
2	Results-Based Accountability (RBA) Outcomes Analysis and Continuous Quality Improvement (CQI)	$15,000
3	Participant Surveys	$25,000
4	Stakeholder Engagement	$30,000
5	Project Coordination	$25,000
6	Operating Costs	$20,000
TOTAL COSTS		**$245,000**

PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

By completing the FY 2024-2025 evaluation report, TBG demonstrated the improved OFCY evaluation framework informed by Results-Based Accountability (RBA) metrics to assess the overall impact of the fund's investments at the funding strategy level.

For the FY 2023-2024 evaluation, OFCY and TBG staff refined the parent and youth participant surveys to include additional questions beyond satisfaction for youth and parents to share if they felt better off after receiving OFCY-funded program services and support. TBG also completed an analysis of OFCY qualitative and quantitative narrative outcome data reported and coded the data to identify the most common strategy-level OFCY outcome categories and strategy-specific outcomes. The outcome categories and strategy-specific outcomes identified by TBG were shared with grantees for their input at the OFCY Grantee Convening on February 28, 2025.

In preparation for the FY 2025-2026 evaluation, OFCY and TBG staff engaged in a participatory process with grantees to move from self-reported open text narrative to defined proscriptive outcome measurement categories.

Eight outcome measurement categories were identified:

1. Client Satisfaction
2. Belonging and Community Support
3. Knowledge Acquisition and Skill Development
4. Connections and Access to Resources
5. Leadership and Development
6. Engagement in School and Academic Achievement
7. Violence Prevention
8. Employment and Financial Stability

These eight outcome measurement categories were also integrated into the FY 2026 - 2028 OFCY grant award Request for Proposals, released in October 2025. This ensured that all newly awarded grantees for the FY 2026 - 2027 year have identified how their funded program improves the lives of participants served, as defined by these prescribed performance indicators.

As a final activity during their previous contract, TBG provided reporting tips and technical assistance for FY 2026 - 2027 OFCY grantees to help them articulate the intended impact of their programs. Improved outcomes reporting enables OFCY to better demonstrate the power of the Fund's investment across a wide range of services delivered through more than 150 OFCY-funded programs.

RACE AND EQUITY

OFCY prioritizes funding for program services that reach Oakland's children, youth and their families with the greatest needs who are experiencing the most desperate outcomes.

The OFCY FY 2025-2028 Strategic Investment Plan (SIP) outlines OFCY's Race & Equity data collection and reporting priorities, including ensuring that data is captured for equity service zones as identified by the Department of Transportation Geographic Equity Toolbox by council district, zip codes, and ethnicity served.

As part of the scope of work evaluation deliverables, OFCY staff will work closely with TBG to ensure that the qualitative and quantitative analysis used in the evaluation report demonstrate how funds improve the lives of Oakland children and youth, particularly those in greatest need (as defined by those experiencing the highest levels of chronic stress, violence, and trauma).

Attachments: 1

Attachment A: Independent Evaluation Services for FY 2025 – 2026 and FY 2026 – 2027 Project Scope

Attachment A

Introduction

The Oakland Fund for Children and Youth (OFCY) seeks a Consultant to develop a comprehensive annual independent evaluation of funded program services for Fiscal Year (FY) 2025 - 2026 and FY 2026 - 2027 that meets the requirement set forth in Oakland Municipal Charter Section 1300. The project will assess program reach, quality, effectiveness, and alignment with OFCY's FY 2025 - 2028 Strategic Investment Plan (SIP) while supporting agencies through technical assistance and improved data-informed impact reporting.

Project Overview

The selected Consultant will develop two annual comprehensive evaluation reports delivered to OFCY staff, the OFCY Planning and Oversight Committee (POC), the Oakland City Council, and the public. In addition to the development of the annual evaluation reports for FY 2025 - 2026 and FY 2026 - 2027, the selected Consultant will also publish annual Program Profiles for each program funded by OFCY, create and distribute program participant surveys, host Technical Assistance sessions and office hours for grantees to improve impact reporting, conduct site visits, and further refine outcome measurement reporting in line with Results-Based Accountability (RBA).

The contract period is from September 1, 2026, through December 31, 2028.

Contract Term and Deliverables

Contract Term

September 1, 2026 – December 31, 2028

Contract Deliverables

1. FY 2025–2026 Evaluation
    a. Estimated Delivery: March 2027
    b. Brief Description: A comprehensive retrospective evaluation of FY 2025–2026 program performance, including summary of programs, outcomes analysis, and recommendations for future investment planning.

2. FY 2025 - 2026 Program Profiles
    a. Estimated Delivery: March 2027
    b. Brief Description: Individual program-level summary report on demographics and outcomes for FY 2025 - 2026 OFCY funded programs

3. FY 2025 - 2026 Strategy Level Outcome Summaries
    a. Estimated Delivery: March 2027
    b. Brief Description: Individual program-level information on demographics and outcomes for FY 2025 - 2026 OFCY funded programs

4. FY 2026–2027 Evaluation Planning
    a. Estimated Delivery: September 2027
    b. Brief Description: FY 2026 - 2027 Evaluation project plan, FY 2026 - 2027 Participant survey

5. FY 2026–2027 Evaluation Report
    a. Estimated Delivery: March 2028
    Brief Description: A comprehensive retrospective evaluation of FY 2026–2027 program performance, including summary of programs, outcomes analysis, and recommendations for future investment planning.

6. FY 2026 - 2027 Program Profiles
    a. Estimated Delivery: March 2028
    b. Brief Description: Individual program-level summary report on demographics and outcomes for FY 2026 - 2027 OFCY funded programs

7. FY 2026 - 2027 Strategy Level Outcome Summaries
    a. Estimated Delivery: March 2028
    b. Brief Description: Individual program-level information on demographics and outcomes for FY 2025 - 2026 OFCY funded programs

8. FY 2027–2028 Evaluation Planning
    a. Estimated Delivery: September 2028
    b. Brief Description: FY 2027 - 2028 Evaluation project plan, FY 2027 - 2028 Participant survey

9. Evaluation Support Activities
    a. Estimated Delivery: Ongoing, beginning January 1, 2027 through end of Contract period: December 31, 2028
    b. Brief description: Site visits, technical assistance sessions, and office hours

Project Details

Annual Evaluation Report

Each annual evaluation report will provide a high-level summary on priority populations served and an assessment of how well funded programs met overall OFCY goals. Data from Cityspan (the OFCY grant management database), surveys, attendance logs, site visits, and agency documentation will be used in the evaluation reports.

The evaluations will include a summary of demographic information on who was served through programs funded by OFCY, including race and ethnicity, gender identity, residential zip code and age.

In alignment with City of Oakland Administrative Instruction 580 (Race and Equity in the City of Oakland), each evaluation shall use RBA to assess *How much was done*, *How well it was done*, and *If anyone was better off.* Outcome measurement category findings will be aggregated by each funding strategy and by demographic populations to demonstrate the impact of OFCY investment. Evaluation findings will center on quantifiable measurable outcomes tied directly to OFCY goals: Healthy Development of Young Children 0-5, Children's Success in School, Youth Development and Violence Prevention, and Transitions to Adulthood.

Program Profiles

The Consultant will develop a detailed program profile for each funded program summarizing performance. Programs will be analyzed for demographic reach—including age, race/ethnicity, gender identity, zip code of residence, actuals to projections, and key highlights from the participant surveys.

RBA Outcomes Reporting Deeper Dive

OFCY aims to continue to strengthen the annual evaluation by refining how participant outcomes are defined, collected, analyzed, and reported using the RBA framework.

The Consultant is expected to provide Strategy Level Outcome Summaries utilizing the Results-Based Framework to demonstrate population level impacts of OFCY investments.

Participant Surveys

To amplify and include participant voice in the evaluation of programming, evaluation activities will include participant voice through surveys and narrative collection (at minimum). Surveys will generate data about participant experience and evaluate how well program services meet community need and OFCY goals. Surveys will be developed, refined, and disseminated by the Consultant.

Surveys must be available in languages common to Oakland communities to ensure accessibility, including: English, Spanish, Chinese, Arabic, Vietnamese, Tigrinya, Kashmiri, Pashto, and Tagalog. The City of Oakland can provide translation support.

Surveys should be available in multiple formats to reduce barriers to participation.

Technical Assistance and Office Hours

Evaluators will provide structured support throughout the contract period, including:

- Virtual office hours (at least once a quarter, prior to quarterly grant reporting deadlines)
- Individualized support for agencies as needed on topics such as outcomes reporting, narrative reporting in Cityspan, survey design, and survey deployment.

Site Visits

Evaluators will conduct structured site visits to observe program implementation, verify data, document best practices, and provide feedback on how agencies can improve outcomes reporting.

These site visits are independent of any OFCY Grant Management site visits or program monitoring.

Estimated Budget

Oakland Municipal Charter requires that no more than 10% of OFCY funds may be used for administrative activities, including independent third-party evaluation. The anticipated funding available for the contract term (September 1, 2026 through December 31, 2028) is $400,000.

Consultant Selection

Letter of Interest Submission

All qualified Consultants interested in this project are invited to submit a letter of interest to OFCY@oaklandca.gov by Wednesday, August 26th. This letter of interest should describe the Consultant's ability to meet the deliverables set forth above within the estimated budget available.

Consultant Interviews

All qualified Consultants who submit a letter of interest will be invited to interview with OFCY staff the week of August 31st. During the interview, Consultants should be prepared to discuss their specific experience providing services like those described above, their project approach, available resources, and estimated budget.

The OFCY team is also interested in the agency's experience in the City of Oakland, experience working with populations supported by OFCY programming, and their use of the RBA framework to measure, evaluate, and report-out on participant outcomes.

The following scoring rubric will be used to rank candidates. Each criterion will be scored using a Likert scale from 1 - 5. Criterion are weighted for a maximum score total of 100 points.

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Interview Scoring Rubric

Section	Criterion
Annual Evaluation	Consultant describes how they will meet the RBA framework and what they will analyze (Actuals to Projections; Demographics of participants compared to demographics of Oakland)
Annual Evaluation	Consultant demonstrates experience producing similar products to the annual evaluation
Annual Evaluation	Consultant has a specific plan or outline of how the work will be performed in a timely and effective manner
Annual Evaluation	Consultant is aware of potential challenges that may come up to meeting deliverables, and offers potential solutions to prevent long-term issues
Survey Design and Dissemination	Consultant has experience with survey design, refinement, and dissemination
Survey Design and Dissemination	Consultant has experience developing data-sharing agreements with large bureaucratic institutions, including school districts
Survey Design and Dissemination	Consultant demonstrates how they will meet the need for translation into multiple languages
Survey Design and Dissemination	Consultant describes different formats of survey delivery (hard-copy, QR code, via email, etc) to ensure participation
Site Visits and Technical Assistance	Staff and leadership of the Consultant team reflects the community served by OFCY programs
Site Visits and Technical Assistance	Staff and leadership of the Consultant team demonstrate previous work experience providing technical assistance to OFCY funded programs or similar community-based programs
Site Visits and Technical Assistance	Consultant understands positionality (race, gender, age, sexuality, class, etc.) and its relation to power; Consultant shares experience building relationships across demographic differences
Administration and Operations	Consultant has a clear understanding of the amount of work required and demonstrated ability to meet the deliverables, including the annual independent evaluation, the Program Profiles, the RBA outcomes, site visits, and technical assistance
Administration and Operations	Consultant has sufficient administrative infrastructure and resources to meet the City of Oakland contract requirements
Administration and Operations	Consultant demonstrates that they have sufficient staff and project management tools to conduct all work required to meet the deliverables in a timely manner
Administration and Operations	Consultant's interview answers are responsive and clear