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Office of the City Administrator  
P. Lament Ewell  
Interim City Administrator

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May 24, 2011

Public Safety Committee  
Oakland, California

Chair Patricia Kernighan and Members of the Public Safety Committee

RE: **Informational Report from the Office of the City Administrator and Resource Development Associates on the Measure Y Evaluation Reports for the Individual Violence Prevention Programs for Fiscal Year 2009-2010 and the Community Policing April 15, 2011 Quarterly Report**

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## SUMMARY

The Violence Prevention and Public Safety Act of 2004 (Measure Y Initiative) mandates an independent evaluation of Measure Y funded violence prevention programs to ascertain the effectiveness of the programs, including the number of persons served and the rate of crime and violence reduction achieved. There are two major components of Measure Y programming, (1) community and neighborhood policing and (2) violence prevention services with an emphasis on at-risk youth. The independent evaluators, Resource Development Associates (RDA), has recently released the following evaluation reports: 1) the evaluation of all violence prevention programs funded by Measure Y for Fiscal Year 2009-2010 (*Attachment A*); and 2) a community policing quarterly report dated April 15, 2011 (*Attachment B*). This informational report provides a summary of key findings.

The evaluation reports have been presented to the Measure Y Oversight Committee at its May 16, 2011 meeting.

## FISCAL IMPACT

As this is an informational report, there are no known fiscal impacts at this time.

7) Evidence shows strong resident support for the PSO program.

### SUSTAINABLE OPPORTUNITIES

**Economic:** The reduction of crime and violence may enhance the economic vitality of the City of Oakland.

**Environmental:** This project will have no impact on the environment.

**Social Equity:** The goal of reducing crime and violence will enhance the quality of life for Oakland residents.

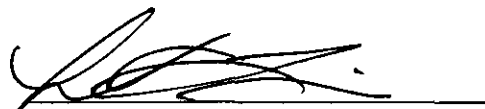
### DISABILITY AND SENIOR CITIZEN ACCESS

All programs sponsored by Measure Y are in facilities accessible to persons with disabilities.

### ACTION REQUESTED OF THE CITY COUNCIL

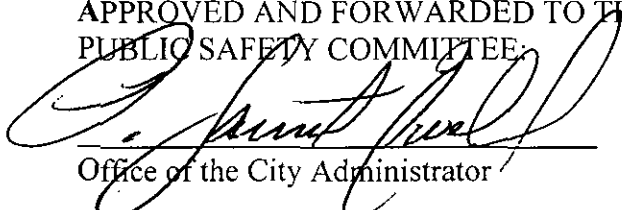
It is recommended that the City Council accept this informational report.

Respectfully submitted,



Margaretta Lin  
Deputy City Administrator  
City Administrator's Office

APPROVED AND FORWARDED TO THE  
PUBLIC SAFETY COMMITTEE:



Office of the City Administrator

Attached: Attachment A - Measure Y Evaluation Report on the Individual Violence Prevention Programs,  
2009-2010  
Attachment B - Measure Y Evaluation Community Policing Quarterly Report, April 15, 2011

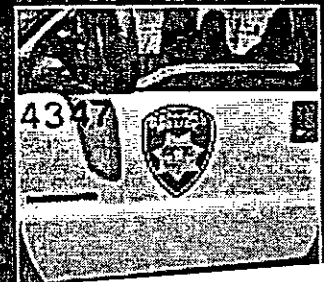
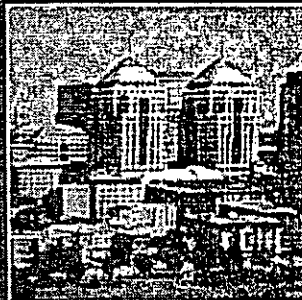
City of Oakland

MEASURE Y EVALUATION

2009-2010



Individual Violence Prevention Program Reports



## **Acknowledgements**

We wish to express our appreciation for the contributions of all of the agencies, organizations and individuals who participated in the 2009-2010 evaluation of the City of Oakland's Measure Y Violence Prevention programs.

Thank you to the Violence Prevention Programs for your time and commitment to this evaluation. We have appreciated your thoughtful feedback and have benefited from your knowledge. Your cooperation and energy resulted in the collection of extensive data and allowed us to prepare this report. Moreover, our Evaluation Team has tremendous respect and admiration for your contribution to the health and wellbeing of the residents of Oakland, both young and old.

We acknowledge the invaluable contribution of Mark Min and the staff of CitySpan for creating and operating the Youth Services and Information System used by the Violence Prevention Programs.

Thank you to the Oakland Unified School District and the Alameda County Probation Department for providing the evaluation team with the data necessary to measure outcomes for Measure Y participants.

Our gratitude also goes to the staff of the Oakland City Administrator's Office, and the City of Oakland Department of Human Services. A special thanks to Sara Bedford and Dyanna Christie at DHS who provided invaluable hands-on assistance to the VPP programs during this year.

Patricia Marrone Bennett, Ph.D serves as the evaluation team leader of the Measure Y Evaluation Team. Please address any questions or comments to [pbennett@resourcedevelopment.net](mailto:pbennett@resourcedevelopment.net).

# Oakland Measure Y 2009-10

## Individual Violence Prevention Program Reports

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# Individual Violence Prevention Program Reports

## Introduction and Methods

### I. INTRODUCTION

This report presents the evaluation results of each individual Violence Prevention Program (VPP) funded through Measure Y's Violence Prevention Initiative during an 18-month period spanning the 2009-10 fiscal year and the first two quarters of the 2010-11 fiscal year. Each program report examines the extent to which the program positively impacted factors correlated to community safety. Indicators include reductions in risk-taking behavior, truancy, suspensions, and justice involvement, as well as increased employment, resilience, and protective factors. Evaluation activities were designed to address the following evaluation questions:

#### Evaluation Questions:

1. What services were provided to Measure Y clients? Were funds used efficiently?
2. Who was served by the program?
3. What impact did the program have on criminal justice, school, employment, and resiliency-related outcomes?

### II. METHODS

Evaluation activities were designed to examine the impact of Measure Y programming on preventing and reducing violence at both an individual client and neighborhood level, where applicable.<sup>1</sup> This evaluation prioritizes several important approaches: a focus on examining both intermediate and long term outcomes, measuring assets, individual strengths and resources and examining changes in risk factors such as anti-social behaviors, beliefs, and attitudes (harm reduction). All of these

<sup>1</sup> Special evaluation strategies were used for those programs that aim to achieve school or community level impacts.

factors are examined because they are important indicators of client change.

The effects of violence prevention interventions can be viewed along a continuum of short to long-term outcomes. While it is often the hope of clients, family members, elected officials, and providers that outcomes such as reduced recidivism be achieved during the first year of service, we know that intermediate changes in attitudes, beliefs, behaviors, and knowledge are often pre-cursors to such long-term changes.<sup>2</sup>

Strengthening protective factors and resilience among young people can help to prevent and reduce violence. For example, if a young person with previous juvenile justice involvement begins to develop relationships with pro-social peer groups, he/she is less likely to engage in criminal behavior. Strengthened protective factors coupled with reductions in the severity, intensity or frequency of risky behavior can contribute towards positive long-term outcomes, such as improved school engagement and employment, as well as decreased recidivism.<sup>3</sup>

The evaluation instruments and analysis were designed with these factors in mind. Pre/post tests were created to measure intermediate outcomes, including changes in protective factors and risk taking behaviors. Criminal justice and school related outcomes were measured through a matched data analysis between Measure Y client data stored in the CitySpan Management Information System (CitySpan) and records from criminal justice

<sup>2</sup> "What Works in Prisoner Re-entry? Reviewing and Questioning the Evidence." Petersilia, J. *Federal Probation: A Journal of Correctional Philosophy and Practice*, September, 2004.

<sup>3</sup> "Youth Re-entry: Youth Development, Theory, Research and Recommended Best Practices." Youth Re-entry Task Force, 2009.

# Individual Violence Prevention Program Reports

## Introduction and Methods

agencies and Oakland Unified School District. Employment related outcomes were calculated through CitySpan service data records and pre/post test results. Special evaluations strategies were developed to measure the impact of those programs that served entire schools or communities, engaged client populations where securing consent would compromise their ability to engage individuals in service, and/or provided group services or brief interventions not likely to impact individual outcomes. Each is described below.

### **Sample for CitySpan, Pre/Post Test & Matched Data Analyses**

While Measure Y touches over 4,000 individuals annually, the sample for the CitySpan service data, pre/post test, matched data analyses only includes individuals who met each of the following criteria:

**Consent:** Clients who had a signed consent to participate in evaluation activities were included in the data analyses. Consent may be missing because clients decline to participate in evaluation activities, a parent, guardian, or other responsible adult declines to participate or is not available to provide consent, and/or programs face challenges in securing consent.

**CitySpan Client Id & Service Data:** Clients who were assigned a unique client identification number, had individual client information and a minimum of 3 service hours entered into the CitySpan service system were included in the analyses. Individuals that received brief interventions, received outreach only, or participated in one-time group events are generally not entered as clients into the CitySpan database.

### **Pre/Post Tests**

Pre/post test surveys were designed to measure outcomes specific to each strategy

area. They included a five point scale; in general, the closer the score was to 5, the more positive the answer. For a few items, such as risk taking behavior, the closer the score is to 1, the more positive the answer. It is hoped that after receiving services an individual's score will improve.

VPPs who provided intensive and sustained services administered pre/post test surveys to their clients to measure intermediate changes in attitudes, beliefs, and risk-taking behavior. Pre tests were completed shortly after program enrollment. Post tests were administered three to six months later. A total of 405 clients completed both a pre and a post test. The number of pre/post tests completed varies by program and is reported in each individual program report. A comparison between the demographic characteristics of consented clients who completed the pre/post tests and those who did not was conducted to see if there were any significant differences between these two groups. None were observed.

### **CitySpan Service Data**

Client service data stored in CitySpan was analyzed to understand who was served through each program, how much and what type of service was provided, and how efficiently services were provided. CitySpan records were also used to identify employment related outcomes for those programs providing employment services. Where appropriate, a cost analysis examining the cost per service hour and cost per client was conducted. The cost analysis for each program was based on the number of clients and hours of service provided during the 18-month reporting period (July 1, 2009 - December 31, 2010). All data were pulled from CitySpan deliverable and stat reports generated by program. The number of hours includes all individual or group service hours, regardless of whether or not they were program

# Individual Violence Prevention Program Reports

## Introduction and Methods

deliverables. Programs with no individual client data or service hours entered into CitySpan were not included in any analysis. Costs are calculated based on the total amount of Measure Y funds distributed to each program based on their contract compliance. Match and leveraged funds are not included in this analysis.

### Analysis of Matched Data

For those programs with a large enough sample size, a matched data analysis was conducted on consented clients. Records of services provided for individual clients were compared to data provided by the following sources:

- Oakland Unified School District (OUSD)
- Alameda County Juvenile Probation Department (JUVIS)<sup>4</sup>
- Alameda County Department of Adult Probation<sup>5</sup>

California Department of Corrections & Rehabilitation data were not available for the 2009-10 fiscal year, despite efforts by the City Administrator's Office to obtain it. As a result, the evaluation was unable to analyze criminal justice outcomes for Measure Y clients who were on parole.

The evaluation examined each program to determine which criminal justice and educational indicators the intervention was likely to impact. Statistical tests were conducted to determine whether or not the program's services had a significant impact on school-related and criminal justice outcomes. Linear regression analyses were used with program participation predicting change in outcomes. For example, the evaluation analyzed whether participation

in OUSD Alternative Education Gang Intervention was predictive of a greater improvement in enrollment, attendance, and suspension compared to the general OUSD population. It is not expected that program participants will have better attendance than the average OUSD student because they are higher risk, but a greater change in attendance among program participants after participation should be observed.

**Juvenile Probation:** Juvenile probation data were analyzed in several ways. Violations were observed annually between 2007 and 2010 within each program and compared to the general juvenile probationer population. The juvenile probation analysis included those clients who were served between July 2009 and June 2010. Juvenile probation data were also analyzed to examine each client's change in violations before and after program enrollment. Total violations for each client were analyzed by month for a minimum of 30 months preceding first program contact and at least 12 months after. Results were aggregated to generate a trend line of violation rates for each program. The proportion of clients violating each month was also analyzed. Among those clients who violated, total monthly violations were examined to understand whether there was a relationship between program participation and decreases in violations among those who continue to recidivate.

**OUSD:** The outcome variables are change in the following: enrollment, attendance, and days suspended from 2008-09 to 2009-10.

**Adult Probation:** The outcome variables are changes in the following: total violations, felony violations, violent violations, non-violent weapon-related violations, and

<sup>4</sup>Also known as Juvenile Court and Probation Statistical System.

<sup>5</sup>Data for Alameda County Adult Probation was only available through April 2010.



# Individual Violence Prevention Program Reports

## Introduction and Methods

drug-related violations in 2008 (Jan to Dec) compared to July 2009 - April 2010.

### Special Evaluation Strategies

Special evaluation approaches were designed to capture the activities and impact of programs where tracking of individual client outcomes was not appropriate because of the nature of programming provided. Special strategies were used to evaluate 10 Violence Prevention Programs. Each special strategy evaluation method is described below:

*Community Organizing:* Two programs are funded to conduct community organizing activities. City County Neighborhood Initiative (CCNI) provides community organizing services to empower residents to advocate for neighborhood change, garner additional resources, and increase collaboration in two Oakland Neighborhoods. Youth UpRising provides mentoring, training, and life skills coaching. In addition to analyzing service and deliverable data in the CitySpan database, qualitative methods were used to understand the impact, challenges, and successes of the Community Organizing programs. These included a site visit/program observation, as well as interviews with staff and other stakeholders.

*Early Childhood Mental Health 0-5: Safe Passages* receives funding to deliver mental health consultation at pre-school sites to strengthen the sites' capacity to address the emotional and mental health needs of pre-school children aged 0-5, with a particular emphasis on young people who have been exposed to violence. Pre/post tests using the abridged Conflict Tactics Scale, a parent satisfaction and impact survey and preschool teacher survey were used to measure program impact.

*Family Violence Intervention:* The Family Violence Law Center's Family Violence Intervention Unit (FVIU) provides information, referral and support to victims of domestic violence, including children. They also provide trainings to police to increase their capacity to respond to victims of domestic violence. Surveys were administered to clients after program participation and to police who received training. Client surveys measure access to services and support as a result of FVIU services, while police surveys examine increases in officer knowledge. Data stored in the CitySpan database was also analyzed to track prosecutions and safety planning among victims.

*Crisis Response & Support:* One program, Catholic Charities Crisis Response and Support Network (CRSN) provides coordination of services, case management and psychological support to victims, family members, and other individuals who have witnessed a violent incident or lost a loved one to violence. Services are designed to reduce the psychological and emotional consequences of exposure to violence. In order to evaluate the impact of this program, confidential client surveys were administered by program staff. Client surveys assess client satisfaction with the services they received and provide information regarding additional resources clients have accessed as a result of CRSN.

*School Based Prevention:* Three programs provide school wide interventions designed to reduce violence and decrease suspensions at the school site, including Restorative Justice for Oakland Youth (RJOY), OUR KIDS, and OUSD Second Step/Conflict Resolution. Each of these programs had recently undergone independent evaluations funded through other sources; results of these evaluation efforts are cited in each program's report.

# Individual Violence Prevention Program Reports

## Introduction and Methods

In addition, suspension data were analyzed to understand what impact, if any, programming had on suspension rates.

*Street Outreach:* Two programs provide street outreach, which includes street outreach services, intensive outreach and case management, including California Youth Outreach and Healthy Oakland. While program impacts were examined for case managed clients through the pre/post tests, programs also aim to interrupt violence by deploying street outreach teams to seven "hotspot" locations in West, Central, and East Oakland. In order to measure changes in crime as a result of outreach activities, crime data from three of these hotspots were examined. Evaluators also conducted an analysis to see if there was a relationship between crime trends and the number of hours of outreach in that particular hotspot and whether trends within hotspots differed from crime trends in an average Oakland Beat.

### Limitations

There are several important limitations to make note of. This evaluation only includes data on those clients who consented to participate in the evaluation. It is not possible to know whether or not the clients for whom consent was not obtained differed in significant ways from consented clients. Small sample sizes for many individual programs means that results should be interpreted with caution.

The quality of service data from the CitySpan database is also a limitation for some programs. This year's evaluation revealed the need to improve the overall quality and consistency of data entry for a few programs. In addition, the milestones and exit criteria tabs were created during 2009-10 and programs were not required to complete these fields as a program deliverable. As a result, the consistency and

completeness of these data are limited and results should be interpreted with caution.

In regards to employment, employment related outcomes are stored in multiple locations on the CitySpan database and only certain programs are required to track certain indicators. For example, only one employment program is required to track the number of clients who retain 180 days of employment. Other programs may have helped clients achieve such milestones, but they were not tracked in the data management system. Employment related outcomes may be better than reported here due to this limitation.

# Family Violence Law Center

## Family Violence Intervention Unit

### I. INTRODUCTION

The Family Violence Law Center FVIU aims to increase domestic violence victims' access to a range of supportive services by leveraging community services. The Family Violence Law Center supports the Oakland Police Department (OPD) by contacting domestic violence victims, connecting clients to the District Attorney's Victim Witness Groups, and providing immigration support as needed. As a provision of Measure Y funding, the Family Violence Law Center provides crisis intervention, through its Family Violence Intervention Unit, for families who have experienced domestic violence.

### II. SERVICES PROVIDED

As shown in the following table, FVIU staff primarily provide intensive outreach. During the 18-month reporting period, FVIU served 3,890 clients. The majority were female (92%) over the age of 18 years old and identified themselves as African-American (43%) and Latino (38%).<sup>1</sup> On average, clients received 1 hour of individual service.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual			
Intensive Outreach	1727	108	1

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. FVIU clients received services for an average of 1.4 months.

### Deliverables

The program met all of their 7 deliverables for 2009-10. For 2010-11 thus far, FVIU is on track for meeting its deliverables. The police line-up trainings scheduled for November 2010 were delayed due to staffing issues at OPD but were successfully conducted in February 2011. FVIU was also able to make strides in collaboration with the OPD and create a new Memorandum of Understanding to ensure that OPD referrals/police reports would be delivered to FVIU Advocates in a timely and effective manner.

### Efficiency of Service

The table below outlines the average cost per client and per hour for FVIU and provides a comparison to average costs for programs in this strategy area.<sup>3</sup>

	Average Cost per Client	Average Cost per Hour
Family Violence Law Center FVIU	\$378	\$144
Family Violence Intervention	\$1,023	\$104

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> The Family Violence Intervention Strategy includes FVIU and Safe Passages.

# Family Violence Law Center

## Family Violence Intervention Unit

Relative to other programs in the Family Violence Intervention strategy the average cost per client for FVIU were quite a bit lower than the average for this strategy area. This was likely due to the brief nature of the intensive outreach and advocacy FVIU provides, as compared with the case-management and mental health services offered by many of the other programs in this strategy. Relative to other programs the average costs per hour for FVIU were higher with the average for this strategy area. This was likely due to the fact that multiple clients are served in an hour by multiple advocates.

FVIU advocates usually provide brief intensive outreach and advocacy with the individuals. Some crisis counseling and safety planning is conducted, but advocates are rarely engaged in case-management services where milestones and reasons for program exit would apply – these were, therefore, not noted for the vast majority of FVIU clients.<sup>5</sup>

### III. IMPACT OF SERVICE

Clients who received services in fiscal year 09-10 were reached through a follow-up telephone survey conducted 6-months after initial contact (calls and interviews were conducted by an FVIU volunteer). Clients were asked if they had been served by the

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

FVIU in addition to other FVLC programs – 169 clients indicated that they had been served by FVIU, and provided responses on questions pertaining to the impact of services on their lives.

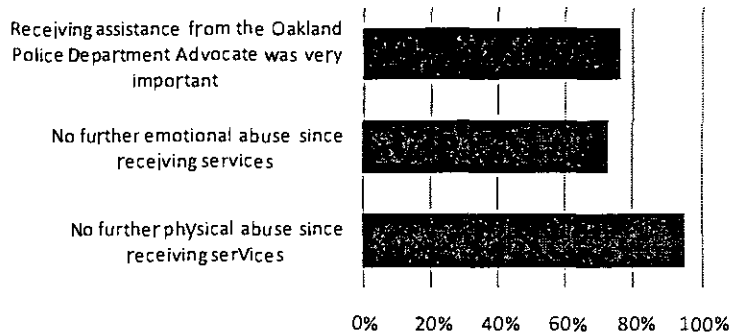
### Telephone Survey Outcomes

95% of FVIU respondents reported that they had experienced no further physical abuse since receiving services.

73% of FVIU respondents reported that they had experienced no further emotional abuse since receiving services.

76% of respondents indicated that receiving assistance from the Oakland Police Department Advocate was very important.

FVIU Client Self-Reported Impact of Services



Most (84%) did not indicate that a restraining order had been taken out on their abuser. Among those that did indicate there was a restraining order, 82% (22) reported that their abuser had not violated the restraining order.

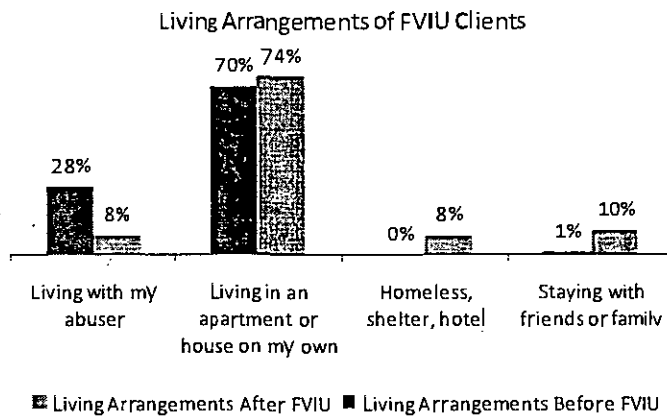
Nearly a third of the FVIU clients who responded to the follow-up survey had only had a single service encounter with FVLC. Another third had been served by FVLC between 2 and 4 times, with the remainder having had five or more service encounters.

# Family Violence Law Center

## Family Violence Intervention Unit

Number of contacts with FVLC	Frequency	Percent
1 only	58	31%
2-4	58	33%
5-10	23	14%
11 or more	37	22%

Fewer clients were living with their abusers after FVIU. Many (46%) of FVIU clients had to change their living situation because of the abuse. Most FVIU clients (101 out of 176) were living independently before and after the intervention, but of the 49 (28%) who were living with their abusers prior to receiving FVIU services only 13 were still living with their abusers at the time of the follow-up interview, 30 were now living independently or with friends or family, and 3 were living in a shelter or motel or were homeless.



No statistically significant relationships were found between the number of service contacts a client had and the outcome measures of continued physical abuse, continued emotional abuse, or moving away from abuser.

### Trainings for Law Enforcement

FVLC conducts both line-up trainings for OPD personnel, as well as longer training sessions. In the evaluation period, 308 officers partook in line-up trainings. FVIU distributed 78 laminated cards to officers with information and resources they can use when they encounter domestic violence situations in the field. Of the 230 officers who already had cards, 214 had heard of the Family Justice Center (93%), and 189 stated that they had used the card when they were on patrol (82%).

Post-training questionnaires were collected from 41 individuals who attended combined trainings provided by FVLC and Safe Passages, pertaining to both domestic violence response and responding to young children exposed to trauma and violence. Among these trainees, 23 were OPD officers, 3 were OPD dispatch and communication workers, 2 were Oakland parole or probation officers, 4 were Oakland Unified School District employees, 1 was from the Alameda County Sheriff Department and the remaining 7 were law enforcement from Berkeley, Richmond, Hayward, and San Leandro.

The post-training survey findings show that training attendees perceived the trainings to be relevant and worthy of recommendation to

their colleagues.

Combined responses to items on the anonymous questionnaire are presented in the following two tables.

# Family Violence Law Center

## Family Violence Intervention Unit

Law Enforcement Post-Training Survey Responses (n=41)		
Question	Yes	No
Was this presentation relevant to your work?	100%	0%
Did the presenters provide practical examples for how to apply the concepts presented?	100%	0%
Would you recommend this presentation to your colleagues?	100%	0%

An overwhelming majority found that the trainings increased their knowledge and understanding of the effects of domestic violence and the resources available to domestic violence victims, and most stated that they would approach victims of violence differently as a result of the training.

Trainees offered the following comments, demonstrating how the training will enhance their ability to address domestic violence in the field.

*"All of the presenters were insightful and the information they provided will go a long way in how law enforcement agencies approach victims and investigate potential crimes of domestic violence."*

*"Learning how the violence center works [was helpful to me]."*

*"[I learned] to be extremely thorough during a DV investigation as well as open to hearing an entire story before coming to a conclusion."*

*"[I was] made better aware of resources available to the victims and how to make these resources available to the victims."*

Law Enforcement Post-Training Survey Responses (n=41)		
Because of this presentation	Yes	No
Do you have a better understanding of the effects of violence on victims?	95%	5%
Do you have a better understanding of the effects of violence on very young children?	98%	2%
Do you have a better understanding of domestic violence?	95%	5%
Will you approach victims of violence differently?	93%	7%
Will you approach domestic violence situations differently?	98%	2%
Will you approach very young children who have been exposed to violence or trauma differently?	95%	5%
Do you have a better understanding of where you should refer victims of violence for services?	100%	0%

# Interagency Children's Policy Council

## Outreach to Sexually Exploited Minors

### I. INTRODUCTION

The Interagency for Children's Policy Council's (ICPC) Sexually Exploited Minors (SEMs) program raises awareness about commercial sexual exploitation as a form of child abuse; creates a coordinated network of services that responds to the needs of young victims; and provides leadership and vision toward ending child sexual exploitation. The Interagency for Children's Policy Council manages the agency collaborative, conducts street outreach, provides assessments of SEMs, accompanies the Oakland Police Department on monthly planned prostitution "sweeps," operates a drop-in center, and provides case management to SEMs. As the facilitating body of the SEM Network, ICPC uses Measure Y funds for resource development, planning, implementation and expansion of the SEM Network partnership projects.

### II. SERVICES PROVIDED

The program provides intensive outreach and case management. During the 18-month reporting period, clients received an average of 19 hours of individual service.

	# of Clients <sup>1</sup>	# of Hours	Average hours per client
Individual	172	3335	19
Intensive Outreach	157	1984	13
Case Management	168	1349	20

<sup>1</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. ICPC clients received services for an average of 4 months. Compared to other programs in the Violence Intervention strategy, ICPC provided more service hours per month per client and engaged clients in the program for a longer period of time.

Average per Client	ICPC	Violence Intervention
Months of Client Engagement	4	1.7
Service Hours per Client per Month	19.1	15.1
	5.1	4.7

### Deliverables

The program met and exceeded 11 of their 12 deliverables for 2009-10. They did not meet the deliverable related to the number of networking/collaborative meeting event hours. This was likely due to an overestimation of the number of hours that would be required to conduct the networking/collaborative meetings – the program met the deliverable related to the number of meetings themselves. This was the first year this item was tracked as a deliverable.

The program met and far exceeded 9 of their 12 deliverables for 2010-11 thus far. They did not meet expected deliverables in relation to number of clients receiving intensive outreach and number of hours provided and the number of networking/collaborative meeting event hours. In the 2009-10 year, a large number of hours for outreach took place in March and April, so ICPC estimates that the numbers will likely be met by the end of the fiscal year. The number of hours required to satisfy the networking/collaborative meeting deliverable must be adjusted in

# Interagency Children's Policy Council

## Outreach to Sexually Exploited Minors

order for the program to meet that deliverable.

### Efficiency of Service

The table below outlines the average cost per client and per hour for ICPC and provides a comparison to average costs for programs in this strategy area.<sup>2</sup>

	Average Cost per Client	Average Cost per Hour
Interagency Children's Policy Council Sexually Exploited Minors	\$1,195	\$46
Family Violence Intervention	\$1,023	\$104

Relative to other programs in the Violence Intervention strategy the average cost per hour for the SEM network program was lower than the average for this strategy area. This was likely due to the fact that the program is a mix of street-level outreach and individual case management services, as well as the program's ability to leverage outside funding. Relative to other programs in the strategy, the average cost per client was higher than the average for this strategy area. This was likely due to the intense level of services delivered to clients that do engage in case management services.

### III. IMPACT OF SERVICE

In the evaluation period, ICPC was providing case management services to approximately 50 individuals per year.

<sup>2</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

Case managers were able to note milestones for 28 clients served during the evaluation period.<sup>3</sup> These data demonstrate that 29% accessed additional external services, and that smaller numbers reached other milestones such as re-enrolling in school and obtaining stable housing.

Milestones While in Program*	ICPC (n=28)
Accessed external/internal supportive services	29%
Completed terms of probation/parole	18%
Got a job	18%
Re-enrolled in school/GED program	18%
Stable housing placement	18%
Advanced to the next grade level	14%
Successfully engaged in mental health services	14%

\*Only milestones with at least a 10% achievement rate are included in the table

Additionally, reported challenges experienced by participants while in the program included violating the terms of their probation (18%), being rearrested (11%), experiencing a violent or traumatic event (7%), some other type of life challenge (7%), dropping out of school (4%) and not advancing to the next grade level (4%).

The evaluation design also included pre and post tests on risk, needs and resiliency factors. While a large number of pre-tests were received for case managed clients, too few post-tests were received to conduct a meaningful analysis. The small number of post-tests received was due, in part, to the nature of the client population. As a rule, a number of the commercially sexually

<sup>3</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.



# **Interagency Children's Policy Council**

## **Outreach to Sexually Exploited Minors**

exploited children will refuse services, some will be transferred out of the area as a part of their case plans, and some simply go AWOL, disappearing altogether (these girls are usually re-victimized). So the number of pre-tests will always be a good deal higher than post tests collected. Furthermore, in 2010, over 20 case managed clients moved en masse to another ICPC partner agency that does not participate in the Measure Y evaluation, and it was not possible to collect post-tests from these clients.

# Safe Passages

## Mental Health Services 0-5

### I. INTRODUCTION

Safe Passages is an inter-governmental partnership that includes the City of Oakland, the County of Alameda, and the Oakland Unified School District (OUSD), as well as philanthropy and community-based partners. Safe Passages is committed to advocating for children, youth, and families with a special emphasis on vulnerable populations within the County of Alameda. The Safe Passages Mental Health Services program aims to reduce family violence and child maltreatment by providing mental health services to young children exposed to domestic abuse or violence. Additionally, the program offers early identification and treatment for developmental/behavioral pathology to young children exposed to family violence through mental health consultation at several Oakland preschools. Measure Y funds are used to deliver mental health services to at least 75 children, ages 0-5, and their caregivers, who are victims or witnesses of domestic violence and/or have been physically or sexually abused.

### II. SERVICES PROVIDED

As shown in the following table, staff primarily provide mental health services. During the 18-month period Safe Passages served 117 clients, the majority of whom were under the age of 5 (78%). Sixty-eight percent were Latino and 21% were African American.<sup>1</sup> On average, clients received 5 hours of individual service.

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average Hours per client
Mental Health	117	542	5

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. Safe Passages clients received services for an average of 1.5 months. Compared to other programs in the Family Violence Intervention strategy, Safe Passages provided fewer service hours per client.

Average per Client	Safe Passages	Family Violence Intervention
Months of Client Engagement	1.5	1.7
Service Hours	4.6	15.1
Service Hours per Client per Month	3.2	4.7

### Deliverables

The program met and exceeded all of their 12 deliverables for 2009-10. The program has met 6 of their 8 deliverables for 2010-11 thus far. They have not yet met expected deliverables in relation to client referrals and NCPC meetings attended. Referrals have been low because partner agencies have had difficulty filling positions for Spanish-speaking clinicians. The 0-5 Mental Health program is currently working on attending more NCPC meetings, and partner agencies have recently increased Spanish speaking therapists so the program anticipates that both of these deliverables will be met by the end of the fiscal year. The program is no longer conducting trainings for OPD.

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Safe Passages

## Mental Health Services 0-5

### Efficiency of Service

The table below outlines the average cost per client and per hour for Safe Passages 0-5 Mental Health Services and provides a comparison to average costs for programs in this strategy area.<sup>3</sup>

	Average Cost per Client	Average Cost per Hour
Safe Passages Mental Health Collaborative	\$1,496	\$124
Family Violence Intervention	\$1,023	\$104

Relative to other programs in the Family Violence Intervention strategy the average cost per client and per hour for the 0-5 Mental Health program was higher than the average for this strategy area. This was likely due to the fact that all client-level services in this program are individual (dyad), intensive, professional-level mental health services, as compared with other programs in the cluster which primarily provide intensive outreach.

The 0-5 Mental Health program is managed by Safe Passages, but services are delivered by five agencies, including Safe Passages as well as Family Violence Law Center, Family Paths, Jewish Family and Children Services, and Through the Looking Glass. Clinicians enter participant data themselves including participant milestones or reasons for exiting the program.

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of the Revised Conflict Tactics Scale administered at intake and

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

exit, a parent impact survey, and a post-training questionnaire.

### Dyad Therapy

Clinicians providing therapy to caregiver-child dyads were asked to administer the Revised Conflict Tactics Scale to caregivers at intake and again at program exit. The Revised Conflict Tactics Scale asks caregivers to document the caregiver's exposure to a number of forms of physical and emotional abuse, as well as the level of exposure the child experienced (e.g., witnessed the incident, saw injuries, was not exposed, etc.). Therapists were also asked to administer at program exit a parent impact survey designed by the 0-5 Mental Health Collaboration partners. During the evaluation period, 43 dyad pairs were served in the program, 18 Revised Conflict Tactics Scale pre-tests were collected, and 12 were matched to completed follow-up surveys. If caregivers were distressed by the process of answering the Revised Conflict Tactics Scale questionnaire, therapists were instructed to stop – this accounts in part for the low number of post-tests collected. A total of 28 completed parent impact questionnaires were collected.

92% of the respondents for whom there were both pre and post-tests (11 out of 12) reported that their children's exposure to partner abuse had diminished since enrollment in services.

75% of the respondents for whom there were both pre and post-tests (9 out of 12) reported that the caregiver's exposure to abuse had stopped altogether.

On the parent impact questionnaire, caregivers were asked the extent to which specific parenting skills had improved as a result of their participation in the program. An answer of 1 indicates that the parent did

# Safe Passages

## Mental Health Services 0-5

"not really" agree with the statement that the program had caused an improvement in this area, an answer of 2 indicates she/he agreed "somewhat," and 3 indicates she/he agreed "very much."

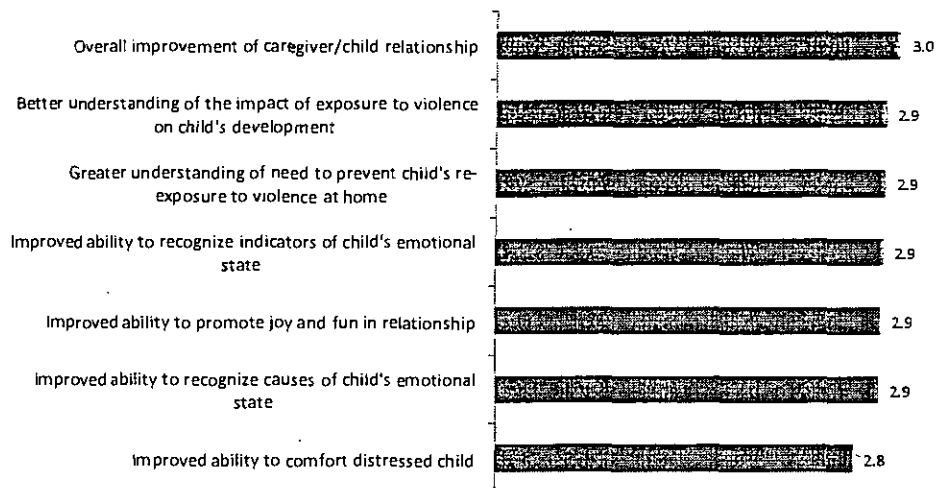
All (100%) of the 28 respondents indicated that they very much agreed with the statement that because of the program they now had a better overall relationship with their child(ren). The mean scores on the other indicators also represent a high degree of agreement on each of the parenting skills indicators.<sup>4</sup>

their children to conflict and some of the positive effects of these efforts.

*"I have been involved in a weekly anger management class for the last year and still participating... I have become a better understanding father. More responsible when it comes to any situations involving the communication of our daughter's mother."*

*"I avoid arguments, I walk away a lot more now, I am less angry, I used to feel like I had to physically release my anger- not now."*

Impact of Dyad Therapy on Caregiver Parenting Skills



Parents offered concrete examples of how the program had improved their relationships with their children, and improvements in their children's emotional health. The following statements reflect parents' increased efforts to avoid exposing

*"The arguments I have with my daughter's father happen when she is asleep."*

*"I don't argue in front of my child. We leave the house if my partner and I need to calm down. My child used to be scared and now he is calmer and happier. I enjoy my child more. Now he often laughs when I play with him."*

Several caregivers also provided accounts of how their children's behavior now reflects improved adjustment.

<sup>4</sup> Please note that most of the scores below represent composites (for example, four questions about the program's impact on the parent's ability to recognize what makes her child afraid, angry, sad, and safe have been collapsed into the variable "Improved ability to recognize the causes of child's emotional state").

# Safe Passages

## Mental Health Services 0-5

*"My child is calmer. He has been able to start daycare and is doing well."*

*"My son is talking more, goes to the bathroom on his own, dresses himself. He's happy and makes me laugh. We have fun together. I miss him a lot when I'm at work. When I see him it's like we're in love with each other."*

*"They don't see violence...My daughters are happier, feel good about themselves, sleep well, eat well. (No ven violencia...Niñas más feliz, sienten bien con ellas mismas, duermen bien, comen bien)."*

*"My child is less violent."*

### Preschool Mental Health Consultants

Teachers at the four preschools that have Measure Y-funded mental health consultants provided written input as to the importance of the mental health consultants at their schools. Faculty felt the mental health consultants assisted them in working more effectively to address the social and emotional needs of children and families, as illustrated by the sample quotes below:

*"The resources we had in the school, the excellent 'services' especially pertaining to social and emotional dimensions of children's behavior should be continued because I believe it helps the child a lot. We are not 'building' the child into physical, mental, social, emotional but the total being of the child."*

*"Each year, we experience a higher need to help children and families with social and emotional concerns. We have been fortunate to have a mental health consultant to minimize the social and emotional stress by providing direct support to parent, child and educators. This is a critical role in any preschool setting."*

*"It's nice to have someone to brainstorm ideas with regarding children's behavior. As a teacher certain children exhaust all of your techniques and you are forced to re-strategize in order to help them."*

### Trainings for Law Enforcement

Post-training questionnaires were collected from 41 individuals who attended combined trainings provided by FVLC and Safe Passages, pertaining to both domestic violence response and responding to young children exposed to trauma and violence. Among these trainees, 23 were Oakland Police Department officers, 3 were OPD dispatch and communication workers, 2 were Oakland parole or probation officers, 4 were Oakland Unified School District employees, 1 was from the Alameda County Sheriff Department and the remaining 7 were law enforcement from Berkeley, Richmond, Hayward, and San Leandro.

The post-training survey findings show that training attendees perceived the trainings to be relevant and worthy of recommendation to their colleagues.

Combined responses to items on the anonymous questionnaire are presented in the following two tables.

Law Enforcement Post-Training Survey Responses (n=41)		
In general:	Yes	No
Was this presentation relevant to your work?	100%	0%
Did the presenters provide practical examples for how to apply the concepts presented?	100%	0%
Would you recommend this presentation to your colleagues?	100%	0%

An overwhelming majority found that the trainings increased their knowledge and

# Safe Passages

## Mental Health Services 0-5

understanding of the effects of domestic violence, the effects of violence on very young children, and the resources available to victims of violence. Nearly all who attended the training indicated that they would approach very young children who have been exposed to violence differently as a result of the training.

Law Enforcement Post-Training Survey Responses (n=41)		
Question	Yes	No
Do you have a better understanding of the effects of violence on victims?	95%	5%
Do you have a better understanding of the effects of violence on very young children?	98%	2%
Do you have a better understanding of domestic violence?	95%	5%
Will you approach victims of violence differently?	93%	7%
Will you approach domestic violence situations differently?	98%	2%
Will you approach very young children who have been exposed to violence or trauma differently?	95%	5%
Do you have a better understanding of where you should refer victims of violence for services?	100%	0%

Training attendees offered comments that illustrate the value of the trainings, including a better understanding of the impact of violence on young children, and the resources available:

*"[I learned that] children are victims, too."*

*"Learning how the violence center works [was helpful to me]."*

*"[I was] made better aware of resources available to the victims and how to make these resources available to the victims."*

# California Youth Outreach

## Oakland Street Outreach

### I. INTRODUCTION

California Youth Outreach (CYO) is dedicated to supporting a positive and healthy lifestyle among gang impacted youth, families and their communities through education services, intervention programs and resource opportunities. CYO offers Gang Intervention and Support services to parents and youth who exhibit high-risk behavior, or to those who are at risk of becoming involved in the juvenile justice system. CYO's street outreach services include community outreach, emergency/crisis assistance, and conflict mediation to reduce escalation of street/gang related violence. Measure Y funds are used to deliver street-based outreach in those neighborhoods and locations heavily impacted by street violence, as well as case management services; this includes the provision of intensive and general outreach to 120 youth and young adults per year.

### II. SERVICES PROVIDED

CYO outreach workers are deployed in high crime neighborhoods in Central and East Oakland five nights a week. In addition to street outreach, workers conduct intensive outreach to develop stronger relationships with at-risk youth and engage them in services. Once engaged in the program, CYO staff provide case management, peer support and counseling, basic education training, life and pre-employment skills, mental health services and a variety of other group trainings and events. Staff also refer clients to community resources as needed. During the 18-month reporting

period CYO OSO served 272 clients. The majority were male (89%), were over the age of 15 (61%), and either self-identified as Latino (73%) or African American (25%).<sup>2</sup> On average, clients received 13 hours of individual service and 8 hours of group service.

Type of Service	# Clients <sup>1</sup>	# Hours	Average hours per client
Intensive Outreach	181	10915	36
Case Management	91	2036	22
Group	115	1273	11

Additionally, CYO staff maintain regular presence in neighborhoods with disproportionately high levels of crime, and in neighborhoods where a violent incident has occurred. Data recorded in CitySpan indicates that staff conducted 866 outreach events in Central and East Oakland, reaching over 111,000 clients.<sup>3</sup>

	# of Events	# of Clients	# of Event Hours
CYO OSO	866	111,758	17,415

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. CYO clients received services for an average of 3 months. Compared to other programs in the Oakland Street Outreach strategy, CYO provided slightly more service hours

<sup>2</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

<sup>3</sup> Client counts are an estimation, and may include duplicates.

<sup>1</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

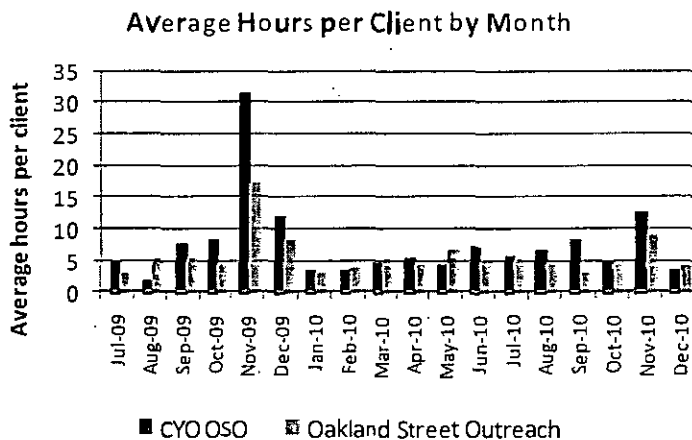
# California Youth Outreach

## Oakland Street Outreach

per client and retained clients for a longer period of time.

Average per Client	CYO	Oakland Street Outreach
Months of Client Engagement	3.1	2.4
Service Hours	15.6	13.4
Service Hours per Month per Client	7.5	5.6

The following graph depicts the average number of service hours per client by month. CYO service trends were similar to other programs in the strategy area. There was a spike in service hours in November of 2009, likely due to a renewed staff effort after the Measure BB passed and program funding was secure.



The following table provides reasons for client exit. Clients in the CYO program had slightly lower rates of successful program completion than other programs in the Oakland Street Outreach strategy area. Almost three quarters were exited because of program inactivity.

Exit Criteria	CYO (n=22)	Oakland Street Outreach (n=122)
Successful completion of program	18%	27%
Program Inactivity	73%	68%

### Deliverables

CYO met or exceeded all program deliverables related to the number of street outreach events, the hours spent building relationships with clients through intensive outreach, and the number of clients receiving case management services.

### Efficiency of Service

The table below outlines the average cost per client for CYO OSO and provides a

comparison to average costs for programs in this strategy area. Relative to other Oakland Street Outreach programs, CYO has a higher cost per hour and cost per client. The higher costs may be due to the broad range of services offered by the program. The recent increase in funding and corresponding expansion into West Oakland may also be a factor.

	Average Cost per Client <sup>4</sup>	Average Cost per Hour
CYO OSO	\$2,237	\$146
Oakland Street Outreach	\$1,863	\$127

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.



# California Youth Outreach

## Oakland Street Outreach

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and client milestones<sup>5</sup>, matched data comparing client service records to OUSD and juvenile justice data, an analysis comparing crime trends and street outreach events in randomly chosen "hotpot" areas, and pre/post survey results. Pre/post test surveys were analyzed for 25 CYO OSO clients, 19% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Results are reported by outcome area.

#### CitySpan Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Milestone data was entered into CitySpan for 22 clients. Compared to other participants in Oakland Street Outreach programs, CYO clients were slightly less likely to get a job (40% and 23% respectively), find stable housing (15% and 5%), and advance to the next grade level (11% and 5%).

CYO clients also experienced several challenges while enrolled in the program. Challenges included violating the terms of their probation (18%), becoming re-

arrested (23%), dropping out of school, and school expulsion (5%).

#### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. One of CYO's goals is to help clients find legitimate employment in the community. To accomplish this, CYO staff refer young adults to Measure Y funded employment programs, and cultivate relationships with local businesses who agree to hire clients. Staff succeeded in placing seven clients in employment during the 18-month reporting period.

#### Pre/Post Employment Outcomes

Employment related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in job readiness and employment before and after program participation.

The chart on the following page shows the employment outcomes achieved by CYO in comparison to all Oakland Street Outreach programs. CYO clients reported a greater change in awareness of the requirements needed to complete school or obtain a job than the average Oakland Street Outreach program participants. The program also appears to be providing successful referrals to employment that clients are qualified for and interested in.

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# California Youth Outreach

## Oakland Street Outreach

EMPLOYMENT						
	CYO DSO Case Management			OSO		
	Pre	Post	% Change	Pre	Post	% Change
I am aware of the requirements needed to complete school or obtain my GED.	4.07	4.76	17%↑	4.46	4.43	-1%
I have received a job referral(s) for a position(s) I am qualified for.	3.11	3.91	26%↑	3.74	4.01	7%↑
I have received a job referral(s) for a position(s) I am interested in.	3.26	3.96	21%↑	3.63	4.00	10%↑
I have received a referral(s) that resulted in an interview.	2.89	3.91	35%↑	3.49	3.86	11%↑

in school. However, participation in CYO was associated with more days suspended. This may be because CYO clients are more at-risk for suspension than the average OUSD student.

### Enrollment

The following chart provides a comparison of days enrolled between the 2008/09 school year and the 2009/10 school

### School/Education Related Outcomes

School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension among CYO and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OUSD data on program participants enrolled in the district. The sample contained 31 consented clients with a match rate between CYO participant data of 40%. Statistical tests were conducted to determine whether observed changes were statistically significant and likely due to participation in Measure Y.<sup>6</sup> Participating in CYO was found to have a positive impact on the number of days clients were enrolled

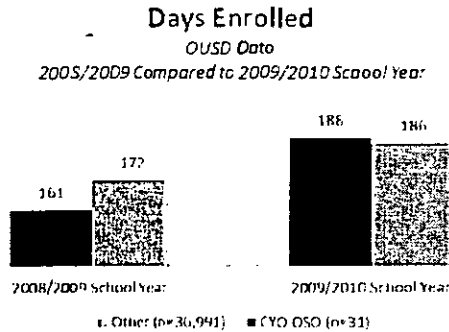
year for CYO participants and all other OUSD students.

- CYO participants were enrolled in school fewer days in 2008/09 than the average student. This is to be expected as CYO targets higher risk youth.
- The number of days enrolled for CYO participants increased in 2009/10. On average, CYO participants were enrolled in school close to the same number of days as other OUSD students after participating in the program.

<sup>6</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

# California Youth Outreach

## Oakland Street Outreach

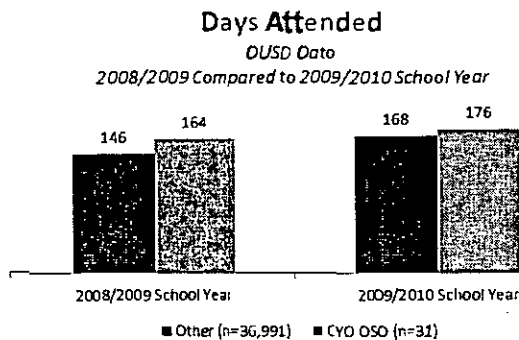
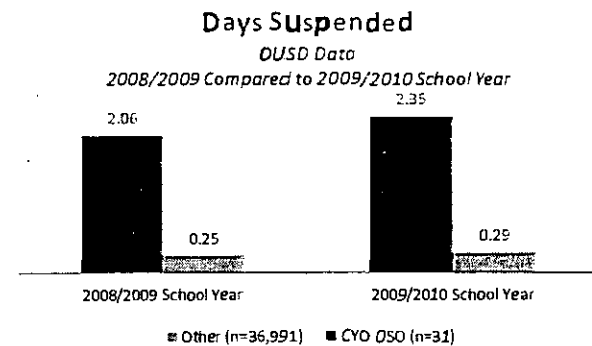


- Between the 2008/09 school year and the 2009/10, CYO participants experienced an increase in days suspended. This may reflect the fact that youth with a history of behavior issues at school tend to be suspended more readily than students with few or no infractions on their record.

### Attendance

The following chart shows a comparison between the number of days CYO OSO students other OSUD students attended school during 2008/09 and 2009/10.

- CYO participants attended slightly fewer days than the average OSUD student in 2008/09.
- After participating in the program, CYO student's attendance almost mirrored the average for other OSUD students.



### Pre/Post School/Education Related Outcomes

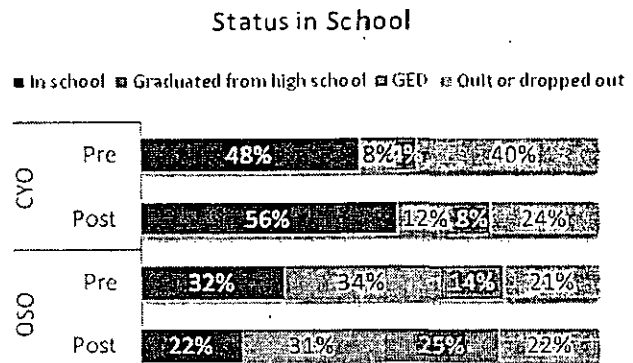
Pre/post tests included items on educational indicators related to educational attainment, attitudes towards school, attendance and behavior.

The following chart illustrates the educational attainment of CYO participants compared to all participants in the Oakland Street Outreach strategy. The proportion of CYO clients who reported quitting or dropping out of school decreased by 16%.

### Suspensions

The following chart provides a comparison between the number of days suspended for CYO youth and the general OSUD student population during 2009/10.

- The number of days CYO participants were suspended was significantly higher than average for the general student population. This is to be expected as CYO targets a higher risk youth.



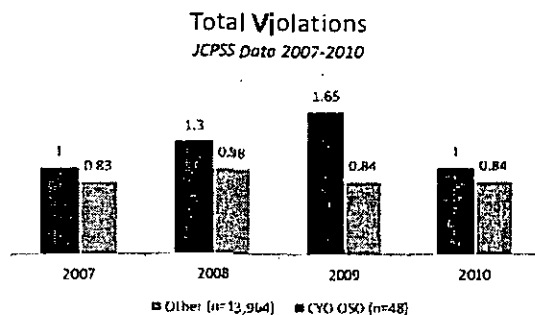
# California Youth Outreach

## Oakland Street Outreach

after receiving services. The proportion of CYO clients who reported being in school increased post program participation, while the proportion of clients in school across the strategy area decreased. Combined with results from the OUSD matched data analysis, this indicates that CYO helped clients re-engage in school.

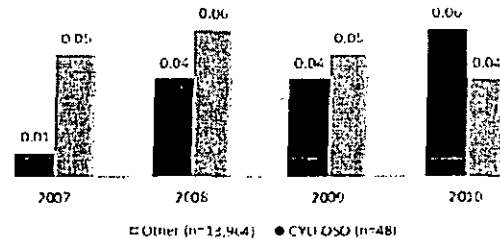
### Criminal Justice Outcomes

Juvenile Probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by CYO in the 09/10 FY compared to the general probation population. The sample contained 48 consented CYO clients, representing a match of 62%.<sup>7</sup> The following graph provides a comparison of total violations between CYO and the general juvenile probationer population. CYO clients had higher rates of violation. With the exception of drug-related violations in 2009, this was consistent across all violation types including violent, non-violent weapon-related, and felony violations.



<sup>7</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

**Drug-Related Violations**  
JCPSS Data 2007-2010



In addition, Juvenile probation data were analyzed to examine each client's change in violations after their first date of service.

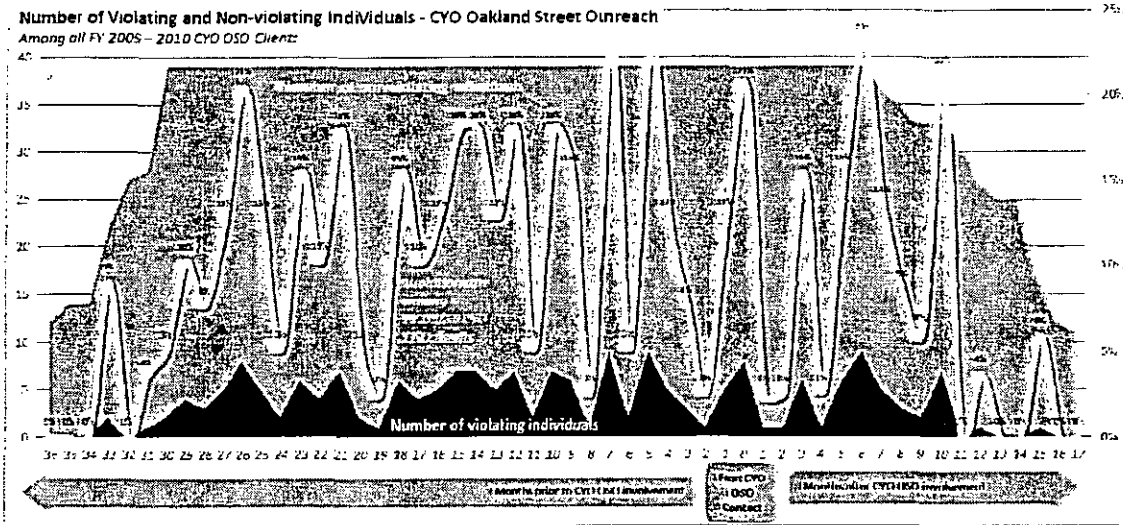
Using their first date of service, the evaluation examined the number of violations for 36 months before contact and 17 months after contact. Results were aggregated and are presented in the chart below.

This analysis demonstrates that while certain individuals may exhibit positive juvenile justice outcomes after first contact with CYO services, there is no typical client experience – positive or negative.

- Among CYO's clients, the proportion of unduplicated individuals violating per month oscillated from 5% - 18% in the two years prior to their initial engagement with CYO; the proportion of clients violating in the same month as their initial CYO engagement was 21%.
- Although client violations decrease markedly in the first month following first CYO contact, reducing nearly seven-fold to 3%, 13% of clients violated in the third month following their first CYO contact; 23% violated in the sixth month following contact. There is no consistent, observable impact of CYO service on youth justice outcomes.

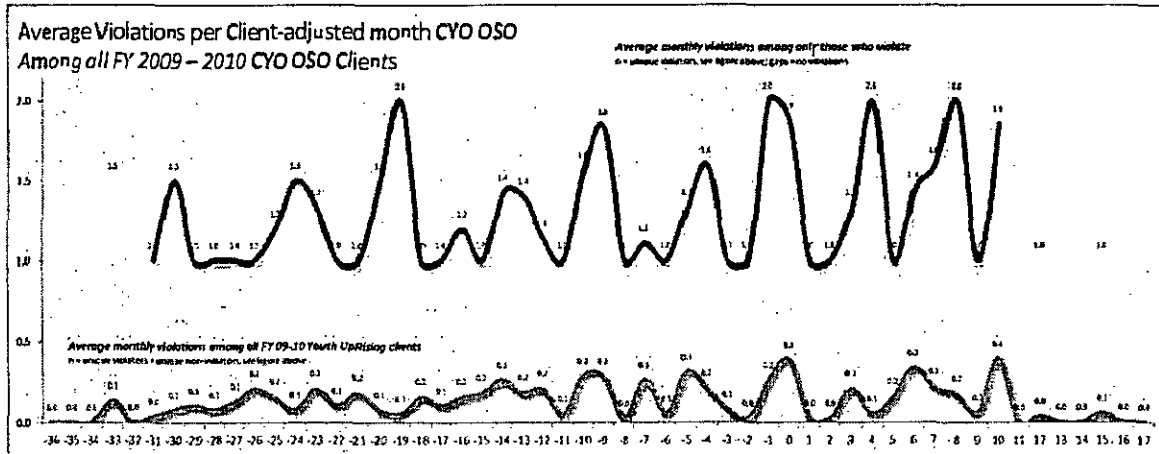
# California Youth Outreach

## Oakland Street Outreach



Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the CYO client population overall (orange line).

- There is no long-term relationship between client interaction and the frequency of monthly violations.
- Slight immediate reduction in the frequency of violations observed immediately following first contact; trend reverses thereafter.



# California Youth Outreach

## Oakland Street Outreach

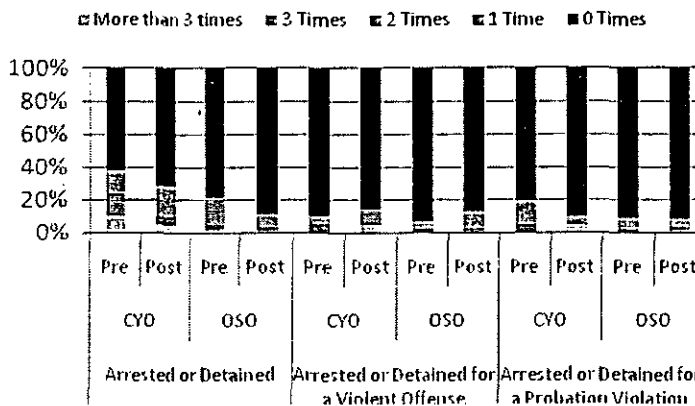
### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

The following graph summarizes CYO clients' criminal justice involvement before and after program participation.

Consistent with findings from the matched data analysis, clients reported fewer arrests during the two months prior to the survey after program participation.

Law and Probation Violations  
During the last two months I have been...



The following table shows a comparison of criminal justice related outcomes between CYO and all Oakland Street Outreach participants. After receiving services, CYO participants reported greater increases in their confidence related to completing the terms of their parole or probation than average for participants in the strategy area.

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
CYO DSCI Case Management				OSO		
	Pre	Post	Change	Pre	Post	Change
Confidence with ability to complete the terms of my parole/probation	3:56	3:92	10%↑	4:08	4:16	2%↑
Confidence with ability to stay away from situations that will compromise the terms of my parole/probation	3:62	4:08	13%↑	4:09	4:09	0%

### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre/post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and

emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention

programming.

The table on the following page shows the changes in resiliency reported by clients after participation in the CYO program. On average, CYO clients reported greater positive changes in all outcome areas than Oakland Street Outreach clients on the whole.

# California Youth Outreach

## Oakland Street Outreach

RESILIENCY AND PROTECTIVE FACTOR OUTCOMES						
CVO DSO Case Management	CVO			DSO		
	PRE	POST	% CHANGE	PRE	POST	% CHANGE
<b>Conflict Resolution</b>						
I know how to get myself out of dangerous situations without violence.	3.61	4.57	27%↑	4.03	4.18	4%↑
<b>Relationships with Family and Supportive Adults</b>						
The people I hang out with get into a lot of trouble.	3.52	2.74	-22%↑	2.96	2.74	-7%↑
Most of the people I hang out with aren't very responsible about school or their jobs.	3.54	2.64	-25%↑	2.98	2.86	-4%↑
The people I hang out with help me when I'm having a hard time.	2.71	3.45	27%↑	3.55	3.96	12%↑
<b>Stable Housing</b>						
I receive help or support from at least one adult.	3.72	4.44	19%↑	4.01	4.24	6%↑
There is an adult in my life who believes I will be a success.	3.92	4.72	20%↑	4.26	4.37	3%↑
In my home, there is a parent/guardian or other adult figure who expects me to follow the rules.	3.84	4.57	19%↑	4.05	4.15	2%↑
<b>Resiliency</b>						
I don't always feel optimistic about my future.	3.17	3.28	3%↑	3.09	3.08	0%↑
I'm not always able to stay calm when I get stressed.	3.00	2.04	-32%↑	3.08	2.87	-7%↑
I am able to walk away when friends or associates are pushing me towards trouble.	3.29	4.61	40%↑	3.98	4.14	4%↑
<b>Awareness of Community Resources</b>						
I know about the services that are offered in my neighborhood and in Oakland:						
Health	3.20	4.84	51%↑	3.94	4.57	16%↑
Employment	3.28	4.60	40%↑	3.80	4.42	16%↑
Financial	2.84	4.40	55%↑	3.52	4.35	24%↑
Legal	2.84	4.32	52%↑	3.50	4.38	25%↑
Costs prevent me from accessing these services, even when I need them.	2.82	2.38	-16%↑	3.63	3.77	4%↑

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The chart below describes clients' risk taking behavior before and after program participation. Compared to other programs in the Oakland Street Outreach strategy area, CYO clients were more likely to carry a weapon, drink alcohol, and use illegal drugs at enrollment. However, after participating in services the frequency that CYO clients engaged in risky behaviors decreased to lower than average for the strategy.

"violence interrupters," outreach workers aim to de-escalate conflict and provide alternatives to retaliatory violence after a violent incident has occurred. In coordination with the Oakland Police Department, outreach workers are deployed to hotspots after a violent incident has occurred.

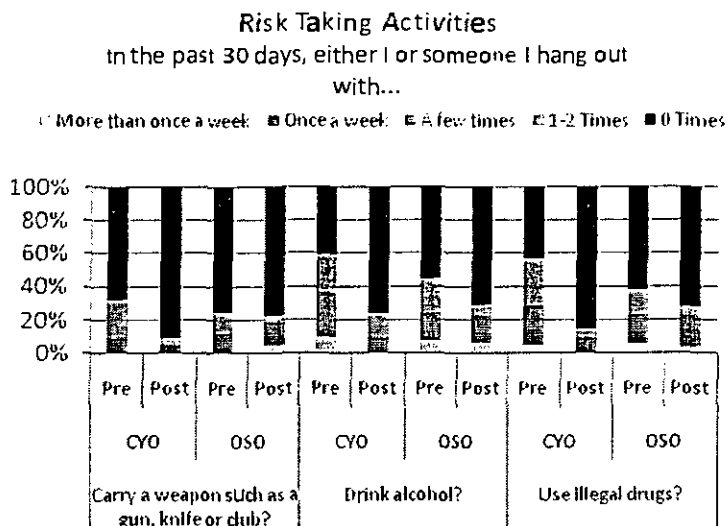
In order to understand whether street outreach achieved its goal of reducing

violence at the neighborhood level, evaluators analyzed CitySpan service data and police incident data on three randomly selected hotspots where outreach was provided during 2009/10. Crime in the hotspot area was compared to both that of an average Oakland beat and the number of street outreach events on a monthly basis. The purpose of this analysis was to determine whether

there was a relationship between street outreach events and crime trends in the hotspot.

The graph on the following page depicts three trends: a blue line indicates the crime trend within the hotspot served by street outreach, the orange dotted line indicates the crime trend on average in an Oakland beat, and the yellow line indicates the pattern of service within the hotspot. The vertical red line indicates the beginning of street outreach in the hotspot.

*The crime trend in the East Oakland hotspot included in this analysis declined 20% over the time period, compared to a relatively flat trend in an average Oakland beat. The pattern of service appears to be inversely*



### Community Outcomes: Impact of Street Outreach

Measure Y provides funding for street outreach teams to conduct outreach to youth and young adults who may be involved in or become victim to violent crime at specific locations throughout Oakland that are known to have particularly high crime rates (termed hot-spots). Each team deployment to a hot-spot is termed an "event." While street outreach workers seek to engage young people in services and provide alternatives to them such as education and employment, a primary goal of outreach is to reduce violence at the neighborhood level. In their role as

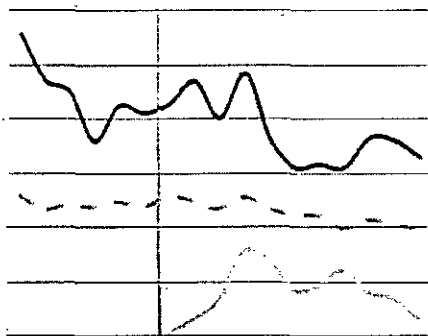


# California Youth Outreach

## Oakland Street Outreach

related to crime in the hotspot – service increases were followed by declines in crime and service decreases were followed by increases in crime in the hotspot. The correlation between event hours and crime is statistically significant at a 90% confidence level.

Crimes in East Oakland Hotspot



- Number of Crimes in East Hotspot
- - Average Number of Crimes in Oakland Beats

# City County Neighborhood Initiative

## Community Organizing

### I. INTRODUCTION

Founded in 2004 the City County Neighborhood Initiative (CCNI) is a partnership between the Alameda County Public Health Department, the City of Oakland, community-based organizations, the Oakland Unified School District, and the University of California, Berkeley. CCNI is a place-based strategy focused on organizing residents in two Oakland neighborhoods, Sbrante Park in East Oakland and the Hoover Historic District in West Oakland. CCNI utilizes community organizing and capacity building as its primary strategy for empowering residents to become advocates for community change. CCNI also aims to link individual residents with needed services and employment. Through these efforts, the targeted communities will have access to the resources they need to improve livability, public safety, public health, and the socio-economic status of their residents.

### II. SERVICES PROVIDED

CCNI strategies are implemented by two community building coordinators who work with residents to: 1) identify and solve neighborhood problems 2) link residents to needed social services 3) identify neighborhood leaders, both adults and youth, and develop their community organizing skills, and 4) strengthen existing neighborhood organizations so residents will be able to advocate for their interests. The primary strategies for building community capacity include organizing residents to participate in neighborhood groups and bringing residents together through service events and activities.

The table below provides service information regarding the events provided

by CCNI. A total of 42 events were provided during the 18-month evaluation period and were attended by over 3,000 participants.<sup>1</sup>

CCNI Outreach Events	
# of Events	42
# of Participants	3,268
# of Event Hours	94

While the primary focus of CCNI is on achieving community level change, the program also links individual residents with supportive and employment related services. During the time period covered by this evaluation, CCNI enrolled 121 individual clients, the majority of whom were African American (74%) males (61%). A quarter of clients were Latino.<sup>2</sup>

CitySpan service data were analyzed to determine how long clients were engaged in service and the amount of service they received. On average, clients were engaged for six months of service and provided with an average of 2.3 hours of service per month. The table on the next page depicts information on the number of service hours provided to individual clients. The bulk of services were provided in the category of individual outreach. The community training participants were primarily individuals who participated in Resident Action Council meetings and received training around community advocacy, civic engagement, and community resources.

<sup>1</sup> The evaluation examines program efforts from 7/1/2009 through 12/31/2010.

<sup>2</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

# City County Neighborhood Initiative

## Community Organizing

Type of Service	# of Clients <sup>3</sup>	# of Hours	Average hours per client
Intensive Outreach	111	226	2
Case Management	5	3	1

### Deliverables

The program has met or exceeded most of its expected deliverables so far this year. In relation to employment deliverables in 2009-10, the timing of some placements meant that some numbers were captured in 2010-11. This was due to factors outside CCNI's control because job placements are coordinated by another agency. Further, the program reported that given the current economic outlook and the lack of employability of many clients, it is particularly challenging to find jobs for CCNI's client population. An extended vacancy in the West Oakland Community Building Coordinator position meant that some deliverables for 2009-10 were not met such as the number of general outreach events. Despite these challenges, CCNI continued to support organizing efforts in West Oakland through the San Pablo Corridor Coalition, the West Oakland Service Delivery System (SDS) and the West Oakland Health & Safety Collaborative, though these efforts were not Measure Y deliverables.

### Efficiency of Service

CCNI is unique in terms of the programs funded through Measure Y, as its primary

focus is on strengthening community capacity in two Oakland neighborhoods, as opposed to providing individual, client focused services.<sup>4</sup> Given these factors, a comparison between CCNI's cost of services and those of similar programs was not possible. CCNI has received funding from Measure Y since its inception, but also receives funding from a range of other public and private funding streams. Alameda County Public Health Department provides a 3:1 match to Measure Y. Measure Y provides a total of \$183,200 in funding annually.

## III. IMPACT OF SERVICE

The evaluation of CCNI examines the program's progress towards strengthening community capacity in the targeted neighborhoods. Given extended staff vacancy in the Hoover Historic District neighborhood this year, the evaluation focuses primarily on CCNI's efforts in Sobrante Park. An interview with the program manager and a site visit to a neighborhood meeting in Sobrante Park were conducted to learn more about the program's activities, approaches, and accomplishments. The evaluation also reports on employment outcomes reported in the CitySpan database.

In addition, this evaluation reports the results of Alameda County Department of Public Health's 2010 Sobrante Park community survey. The Department of Public Health surveyed residents in 2004, 2007, and 2010 on a number of indicators related to public safety, neighborhood cohesion, health, education and other

<sup>3</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>4</sup> While CCNI does link residents with employment and supportive services, it is not the primary focus of its effort.

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community resources. The most recent survey results were recently disseminated to residents and other agency stakeholders.<sup>5</sup> Public health staff conducted tests of significance on all survey items. Relevant highlights are reported here.

Evaluation activities were designed to measure the program's progress towards achieving the outcomes outlined in the table below.

Outcome	Measure
Community has more resources and can always find someone to help with problems in their community.	<ul style="list-style-type: none"> <li>-NCP/RAC established</li> <li>-Meeting of residents Attendance Measure</li> <li>-City Call numbers established</li> <li>-Residents are collaborating with 50 and lead other in and across community activities</li> <li>-Residents identify, organize and mobilize in community events and organizations</li> </ul>
Residents feel safer in their community and more connected to each other.	<ul style="list-style-type: none"> <li>-Residents report improved perceptions of public safety</li> <li>-Crime goes down</li> </ul>
Community has the resources it needs to improve livability, public safety, public health and services residents.	<ul style="list-style-type: none"> <li>-Additional resources are brought to the neighborhood</li> <li>-Coordination between agencies and resources established and effective</li> </ul>

### IV. FINDINGS

Findings are presented below.

1. CCNI achieved success in supporting the re-establishment of the Neighborhood Crime Prevention Council in Sobrante Park, strengthening resident

participation, and engaging residents in voluntarism.

#### Sobrante Park NCP/RAC

A key goal of CCNI has been to organize residents so that they may better advocate for community resources and devise their own solutions to neighborhood problems. Neighborhood groups such as Neighborhood Crime Prevention Councils, Resident Action Councils, and homeowners

associations are the appropriate forums for residents to come together to address community concerns. Sobrante Park had many community assets that facilitated community organizing efforts. An enclosed community in East Oakland, with one entrance and exit, the neighborhood is primarily comprised of working class African American homeowners who have lived in the neighborhood for many decades and recent Latino immigrants who have purchased or rented homes there more recently. Further, residents had a history of successful participation in neighborhood and homeowners groups.

Since the initiative was funded in 2005, CCNI community building coordinators have worked closely with residents, to increase participation in the Resident Action Committee (RAC) and to also begin re-building the NCP. During 2009-10, the two committees merged and began holding one monthly meeting, with facilitation support provided by CCNI staff. The NCP/RAC meeting observed for this evaluation was attended by over 40 residents, as well as representatives from the Oakland Parks & Recreation Department, Alameda County Department

<sup>5</sup> Alameda County Public Health Department. Sobrante Park Survey Results, 2010. Oakland, California. February 2011.

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of Public Health, local churches, and non-profit organizations. Bilingual translation was also provided. Residents discussed neighborhood problems with their Problem Solving Officer and solicited volunteers for NCPC leadership positions (a young woman who had participated in CCNI's Youth Movement program volunteered for secretary; two co-chairs were also identified).

During 2009-10, residents also worked to address problems related to the Aaron Metal Recycling plant located in their neighborhood, which was the source of a variety of quality of life issues, such as traffic problems, illegal dumping, and unlawful expansion. Over a dozen residents attended the planning commission meeting and city council meeting to advocate for strict conditions to mitigate the negative impact of the business on the neighborhood. The City ultimately approved additional conditions to Aaron Metal's conditional use permit and the problems associated with this property have been mitigated.

The NCPC/RAC's prioritization of crime and the involvement of law enforcement as a partner is a relatively new development. Residents welcomed the return of the Measure Y funded Problem Solving Officer at the meeting observed for the evaluation and shared information about their neighborhood concerns.

Another key strategy implemented simultaneously was organizing community events and other opportunities for residents to participate meaningfully in improving their neighborhood. The table to the right provides a list of events held during 2009-10 and the first half of 2010-11, which were organized and attended by residents.

Events	Attendees
Brookfield Elementary Earth Day	205
Creek to Bay Day	80
Durant Park Halloween-Haunt 2009	400
Madison Middle School Earth Day	35
MLK Day of Service in Sobrante Park	150
National Night Out Sobrante Park 2009	200
National Night Out West Oakland 2009	250
Sobrante Park Time Banking Health Fair	450
Sobrante Park Habitat Association Meeting	45
National Night Out Sobrante Park	200
National Night Out West Oakland	150
Green Works Development Ribbon Cutting Ceremony	75
Durant Park Annual Halloween Party West Oakland	120
Sobrante Park RAC Holiday Celebration	250

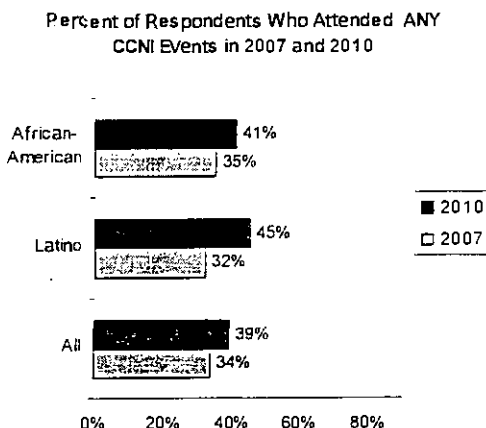
### The Sobrante Park Community Survey

The Sobrante Park community survey conducted by Alameda County Public Health Department suggests that a significant proportion of residents are familiar with CCNI and have participated in CCNI sponsored events. More than half of respondents to the Sobrante Park 2010 community survey reported that they had attended a block party, bar-b-que or other social event in Sobrante Park (51%). In 2010, 80% of residents had heard of CCNI, and about half of those (39%) had attended an event sponsored by CCNI. The following chart depicts these results and shows an

# City County Neighborhood Initiative

## Community Organizing

increase in the proportion of residents who have participated in CCNI events.<sup>6</sup>



2. A neighborhood that has experienced demographic shifts in the past ten years, Sobrante Park residents reported improved public safety and greater connections between neighbors.

A secondary goal of CCNI's community organizing efforts is to strengthen cohesion between neighbors. As residents get to know each other better, they are more likely to work together to solve problems, participate in neighborhood groups, and look out for each other's well being. Historically an African American working class neighborhood, Sobrante Park has experienced an influx of Latino residents, particularly families with young children. CCNI staff reported that the initiative has been effective at creating multiple forums for the neighborhood's diverse residents to come together, learn about each other, and build relationships. Bilingual translation is provided at each meeting and CCNI has also offered community trainings to build greater inter-ethnic understanding. The

<sup>6</sup> Ibid.

NCPC/RAC meeting observed for this evaluation was well attended by both African American and Latino residents and individuals of both ethnic backgrounds volunteered for leadership roles in the NCPC.

Survey Item	2004	2007	2010
Agreement that people in Sobrante Park are willing to help their neighbors	77%	73%	78%
Agreement that people in Sobrante Park can be trusted	48%	44%	52%
Agreement that people of different ethnic groups get along	77%	75%	80%
Percent who volunteered in neighborhood in the past year	N/A	37%	38%

The results of the Sobrante Park community survey suggest that residents feel more connected to each other. The survey found that a greater proportion reported that residents are willing to help each other out in 2010 compared to previous years and 80% of respondents reported that people of different ethnic groups get along.

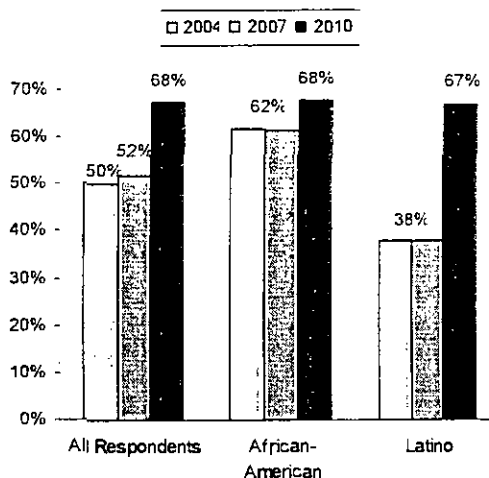
The resident survey also found that residents felt safer in Sobrante Park in 2010 compared to 2004 and 2007 and are more likely to want to remain in the neighborhood. The proportion of Latinos who thought that Sobrante Park is a safe place to live nearly doubled from 38% in 2007 to 67% in 2010 (depicted in the chart on the following page). Two thirds of residents see themselves staying in the

# City County Neighborhood Initiative

## Community Organizing

neighborhood in the next five years (2010), compared to 54% of residents in 2007.<sup>7</sup>

Chart A: Respondent agreement that SP is a safe place to live (2004-2010)



3. A community with many assets, Sobrante Park has also benefited from an infusion of public and private resources in coordination with and as a result of CCNI's efforts.

A key goal of CCNI is to bring additional public and private resources to the neighborhood through increased inter-agency collaboration and leveraging of funds. Because CCNI is a collaborative effort involving City and County agencies, partnering agencies contribute significant human and financial resources and work to create greater investment of public and private funds in the neighborhood. In recent years, for example, Sobrante Park has benefited from the construction of a school-based health center located at

<sup>7</sup> Ibid.

Madison Middle School through a multi-year grant from the Atlantic Philanthropies awarded to Safe Passages. The clinic is operated by the Alameda County Department of Public Health.

Further, the City and County staff in CCNI serve on a number of commissions, boards, and other bodies where decisions about resources are made, such as the Service Delivery System. In this capacity, they have been able to advocate for additional resources for the CCNI target neighborhoods and ensure that responses to community concerns are addressed appropriately.

4. According to data entered in the CitySpan database, CCNI placed 25 clients in employment and linked 51 with employment training.

### CitySpan Employment Outcomes

CitySpan service data were analyzed to determine employment related outcomes achieved by CCNI. The program placed 51 clients in training, primarily through linking them with services provided by other Measure Y funded employment programs, such as Youth Employment Partnership. The program was able to place 25 clients in jobs, a significant achievement, given the program's primary focus on community level change. Clients placed in employment received short term work experience through other local programs; a few were placed in the competitive job market. However, the program also reported that finding individuals permanent employment given the economic climate and the professional qualifications of their clients was a challenge.

5. Challenges reported by the program include staff turnover and the need to build resident capacity to facilitate community meetings.

# City County Neighborhood Initiative

## Community Organizing

### Community Capacity Building

CCNI's approach to community organizing is at a minimum contributing to a more organized, resourced, and empowered community in Sbrante Park. Other Oakland neighborhoods, including the Hoover Historic District, stand to benefit from such approaches. While CCNI experienced important successes during the evaluation period examined here, the vacancy in the staff position serving the Hoover Historic District limited the program's accomplishments there.

Another challenge identified by the program was the need to continue to build resident capacity to facilitate community meetings. CCNI has provided facilitation of the NCPC/RAC meetings up until now. Individuals have been nominated recently to hold NCPC/RAC leadership positions; elections will be held at the next meeting. It is anticipated that once leadership is in place that residents will begin to facilitate meetings. An area for future capacity building will be training residents in facilitation to ensure that the group sustains its momentum.



# Healthy Oakland

## Oakland Street Outreach

### I. INTRODUCTION

Healthy Oakland is committed to engaging hard to reach and at-risk youth and young adults in services to improve the health and safety of the community. In collaboration with faith-based partners, Healthy Oakland provides street outreach and a range of case management services throughout the city. Services include individual and group mediation, intensive outreach, case management, primary care medical services, and "All Nighters" for male youth. Measure Y funds are used for conducting street-based outreach and case management services in coordination with Measure Y and the Oakland Street Outreach (OSO) strategy. Street outreach workers and case managers reach a minimum of 125 individuals per year in West Oakland and a minimum of 85 individuals per year in East Oakland.

### II. SERVICES PROVIDED

Healthy Oakland outreach workers maintain regular presence in West Oakland neighborhoods disproportionately impacted by violence, and are deployed to neighborhoods after a violent incident has occurred. Working four nights a week, staff engage high-risk and gang impacted youth through outreach, group mediation, and crisis intervention. Staff also develop relationships with youth through intensive outreach and case management and connect them to needed resources within the community. During the 18-month reporting period, the program served 403 individuals, the majority of which were male (80%), 19 years or older (81%), and identified as either African American (86%),

or Latino(9%).<sup>1</sup> On average, clients received 14 hours of individual service.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Case Management	232	4316	19
Intensive Outreach	263	1143	4
Work Experience	3	46	2

As outlined in the following table, staff conducted over 800 outreach events and reached over 18,000 individuals.<sup>3</sup> In addition to outreach, staff also participated in NCPC meetings, networking events with local organizations, and other events targeting at-risk young adults.

	# of Events	# of Clients	# of Event Hours
Healthy Oakland	831	18,252	2,109

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. Healthy Oakland clients received services for an average of 3 months. Compared to other programs in the Oakland Street Outreach strategy, Healthy Oakland provided a similar number of service hours per client and retained clients an average length of time.

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

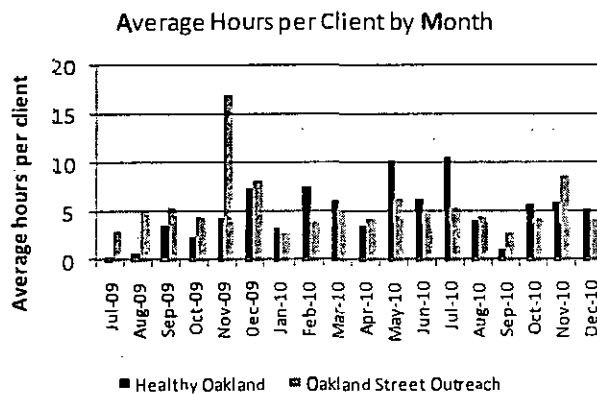
<sup>3</sup> Client counts are an estimation, and may include duplicates.

# Healthy Oakland

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Average per Client	Healthy Oakland	Oakland Street Outreach
Months of Client Engagement	2.7	2.4
Service Hours per Client	14.3	13.4
Service Hours per Client per Month	5	5.6

The following graph depicts the average number of service hours per client by month. Overall, Healthy Oakland service trends were similar to other programs in the strategy area. Generally the number of hours per client increased over the reporting period, peaking in May and July. The increase may be due to changes in the method outreach workers used to engage clients through intensive outreach. Starting in the middle of 2010, workers began to target specific locations such as arcades, BART, and other public venues where youth are known to convene.



The following table provides reasons for client exit. Two-thirds of clients in the Healthy Oakland program were exited because of program inactivity.

Exit Criteria	Healthy Oakland (n=100)	DSD (n=122)
Successful completion of program	29%	27%
Program Inactivity	57%	68%

### Deliverables

Healthy Oakland met or exceeded all deliverables for 2009/10 related to the number of outreach events, networking opportunities, community trainings, and individual services provided to clients. So far in 2010/11 the program has met 11 of 13 goals. The number of outreach event participants and networking events are both lower than expected for second quarter. This is expected, as outreach tends to fluctuate throughout the year based on neighborhood and environmental conditions.

### Efficiency of Service

The table below outlines the average cost per client for Healthy Oakland and provides a comparison to average costs for programs in this strategy area. Relative to other street outreach programs, Healthy Oakland has a lower cost per hour and cost per client.

	Average Cost per Client <sup>4</sup>	Average Cost per Hour
Healthy Oakland	\$1,636	\$71
Oakland Street Outreach	\$1,863	\$127

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

# Healthy Oakland

## Oakland Street Outreach

### iii. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and client milestones<sup>5</sup>, matched data comparing client service records to juvenile justice data, an analysis comparing crime trends and street outreach events in randomly chosen "hotpot" areas, and pre/post survey results. Pre/post test surveys were analyzed for 82 Healthy Oakland OSO clients, 53% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. An insufficient sample size meant that an analysis of school enrollment, attendance, and suspension was not possible for this program. The sample contained 8 consented Healthy Oakland clients, representing a match of 13%.<sup>6</sup> Results are reported by outcome area.

#### CitySpan Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Milestone data was entered into CitySpan for 100 Healthy Oakland clients. According to this data, Healthy Oakland clients were most frequently able to get jobs (44%), access external or internal support services (40%), and avoid getting re-arrested (39%) while in the program. CitySpan also captures challenges clients

experience. Data was only entered for three participants.

Milestones While in Program*	Healthy Oakland (n=100)	OSO (n=122)
Completed terms of probation/parole	15%	13%
No re-arrests	39%	33%
Got a job	44%	40%
Accessed external/internal supportive services	40%	33%
Re-enrolled in school/GED program	31%	25%
Advanced to the next grade level	13%	11%
Stable housing placement	17%	15%

\*Only milestones with at least a 10% achievement rate are included in the table

#### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. One of Healthy Oakland's goals is to help clients find legitimate employment in the community. Sixty-one clients were placed in employment during the reporting period.

#### Pre/Post Employment Outcomes

Employment related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in job readiness and employment before and after program participation. The chart on the following page shows the employment outcomes achieved by Healthy Oakland in comparison to all Oakland Street Outreach programs. On average, after receiving services, Healthy Oakland clients reported improvements in their job readiness that

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

<sup>6</sup> Sample includes only those consented participants who were born after 09/01/1991 with data in both the 08/09 and 09/10 OUSD datasets.

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were similar to changes reported by other Street Outreach clients.

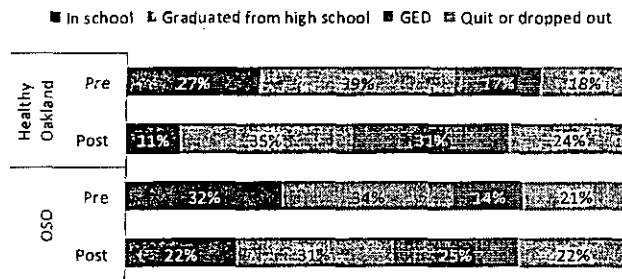
EMPLOYMENT						
Outcome Area	Healthy Oakland			Oakland Street Outreach		
	Pre	Post	% Change	Pre	Post	% Change
I am aware of the requirements needed to complete school or obtain my GED.	4:48	4:21	-6%↓	4:46	4:43	-1%↓
I have received a job referral(s) for a position(s) I am qualified for.	3:89	4:04	4%↑	3:74	4:01	7%↑
I have received a job referral(s) for a position(s) I am interested in.	3:73	4:01	8%↑	3:63	4:00	10%↑
The referral(s) I received resulted in an interview.	3:64	3:84	5%↑	3:49	3:86	11%↑

### Pre/Post School/Education Related Outcomes

Pre/post tests included items on educational indicators related to educational attainment, attitudes towards school, attendance and behavior.

The graph to the right illustrates the educational attainment of Healthy Oakland participants compared to all participants in the Oakland Street Outreach strategy. Healthy Oakland clients reported a higher GED completion rate after participating in the program. However, slightly more Healthy Oakland clients reported quitting or dropping out of school after participating in the program as well.

Status in School

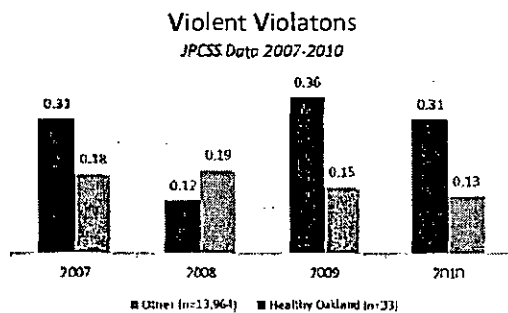
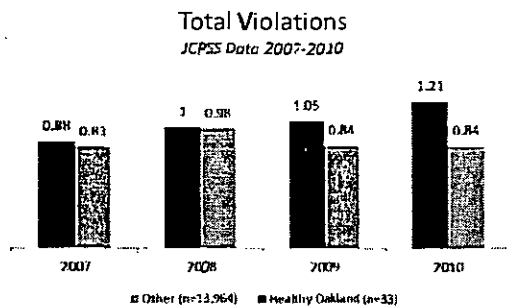


# Healthy Oakland

## Oakland Street Outreach

### Criminal Justice Outcomes

Juvenile Probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by Healthy Oakland in the 09/10 FY compared to the general probation population. The sample contained 33 consented Healthy Oakland clients, representing a match of 52%.<sup>7</sup> The following graph provides a comparison of total violations between Healthy Oakland and the general juvenile probationer population. Healthy Oakland clients had slightly higher rates of violation overall, and especially high rates of violent violations, compared to the general population.



In addition, Juvenile probation data were analyzed to examine each client's change in violations after their first date of service. Using their first date of service, the

evaluation examined the number of violations for 36 months before contact and 17 months after contact. Results were aggregated and are presented in the chart on the following page.

This analysis demonstrates that while certain individuals may exhibit positive juvenile justice outcomes after first contact with Healthy Oakland services, there is no typical client experience – positive or negative.

- Among Healthy Oakland's clients, the proportion of unduplicated individuals violating per month oscillated from 7% - 13% in the months leading up to their initial engagement with services; yet the proportion of clients violating in the same month as their initial Healthy Oakland engagement was only 3%.
- Client violations actually increased markedly in the first month following first Healthy Oakland contact, with 20% of all Healthy Oakland clients violating in their first month of service.

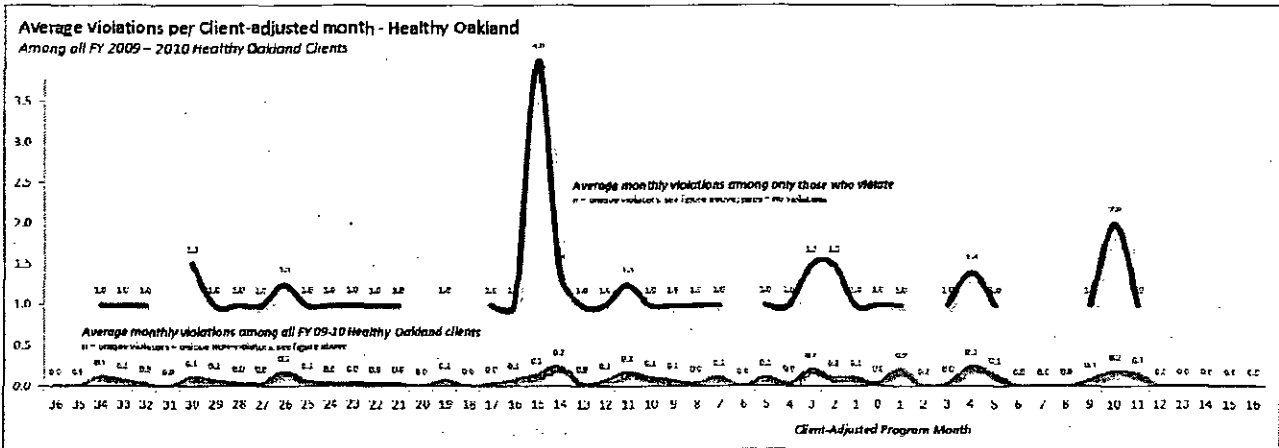
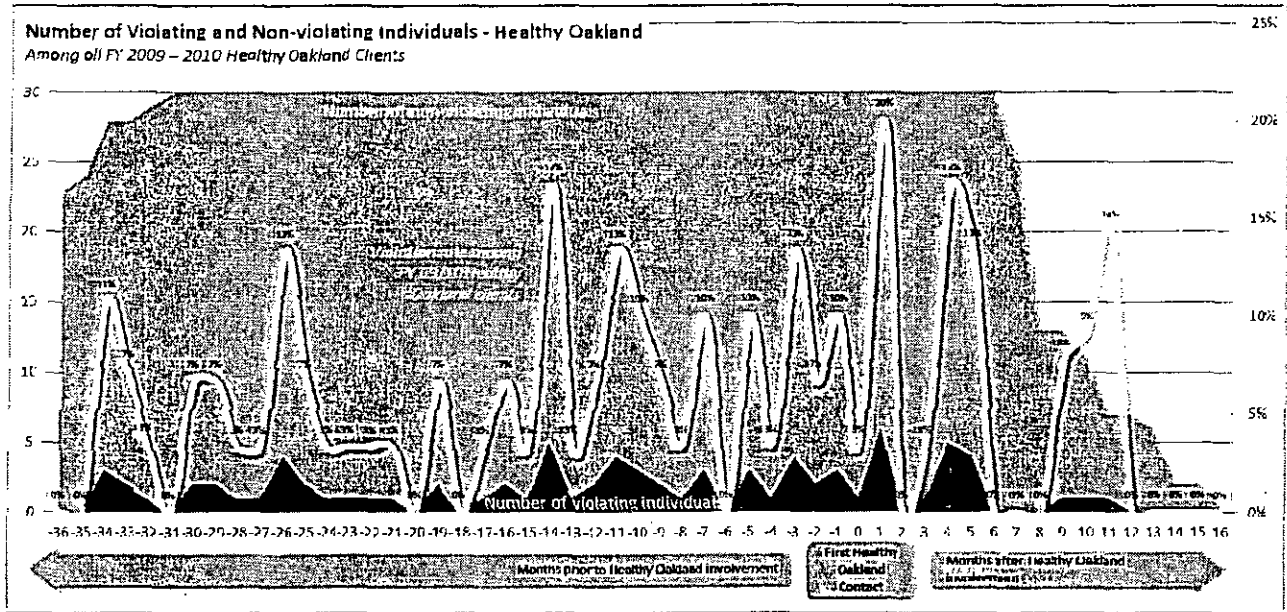
Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the Healthy Oakland client population overall (orange line).

- There is no long-term relationship between client interaction and the frequency of monthly violations.
- There is a consistently low overall violation frequency among total client population.

<sup>7</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

# Healthy Oakland

## Oakland Street Outreach



# Healthy Oakland

## Oakland Street Outreach

### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

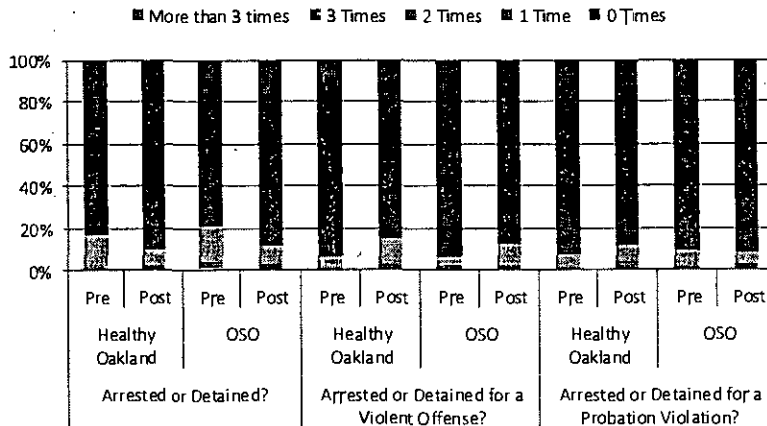
The graph below summarizes Healthy Oakland clients' law and probation violations before and after program participation. Clients reported a drop in being arrested or detained after participating in the program but an increase in being arrested or detained for a violent offense.

Compared to other Oakland Street Outreach programs, Healthy Oakland clients reported a greater number of times of being arrested or detained for a probation violation and for a violent offense after being served by the program.

The table below shows a comparison of criminal justice related outcomes between Healthy Oakland and all Oakland Street Outreach participants. After receiving services, Healthy Oakland participants reported slight decreases in their confidence related to completing the terms of their parole or probation.

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	Healthy Oakland			Oakland Street Outreach		
	Pre	Post	% Change	Pre	Post	% Change
I am confident in my ability to complete the terms of my parole/probation.	4:23	4:09	-3%	4:08	4:16	2%
Ability to stay away from situations that will compromise the terms of my parole/probation.	4:21	3:98	-5%	4:09	4:09	0%

**Law and Probation Violations**  
During the last two months I have been...



# Healthy Oakland

## Oakland Street Outreach

### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre/post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence.

Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming.

The chart below describes clients' risk taking behavior before and after program participation.

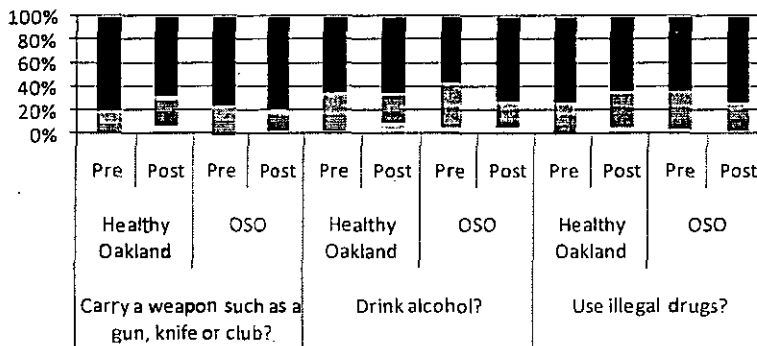
receiving services. This response may be due to increased client trust and disclosure and may not necessarily reflect a negative change in behavior.

The table on the following page shows the changes in resiliency reported by clients after participation in the Healthy Oakland program. On average, Healthy Oakland clients reported less positive change in all outcome areas than Oakland Street Outreach clients on the whole.

#### Risk Taking Activities

In the past 30 days, either I or someone I hang out with...

More than once a week    Once a week    A few times    1-2 Times    0 Times



Compared to other programs in the Oakland Street Outreach strategy area, Healthy Oakland clients were more likely to participate in risky behaviors before program enrollment. More clients reported that they carried a weapon, used drugs or drank alcohol more than once a week after



# Healthy Oakland

## Oakland Street Outreach

### RESILIENCY AND PROTECTIVE FACTOR OUTCOMES

	Healthy Oakland			Oakland Street Outreach		
	Baseline Pre-2017	Baseline 2017	% Change	Baseline Pre-2017	Baseline 2017	% Change
<b>Confidence and Problem-Solving Skills</b>						
I know how to get myself out of dangerous situations without violence.	4:10	3:80	-7%	4:03	4:18	+4%
<b>Relationships with Family and Peers</b>						
The people I hang out with get into a lot of trouble.	2:85	3:19	+12%	2:96	2:74	-7%
Most of the people I hang out with aren't very responsible about school or their jobs.	2:87	3:45	+20%	2:98	2:86	-4%
The people I hang out with help me when I'm having a hard time.	3:97	3:97	0%	3:55	3:96	+12%
<b>Relationship with Family and Peers (continued)</b>						
I receive help or support from at least one adult.	3:97	3:93	-1%	4:01	4:24	+6%
There is an adult in my life who believes I will be a success.	4:27	4:08	-4%	4:26	4:37	+3%
In my home, there is a parent/guardian or other adult figure who expects me to follow their rules.	4:24	3:85	-9%	4:05	4:15	+2%
<b>Stable Housing</b>						
I have a stable living situation.	3:75	3:85	+3%	3:79	4:18	+10%
I don't always feel safe living in my own home.	2:67	3:15	+18%	2:65	2:53	-5%
<b>Resiliency</b>						
I don't always feel optimistic about my future.	3:08	3:55	+15%	3:09	3:08	-10%
I'm not always able to stay calm when life gets stressful.	3:08	3:64	+18%	3:08	2:87	-7%
I am able to walk away when friends or associates are pushing me towards trouble.	4:14	3:77	-9%	3:98	4:14	+4%
<b>Awareness of Community Resources</b>						
I know about the services that are offered in my neighborhood and in Oakland:						
Health	4:07	4:38	+8%	3:94	4:57	+16%
Employment	4:04	4:23	+5%	3:80	4:42	+16%
Financial	3:69	4:18	+13%	3:52	4:35	+24%
Legal	3:70	4:28	+16%	3:50	4:38	+25%
Costs prevent me from accessing these services, even when I need them.	3:94	4:33	+10%	3:63	3:77	+4%

# Healthy Oakland

## Oakland Street Outreach

### Community Outcomes: Impact of Street Outreach

Measure Y provides funding for street outreach teams to conduct outreach to youth and young adults who may be involved in or become victim to violent crime at specific locations throughout Oakland that are known to have particularly high crime rates (termed hot-spots). Each time a team is deployed to a hot-spot is termed an "event." While street outreach workers seek to engage young people in services and provide alternatives to them such as education and employment, a primary goal of outreach is to reduce violence at the neighborhood level. In their role as "violence interrupters," outreach workers aim to de-escalate conflict and provide alternatives to retaliatory violence after a violent incident has occurred. In coordination with the Oakland Police Department, outreach workers are deployed to hotspots after a violent incident has occurred.

In order to understand whether street outreach achieved its goal of reducing violence at the neighborhood level, evaluators analyzed CitySpan service data and police incident data on three randomly selected hotspots where outreach was provided during 2009-10. Crime in the hotspot area was compared to both that of an average Oakland beat and the number of street outreach events on a monthly basis. The purpose of this analysis was to determine whether there was a relationship between street outreach events and crime trends in the hotspot.

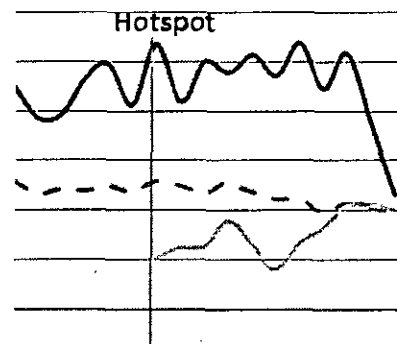
The following graphs show three trends: a blue line indicates the crime trend within the hotspot served by street outreach, the orange dotted line indicates the crime trend on average in an Oakland beat, and the yellow line indicates the pattern of service

within the hotspot. The vertical red line indicates the beginning of street outreach in the hotspot.

### Relationship between Crime and Street Outreach in West Oakland

In the West Oakland examined here, a 32% decrease in crime is observed in April and May 2010. The crime trend is relatively flat until March, which corresponds with an intensification of street outreach to over 100 hours per month. An external factor, which may have contributed to this decline, is the implementation of proactive enforcement conducted in West Oakland by the Oakland Police Department in May 2010. However, a bivariate correlation between crime in the West Oakland hotspot and the number of street outreach hours in that hotspot is significant at the 90% confidence level.

Crimes in West Oakland



— Number of Crimes in West Hotspot

# Youth UpRising

## Attraction, Retention and Movement (ARM)

### I. INTRODUCTION

Youth UpRising envisions a healthy and economically robust community powered by the leadership of youth and young adults. Youth UpRising is a dedicated leader in the advancement of youth leadership development as a means of transforming the community. Youth UpRising is housed in a state of the art building in East Oakland and offers a wide range of programs and services. Youth UpRising grew out of the needs articulated by Oakland youth in 1997 after racial tension at Castlemont High School erupted into violence. Young people identified poor educational resources, too few employment opportunities, the absence of positive things to do, and lack of community and personal safety as the root causes of the problems facing youth. Measure Y funds support Youth UpRising's ARM (Attraction, Retention, Movement) program, which provides mentoring, life coaching services, healing retreats, and life skills/employment linkages for 30 youth and young adults per year.

### II. SERVICES PROVIDED

Youth UpRising's ARM program is built on the premise that young people are equipped with leadership skills and abilities and need opportunities to apply them in a productive way. Youth UpRising's ARM program begins with an intensive 3-day LeaderShift retreat (one for young men, another for young women), attended by approximately 30 at risk youth. Youth are recruited into the program through walk-ins, from other organization programs, activities or events, through Castlemont High School, through referrals from other non-profit organizations, and through street outreach. The LeaderShift retreat focuses on youth and leadership development,

personal transformation, and developing social consciousness around community conditions. After participating in the retreat, youth receive ongoing case management, life coaching, and mentoring. In addition, ARM provides job readiness training and links clients with internal and external employment opportunities. ARM has developed relationships with external employers and provides full disclosure regarding clients' criminal records, as well as retention support. Most program staff reside in Oakland and share similar life experiences with the young people enrolled in the program. On average, clients received 11 hours of individual service during the 15-month reporting period.

	# of Clients <sup>1</sup>	# of Hours	Average hours per Client
Case Management	101	1153	11

The program held 32 events, which were attended by 336 clients.

	# of Events	# of Clients	# of Event Hours
Youth UpRising ARM Outreach Events	32	336	65

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. Youth UpRising clients received services for an average of 3 months. Compared to other programs in the Oakland Street Outreach strategy, Youth UpRising provided fewer service hours per client but retained clients for a longer period of time.

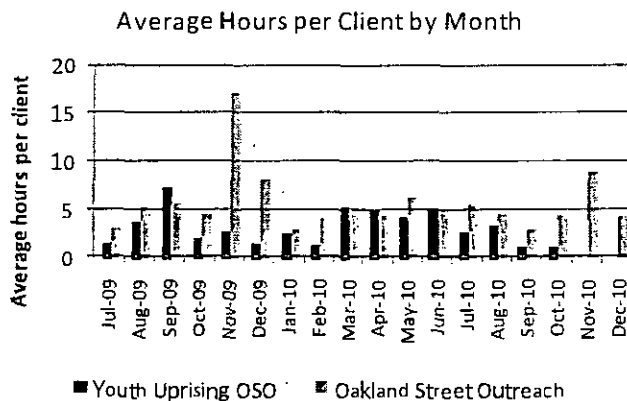
<sup>1</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Youth UpRising

## Attraction, Retention and Movement (ARM)

Average per Client	Youth UpRising ARM	Oakland Street Outreach
Months of Client Engagement	3.4	2.4
Service Hours	10.9	13.4
Service Hours per Client per Month	2.7	5.6

The chart below depicts the average number of clients per hour by month. No hours were recorded in November 2010 or December 2010.



### Deliverables

CitySpan service data were analyzed to determine the services provided by the program and their progress in meeting deliverables as outlined in their Scope of Work. While the primary focus of the ARM program is on delivering individual services to at risk youth, the program was also originally contracted to provide Code 33 workshops to facilitate youth/police dialogue. One such training was provided in 2009 and reportedly well received by youth and police participants. External factors related to police layoffs meant that the Oakland Police Department was unable to commit to sending officers to participate in additional workshops. Given these factors, the Department of Human Services and

Youth UpRising revised the ARM program deliverables to focus exclusively on their mentoring, life coaching and case management services. Youth UpRising's ARM program met or exceeded all deliverables from 7/1/09 through 12/31/10, the period examined by this evaluation.

### Efficiency of Service

The table below outlines the average cost per client and per hour for Youth UpRising's ARM program and provides a comparison to average costs for programs in the street

outreach strategy area.

Relative to other programs in the Oakland Street Outreach strategy the average cost per hour for Youth UpRising were higher than the average for this strategy area.

	Average Cost per Client <sup>2</sup>	Average Cost per Hour
Youth UpRising ARM	\$1,966	\$164
Oakland Street Outreach	\$1,863	\$127

## III. IMPACT OF SERVICE

The evaluation analyzed the impact of Youth UpRising's ARM program through an analysis of pre/post test survey data, employment deliverables entered on the CitySpan database. Youth UpRising ARM did not enter milestones data into CitySpan for participants served during the reporting

<sup>2</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

# Youth UpRising

## Attraction, Retention and Movement (ARM)

period.<sup>3</sup> Pre/post test surveys were analyzed for 23 Youth UpRising clients, 18% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. An insufficient sample size meant that an analysis of school enrollment, attendance, and suspension was not possible for this program. The sample contained 4 consented Youth UpRising ARM clients, representing a match of 13%.<sup>4</sup> The sample size of clients identified as juvenile probationers was too small to conduct statistical analysis. The sample contained 6 consented Youth UpRising ARM clients, representing a match of 19%.<sup>5</sup> In addition, an interview with the program manager and two past clients was conducted to learn more about the program's approach and implementation of services this year. Results are reported by outcome area.

### CitySpan Employment

<sup>3</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently and not all programs entered data.

<sup>4</sup> Sample includes only those consented participants who were born after 09/01/1991 with data in both the 08/09 and 09/10 OUSD datasets.

<sup>5</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

### Outcomes

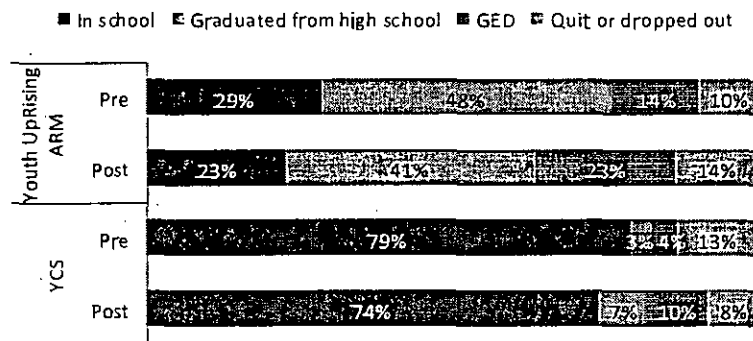
An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. Sixty-six clients received referrals to employment during the reporting period.

### School/Education Related Outcomes

The chart below shows ARM clients' status in school before and after program participation based on the results of the pre/post tests. A greater proportion of clients reported working on their GED. However, the proportion who reported having quit or dropped out increased slightly, with a corresponding dip in the number who were still enrolled in school.

The following chart shows that clients of

Status in School



Youth UpRising reported more change in their awareness of requirements needed to complete school and obtain their GED, compared to other Street Outreach strategy participants.

# Youth UpRising

## Attraction, Retention and Movement (ARM)

EMPLOYMENT						
Outcome Area	Youth UpRising ARM			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
I am aware of the requirements needed to complete school or obtain my GED.	4.7	4.87	4%↑	3.97	4.13	4%↑

The table on the following page shows a comparison of criminal justice related outcomes between YouthUpRising and all Oakland Street Outreach participants based on the pre/post test survey results. After receiving services, Youth UpRising participants reported greater increases in their confidence in being able to comply with the terms of their

probation or parole than other programs in the strategy area.

### Pre/Post Criminal Justice Outcomes

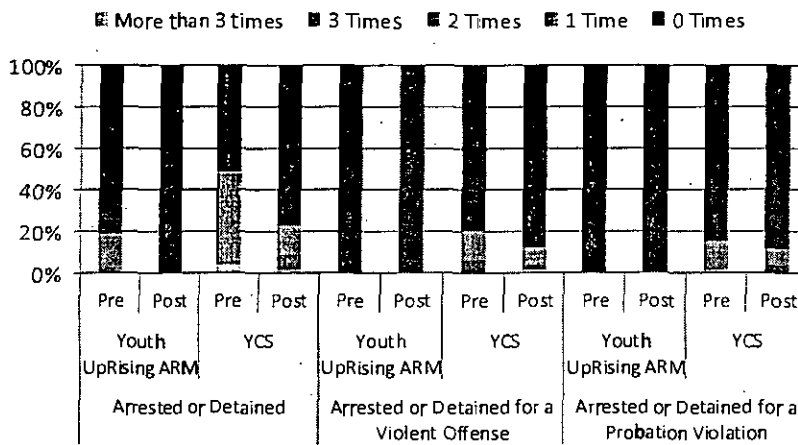
The chart below shows the results of the pre/post tests after clients participated in Youth Uprising's ARM program. While clients reported a low level of criminal justice involvement before program participation, no clients reported being arrested or detained after program participation.

### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre-post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking

behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening young people's resiliency and protective factors. Improved

Law and Probation Violations  
During the last two months I have been...



Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

resiliency and protective factors are outcomes that should improve after participation in violence prevention programming.

# Youth UpRising

## Attraction, Retention and Movement (ARM)

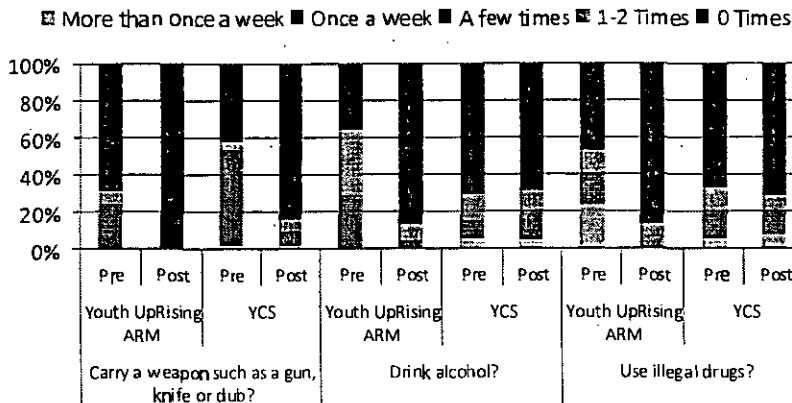
INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	Youth UpRising ARM			Oakland Street Outreach		
	Pre	Post	% Change	Pre	Post	% Change
I am confident in my ability to complete the terms of my parole/probation.	3.89	4.82	24%↑	4.17	4.11	-1%
I try to stay away from situations that will compromise the terms of my parole/probation.	4.17	4.18	20%↑	4.17	4.12	-1%

The following chart shows the results of the pre/post tests in relation to risk taking activities. Program participants reported significant decreases in relation to carrying a weapon, using alcohol, or using illegal drugs after program participation. These data suggest that students are making healthier and less risky choices after program participation.

The table on the following page shows the changes in resiliency reported by clients after participation in the Youth UpRising program. On average, Youth UpRising clients reported greater positive changes in all outcome areas than Oakland Street Outreach clients on the whole.

### Risk Taking Activities

In the past 30 days, either I or someone I hang out with...



# Youth UpRising

## Attraction, Retention and Movement (ARM)

RESILIENCY AND PROTECTIVE FACTORS OUTCOMES						
Outcome Area	Youth UpRising ARM			Oakland Street Outreach		
	Pre	Post	% Change	Pre	Post	% Change
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence	415	496	10%↑	369	387	5%↑
<b>Personal Responsibility</b>						
The people I hang out with get into a lot of trouble	259	152	41%↑	282	283	0%↑
Most of the people I hang out with aren't very responsible about school or their jobs	267	135	49%↑	306	307	0%↑
The people I hang out with help me when I'm having a hard time	359	483	35%↑	343	361	5%↑
<b>Relationship with a Caregiver or Supportive Adult</b>						
I receive help or support from at least one adult	445	496	16%↑	408	434	6%↑
There is an adult in my life who believes I will be a success	461	495	7%↑	414	435	5%↑
In my home, there is a parent/guardian or other adult figure who expects me to follow their rules	392	443	19%↑	416	428	3%↑
<b>Stable Housing</b>						
I have a stable living situation	361	448	24%↑	364	373	2%↑
I don't always feel safe living in my own home	235	157	33%↑	271	241	11%↓
<b>Resiliency</b>						
I don't always feel optimistic about my future	306	143	53%↑	329	309	6%↓
I'm not always able to stay calm when life gets stressful	321	113	60%↑	342	321	6%↓
I am able to walk away when friends or associates are pushing me towards trouble	416	478	15%↑	365	381	4%↑
<b>Awareness of Community Resources</b>						
I know about the services that are offered in my neighborhood and in Oakland						
Health	418	483	16%↑	357	395	11%↑
Employment	374	483	29%↑	343	383	12%↑
Financial	377	483	31%↑	308	365	19%↑
Legal	383	474	24%↑	322	338	18%↑
Costs prevent me from accessing these services even when I need them	345	352	2%↑	294	301	2%↑



# Youth UpRising

## Attraction, Retention, Movement (ARM)

### Client Reports

Two clients were interviewed regarding their experience in the ARM program. Both clients reported a high level of satisfaction with the ARM program and with their experience at Youth UpRising in general. Both clients were in their late teens/early twenties, had been coming to Youth UpRising for 2-4 years, and had dropped out of high school. One client had previous criminal justice involvement, while the other had been homeless before accessing services through Youth UpRising. The clients reported that Youth UpRising's media, recording, and performance opportunities were what initially brought them to the organization. However, they spoke highly of their experience in the 3 day LeaderShift retreat, the organization staff and their ability to access employment opportunities. Both youth were currently employed through Youth UpRising. The conversation with ARM clients also suggested that young people view the program as more than a place to get services. It also represents a safe and positive setting for young people in East Oakland to pursue their artistic interests and socialize with their peers. The client comments below summarize these points:

*"I feel like I have another home- I know everyone here; it's better than being at home or getting into trouble. Music- I can make music, I can make money, I am working. We have dance and rap battles. I have friends that come here.*

*I probably would be back in jail if it weren't for the program or back at home doing nothing. Things have changed for the better- my communication skills, attitude, everything. I've got a job; I'm staying out of trouble. I've gotten what I needed. Staff understands me and supports me. " – 22 year old client*

*"I've been here for two years. When I first started, I came to use the studio and to perform at events they had, but then it led to other things. First, I got an internship through Mayor's Summer Job. I was still involved in music. Now, I've got a job here and got involved in other things here. The LeaderShift Retreat- it was the kickstart to me being successful. It was a way to get comfortable with people around me; to be able to speak my opinion, learn employment skills, they gave me my first job here; it was my first experience getting to know what it was all about. It was a good situation.*

*Before I got here, I was homeless; I got into a bad fight with my dad, moved out and didn't have a place to go. I started coming here; now I have a car, an apartment. I have healthcare; I have food stamps; my life changed in an extreme way. I'm in a different position. It helped me grow up, understand life. It's changed me mentally and financially." – 19 year old client*

# Alameda County Health Care Services Agency

## OUR Kids Middle School

### I. INTRODUCTION

In collaboration with the Oakland Unified School District, Alameda County Health Care Services Agency's OUR KIDS project provides school-based behavioral health services for youth at risk. For the past 10 years, the OUR KIDS program has focused on assessing behavioral health needs of the most at risk children and providing individual and group counseling and case management (clinical mental health services); linking students at risk for academic failure with academic support services; identifying resources to enhance truancy programs; designing teacher training sessions to support work with at risk children; organizing parent empowerment workshops; and developing resource linkages and case management service coordination protocols. Clinical behavioral health services are provided by post-Masters level clinicians (MSW, MA, and MS degrees) and include case management, mental health therapy, and group services. As a recipient of Measure Y funding, the Alameda County Health Care Services Agency aims to increase the number of students receiving school-based behavioral health services in up to 12 Oakland public middle schools. The program served 672 students during 2009-10 and has enrolled 487 clients during the first two quarters of 2010-11.

### II. SERVICES PROVIDED

The information in this section covers the 2009-10 fiscal year.<sup>1</sup> During this period, OUR KIDS provided services to 672 students at 12 middle schools in Oakland. Of the clients served, 51% were African American, 31% were Latino, and 8% were Asian. Slightly less than half were male (48%) and over half were female (52%)<sup>2</sup>. The chart below provides information on the number of clients served during 2009-10 and the service hours provided by OUR KIDS. The program met or exceeded deliverables related to the services it was contracted to provide.

School	Clients Served	Case Management Hours	Mental Health Therapy Hours	Group Hours	Total Service Hours
Alliance/Elmhurst/Community Prep	37	213	1043	66	1322
Bret Harte	69	491	1522	41	1654
Edna Brewer	121	476	1350	2049	3875
Glaremont	35	129	1077	0	1206
Coliseum College Prep/Roots	86	64	1285	307	1656
James Madison	81	260	657	147	1064
Roosevelt	63	130	861	80	1071
United for Success Academy	48	226	781	519	1526
West Oakland	65	367	1337	62	1766
Westlake	67	421	862	199	1482
<b>TOTAL</b>	<b>672</b>	<b>2371</b>	<b>10775</b>	<b>3470</b>	<b>16522</b>

### Efficiency of Service

The table on the following page outlines the average cost per client and per hour for

<sup>1</sup> Service information was only available for 2009-10.

<sup>2</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports provided by OUR KIDS and UCSF. Client counts may be duplicative for those students served in both fiscal years.

# Alameda County Health Care Services Agency

## OUR Kids Middle School

OUR KIDS and provides a comparison to average costs for programs in this strategy area. Relative to other school-based prevention programs, the average cost per client and cost per hour for OUR KIDS were significantly lower than the average for this strategy area. This was likely due to OUR KIDS' ability to leverage other funding for the services they provide, such as Tobacco Master Settlement Fund Agreement, fees for services (Medi-Cal Administered Activities moneys), and other funding sources that are not captured in the cost per hour calculations.

	Average Cost per Client <sup>3</sup>	Average Cost per Hour
OUR KIDS	\$246	\$13
School-Based Prevention Projects	\$516	\$88

### III. IMPACT OF SERVICE

The Measure Y evaluation of Alameda County Health Care Services Agency's OUR KIDS program examined changes in school wide indicators of behavior and school climate, as well as the self-reported changes in clients who received group or individual mental health services. A key premise of OUR KIDS' approach is that behavioral health services will increase students' capacity to manage and cope with their emotions; when students are confronted with a conflict, they are more likely to respond in ways that will not result in disciplinary action by the school. The Measure Y evaluation examined trends in suspension over time to determine whether there were significant differences at the school sites where OUR KIDS provided

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

services compared to those sites where no services were provided. Changes in individual student behavioral health indicators were evaluated through an external evaluation conducted by the University of California at San Francisco and are also reported here.

### Trends in Suspension Rates

While suspension has not been proven to be an effective means of modifying student behavior, it does continue to serve as the primary disciplinary tool at most Oakland Middle Schools. Further, suspension rates provide an important proxy for measuring changes in student behavior and school climate over time. It is important to contextualize this analysis with an understanding of the myriad factors that can influence suspension rates at a school site. Factors such as changes in administrative leadership, classroom management approaches by individual teachers, and the adoption of zero tolerance policies can all significantly impact school suspension rates and are usually outside the control or purview of an external agency that provides interventions at the site. On the other hand, a school site may also adopt an alternative to suspension disciplinary approach; in these cases, student behavior may remain unchanged, but the school uses alternatives to suspension to address the behavior. These factors point to significant limitations to analyzing suspension rates as an indicator of program impact and should be considered in interpreting suspension data.

There are several important factors related to the nature of OUR KIDS programming, as well as the school sites where OUR KIDS operates that must also be taken into account while analyzing changes in suspension rates. It is important to note that the proportion of schools that receive OUR KIDS services has increased over the

## OUR Kids Middle School

last couple of years, which is due in part to an increase in school closures. As of the 2010-11 academic year, there are fewer middle schools open in Oakland than in previous years and OUR KIDS operates at about three quarters of them. OUR KIDS tends to operate at high need schools that are facing significant challenges related to school climate, staff/administrative turnover, and meeting the needs of students with behavioral health challenges as a result of trauma. Further, the nature of OUR KIDS' interventions, providing clinical behavioral health care services to individual students, may not be sufficient to generate school wide changes. Clinical staff see a small number of concentrated clients at each school; many students who are suspended are not identified as needing behavioral health intervention; and by the time students are referred to the program, many have significant behavioral problems.

OUR KIDS has the greatest potential to improve school climate and decrease student suspensions if it is part of an integrated network of school-based services working in a coordinated and proactive way towards this goal. While such networks exist at some school sites, there is still work to be done towards implementing an integrated approach at many middle schools. Absent such an approach, school-wide changes are unlikely to be observed.

The evaluation of OUR KIDS analyzes suspension data in several ways and is described below<sup>4</sup>:

**Suspension Rate:** Total incidences divided by the total enrollment. Suspension rate accounts for fluctuations in student enrollment.

<sup>4</sup> The data source for suspension rate analysis was the California Department of Education. The data source for the analysis of the proportion of students suspended was Oakland Unified School District first semester suspension data.

**Proportion of Students Suspended:** Total number of students suspended divided by total enrollment. This indicator provides important information regarding the proportion of students experiencing behavior challenges significant enough to result in suspension.

**Proportion of Suspensions Due to Fighting:** Number of suspensions attributed to fighting divided by total number of suspensions. The indicator provides important information regarding school climate.

### Findings

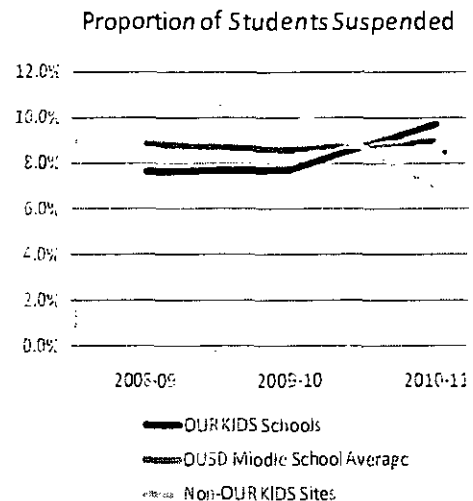
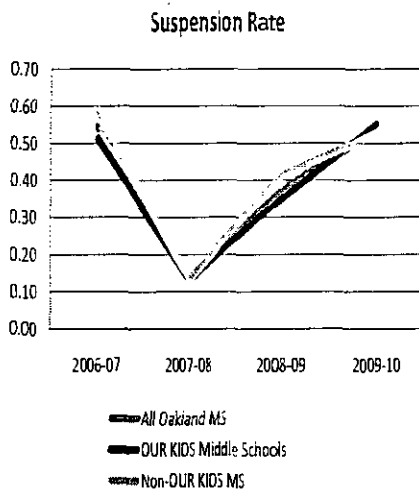
The findings related to suspension are presented below:

1. *Suspension rates at OUR KIDS middle school sites mirror both the district average and the rate at middle school services that did not receive services. There does not appear to be a relationship between the provision of OUR KIDS services at Oakland Middle Schools and reduced suspension rates.*

The evaluation analyzed the suspension rate at OUR KIDS middle schools from 2006-2010 using data available at the California Department of Education, as shown in the graph on the following page. The trend shows no significant differences between suspension rates at OUR KIDS sites and those middle schools that did not receive the intervention.

# Alameda County Health Care Services Agency

## OUR Kids Middle School



2. The proportion of students suspended has increased at OUR KIDS sites from around 8% to close to 10% over the last three years, while it has decreased at those sites not receiving the intervention. There does not appear to be a relationship between OUR KIDS services and a decrease in the proportion of students suspended.

The following chart depicts the proportion of students suspended from 2008-2010.<sup>5</sup> The proportion of students suspended has increased at both OUR KIDS middle schools and the district as a whole. The decrease at sites not receiving the intervention is likely due to the closure of 3 middle schools at the end of the 2009-10 academic year, one of which had higher than average suspension rates. As of the beginning of the 2010-11 academic year, OUR KIDS was offered at 75% of Oakland middle schools.

3. The proportion of suspensions due to fighting increased slightly at OUR KIDS Middle School sites, while it decreased at non-OUR KIDS middle schools in Oakland from 2008-09 to 2009-10. The decrease was likely due to the closure of two middle schools during this time period. However, there does not appear to be a relationship between OUR KIDS services and decreased fighting as measured by the proportion of suspensions due to fighting.

The following chart depicts the change in the proportion of suspensions due to fighting at OUR KIDS sites and compares those changes to middle schools that did not receive OUR KIDS services.<sup>6</sup> While the rate at OUR KIDS sites remained relatively unchanged from 2008-10, the non-OUR KIDS rate decreased markedly. This appears to be due to the closure of two middle schools that were not receiving services during this time period. It is important to note that as of the 2010-11 academic year, OUR KIDS was operating at almost 75% of

<sup>5</sup> Source: Oakland Unified School District "Suspensions Comparison: 2008-10 Sorted by School Type." These data present proportion of students suspended for the first semester of the past three years.

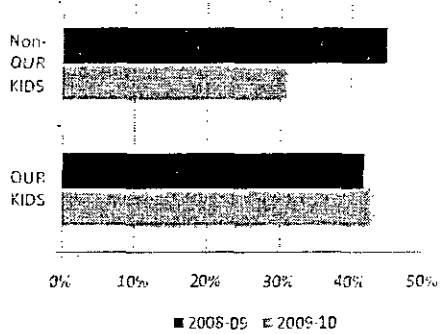
<sup>6</sup> Ibid. These suspension data present the proportion of students suspended during the first semester of each year as a result of fighting.

# Alameda County Health Care Services Agency

## OUR Kids Middle School

district middle schools and the proportion of suspensions due to fighting mirrors the district average.

Proportion of Suspensions due to Fighting



### Mental Health & Behavior Indicators UCSF 2009-10 Evaluation

The University of California at San Francisco's Philip R. Lee Institute for Health Policy Studies conducted an evaluation of the OUR KIDS program examining changes in students' mental health and well-being before and after receiving OUR KIDS services in 2009-10. The purpose of the evaluation was to determine whether or not clients experienced improvements in mental health and behavior indicators after program participation. The Peabody Treatment Progress Battery (PTPB) was administered to 89 clients across eleven middle schools in Oakland Unified School District upon enrollment and after program participation.<sup>7</sup> Two surveys were administered, the Symptoms and Functioning Severity Scale (SPSS) which assesses health symptoms and functioning, and the Life Satisfaction Scale Survey which assesses quality of life in relation to school,

friendships, and family. In addition, clinical case managers completed an intake/discharge assessment to examine presenting problems. Pre/post test mean scores for each domain were examined to determine whether clients demonstrated an improvement in presenting problems. Results related to student behavior are presented here. Statistical tests of significance were conducted on all assessment results to determine whether or not observed changes were associated with the services provided by OUR KIDS.

### Findings

Some of the key evaluation results of the UCSF 2009-10 OUR KIDS Evaluation are presented below:

1. *The UCSF evaluation found evidence that participation in OUR KIDS was associated with improvements on mental health indicators on about a third (11 out of 33) of survey questions measuring mental health symptoms and functioning after program participation.*

An analysis of the results of the client-reported Symptoms and Functioning Severity Scale survey found that OUR KIDS students improved on one third of survey items. Significant changes were observed in the areas of anxiety, depression, conduct and impulse control. The table on the next page depicts the number of survey items in each domain of the survey in which students experienced statistically significant improvements.

<sup>7</sup> "Oakland Unified School District OUR KIDS Middle Schools 2009/10 Pre/Post Client Survey Findings." 2010. University of California at San Francisco, Philip R. Lee Institute for Health Policy.

# Alameda County Health Care Services Agency

## OUR Kids Middle School

Domain	Subscale <sup>B</sup>	# of Questions with Significant Improvement <sup>9</sup>
Internalizing (14 questions)	Anxiety (6 questions)	3
	Depression (8 questions)	3
Externalizing (16 questions)	Conduct (11 questions)	3
	Impulse (6 questions)	2
Other (3 questions)		0

The table below reports the results of the student pre/post surveys in relation to anxiety, depression, conduct and impulse for those areas where statistically significant changes were observed. These data suggest that OUR KIDS services are contributing towards improved mental health functioning among those students who receive services.

Scale <sup>10</sup>	N	Pre	Post	Pr >  t
Anxiety Scale	89	14.5	12.5	0.0008
Depression Scale	89	19.0	17.2	0.0039
Conduct Scale	89	26.4	24.5	0.0217
Impulse Scale	89	15.0	13.8	0.0049

- The UCSF evaluation found that while students reported slight improvements in regards to quality of life, these changes were relatively minor and not found to be statistically significant.

The changes in the Life Satisfaction Scale were not found to be statistically significant.

- The UCSF evaluation found that OUR KIDS students demonstrated significant improvements on presenting problems related to behavior on the

<sup>B</sup> One question within the "Externalizing" domain falls under both the "Impulse Control" and "Conduct" subscales.

<sup>9</sup> Statistically significant change from pre to post survey (p < .05)

<sup>10</sup> Bold=Significant at p < .05

intake/discharge assessments completed by providers.

While the school wide analysis found that school suspension rates are moving independently of OUR KIDS interventions, the results of the intake/discharge assessments administered by clinical case managers indicate that students who received OUR KIDS services experienced an improvement in problems related to behavior and school suspensions. The table below shows the average scores on academic/school related problems at intake and upon discharge. A score of 1 indicates a mild problem on that item, a score of 2 indicates a moderate problem, and a 3 indicates a significant problem.

Academic/School Needs				
Presenting Problems	N	Mean Score at Intake	Mean Score at Discharge	Pr >  t
Classroom behavior - externalized (acting out/defiant)	215	1.20	1.08	0.0134
Classroom behavior - internalized (withdrawn/unmotivated)	205	1.21	1.00	0.0003
Goals/aspirations	210	1.21	1.11	0.0373
Prior disciplinary action (suspension/expulsions)	172	0.95	0.81	0.0242

While OUR KIDS students reported mild to moderate problems at intake, they experienced significant improvements on 4 out of the 7 items measured in the Academic/School Needs section.<sup>11</sup> Problems related to school disengagement such as acting out or withdrawing decreased, as did

<sup>11</sup> Only presenting problems that were found to be significant are reported in the chart

## **Alameda County Health Care Services Agency**

### **OUR Kids Middle School**

suspensions and expulsions.<sup>12</sup> These results indicate that participation in OUR KIDS behavioral health services are associated with improvements in individual student behavior and engagement in school.

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<sup>12</sup> Oakland Unified School District OUR KIDS Middle Schools 2009/10 Pre/Post Client Survey Findings." 2010. University of California at San Francisco, Philip R. Lee Institute for Health Policy.



# OUSD Alternative Education

## Gang Intervention

### I. INTRODUCTION

With support from California Youth Outreach (CYO) and Project Re-Connect (PRC), the Oakland Unified School District's Office of Alternative Education provides case management services, Gang Re-Direct classes and Parent Education to gang affiliated youth and their parents. Gang prevention and intervention services are provided at five of the highest need alternative schools (Street Academy, Community Day School, Ralph J. Bunche High School, Rudsdale High School and Dewey Academy). The case management component is operated by CYO and focuses on students who are gang affiliated and on probation, or are gang affiliated and have been suspended or expelled. Students receive one on one case management at least once a week, with services adjusted to meet the particular needs of each student. The program serves at least 50 students annually. The Gang Re-Direct class is a life skills course provided at the school site and attended by those gang affiliated youth who are receiving case management services, as well as other highly gang impacted youth. The parent gang awareness education sessions provided by PRC reach 60 parents annually and address topics such as violence prevention, conflict resolution, communication, stress, substance use and abuse and a safe home. The parent education intensive sessions last nine weeks and are offered twice annually.

### II. SERVICES PROVIDED

OUSD Alternative Education Gang Intervention serves a target population who is at serious risk for academic failure, truancy, behavior problems, and further criminal justice involvement. The program's goal is to improve school

engagement, strengthen protective factors and decrease gang involvement through case management, life skills, and parent education. A description of who participated in each of the services is described below for the time period spanning 7/1/2009 through 12/31/2010.

**Case Management:** All 110 case-managed clients were young people enrolled in one of the five high school sites described above. On average, clients received 13.5 hours of case management. Participants were high school students, the majority of whom were under 18.

**Gang Re-direct Class:** All 121 participants were young people who attended the school sites listed above. Students who received a more intensive level of service through case management also participated in the Gang Re-direct Class.

**Parent Education Sessions:** 139 parents participated in the parent education sessions offered by Project Re-Connect through the Measure Y funded OUSD Alternative Education Gang Intervention grant.

### Client Engagement

CitySpan data were analyzed to determine the length of client engagement. Clients receiving case management were enrolled an average of 18.9 months. The program confirmed that many clients remain enrolled in the program for more than a year, as they need a more sustained and intensive level of support.

OUSD Alt. Ed. Client Engagement	
Average per Client	# of Hours
Months of Engagement	18.9
Service Hours	27.6
Service Hours per Client per Month	5.4

The following chart depicts the average hours of service per client by month.

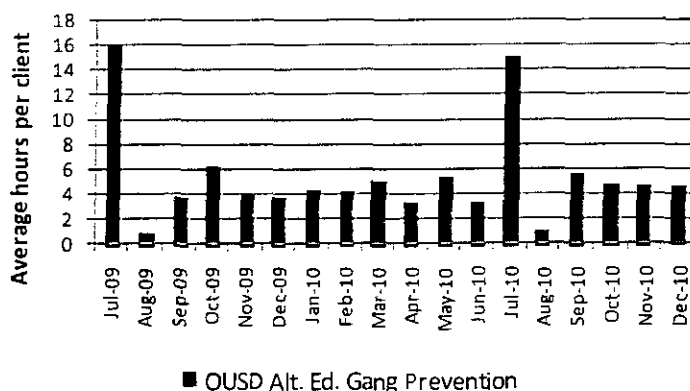
# OUSD Alternative Education

## Gang Intervention

Services peak in July when the program offers its "summer intensive" where students are seen on a daily basis as well as outside of school for family home visits, field trips and on going case management. Clients received an average of 5.4 hours of service per month.

	Average Cost per Client	Average Cost per Hour
OUSD Alternative Education Gang Intervention	\$772	\$164
School-Based Prevention Projects	\$516	\$88

Average Hours per Client by Month



### Deliverables

While the program experienced some staff turnover, which impacted data collection and entries into the CitySpan database, OUSD Alternative Education Gang Intervention far exceeded their deliverables for 2009-10 and has met all of their deliverables for 2010-11.

### Efficiency of Service

The following table depicts the average cost per client for services provided through OUSD Alternative Education Gang Intervention and provides a comparison to other school-based prevention programs.<sup>1</sup> While the program has significantly higher costs compared to other programs in the strategy area, this is likely due to the higher cost associated with providing case management services. Most other school based prevention programs offer school-wide and group interventions, which cost less. Given the high-need target population, these costs are appropriate.

<sup>1</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are required program deliverables. Evaluation calculations may not align with DHS figures.

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through a matched data analysis between client service data and Oakland Unified School District data, and an analysis of pre/post test survey results. Milestones were completed but too small a sample of clients to generate reliable results.<sup>2</sup> Pre/post test surveys were analyzed for 23 Alternative Education Gang Intervention clients. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red

<sup>2</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

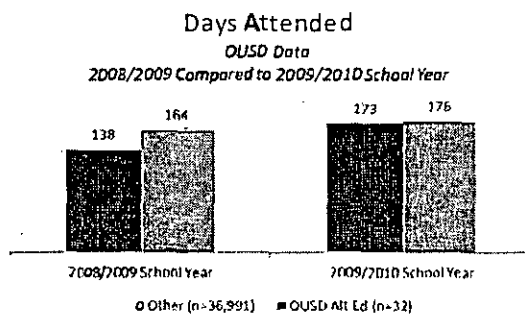
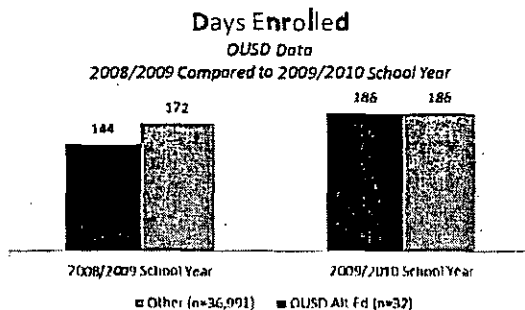
# OUSD Alternative Education

## Gang Intervention

down arrow denotes a negative change and a horizontal orange arrow denotes no change. Results are reported by outcome area.

### School/Education Related Outcomes

A matched data analysis for OUSD Alternative Education Gang Intervention was conducted to determine whether students experienced improvements in attendance and behavior after participating in the program. The sample contained 32 consented clients with a match rate between OUSD Alternative Education Gang participant data of 50%. This analysis found that students who received case management from OUSD Alternative Education Gang Intervention were enrolled for more days and had better attendance after program participation. Statistical tests of significance were conducted and found that changes were statistically significant.



While suspensions increased slightly for program participants, these changes were not found to be significant.

### Pre/Post School/Education Related Outcomes

The following chart depicts the results of the pre/post tests in relation to attitude towards school and the juvenile justice system. While clients reported less optimism regarding their future juvenile justice involvement, the program noted that many kids have been involved with criminal justice agencies for several years and may feel that they are likely to remain under agency supervision because of their prior history. In addition, students reported less optimism regarding their plan to graduate school or obtain a GED. However, clients reported more optimism related to their plans for continuing their education after high school.

Alt. Ed. Gang Intervention			
	Pre	Post	% Change
I plan to graduate from high school or get my GED.	47	459	-2%
I plan to go to college or continue my education.	368	418	+14%
I am confident in my ability to complete the terms of my parole/probation.	407	4	-2%
I try to stay away from situations that will compromise the terms of my parole/probation.	4	433	+8%

The following chart depicts the proportion of students who reported being disruptive at school before and after program participation. The proportion of students who had been sent home for disruptive behavior decreased after program participation, while the proportion sent to the office increased. These results suggest

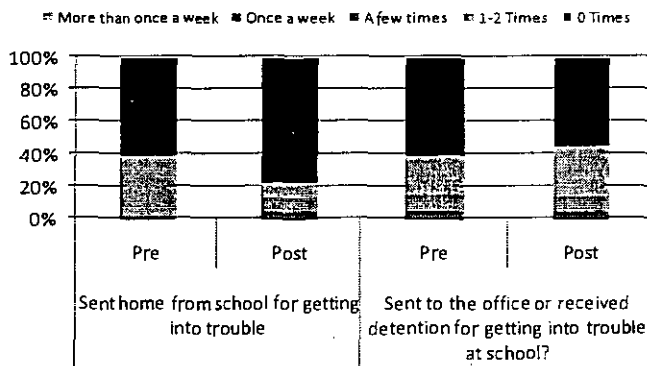
# OUSD Alternative Education

## Gang Intervention

a potential decrease in the severity and frequency of disruptive behavior. Students are engaging in behaviors that are less likely to result in a suspension. They are instead being sent to the office and receiving corrective action in those settings. Further, the proportion of students who were sent to the office more than once a week decreased to zero after program participation. The pre/post tests showed no meaningful change in regards to attendance.

Gang clients had higher rates of violation overall. These increased in subsequent years. Among all violations however, OUSD Alternative Education Gang clients were less likely to commit violent crimes and significantly more likely to receive charges stemming from drug or non-violent weapons-related offenses.

Truancy and Disruptive Behavior at School  
During the past two months, how many times have you been...?



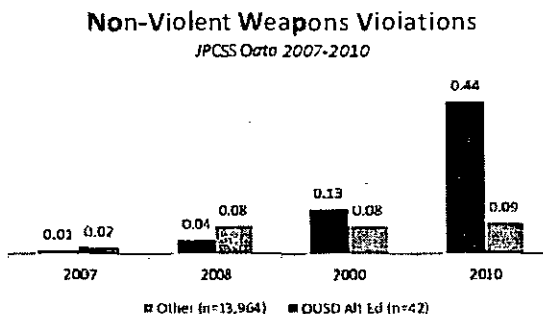
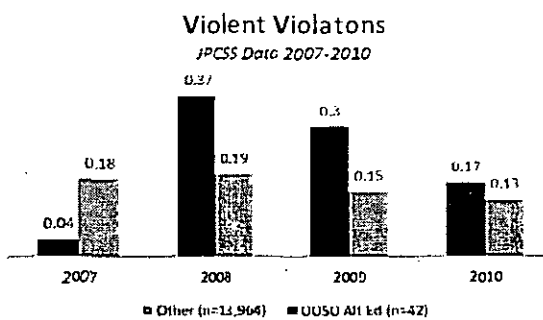
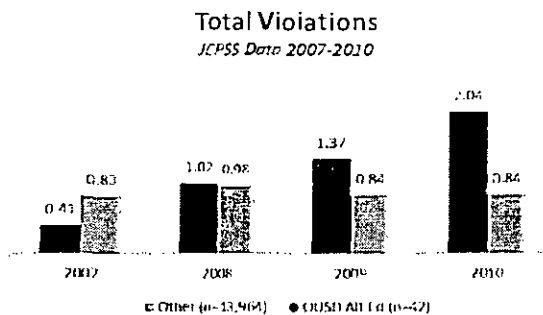
### Criminal Justice Outcomes

Juvenile Probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by OUSD Alternative Education in the 09/10 FY compared to the general probation population. The sample contained 42 consented OUSD Alternative Education Gang clients, representing a match of 66%.<sup>3</sup> The following graph provides a comparison of total violations between OUSD Alternative Education Gang clients and the general juvenile probationer population. OUSD Alternative Education

<sup>3</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

# OUSD Alternative Education

## Gang Intervention



In addition, juvenile probation data were analyzed to examine each client's change in violations after their first date of service. Using their first date of service, the evaluation examined the number of violations for 39 months before contact and 17 months after contact. Results were aggregated and are presented in the graph on page 6.

This analysis demonstrates that there may be a typical client experience for individuals receiving OUSD Alternative Education services.

- The violation rate of OUSD Alternative Education clients rises consistently in the months preceding clients' first service contact; 28% of OUSD Alternative Education clients violated in the second-to-last month preceding their first service contact.
- Following OUSD Alternative Education clients' first service contact, there is a significant immediate reduction in violations; only 6% of OUSD Alternative Education clients violated in their second month of service; only 3% violated in their third month of service.
- Following this immediate reduction however, OUSD Alternative Education clients violated with growing frequency in the final months of their service. More clients (29%) violated in their sixth month of service than in any single month prior to OUSD Alternative Education engagement.

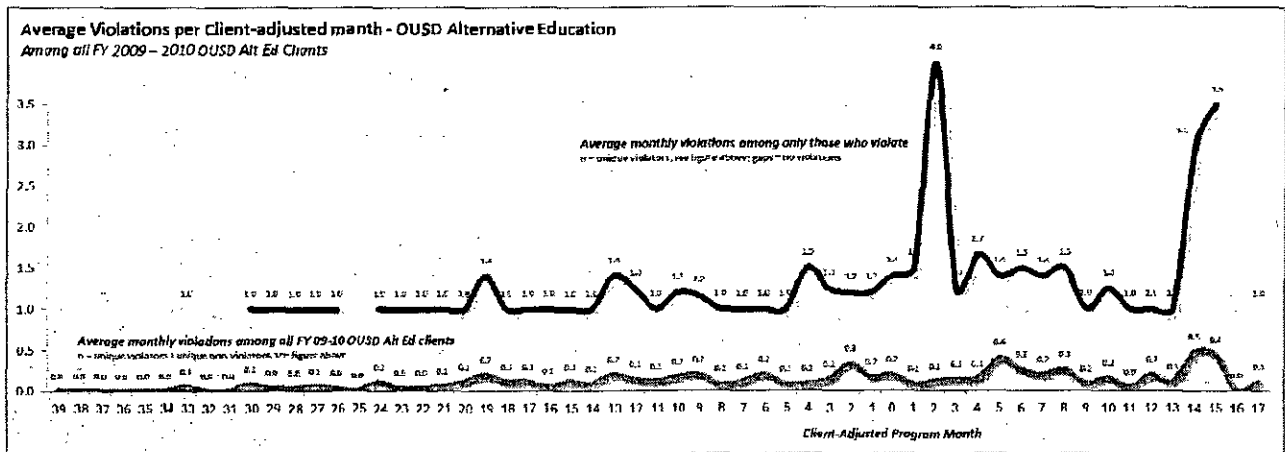
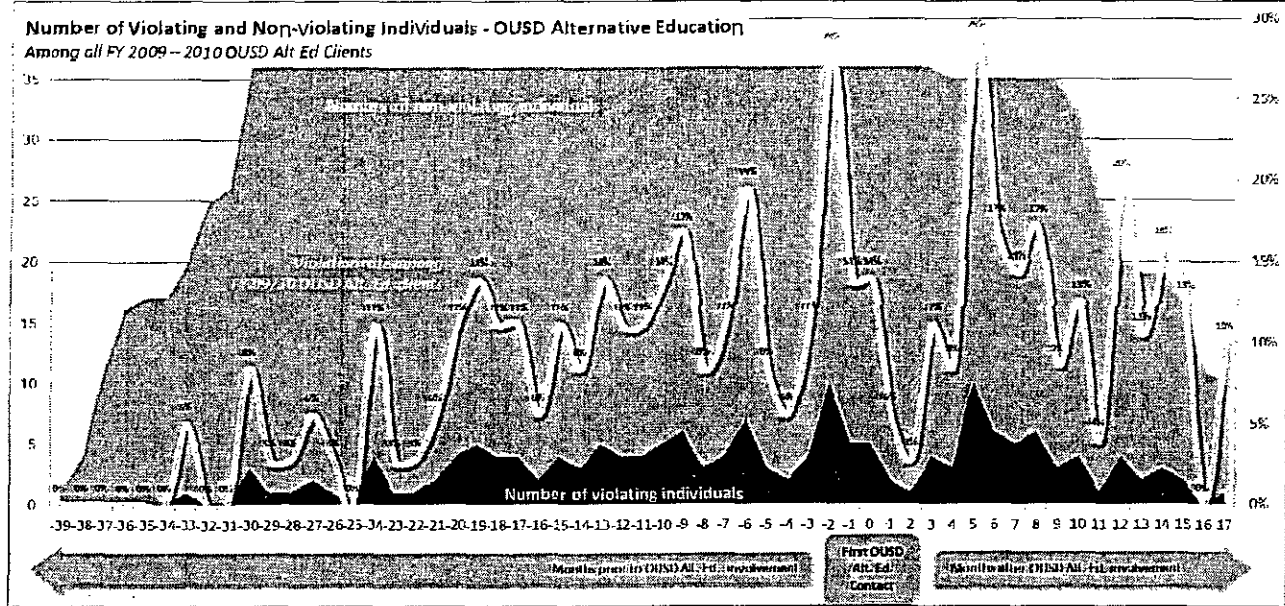
Supporting this, program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the OUSD Alternative Education client population overall (orange line). Results are presented in the following graph (page 6).

- There is little-to-no change in the frequency of monthly violations committed by the total client population after the first service contact

# OUSD Alternative Education

## Gang Intervention

- Among those clients who do continue to violate in the early months of their program involvement, their frequency of violation increases substantially. While only 3% of OUSD Alternative Education clients violated in their second month of services, the average number of monthly offenses committed by these individuals spike to four.

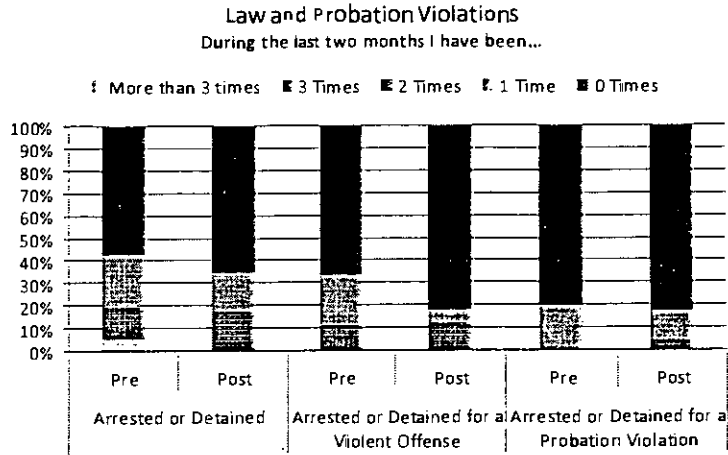


# OUSD Alternative Education

## Gang Intervention

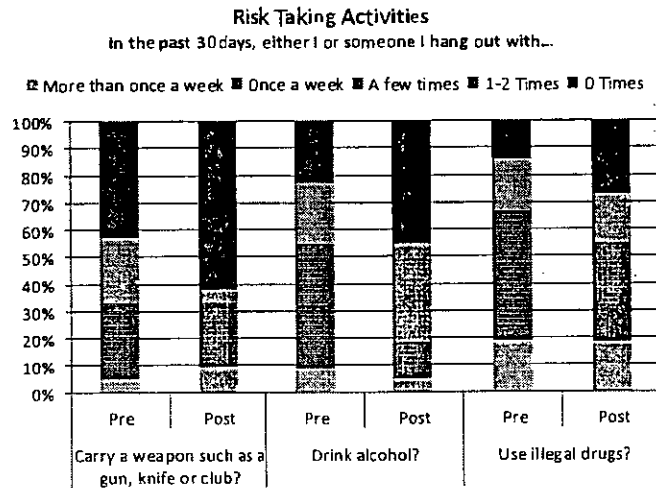
### Pre/Post Test Criminal Justice Outcomes

Criminal justice involvement was also analyzed through changes in items addressing this area on pre/post tests after program participation. The chart on the right depicts the results of the pre/post tests. Clients reported a decrease in the frequency of their interactions with law enforcement and decreased involvement overall, except for the proportion with a probation violation.



### Pre/Post Test Risk Taking Activities

Risk taking behavior was analyzed through changes in items addressing this area on the pre/post tests after program participation. The chart on the right depicts the results of the pre/post tests. Fewer clients reported carrying a weapon and clients reported less alcohol use overall. Use of illegal drugs increased slightly after program participation.



# **OUSD Violence Prevention**

## **Second Step & Peer Conflict Resolution Programs**

### **I. INTRODUCTION**

The overarching goal of OUSD's Violence Prevention program is to reduce physical and verbal aggression by students and to increase pro-social behavior by training students in alternatives to violence. Measure Y provides funding for Oakland Unified School District to implement Second Step and Peer Conflict Resolution violence prevention programming. While the programs are both managed by the OUSD Violence Prevention Program Specialist, Second Step and Conflict Resolution should be viewed as two distinct school-based violence prevention efforts. Second Step is a violence prevention curriculum offered at most district elementary schools, early childhood development centers, and Head Start programs. The Peer Conflict Mediation program, offered in Oakland middle schools, trains student peer mediators and provides mediation to help resolve conflicts non-violently.

### **II. SERVICES PROVIDED**

Since 2005, Oakland Unified School District has coordinated the delivery of violence prevention curriculum at school sites, with the goal of strengthening social emotional skills and student capacity to address conflict non-violently. In concert with other school and district efforts, the violence prevention curriculum can contribute towards the overall goal of creating safer school sites and reducing conflict between students and their peers.

#### **Second Step**

Second Step is a violence prevention curriculum that aims to promote the attitudes and social and problem-solving skills that allow students to interact positively with each other and participate

fully in school. Second Step has been implemented widely in a number of school settings from pre-school through middle school in the United States and around the world. Second Step is a district-wide violence prevention curriculum. Second Step coaches hired by OUSD provide technical assistance and training to teachers and staff at school sites, who are then responsible for implementing the curriculum. This evaluation examines Second Step programming provided during 2009-10.

#### **Conflict Resolution**

Conflict Resolution consultants were responsible for implementing peer mediation programs at six middle school sites during 2009-10. The overarching goal of the program is to provide opportunities for students to resolve non-physical conflicts among their peers, thereby reducing the number of incidents that escalate into fights and suspensions. Consultants recruit, train and oversee a group of 8-25 student mediators at each school, who then provide mediation for peers involved in a non-physical dispute. Principals and other school staff are also charged with supporting implementation of the program. This evaluation examines Conflict Resolution programming provided during 2009-10.

#### ***Funding Streams for School-based Violence Prevention Programming***

A number of funding streams, such as Measure Y, OFCY, Title IV and AB 1113 have supported the provision of a range of violence prevention efforts, including but not limited to Second Step, Caring School Community, and Peer Conflict Resolution programming. During the 2009-10 fiscal year Measure Y funded both conflict resolution/peer mediation and Second Step interventions at middle schools, elementary



# OUSD Violence Prevention

## Second Step & Peer Conflict Resolution Programs

schools and early childhood education sites. Beginning in July 2010, a more constrained fiscal climate resulted in OFCY funding the Peer Conflict Resolution program, while Measure Y continued to fund Second Step at all Oakland elementary schools and all early childhood education sites. The program reported that decreases in external funding limit their ability to continue to provide the programming that previous funding streams supported.

The following table provides information on the violence prevention efforts funded through Measure Y during 2009-10 and 2010-11.

Fiscal Year	Second Step	Conflict Resolution
2009-10	Provided at 37 elementary schools and 52 early childhood/Head Start centers	Provided at 6 middle schools in Oakland
2010-11	Provided at all elementary schools and early childhood/Head Start centers	No longer funded through Measure Y. Funding provided through Oakland Fund for Children & Youth

### Client Engagement

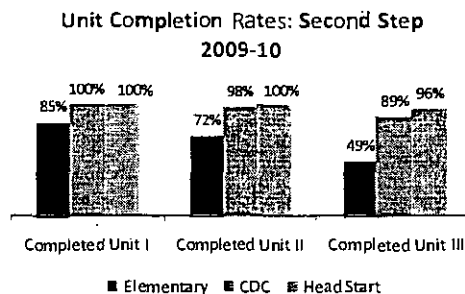
#### Second Step

Second Step was offered at all Early Childhood Education, Head Start, and Elementary sites in OUSD during 2009-10. A total of 16,948 students received Second Step curriculum. In addition, Second Step provides a parent education component, provided in a workshop/training format to help reinforce the skills being taught to students.

<sup>1</sup> Services were provided at : Montera, Explore, Alliance, Elmhurst, Westlake and Barack Obama Academy.

School	Total Sites	Enrolled
Elementary	37	14374
CDC	30	1682
Head Start	22	892
<b>Total</b>	<b>89</b>	<b>16948</b>

The chart below provides statistics regarding the proportion of sites that completed each unit of the Second Step curriculum during 2009-10. Early childhood education centers (CDC) and Head Start sites had the highest completion rate of all three units, while half of elementary school sites completed all three units.



### Conflict Resolution

Conflict resolution was provided at 7 sites during 2009-10. The chart below provides information regarding mediation services provided at school sites.

Deliverable	# Achieved
# of Peer Mediators Trained	142
# of Peer Mediation Sessions Held	1520

### Deliverables

The OUSD Violence Prevention programs met or exceeded their deliverables in 2009-10 and have also met them so far this year. The OUSD Violence Prevention Program Specialist position, responsible for coordinating programming, experienced two turnovers and a 3-4 month vacancy. The cost per school/site for Second Step

# OUSD Violence Prevention

## Second Step & Peer Conflict Resolution Programs

was \$1,480. The cost per peer mediation session was \$20 for Conflict Resolution.

### III. IMPACT OF SERVICE

The evaluation of Oakland Unified School District's (OUSD) Measure Y funded violence prevention effort examines changes in school wide indicators of behavior and school climate, as well as the self-reported changes in students who participated in Second Step. A key premise of OUSD's violence prevention approach is that Second Step and Conflict Resolution programs will increase student's ability to manage conflict. As a result, when students are confronted with a conflict, they will be more likely to respond in ways that promote peaceful conflict resolution and positive interpersonal interactions.

OUSD contracted with Marty Forst, an external evaluator, to conduct a process and outcome evaluation of Second Step. The Measure Y evaluation reports on some key findings of that evaluation. In regards to Conflict Resolution, the evaluation includes results of teacher satisfaction surveys, as well as an examination of trends in suspension over time. The purpose of the suspension trend analysis was to determine whether there were improvements in school climate at the school sites where Conflict Resolution programming was offered.

#### *Trends in Suspension at OUSD Conflict Resolution Middle Schools*

While suspension has not been proven to be an effective means of modifying student behavior, it does continue to serve as the primary disciplinary tool at most Oakland Middle Schools. Further, suspension rates provide an important proxy for measuring changes in student behavior and school climate over time. It is important to contextualize this analysis with an

understanding of the myriad factors that can influence suspension rates at a school site. Factors such as changes in administrative leadership, classroom management approaches by individual teachers, and the adoption of zero tolerance policies can all significantly impact school suspension rates and are usually outside the control or purview of an external agency that provides interventions at the site.

On the other hand, a school site may also adopt an alternative to suspension disciplinary approach; in these cases, student behavior may remain unchanged, but the school uses alternatives to suspension to address the behavior. Finally, violence prevention curricula are most likely to be a contributing factor to school or district efforts to develop alternatives to suspension, improve student behavior, and strengthen school safety. Absent such a coordinated effort, decreases in suspension are unlikely to be observed. These factors point to significant limitations to consider when interpreting suspension rates as an indicator of program impact. This analysis should be interpreted with caution.

Suspension data is analyzed in several ways and is described below:<sup>2</sup>

**Suspension Rate:** Total incidences divided by the total enrollment.

Suspension rate accounts for fluctuations in student enrollment.

**Proportion of Students Suspended:** Total number of students suspended

<sup>2</sup> The data source for suspension rate analysis was the California Department of Education. The data source for the analysis of the proportion of students suspended and proportion of students suspended due to fighting was Oakland Unified School District first semester suspension data. Barack Obama Academy, an alternative school, was not included in the analysis.

# OUSD Violence Prevention

## Second Step & Peer Conflict Resolution Programs

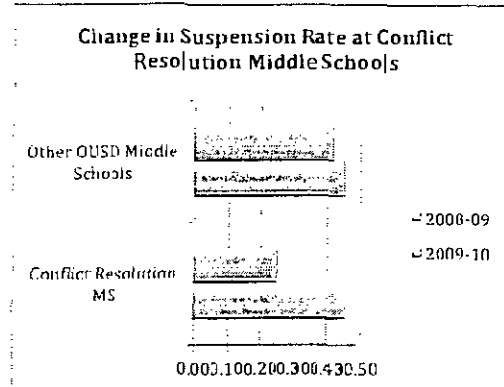
divided by total enrollment. This indicator provides important information regarding the proportion of students experiencing behavior challenges significant enough to result in suspension.

**Proportion of Suspensions due to Fighting:** Number of suspensions attributed to fighting divided by total number of suspensions. The indicator provides important information regarding school climate.

### IV. FINDINGS

1. *Conflict Resolution programs were offered at seven Oakland Middle Schools during 2009-10. The suspension rate increased at all Conflict Resolution middle school sites from 2008-09 to 2009-10. Rates increased slightly at other Oakland Middle Schools.*

The chart below depicts the changes in the average suspension rate at schools receiving conflict resolution programming from 2008-09 to 2009-10 and provides a comparison to other OUSD middle school sites. The suspension rate increased at all schools where Conflict Resolution services were provided. Across the district, suspension rates increased slightly. Conflict resolution programs by themselves do not appear to be impacting suspension rates at a school-wide level.



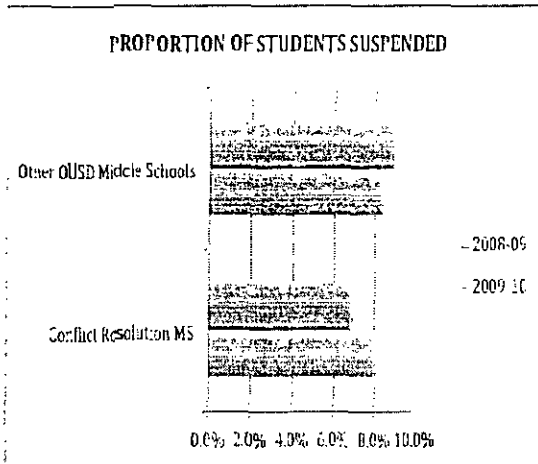
This is not an unexpected result, as the Conflict Resolution Peer Mediation program is focused primarily on strengthening youth leadership and conflict mediation skills, as opposed to implementing efforts likely to impact the entire school site. An area for future study is to examine changes in suspension rates at those sites where stakeholders implemented Conflict Resolution as a part of a concerted school-wide effort to improve school climate.

2. *The proportion of students suspended at middle schools with Conflict Resolution Programs increased from 2008-09 to 2009-10. The proportion of suspensions due to fighting remained unchanged during this time period.*

The proportion of students suspended increased at middle school sites with Conflict Resolution Programs, from 7% in 2008-09 to 8% in 2009-10. The proportion suspended on average at district middle schools remained constant at 9%. These results are depicted in the chart below and indicate that a smaller proportion of students were suspended on average at the Conflict Resolution sites compared to OUSD middle schools.

# OUSD Violence Prevention

## Second Step & Peer Conflict Resolution Programs



The proportion of students suspended due to fighting remained constant, at 39% from 2008-09 to 2009-10.

3. School staff reported that the Conflict Resolution Program was an important part of their school safety plan and equipped students with positive ways of resolving conflict.

In June 2010, staff surveys were distributed at Alliance Academy, Elmhurst Community Prep, Explore, Montera Middle School, Barack Obama Academy, and Westlake Middle School. The purpose of the surveys was to gather staff perspectives regarding the effectiveness of the Conflict Resolution program. The majority of the 72 respondents (62%) were teachers, with administrators, counselors, and other staff comprising the remainder of respondents. Staff members at school sites receiving Conflict Resolution programming were generally satisfied with the program. While staff reported high levels of satisfaction with the program, a smaller proportion (two-thirds) reported that it was reducing student conflicts. The table below reports results of the staff survey.

Question	% who Agree
The program provides students with positive ways of resolving conflict.	90%
The program is an important part of our school safety plan and approach to discipline.	85%
The program has reduced the number and intensity of student conflicts at our school.	67%
Students at our school are benefitting from the program.	85%

## V. EXTERNAL 2009-10 EVALUATION FINDINGS BY MARTY FORST

OUSD contracted with an independent evaluator, Marty Forst, to conduct a 2009-10 program evaluation of Second Step. The report was entitled, "Oakland Unified School District Department of Student, Family & Community Services, Second Step Program Evaluation Report." The evaluation examined changes in student's social-emotional capacity using Second Step's standardized assessment tool before and after Second Step was taught; it also examined staff satisfaction with the curriculum. A few key highlights are reported here.

1. Students experienced a statistically significant improvement in their social-emotional skills and capacity after Second Step was taught. The average score for the pre sample was 8.7 and the average score for the post sample was 18.3.<sup>3</sup>

<sup>3</sup> "Oakland Unified School District Department of Student, Family & Community Services, Second Step Program Evaluation Report." All findings reported here in relation to Second Step are cited from this report.

# OUSD Violence Prevention

## Second Step & Peer Conflict Resolution Programs

The 2009-10 Second Step Evaluation reported that the Second Step assessment instrument was administered to 635 students in pre-school, third grade, and fifth grade. Student scores on the assessment increased significantly after being taught Second Step. The table below outlines the results of the pre/post analysis:

Score	Pre		Post	
10-51	20	34.4	1	1.7
6-10	11	18.9	2	2.4
11-15	15	25.7	4	6.9
16-20	11	18.9	34	58.6
21-25	0	0.0	11	18.9
26-30	1	1.7	16	10.3

- Staff and teachers reported positive program impact and high levels of satisfaction with the Second Step curriculum.

Surveys were distributed to elementary and pre-school teachers, as well as principals and program directors at sites that received Second Step. The table below highlights some key results<sup>4</sup>:

Question	Elementary Staff Who Agree	Pre-School Staff Who Agree
Second Step has helped to improve the social/emotional skills of our students.	84%	100%
Second Step has decreased discipline problems in my classroom.	83%	83%
The Second Step coach services were beneficial to me.	80%	100%
Second Step helps improve social/emotional skills.	84%	100%

<sup>4</sup> Ibid.

# Catholic Charities of the East Bay

## Crisis Response and Support Network

### I. INTRODUCTION

The Crisis Response and Support Network (CRSN) program offered by the Catholic Charities of the East Bay delivers immediate and sustained support to the family and friends of homicide victims in Oakland. Program services include three components: 1) intensive outreach which consists of first responder crisis intervention and intensive crisis counseling, 2) mental health/clinical case management and 3) emergency financial assistance. Through Measure Y funding, the program ensures that families, friends, classmates and other individuals affected by homicides in Oakland receive intensive support after an incident has occurred; the program aims to reach 260 clients with intensive outreach and case management services per year, in addition to 350 event participants.

### II. SERVICES PROVIDED

As shown in the following table, CRSN staff primarily provides intensive outreach, mental health services and case management. During the 18-month reporting period CRSN served 629 clients. The majority were female (65%) and over the age of 18 years old (72%). A large majority were African or African American (74%) and 24% were Latino.<sup>1</sup> On average, clients received 21.5 hours of individual service and 10 hours of group service.

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Intensive Outreach	379	2327	6
Mental Health Services	142	2848	20
Case Management	95	395	4
<b>Total</b>	<b>616</b>	<b>5570</b>	<b>9.1</b>

CRSN hosted 76 group sessions during 2009-10 on topics such as peer support, mental health, family involvement and anger management/conflict resolution.

2009-10 Group Activities	# of Clients	# of Sessions	# of Session hours
1000 Mothers Support Group	25	11	22
Group Counseling	18	29	54
Roosevelt Saturday School Circle of Support	18	12	35.5
Gang History & Dynamics	16	11	22
Juvenile Hall Grief & Healing Peacemaking Circles	15	5	20
Peace Academy Summer 09	13	5	32
CRSN Team Training	11	5	33
Grief Circle	7	1	7
Support Group	7	16	17.5
Cambridge Middle School Grief and Healing Circle	5	1	2
<b>Total</b>	<b>131</b>	<b>76</b>	<b>1220</b>

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Catholic Charities of the East Bay

## Crisis Response and Support Network

In addition, CRSN spent over 60 hours participating in twenty-eight events between mid-2009 and 2011, including NCPC meetings, holiday meal services, school visits, Silence the Violence, and Kids First events.

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. CRSN clients received services for an average of 2.5 months. Compared to other programs in the Violence Incident and Crisis Response Services strategy, CRSN provided a comparable amount of service per client and per client per month.

Average per Client	Catholic Charities of the East Bay	Violence Incident & Crisis Response
Months of Client Engagement	2.6	2.6
Service Hours per Client	13.2	13
Service Hours per Client per Month	6.3	6.8

### Deliverables

CRSN met and exceeded nearly all deliverables for 2009-10 and for 2010-11 thus far. They did not meet expected deliverables in relation to the number of intensive outreach clients. This was likely due to the program's intensified focus on providing mental health services – both the number of clients and number of hours for mental health services were in excess of contractual deliverables. CRSN was also one of a handful of agencies that met its deliverable for attending NCPC meetings. And, while it is not an explicit deliverable, the CRSN was able to provide services to the loved ones of a large majority of Oakland's homicide victims. In calendar year 2009 CCEB served the survivors of 79% (86) of Oakland homicides, and in calendar

year 2010 they served 82% (78).

### Efficiency of Service

The table below outlines the average cost per client and per hour for CRSN and provides a comparison to average costs for programs in this strategy area.<sup>3</sup>

	Average Cost per Client	Average Cost per Hour
Catholic Charities of the East Bay	\$1,186	\$ 85
Violent Incident & Crisis Response	\$1,377	\$ 97

Relative to other programs in the Violent Incident and Crisis Response strategy the average cost per client and per hour for CRSN were lower than the average for this strategy area. This was likely due to CCEB's efforts to provide cost-effective professional clinical and case management services, and their ability to leverage Victims of Crime dollars. CCEB services are valued at \$90 an hour by VOC, so \$85 an hour represents cost-effective service delivery.

## III. IMPACT OF SERVICE

Clients who received services in FY 09-10 were reached through a follow-up telephone survey conducted by CCEB volunteers. Clients were asked about the crisis services they received from both CCEB personnel and from CCEB sub-contractor, The Khadafy Foundation. There were 57 clients that completed the telephone follow-up survey, although not all questions show responses from all or even a majority of clients contacted. Because CRSN clients are all, by definition, mourning the loss of a

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

# Catholic Charities of the East Bay

## Crisis Response and Support Network

loved one to homicide, survey administrators were instructed to approach clients with sensitivity and inform them of their right not to answer questions. Also, many questions pertain to service areas that may not have been required by all clients (e.g., some clients lost a contributor to household expenses and therefore need assistance with housing and income, while others do not).

96% of CRSN client respondent were talked to in their preferred language (13 skipped the question).

87% of CRSN client respondents who were eligible for Victims of Crime benefits for funeral arrangements reported that they had been helped to apply for these (11% indicated that they were not the person who would have been able to claim such benefits).

86% of CRSN client respondents were satisfied with the crisis counselor who first contacted them with 81% expressing that they were "very satisfied" (14 skipped the question).

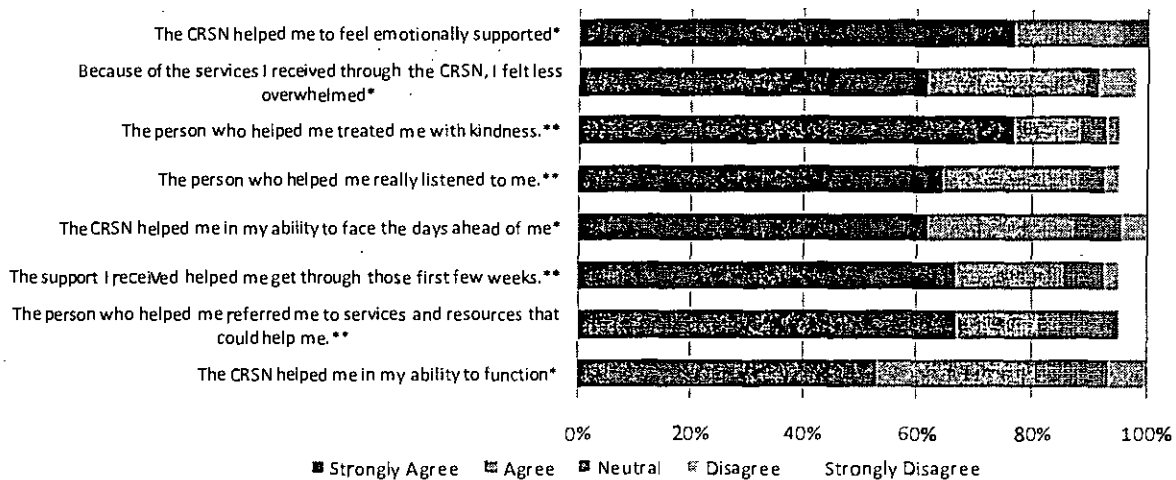
72% of CRSN client respondents were contacted within 48 hours of being notified of their loved one's death (14 skipped the question). See details below.

### How soon after you became aware of the tragedy were you contacted by a crisis counselor?

Response	Count	Percent
Within 24 hours	23	53%
Within 48 hours	8	19%
More than two days	2	5%
I contacted them	3	7%
Don't recall	7	16%
<b>Total</b>	<b>43</b>	<b>100%</b>

CRSN client respondents generally reported high levels of satisfaction with the services they received, including emotional support and kindness, with large majorities agreeing that CRSN helped them to function, cope, and identify services they needed.<sup>4</sup>

Client Perception of CRSN Impact



<sup>4</sup> \*Based on 47 responses, \*\*Based on 42 responses



# Catholic Charities of the East Bay

## Crisis Response and Support Network

CRSN provided clients with services according to their individual needs. Some of the common areas of need and services received were Victims of Crime benefits application, increasing safety, assisting with parenting, and income stabilization. The following chart details areas of assistance.

CRSN Services	
Apply for passport	1
Apply for food stamps	2
Apply for Social Security survivor benefits	2
Get on top of bills	2
Apply for TANF	4
Petition for guardianship of a minor	5
Access legal Aid	7
Work with the school or school district	9
Relocate	12
Work with police or the Police Department	14
Find or hold onto a place to live	17
Stabilize their income	21
Increase their safety	22
Address their parenting concerns	23
Apply for VOC benefits (other than funeral expenses)	34

Clients expressed appreciation for the timeliness and compassion of these services, demonstrating that they served a need that would otherwise not have been met:

*"The service was very much needed at the time I needed it. I wish they would be always there; you need people like that who know what to do, what to say, and when to say it. I never thought I'd need it, but you need someone who knows how to deal with it."*

*"In our time of need, the person was compassionate on the phone; listened to us and asked if there was any additional help*

*she could give us. We were disoriented and she gave us information of things we might need to know because we were not thinking."*

*"She went over and beyond; thoroughly explained everything. She was by our side the whole time. She was patient with us and didn't pressure us."*

Clients also pointed out the value of the consistency and persistence that CRSN staff demonstrated:

*"Not only did [Name of CRSN Caseworker] help me with my sister but contacted me when I lost another family member a couple months ago."*

*"They offered me to come to counseling, but it's been hard to do. They don't help you and leave you, they continue to reach out to you and I really appreciate that even if I don't want the services yet."*

Many clients could not imagine how they would have gotten through their ordeal without CRSN services.

*"If it wasn't for them I wouldn't have been able to bury my son. They really knew what I needed before I did."*

*"CCEB took away the burden of burying my son. The services and everything that was done for me and my family during this crisis is so much appreciated. I've never been through anything like this before. I did not know it even existed. I am truly grateful that people who I didn't know were at my side and gave me their phone numbers. If I needed them, they would call anytime you feel like it. I am truly thankful for that"*

*"All were a great help to me. If I had to walk through this by myself I could not have done it."*

*"...thanks to [Catholic] Charities I didn't kill myself."*

# Catholic Charities of the East Bay

## Crisis Response and Support Network

Among those who expressed dissatisfaction, few indicated specific reasons, but the following comments were offered:

*"Counselor talked too fast sometimes and I got confused by that. She sometimes didn't explain things and just had me doing things or she did them."*

*"We fell through the cracks, they didn't contact us when they said they would. In the beginning they were perfect, but when I needed them they didn't contact us."*

# Highland Hospital

## Youth ALIVE!

### I. INTRODUCTION

Youth ALIVE!'s program, Caught in the Crossfire, provides intensive case management to youth who are hospitalized at Highland Hospital due to violent injuries. Caught in the Crossfire intends to reduce retaliation, re-injury, and arrest, and promote positive alternatives to violence by closely working with the Crisis Response Support Network and Mayor's Street Outreach. Additionally, the program includes linkages to community services, mentoring, home visits, and follow-up assistance for youth who have been violently injured. Measure Y funds will ensure that 40 youth and young adults receive these services each year.

### II. SERVICES PROVIDED

As shown in the following table, Youth ALIVE! staff primarily provide case management and intensive outreach. During the 18-month reporting period, Youth ALIVE! served 115 clients. The majority were male (94%), and over the age of 18 years old. Almost all clients identified as African American (49%) and Latino (47%).<sup>1</sup> On average, clients received 11 hours of individual service.

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average Hours per client
Case Management	64	1052	16
Intensive Outreach	100	243	2

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. The figures below include only Youth ALIVE! clients with whom the program has established an ongoing relationship through case management. Youth ALIVE! clients received services for an average of 2.3 months. Compared to other programs in the Violence Incident and Crisis Response strategy, Youth ALIVE! provided fewer service hours per client per month, and clients were engaged in the program for a slightly shorter period of time.

Average per Client	Youth ALIVE!	Violence Incident and Crisis Response
Months of Client Engagement	2.3	2.6
Service Hours	11.25	13
Service Hours per client per Month	4.8	6.8

### Deliverables

Youth ALIVE! exceeded all program goals related to the number of intensive outreach hours spent building relationships with clients, the number of clients engaged in case management, and the number of case management hours provided to each client.

### Efficiency of Service

The table below outlines the average cost per client for Youth ALIVE! and provides a

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Highland Hospital

## Youth ALIVE!

comparison to average costs for programs in this strategy area.<sup>3</sup>

	Average Cost per Client	Average Cost per Hour
Youth ALIVE! Highland Hospital	\$1,574	\$113
Violent Incident and Crisis Response	\$1,377	\$97

Relative to other programs in the Violent Incident and Crisis Response strategy the average cost per client and cost per hour for Youth ALIVE! were slightly higher than average for this strategy area. This was due to the design of the program which requires case managers to be out in the field, meeting clients where they are rather than expecting them to come to an office for services. This design entails additional expenditures such as mileage and cell-phone costs. In addition, Caught in the Crossfire provides clients with emergency funds to pay for clothing (often to replace clothing destroyed by the violent incident), food for the house, school enrollment fees, drivers license fees, hospital and medication co-pays, magazines (for relationship building at the hospital bedside), and the like.

### III. IMPACT OF SERVICE

The pre/post survey data show improvements on a number of indicators of protective factors, including having a supportive adult in one's life and knowing more about resources available. Clients also indicate improved ability to manage potentially violent responses to provocative situations. Risk for victimization and juvenile justice system involvement also

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database during 2009-10, regardless of whether or not they are a program deliverable. Evaluation calculations may not align with DHS figures.

declined sharply for clients for whom there were pre and post tests available for analysis. Pre/post test surveys were analyzed for 22 Youth ALIVE! clients. For negative items (i.e. the people I hang out with get into a lot of trouble), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change.

### Pre/Post Test Criminal Justice Outcomes

Youth ALIVE! clients reported high levels of change in their confidence to complete terms of parole and probation, as well as avoidance of situations which would compromise their parole/probation terms.

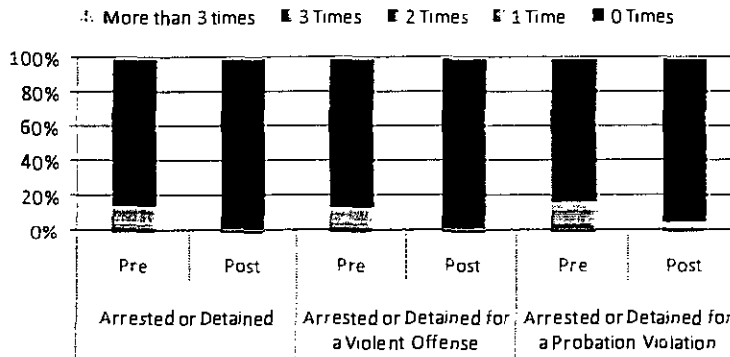
INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM			
Youth ALIVE! Highland Hospital			
	Pre	Post	Change
Compliance with terms of Probation or Parole			
I am confident in my ability to complete the terms of my parole/probation.	3.9	3.8	22% ↑
Ability to stay away from situations that will compromise the terms of my parole/probation.	3.9	3.8	22% ↑

The following chart depicts Youth ALIVE! client's self reported number of arrests before and after receiving services. Respondents reported fewer arrests for violent offenses, fewer arrests for probation violations and fewer arrests overall post program participation.

# Highland Hospital

## Youth ALIVE!

**Law and Probation Violations**  
During the last two months I have been...



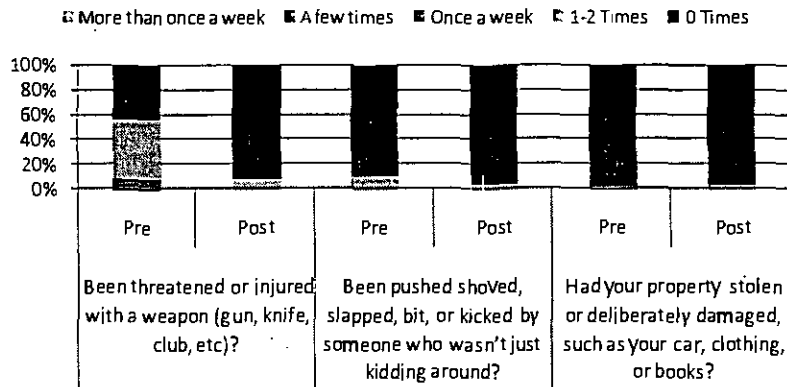
The following chart depicts client victimization before and after program participation. Youth ALIVE! clients reported fewer incidents of being threatened by a weapon and being pushed or shoved.

### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre/post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming.

### Risk for Victimization

During the past 30 days, how many times have you...?



The table on the following page shows the changes in resiliency reported by clients after participation in the Youth ALIVE! program. The program strengthened clients' ability to manage their anger and resolve conflicts, their feelings of support from adults and their peers, and their awareness of community resources.

# Highland Hospital

## Youth ALIVE!

### RESILIENCY AND PROTECTIVE FACTORS OUTCOMES

Youth ALIVE! Highland Hospital

	Pre	Post	% Change
<b>Anger Management Skills</b>			
When I experience a dangerous or threatening situation I know who to talk to, where to go or what to do to make sure things don't get violent.	2.8	4.5	61%↑
When actions of others make me angry or scared, I might sometimes resort to violence.	3.8	2.5	35%↓
<b>Problem Resolution Skills</b>			
I know how to get myself out of dangerous situations without violence.	3.3	4.0	31%↑
<b>Relationships</b>			
The people I hang out with get into a lot of trouble.	3.1	2.1	34%↓
Most of the people I hang out with aren't very responsible about school or their jobs.	2.9	2.1	30%↓
The people I hang out with help me when I'm having a hard time.	3.5	3.7	6%↑
<b>Relationship with Family and Supportive Adults</b>			
I receive help or support from at least one adult.	3.3	4.6	37%↑
There is an adult in my life who believes I will be a success.	2.8	4.5	58%↑
In my home, there is a parent/guardian or other adult figure who expects me to follow the rules.	2.3	3.5	49%↑
<b>Resiliency</b>			
I don't always feel optimistic about my future.	3.0	2.6	13%↓
I'm not always able to stay calm when life gets stressful.	3.1	2.0	36%↓
I'm able to walk away when friends or associates are pushing me towards trouble.	3.4	4.7	39%↑
<b>Awareness of Community Resources</b>			
I know about the services that are offered in my neighborhood and in Oakland:			
Health	2.7	4.1	50%↑
Employment	2.4	3.9	60%↑
Financial	2.3	3.4	43%↑
Legal	2.4	4.0	67%↑
Costs prevent me from accessing these services, even when I need them.	2.9	2.3	19%↓

# Goodwill Industries

## Reentry Employment

### I. INTRODUCTION

Goodwill Industries of the Greater East Bay provides workforce development services, including transitional employment, job readiness training, and placement services to people facing barriers to employment in Alameda, Contra Costa, and Solano Counties. The Goodwill Industries' Reentry Employment Transitional Jobs program funded through Measure Y aims to improve the employability of the re-entry population by providing transitional, subsidized employment experience to 15 to 35 year olds, who are on parole or probation. Program participants receive pre-employment services such as case management, referrals to high school/GED programs, peer support, life skills groups, and job readiness. They are then placed in a transitional job at the Goodwill, where they receive up to 300 hours of paid work experience. Upon completion of the program, participants are referred to other Measure Y programs, as well as private and public sector employers in the competitive job market. With Measure Y funding, the program serves 20 young adults annually.

### II. SERVICES PROVIDED

Goodwill's Transitional Jobs program aims to provide the re-entry population with work experience and job readiness training so that they are better equipped to secure a job in the competitive job market of public and private sector employers. During the 18-month reporting period, the Transitional Jobs program served 56 individuals. All clients were adult males, the majority were African American (84%) and 11% were Latino.<sup>1</sup> While work experience comprised

the bulk of service hours, most clients received case management, mental health, and job and life skill training as well. On average, clients received 224 hours of individual services and 20 hours of group services.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Case Management	53	208	4
Mental Health	49	980	20
Work Experience	40	10655	266
Intensive Outreach	6	11	2
Group Services	17	328	20

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services on average. Clients were enrolled in the program an average of four months, which is appropriate given the Transitional Jobs program provides clients with 300 hours or 3 months of work experience before they are referred to other services or placed in long term employment. Compared to other programs in the Young Adult Reentry & Employment strategy area, Transitional Jobs clients received significantly more hours of service per client and per month. This is likely due to the work experience component of the program.

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System,

also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Goodwill Industries

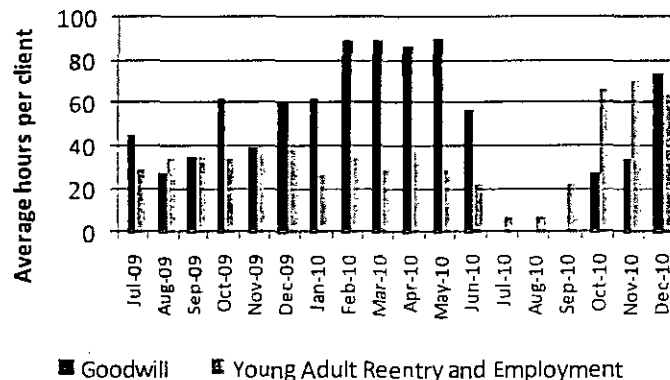
## Reentry Employment

Average per Client	Goodwill	YAR
Months of Engagement	3.9	3.4
Service Hours	251.2	141.5
Service Hours per Month per Client	49.3	35.6

Reason for Exit	Program (n=34)	YAR (n=260)
Successful completion of program	53%	34%
Other	21%	15%
Program Inactivity	9%	28%
Program Expulsion	9%	3%

The chart below depicts the average number of hours per client by month. Services peaked in the spring of 2010. The lack of program entries in the summer of 2010 were due to the key staff position vacancy. Since that position was filled in October, service hours have begun to increase.

Average Hours per Client by Month



### Deliverables

The Transitional Jobs program experienced a staffing vacancy that lasted four months, which impacted their ability to meet programmatic deliverables during the period evaluated in this report. The position was re-filled in October 2010. While the program met many of their

deliverables during 2009-10, they did not reach their deliverable in regards to the number of clients with 360 hours of paid work experience. For 2010-11, they have not yet met their deliverables in relation to number of clients placed and retained in employment and work experience hours. The program has expressed a commitment to meeting their deliverables by the end of the fiscal year and

The following table provides the reasons for client exit. Clients in the Transitional Jobs program had higher rates of program completion compared to other programs in the Young Adult Reentry & Employment strategy area. Almost a fifth were exited because of program inactivity or program expulsion.

has implemented new efforts to strengthen job placement, such as bringing employers to meet prospective employees and assist clients with the application process.

### Efficiency of Service

The following table outlines the average cost per client for Goodwill Industries Transitional Job program and provides a comparison to average costs for programs in this strategy area.<sup>3</sup> Relative to other

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless



# Goodwill Industries

## Reentry Employment

programs in the Young Adult Reentry & Employment strategy, the average cost per client and cost per hour for Goodwill Industries were lower than the average for this strategy area.

	Average Cost per Client	Average Cost per Hour
Goodwill	\$2,520	\$12
YAR	\$3,751	\$22

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and client milestones<sup>4</sup>, a matched data analysis between client service data and Adult Probation data, and pre/post test survey results. Pre/post test surveys were analyzed for 20 Goodwill Industries clients, 20% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Results are reported by outcome area.

#### CitySpan Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Compared to participants in other Young Adult Reentry & Employment programs, Transitional Jobs clients were

of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.  
<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

more likely to access supportive services, avoid re-arrest, access stable housing, get a job, and complete the terms of probation/parole. Reported challenges experienced by participants while in the program included being fired from their job (6%), some other type of life challenge (6%) and violating the terms of their probation (3%).

Milestones While in Program*	Program (n=34)	YAR (n=260)
Accessed external/internal supportive services	74%	23%
No re-arrests	74%	36%
Got a job	56%	23%
Stable housing placement	26%	8%
Completed terms of probation/parole	12%	7%

\*Only milestones with at least a 10% achievement rate are included in the table

#### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment-related outcomes for clients served through the Transitional Jobs program. Data reported by each program in the CitySpan service summaries was analyzed for employment outcomes. As noted in the limitations section, these figures only reflect the employment outcomes recorded in CitySpan; actual employment outcomes may in fact be higher given the factors described above.

The following table depicts the employment outcomes achieved by the program. Of the 52 clients enrolled in the program, 47 received employment training and 39 participated in work experience. While the primary focus of the Transitional Jobs program is on preparing clients for jobs in the competitive job market through job readiness training and subsidized work

# Goodwill Industries

## Reentry Employment

experience, the program achieved notable success with job placement. About half of all clients (28) were placed in employment, with a third of them retaining a job for at least 90 days.

The proportion of clients who had been employed increased significantly, as did the proportion who had retained employment for more than 90 days (55%).

The table on page 5 shows the employment outcomes achieved by the Transitional Jobs program. The program appears to be strengthening job readiness and providing clients with opportunities to build their resumes through subsidized work experience. For negative items, such as needing a lot of assistance in preparing a resume, a lower score is an indication of client strength. On these items, Goodwill Industries clients experienced an improvement after program participation.

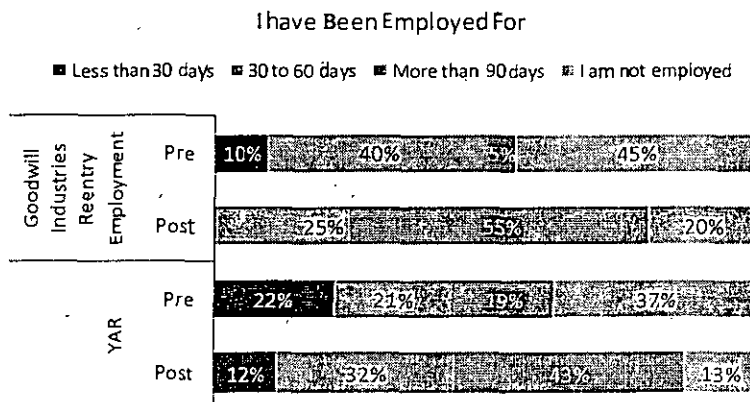
Goodwill Industries	# of Clients
Enrolled in Reentry and Employment	52
Receiving Employment Training	47
Receiving Work Experience	39
Referred for Work Placement	19*
Placed in Employment	28
Employed for 30 Days	20
Employed for 90 Days	10

\*No longer a deliverable in 2010-11, this number only represents clients receiving referrals in 2009-10

### Pre/Post Employment Outcomes

Employment-related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in reported job readiness and employment before and after program participation.

The following chart depicts clients' employment status before and after program participation.



# Goodwill Industries

## Reentry Employment

EMPLOYMENT						
Outcome Area	Goodwill Industries Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I know what job or career I might want to pursue.	3.95	4.45	13%↑	3.95	4.16	5%↑
I am aware of the education and skills required for my desired career.	3.95	4.37	11%↑	3.91	4.32	10%↑
I am aware of the requirements needed to complete school or obtain my GED.	4.18	4.2	0%	4.16	4.32	4%↑
I would need a lot of help to prepare a competitive resume.	2.75	3.75	36%↑	3.32	4.27	27%↑
I would need a lot of help to conduct a job search.	2.4	3.65	51%↑	3.21	4.26	31%↑
I have practiced questions on an application or in a job interview.	4.05	4.32	7%↑	3.81	4.18	10%↑
<b>Referrals for Job Placement</b>						
I have received a job referral(s) for a position(s) I am qualified for.	4.2	4.3	2%↑	3.21	3.66	14%↑
I have received a job referral(s) for a position(s) I am interested in.	3.8	4.25	12%↑	3.04	3.65	20%↑
The referral(s) I received resulted in an interview.	4.05	4.55	12%↑	3.14	3.87	23%↑
<b>Confidence in Ability to Get and Retain Jobs</b>						
I am confident in my ability to get a job.	4.55	4.6	1%↑	4.36	4.45	2%↑
I am confident in my ability to dress appropriately for a job.	4.7	4.8	2%↑	4.45	4.48	1%↑
When I am at work I am confident I will act in a way that does not upset or offend anyone.	4.8	4.85	1%↑	4.6	4.6	0%
I am confident in my ability to keep a job.	4.8	4.85	1%↑	4.64	4.71	2%↑

# Goodwill Industries

## Reentry Employment

### Criminal Justice Outcomes

Alameda County Adult Probation data was analyzed to determine whether clients experienced decreases in violation after program participation.<sup>5</sup> Evaluators compared the number of offenses at the beginning of programming, using the average start date of December 2009, with the average after six months of service. The analysis found that participation in the Transitional Jobs program was associated with a decrease in felony violations at a 95% confidence level. *Goodwill Industries Transitional Jobs program appears to have a short term impact on reducing the number of felony violations among adult probationers.*<sup>6</sup>

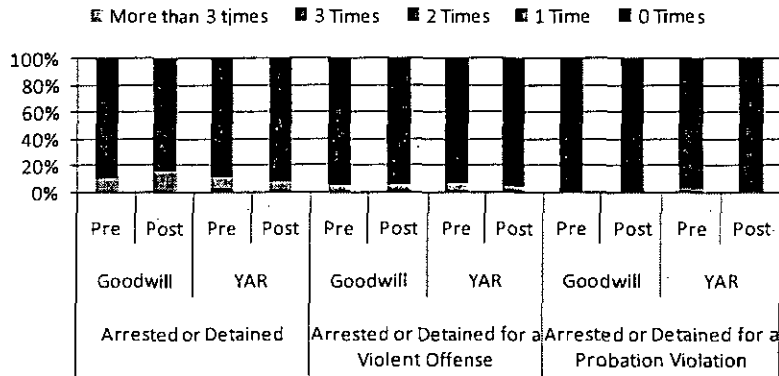
### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided. Consistent with criminal justice agency data, Transitional Jobs clients reported decreased involvement with the criminal justice system and greater confidence in their ability to comply with the terms of their probation or parole after program participation. While clients' recent involvement in the criminal justice system was low on the scale at the

time of enrollment, the pre/post tests found (see page 8) that it decreased after services were provided.

The chart below summarizes Transitional Jobs clients' criminal justice involvement before and after program participation. While the majority of clients reported few detentions or interactions with law enforcement during the two months preceding enrollment, this was likely due to the fact that Goodwill Industries serves the re-entry population. Many clients were incarcerated or under close criminal justice agency supervision prior to program enrollment. After program participation, the proportion of clients who reported they had been arrested or detained increased. However, no clients reported being arrested or detained for a probation violation.

Law and Probation Violations  
During the last two months I have been...



### Resiliency and Protective Factors Pre/Post Outcomes

Pre-post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking

<sup>5</sup> CDCR data on parolees were not available for 2009-10. No analysis of parolee outcomes was possible.

<sup>6</sup> The sample size for this analysis was 39.

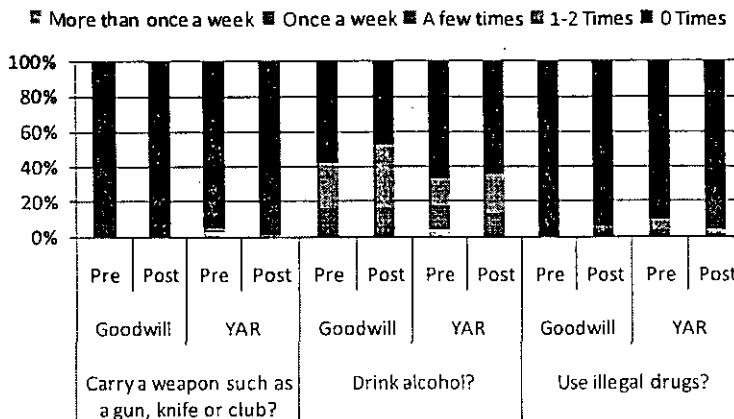
# Goodwill Industries

## Reentry Employment

behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming. The following table shows the changes in resiliency reported by clients after participation in the Transitional Jobs program. The program strengthened clients' resiliency in their ability to manage anger and conflict resolution, establish supportive relationships with peers, and be aware of community resources (see page 7).

The chart below depicts clients' risk taking behavior before and after program participation. Compared to other programs in the Young Adult & Reentry Employment strategy area, Goodwill Industries Transitional Jobs clients were less likely to carry a weapon, but reported higher levels of substance use before and after program participation.

**Risk Taking Activities**  
in the past 30 days, either I or someone I hang out with...



# Goodwill Industries

## Reentry Employment

### INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM

Outcome Area	Goodwill Industries Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Compliance with Terms of Probation/Parole</b>						
I am confident in my ability to complete the terms of my probation/parole.	4:50	4:55	1%↑	4:41	4:56	3%↑
I try to stay away from situations that compromise the terms of my probation/parole.	4:67	4:65	0%→	4:51	4:61	2%↑

### RESILIENCY AND PROTECTIVE FACTORS OUTCOMES

Outcome Area	Goodwill Industries Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Aggressiveness</b>						
A lot of times I don't think about the consequences before I react to a situation.	1:85	1:65	11%↑	2:51	2:51	0%→
When I am upset, it is very difficult for me to relax and calm myself down.	1:26	1:84	29%↑	2:64	2:59	2%↑
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence.	4:45	4:13	7%↓	4:12	4:09	1%↓
In the past 30 days I have used conflict resolution skills.	3:75	3:58	5%↓	3:59	3:73	4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble.	1:58	1:64	4%↓	2:49	2:25	10%↑
Most of the people I hang out with aren't very responsible about school or their jobs.	1:74	1:64	6%↑	2:47	2:43	2%↑
The people I hang out with help me when I'm having a hard time.	4:35	4:45	2%↑	3:94	3:97	1%↑
<b>Stable Housing</b>						
I have a stable living situation.	3:85	3:4	12%↓	3:65	3:44	6%↓
I don't always feel safe living in my town/home.	1:95	2:15	10%↓	2:11	2:36	12%↓
<b>Resiliency</b>						
I don't always feel optimistic about my future.	2:85	2:35	18%↑	2:69	2:74	2%↓
I'm not always able to stay calm when life gets stressful.	2:57	2:42	10%↑	2:94	2:57	8%↑

# Goodwill Industries

## Reentry Employment

I am able to walk away when friends or associates are pushing me towards trouble.	3.89	3.93	1% ↑	3.11	3.14	1% ↑
I know about the services that are offered in my neighborhood and in Oakland:						
Health	2.3	2.25	2% ↓	3.38	3.4	18% ↑
Employment	2.45	2.4	67% ↑	3.35	3.97	19% ↑
Financial	1.79	1.405	126% ↑	2.81	3.84	37% ↑
Legal	1.58	1.15	163% ↑	2.87	3.74	30% ↑
Costs prevent me from accessing these services, even when I need them.	4.25	4.8	13% ↑	3.57	3.87	18% ↑

# Leadership Excellence

## Reentry Employment

### I. INTRODUCTION

Leadership Excellence is a community-based organization that strives to educate African-American youth for personal and social change. Leadership Excellence provides job readiness training to 16-25 year old youth and young adults, who are on parole or probation. Participants who complete the intensive job readiness preparation are placed into paid internships with local community-based organizations. Upon completion of the training and internship, participants are referred to other Measure Y funded programs for direct placement into unsubsidized employment. As a provision of Measure Y funding, Leadership Excellence provides pre-employment training and sheltered placement services to 16 youth and young adults per year.

### II. SERVICES PROVIDED

Leadership Excellence aims to support successful community re-entry for African American young people through job readiness, work experience, and case management. Of the 22 clients served by Leadership Excellence, all were African American (100%), 91% were male, and the majority were over the age of 18 (68%).<sup>1</sup> Each client was expected to complete 40 hours of pre-employment training, 180 hours of work experience, and 20 hours of career development / unsheltered job search support. The chart below provides information on the service hours provided to clients. Clients received an average of 136 hours of work experience, 39 hours of pre-employment services and 16 hours of

case management during the 18-month reporting period.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Pre-employment	22	880	40
Case Management	21	331	16
Work Experience	14	1900	136
Employment	19	760	40

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services on average. Clients were enrolled in the program an average of four months, which is appropriate given the program aimed to provide clients with about 3 months of subsidized employment before they were referred to other services or placed in long-term employment. Compared to other programs in the Young Adult Reentry & Employment strategy area, Leadership Excellence clients received about the same amount of service hours.

Average per Client	Leadership Excellence	Young Adult Reentry and Employment
Months of Engagement	4	3.4
Service Hours	136.3	141.5
Service Hours per Client per Month	42.9	35.6

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

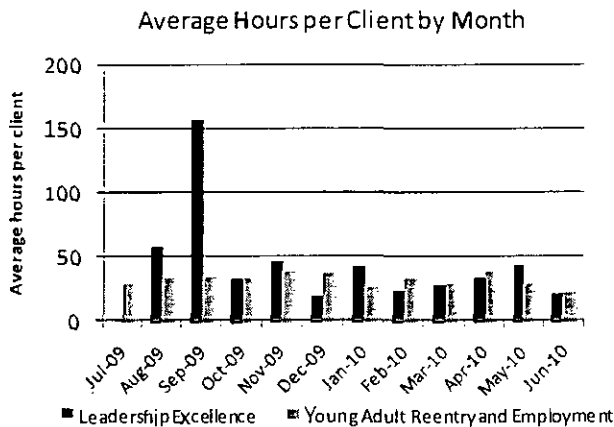
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.



# Leadership Excellence

## Reentry Employment

The chart below depicts the average number of client hours per month and provides a comparison to other Young Adult Reentry & Employment programs. Service hours peaked in the spring of 2010 and were significantly higher than comparable programs.



### Efficiency of Service

The table below outlines the average cost per client and per hour for Leadership Excellence and provides a comparison to average costs for programs in this strategy area.<sup>3</sup> Relative to other programs in the Young Adult Reentry & Employment strategy, the average cost per client and cost per hour for Leadership Excellence were lower than the average for this strategy area.

	Average Cost per Client	Average Cost per Hour
Leadership Excellence	\$2,924	\$18
Young Adult Reentry and Employment	\$3,751	\$22

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

### Deliverables

CitySpan service data were analyzed to determine whether the program met their service deliverables. Leadership Excellence did not meet all of their deliverables for 2009-10. They did not meet expected deliverables in relation to number of clients, number of clients with 180 days of paid work experience, work experience hours, case management hours, life skills and pre-employment skills hours and client surveys completed.

## III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and pre/post test survey results.

Because only five Leadership Excellence clients completed both pre and post test surveys, an analysis of survey data was not feasible. An insufficient sample size meant that an analysis of probation violations was not possible for this program. Results are reported by outcome area. Leadership Excellence did not enter any participant milestones or reasons for exiting the program.<sup>4</sup>

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment-related outcomes for clients served through Leadership Excellence. As noted in the limitations section, these figures only

<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# Leadership Excellence

## Reentry Employment

reflect the employment outcomes recorded in CitySpan; actual employment outcomes may in fact be higher.

The following table depicts the employment outcomes achieved by the program. Of the 21 clients receiving services, 16 received employment training and 14 participated in work experience. Seven clients were placed in employment.

Leadership Excellence	# of Clients
Enrolled in Reentry and Employment	17
Receiving Employment Training	16
Receiving Work Experience	14
Placed in Employment	7

# The Mentoring Center

## Project Choice

### I. INTRODUCTION

The Mentoring Center's (TMC) mission is to improve the quality and effectiveness of mentoring programs and to transform the lives of the most at-risk youth through direct service mentoring. The Mentoring Center's Project Choice works with incarcerated and formerly incarcerated youth and young adults, providing group and one-on-one case management services for six months to a year. Services begin while clients are incarcerated and continue as they make their re-entry into the community. Each youth participant is paired with a case manager that acts as both a mentor and supervisor through their transition back into the community, with the goal of developing clients self-sufficiency. Measure Y funds are used to administer pre- and post-release reentry services to a minimum of 24 youth and young adults annually.

### II. SERVICES PROVIDED

The Mentoring Center's Project Choice program is built on the understanding that the transition from prison back to the community is a highly vulnerable time for former offenders in terms of their risk of recidivism. This risk can be mitigated through intensive support, wrap around services, and case management beginning before clients leave prison and continuing as they re-enter the community. TMC Project Choice enrolled 104 individuals during the 18-month period examined by this evaluation. Project Choice enrolls clients pre-release who may not remain with the program post-release because they return to other cities and counties, which accounts in part for a higher than expected number of clients enrolled. Determinations about where clients will be released take

place shortly before client release. Ninety-nine percent were male, 80% were over the age of 18, 88% were African or African American and 10% were Latino.<sup>1</sup>

	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Case Management	48	1641	34

### Client Engagement

The chart on the next page shows the average months of client engagement and service hours for The Mentoring Center and provides a comparison to other programs in the strategy area. TMC clients were engaged for almost six months; the increased length of engagement is part of TMC's service model, where the program begins working with clients while they are incarcerated and continues upon community reentry. The program had fewer hours compared to other programs because other programs include work experience, which significantly increases their total service hours.

<sup>1</sup> Evaluation covers 7/1/09 through 12/31/10. Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

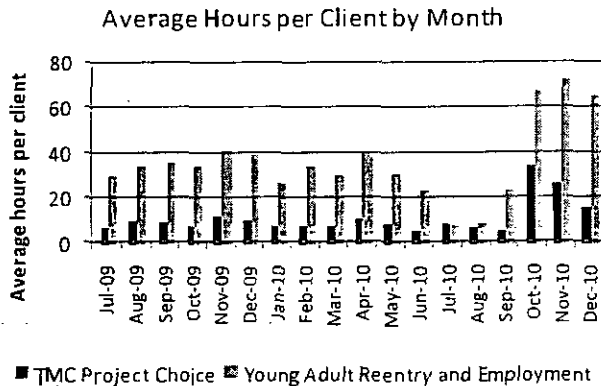
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# The Mentoring Center

## Project Choice

Average per Client	TMC Project Choice	Young Adult Reentry and Employment
Months of Engagement	5.9	3.4
Service Hours	53.3	141.5
Service Hours per Client per Month	10.9	35.6

The chart below depicts the average hours per client by month for TMC. Consistent with other Young Adult Reentry and Employment programs, TMC experienced a dip in service hours during the summer and a peak in the fall. The program reported that clients tend to attend the program less regularly during the summer months and pick up their attendance during the fall.



### Deliverables

The program met or exceeded all of their deliverables for 2009-10. The program met all of their deliverables for 2010-11 thus far. The program experienced a loss of a case manager position, due to budget cuts, which was cited as a challenge in providing an intensive level of services to clients. As a result, the program decreased the number of clients served compared to previous years.

### Efficiency of Service

The following chart provides information on

the average costs per client and per hour for TMC participants and compares those costs to other programs within the Young Adult Reentry & Employment strategy.<sup>3</sup> Program costs were slightly higher than comparable programs.

	Average Cost per Client	Average Cost per Hour
The Mentoring Center Project Choice	\$4,525	\$32
Young Adult Reentry and Employment	\$3,751	\$22

## III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data, and client milestones<sup>4</sup>. The program did not conduct a sufficient number of post-tests to conduct a before and after analysis of intermediate client changes. A majority of TMC Project Choice clients are on parole, with a smaller number on probation. However, current parolee data on violations was not available; an insufficient sample size meant that an analysis of probation violations was not possible for this program. Available results are reported on the following page.

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# The Mentoring Center

## Project Choice

### CitySpan Client Milestones

A total of 12 TMC clients had exit dates entered in CitySpan. However, no exit reasons were recorded. Of the twelve participants who had milestones entered into the CitySpan data system, 17% reportedly reenrolled in school, advanced to the next grade level, and achieved a stable housing placement.

While the program reported many successes placing clients in employment, this information was not tracked in the CitySpan database.

# Volunteers of America Bay Area

## Project Choice

### I. INTRODUCTION

Volunteers of America Bay Area (VOABA) provides reentry support, wrap-around services, and employment services to young adults between the ages of 18-35 who are on parole. Project Choice services begin while clients are incarcerated and continue as clients make their transition back into the community. Clients participate in cognitive behavioral therapy group services (pre and post release), reentry planning and ongoing case-management to support successful reentry. Supportive/wraparound services include pre-employment education/training, housing, substance abuse services, stress management and life skills training. Upon completion of the program participants are referred to other Measure Y funded programs for direct job placement into unsubsidized employment or placed in employment in the competitive job market. Measure Y funding ensures that Project Choice recruits at least 60 young adults to receive services each year.

### II. SERVICES PROVIDED

Volunteers of America Bay Area (VOABA) Project Choice aims to support successful reentry among ex-offenders who return to Oakland. During the 18-month period examined by this evaluation (7/1/09 through 12/31/10), the program served 176 clients, the majority of whom were African American (86%) men (99%).<sup>1</sup> Of those, 20 clients were enrolled in both Project Choice and Crew-Based Reentry Employment. The chart below provides information on the services Project Choice clients received.

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours
Case Management	176	4391
Work Experience	29	2905

### Client Engagement

The chart below provides information on the number of hours per client by service type. On average, the program engaged clients for five and a half months, which is appropriate given the fact that they work with clients both pre and post release. The program had fewer hours compared to other programs in the strategy area because other programs include work experience, which significantly increases their total service hours.

Average per Client	VOA Project Choice <sup>3</sup>	Young Adult and Reentry Services
Months of Client Engagement	5.5	3.4
Service Hours	57	141.5
Service Hours per Client per Month	20.7	35.6

### Deliverables

VOABA Project Choice met or exceeded most of their required deliverables during 2009-10. They did not meet the deliverable related to completed client surveys. The program was able to meet expectations regarding administering pre-tests, but client recidivism and mobility prevented successful administration of post-tests to many clients during the 18 month

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>3</sup> Calculations are based on data available from CitySpan. Due to conflation of client information between two VOA programs, data may not accurately reflect service trends for Project Choice clients.

# Volunteers of America Bay Area

## Project Choice

evaluation period. Clients that successfully re-enter the community may find a job, move out of the area, or drop out of the program before the program has a chance to administer the post-test. The program is working with DHS and the evaluator to develop an appropriate schedule for administering the post-tests going forward, given the realities of serving a transitional client population.

### Efficiency of Service

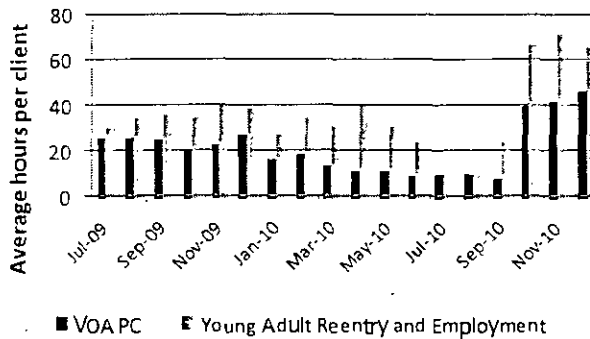
The chart below provides information on the average costs per client and per hour for VOABA Project Choice participants and compares those costs to other programs within the Young Adult Reentry and Employment strategy.<sup>4</sup> Program costs were slightly lower than comparable programs. This is likely due to the fact that other programs offer work experience, which increases their overall costs.

	Average Cost per Client	Average Cost per Hour
Volunteers of America Bay Area Project Choice	\$1,405	\$44
Young Adult Reentry and Employment	\$3,751	\$22

The following chart depicts the average hours per client by month for VOABA Project Choice. Consistent with other Young Adult Reentry and Employment programs, Project Choice experienced a dip in service hours during the summer and a peak in the fall. The program reported that

clients tend to attend the program less regularly during the summer months and pick up their attendance during the fall.

Average Hours per Client by Month



The chart below depicts the reason for client exit. About a fifth or 22% successfully completed the program. A large proportion of clients (43%) were exited because of inactivity. The program reported that the program inactivity category includes individuals who recidivated, dropped out of program, achieved full time employment or relocated to another area. Project Choice targets a re-entry population with a high level of mobility and transiency, which impacts their completion rate.

Reason for Exit	VOABA Project Choice (n=139)	YAR (n=260)
Successful completion of program	22%	34%
Program inactivity	43%	28%
Program expulsion	2%	3%
Other	14%	15%
Missing	19%	20%

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data and pre/post test survey results. Pre/post

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

# Volunteers of America Bay Area

## Project Choice

test surveys were analyzed for 28 VOABA Project Choice clients, 28% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Information entered into the Exit Criteria/Milestones tab on the CitySpan database was also analyzed to understand what milestones and challenges clients experienced while enrolled in the program.<sup>5</sup> School related outcomes were not relevant to the interventions provided by Project Choice. In addition, criminal justice involvement reported on the pre/post tests were not deemed to be representative of the overall client population because those that recidivated did not complete a post test. All VOABA Project Choice clients are on parole, with a smaller number on probation and parole. Current parolee data on violations was not available.<sup>6</sup> Results are reported by outcome area.

### CitySpan Client Milestones

A total of 139 VOABA Project Choice clients had milestones and exit dates entered in CitySpan, which indicates that the program is regularly using the database to track client progress and program completion. Only 22% of clients reportedly had no re-arrests

while participating in the program, which is consistent with program reports that a high number of clients recidivate. About a fifth got a job (18%) and about 14% accessed other supportive services.

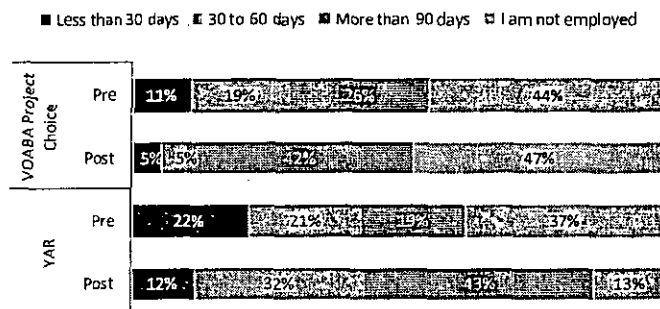
Milestones While in Program*	Program (n=139)	YAR (n=260)
No re-arrests	22%	36%
Got a job	18%	23%
Accessed external/internal supportive services	14%	23%

\*Only milestones with at least a 10% achievement rate are included in the table

### Pre/Post Employment Outcomes

Employment-related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in reported job readiness and employment before and after program participation. The chart below depicts clients' employment status before and after program participation.

#### I have Been Employed For



According to the pre/post tests, the proportion of clients who had been employed decreased slightly. However, the proportion of clients who had retained employment for more than 90 days increased. Program staff reported that they had successfully placed many clients in employment, but were not tracking

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

<sup>6</sup> CDCR data were not available for 2009-10, which meant that a matched data analysis was not possible for VOABA Project Choice clients on parole.



# Volunteers of America Bay Area

## Project Choice

employment outcomes on the CitySpan database because it was not a program deliverable. The following chart shows the employment outcomes achieved by VOABA in comparison to all Young Adult Reentry and Employment programs. VOABA clients reported more awareness of the requirements needed to complete school or

obtain a job than the average Young Adult Reentry and Employment client post program participation. For the negative items on the pre/post tests, such as needing a lot of help to prepare a resume, a lower score is a sign of client strength. On these items, VOABA clients showed slight or no improvement after program participation.

EMPLOYMENT						
Outcome Area	VOABA: Project Choice			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I know what job or career I might want to pursue.	3.96	4.1	4%↑	3.95	4.16	5%↑
I am aware of the education and skills required for my desired career.	3.93	4.39	12%↑	3.91	4.32	10%↑
I am aware of the requirements needed to complete school or obtain my GED.	4.33	4.45	4%↑	4.16	4.32	4%↑
I would need a lot of help to prepare a competitive resume.	3.75	3.59	4%↑	3.32	2.77	17%↑
I would need a lot of help to conduct a job search.	3.44	3.95	15%↓	3.21	2.96	8%↑
I have practiced questions on an application or in a job interview.	3.16	3.18	6%↑	3.31	3.98	4%↑
<b>Referrals for Job Placement</b>						
I have received a job referral(s) for a position(s) I am qualified for.	3.27	3.35	2%↑	3.21	3.66	14%↑
I have received a job referral(s) for a position(s) I am interested in.	3.23	3.44	7%↑	3.04	3.65	20%↑
The referral(s) I received resulted in an interview.	3.24	3.47	7%↑	3.44	3.87	23%↑
<b>Confidence in Ability to Get and Retain Job</b>						
I am confident in my ability to get a job.	4.15	4.35	5%↑	4.36	4.45	2%↑
I am confident in my ability to dress appropriately for a job.	4.25	4.57	8%↑	4.45	4.48	1%↑
When I am at work I am confident I will act in a way that does not upset or offend anyone.	4.58	4.76	4%↑	4.6	4.6	0%↑
I am confident in my ability to keep a job.	4.63	4.85	5%↑	4.64	4.74	2%↑

# Volunteers of America Bay Area

## Project Choice

### Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

The table on the right shows a comparison of criminal justice related outcomes between VOABA and all Young Adult Reentry and Employment participants. After receiving services, VOABA participants reported slightly greater increases in their confidence related to completing the terms of their parole or probation than average for participants in the strategy area. Pre/Post Test Resiliency and Protective Factors Outcomes.

### Pre/Post Resiliency and Protective Factor Outcomes

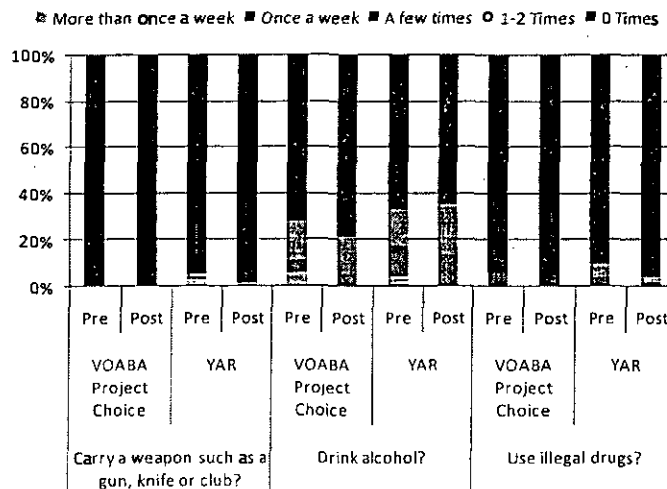
Pre/post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. The table on the following page shows the changes in resiliency reported by clients after participation in the VOABA program. On average, VOABA clients reported slightly greater positive changes in resiliency than Young Adult Reentry and Employment clients on the whole.

The graph below shows the results of the pre/post tests in relation to risk taking activities. While Project Choice clients did

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	VOABA: Project Choice			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
I am confident in my ability to complete the terms of my probation/parole.	416	454	9%↑	441	456	3%↑
I try to stay away from situations that compromise the terms of my probation/parole.	442	451	2%↑	451	461	2%↑

not report carrying weapons before and after program participation (most likely because most were incarcerated at the time of enrollment), they did report a decrease in their use of alcohol and illegal drugs after program participation. These data suggest that clients are making healthier and less risky choices.

Risk Taking Activities  
In the past 30 days, either I or someone I hang out with...



# Volunteers of America Bay Area

## Project Choice

RESILIENCY AND PROTECTIVE FACTORS OUTCOMES						
Outcome Area	VOABA: Project Choice			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Anger Management Skills</b>						
A lot of times I don't think about the consequences before I react to a situation.	3:13	2:96	-5%↑	2:51	2:51	0%
When I am upset, it is very difficult for me to relax and calm myself down.	2:83	3:14	+11%↓	2:64	2:59	-2%↑
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence.	3:96	4:04	+1%↑	4:12	4:09	-1%↓
In the past 30 days I have used conflict resolution skills.	3:64	3:84	+5%↑	3:59	3:73	+4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble.	2:91	2:52	-13%↑	2:49	2:25	-10%↑
Most of the people I hang out with aren't very responsible about school or their jobs.	2:83	2:77	-5%↑	2:47	2:43	-2%↑
The people I hang out with help me when I'm having a hard time.	3:55	3:65	+4%↑	3:94	3:97	+1%↑
<b>Stable Housing</b>						
I have a stable living situation.	3:93	3:05	-18%↓	3:65	3:44	-6%↓
I don't always feel safe living in my own home.	2:09	2:55	+22%↓	2:11	2:36	+12%↓
<b>Resiliency</b>						
I don't always feel optimistic about my future.	2:78	2:87	+3%↓	2:69	2:74	+2%↓
I'm not always able to stay calm when life gets stressful.	3:37	3:41	+1%↓	2:94	2:77	-8%↑
I am able to walk away when friends or associates are pushing me towards trouble.	3:83	4:42	+10%↑	4:11	4:14	+1%↑
<b>Awareness of Community Resources</b>						
I know about the services that are offered in my neighborhood and in Oakland:						
Health	3:31	3:76	+14%↑	3:38	4:01	+18%↑
Employment	3:54	3:68	+4%↑	3:35	3:97	+19%↑
Financial	3:10	3:68	+23%↑	2:81	3:84	+37%↑
Legal	3:26	3:22	-1%↓	2:87	3:74	+30%↑
Costs prevent me from accessing these services, even when I need them.	3:11	3:25	+5%↓	3:57	3:87	+8%↓

# Volunteers of America Bay Area

## Reentry Employment

### I. INTRODUCTION

Volunteers of America Bay Area (VOABA) Reentry aims to support the re-entry population with work experience and job readiness training so that formerly incarcerated persons are better equipped to secure a job in the competitive job market of public and private sector employers. VOABA provides a crew-based transitional job experience for young adults ages 18-35 who are on probation or parole. Participants receive job preparation services that include pre-employment education, housing assistance, substance abuse services, stress management and life skills training. Upon completion of the program participants are referred to the Workfirst Foundation (America Works) for direct job placement into unsubsidized employment. Measure Y funds are used to provide cognitive behavioral therapy, work experience, and work search/life skills training for 32 adult parolees annually through the crew-based sheltered employment program. Participants work in subsidized employment for a three-month period, for approximately 240 hours. Upon program completion they are referred to other Measure Y programs or placed in jobs in the competitive job market.

### II. SERVICES PROVIDED

VOABA served 68 individuals during the 18-month period examined in this evaluation.<sup>1</sup> The majority (94%) were male, African or African American (79%) and over 18 (100%).<sup>2</sup> The table below provides

information about the clients served and the type of services clients received. On average, clients received 13 hours of case management, almost 220 hours of work experience, and 57 hours of life skills/pre-employment training (group services).

VOA Reentry Employment <sup>3</sup>	# of Clients <sup>4</sup>	# of Hours	Average hours per client
Case Management	64	842	13
Work Experience	59	12830	217
Group Services	60	3436	57

### Client Engagement

The chart below depicts the average number of months of client engagement for VOABA Reentry Employment clients compared to the average for the Young Adult Reentry and Employment program. While VOABA engaged clients for an average length of time for the strategy, clients received twice as many service hours overall on a monthly basis. The higher number of service hours was due to the work experience component of the program, where clients participate in programming for at least 20 hours per week. In addition, VOABA Reentry Employment is designed to be a three-month work experience program, with clients exiting after three months. Given these factors, the average months of engagement was appropriate for VOABA.

<sup>1</sup> The evaluation report covers services provided from 7/1/2009 through 12/31/2010.

<sup>2</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's Youth Services Management Information System, also known as CitySpan.

Due to missing and/or duplicate data, demographic information is an approximation.

<sup>3</sup> Due to conflation of client information between two VOA programs on CitySpan, data was provided by DHS.

<sup>4</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

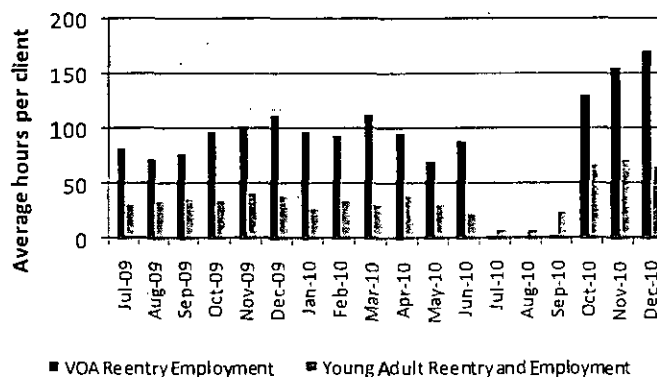
# Volunteers of America Bay Area

## Reentry Employment

	VOABA Reentry Employment	Young Adult Reentry and Employment
Months of Engagement Service	3.3	3.4
Hours Service	256.9	141.5
Hours per Client per Month	87	35.6

The chart below depicts the service hours delivered on a monthly basis to clients. The VOABA Reentry Employment programs had very few service hours during the months of July, August, and September of 2010. The decline in services was consistent with other programs in this strategy area. Service hours climbed and peaked during the fall of 2010. The program reported that clients tend to attend the program less regularly during the summer months and pick up their attendance again during the fall.

Average Hours per Client by Month



### Efficiency of Service

The table below outlines the average cost per client and per hour for VOABA Reentry Employment and provides a comparison to average costs for programs in this strategy

area.<sup>5</sup> Relative to other programs in the Young Adult Reentry and Employment strategy, the average cost per hour for VOABA services was in line with the average for this strategy area. The cost per client was significantly higher. This is likely due to the cost of subsidized work experience.

	Average Cost per Client	Average Cost per Hour
VOABA Reentry Employment	\$7,410	\$20
Young Adult Reentry and Employment	\$3,751	\$22

### Deliverables

With the exception of work experience hours, the program met or exceeded all program deliverables. VOABA Reentry Employment aimed to provide 32 clients with 220 hours of work experience, but provided that level of service to 28 clients during 2009-10. The program reported that all deliverables were met.

## III. IMPACT OF SERVICE

This evaluation analyzed service data recorded in the CitySpan database in relation to employment outcomes achieved by the program. The majority of VOABA Reentry Employment participants are on parole. A matched data analysis on criminal justice outcomes

was not possible because CDCR parolee data were not available for 2009-10;

<sup>5</sup> This analysis includes all service hours entered into the CitySpan database by programs from 7/1/09 through 12/31/10, regardless of whether or not they were a required program deliverable. Evaluation calculations may not align with DHS figures.

# Volunteers of America Bay Area

## Reentry Employment

further, the sample size for Alameda County probation was too small to conduct a statistical analysis. Information entered into the Exit Criteria/Milestones tab on the CitySpan database was also analyzed to understand what milestones and challenges clients experienced while enrolled in the program.<sup>6</sup> Pre/post tests measured intermediate changes in self-reported criminal justice involvement, employment, and resiliency/protective factors. Pre/post test surveys were analyzed for 19 VOABA Reentry and Employment clients, 19% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Results are reported by outcome area.

### CitySpan Client Milestones

During the evaluation period, VOABA Reentry Employment completed milestones and exit criteria for 45 of their clients. The table below highlights the key milestones achieved by clients receiving services through VOABA and provides a comparison to other Young Adult Reentry and Employment strategy programs. VOABA reentry employment reported a lower recidivism rate, with more than half of clients reportedly experiencing no re-arrests. VOABA reported that 44% of clients successfully completed the program. The remaining reasons for exit were "missing" or "other."

<sup>6</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

Milestones While in Program*	VOA Reentry (n=45)	YAR (n=261)
No re-arrests	53%	36%
Accessed external/internal supportive services	11%	23%
Re-enrolled in school/GED program	16%	12%

\*Only milestones with at least a 10% achievement rate are included in the table

### CitySpan Employment Outcomes

Data on deliverables and employment placement from CitySpan were analyzed to assess the program's progress in relation to employment outcomes. As noted in the Limitations section, these figures only reflect the employment outcomes recorded in CitySpan; actual employment outcomes may in fact be higher given the factors described in the limitations section. VOABA Reentry Employment referred 30 clients for work placement in the competitive job market and placed 17 clients in employment (outside of the work experience they received through VOABA).

Employment Outcomes	# of Clients
Referred for Work Placement	30
Placed in Employment	17

### Pre/Post Employment Outcomes

Pre/post tests included items related to employment and measured changes in reported job readiness and employment before and after program participation. The chart below depicts clients' employment status before and after program participation. While a greater proportion of clients reported that they were employed for "more than 90 days" after program participation, the proportion of clients who

# Volunteers of America Bay Area

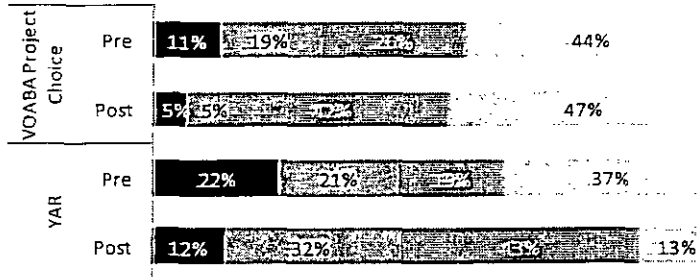
## Reentry Employment

reported that they were not employed increased by 3%.

The table below provides a comparison between VOAB Reentry Employment clients and all clients in the strategy area. For negative items on the pre/post tests, such as needing a lot of help to prepare a resume, a low score is an indication of client strength in this area. VOAB Reentry Employment clients showed challenges in this area upon enrollment and slight improvement after program participation.

### I have Been Employed For

■ Less than 30 days   □ 30 to 60 days   ■ More than 90 days   □ I am not employed



EMPLOYMENT						
	VOABA: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I know what job or career I might want to pursue	3.89	4.05	4%↑	3.95	4.16	5%↑
I am aware of the education and skills required for my desired career	3.68	3.79	3%↑	3.91	4.32	10%↑
I am aware of the requirements needed to complete school or obtain my GED	4.38	4.28	-2%	4.16	4.32	4%↑
I would need a lot of help to prepare a competitive resume	3.32	3.12	-6%↓	3.32	2.77	-17%↓
I would need a lot of help to conduct a job search	3.32	3.19	-4%↓	3.20	2.95	-8%↓
I have practiced questions on an application or in a job interview	4.10	3.68	-8%↓	3.81	3.98	4%↑
<b>Referrals for Job Placement</b>						
I have received a job referral(s) for a position(s) I am qualified for	2.95	3.28	11%↑	3.21	3.66	14%↑
I have received a job referral(s) for a position(s) I am interested in	2.74	3.10	19%↑	3.04	3.65	20%↑
the referral(s) I received resulted in an interview	2.72	3.13	15%↑	3.14	3.87	23%↑
<b>Confidence in Ability to Get and Retain Jobs</b>						
I am confident in my ability to get a job	4.42	4.42	0%	4.36	4.45	2%↑
I am confident in my ability to dress appropriately for a job	4.58	3.94	-14%↓	4.45	4.48	1%↑
When I am at work I am confident I will act in a way that does not upset or offend anyone	4.63	4.45	-3%↓	4.46	4.46	0%
I am confident in my ability to keep a job	4.74	4.68	-1%↓	4.64	4.74	2%↑

# Volunteers of America Bay Area

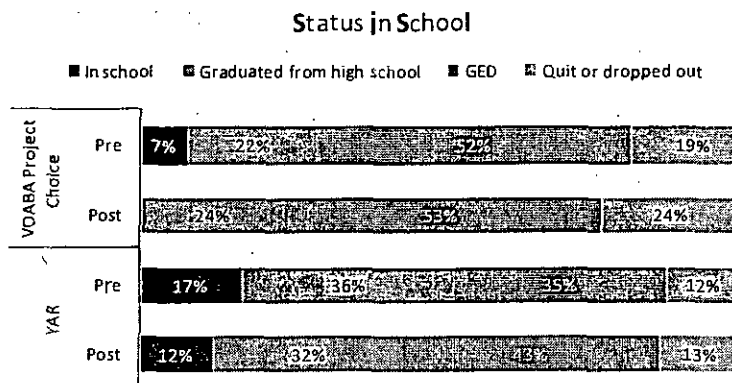
## Reentry Employment

### Pre/Post School/Education Related Outcomes

The pre/post tests included items designed to measure changes in relation to educational outcomes. The chart below shows VOABA Reentry & Employment clients' status in school before and after program participation. While educational outcomes are secondary outcomes for programs like VOABA, the proportion of clients with a GED or enrolled in school increased slightly after program participation, but was accompanied by a corresponding decrease in the proportion who reported having graduated from high school. Relative to other programs, VOABA served fewer clients who had dropped out of high school.

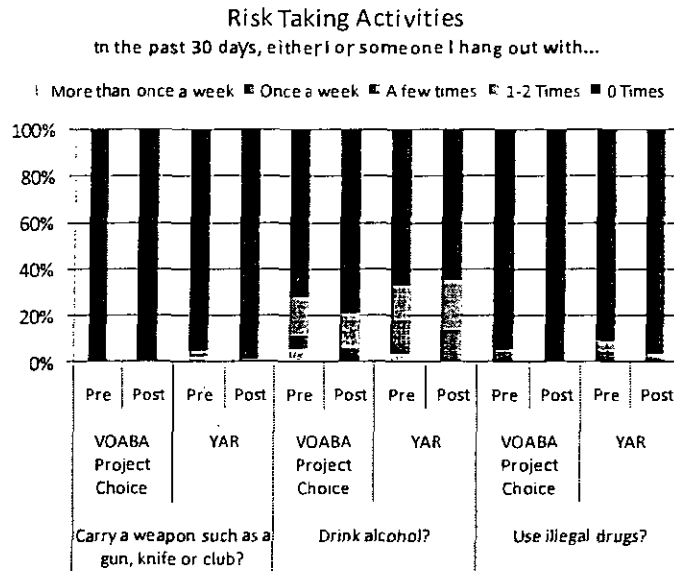
### Pre/Post Test Resiliency and Protective Factors

The following chart shows the results of the pre/post tests in relation to risk taking



activities. VOABA Reentry Employment clients reported a significant decrease in carrying weapons, a decrease in the frequency of alcohol use, and a decrease in

their use of illegal drugs after program participation. These data suggest that clients are making healthier and less risky choices.



### Pre/Post Test Criminal Justice Outcomes

Criminal justice involvement was also analyzed through changes in items addressing this area on pre/post tests after program participation. The following chart depicts the results of the pre/post tests. Clients reported a decrease in

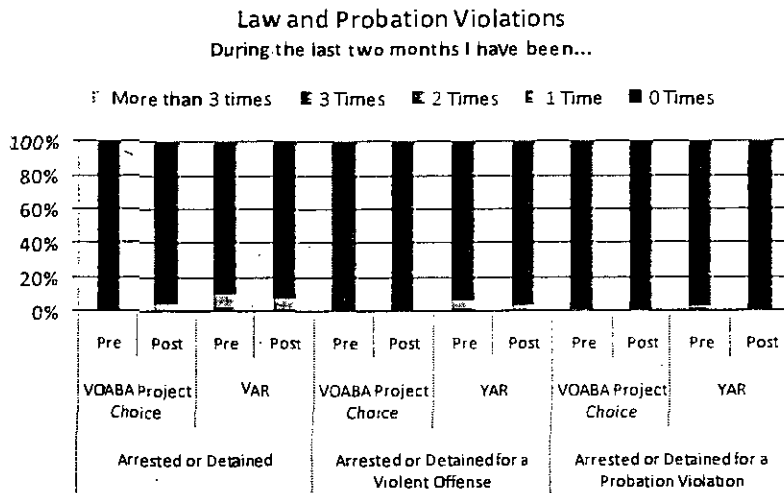
the frequency of their interactions with law enforcement and decreased involvement overall. VOABA Reentry Employment clients



# Volunteers of America Bay Area

## Reentry Employment

reported no criminal justice involvement after program participation.



The following table describes changes in VOA Reentry America clients' perceived ability to complete the terms of their probation or parole compared to all clients in the strategy area.

VOA clients reported little change in their confidence level related to criminal justice system involvement after participating in the program.

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
	VOABA: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
Compliance with terms of Probation or Parole						
I am confident in my ability to complete the terms of my probation/parole	463	453	-2%	441	456	3%
I try to stay away from situations that compromise the terms of my probation/parole	456	456	0%	451	461	2%

# Workfirst Foundation (America Works)

## Reentry Employment

### I. INTRODUCTION

America Works aims to lift people out of poverty through intensive, personalized employment services. Its guiding principle is that a real private-sector job is the best way to alleviate poverty. Since its founding, America Works has found jobs for about 200,000 hard-to-place workers, including military veterans, long-term welfare and food stamp recipients, formerly incarcerated individuals, people who are homeless and living in shelters, youths aging out of foster care, non-custodial parents, people living with HIV/AIDS, and people receiving SSI/SSDI. America Works uses a performance-based contracting model, where it only receives payment when clients are placed in employment. In Oakland, America Works targets formerly incarcerated individuals. Measure Y funds are used to support job placement and retention services for ex-offenders. America Works also provides employment readiness training to all clients, which includes job readiness curriculum, resume building, conflict resolution, and vocational training. The program also assists clients in addressing basic needs related to getting a driver's license, paying child support, obtaining food and shelter, and purchasing a professional wardrobe.

### II. SERVICES PROVIDED

America Works' service model operates with the understanding that for every individual placed in employment, they will need to conduct outreach and engagement to two hard-to-place workers. As a result, the program aims to place about 50% of the clients who enroll in services in

employment.<sup>1</sup> America Works served 237 individuals during the 18 month reporting period. The majority of clients (85%) were male, 76% were African or African American, and 18% were Latino; in addition, all clients served were adults.<sup>2</sup>

#### Client Engagement

The program operates on a performance-based contract related to their ability to place and retain clients in employment. Data on the average number of months of client engagement were not available.

#### Deliverables

America Works met or exceeded most program deliverables related to placement in employment and retention in employment for 30 and 90 days. Retaining clients in living wage employment for 180 days was a deliverable not fully met by the program, even though the program reported that many clients did retain jobs for this time period. Such clients did not count towards meeting the benchmark because clients were not paid a living wage. The program reported that given the economic climate, it is challenging to find jobs that pay a living wage for individuals with a criminal record. While they have met their goals of helping individuals secure and retain employment, meeting the living wage benchmarks was a continuous programmatic challenge.

#### Efficiency of Service

The following table outlines the average cost per client for America Works and

<sup>1</sup> The program aims to place all clients in employment. However, individuals may need additional supportive services, such as substance use treatment, mental health treatment, work experience etc. before they are job ready.  
<sup>2</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation. America Works is paid on a performance basis and does not track service hours on the CitySpan database.

# Workfirst Foundation (America Works)

## Reentry Employment

provides a comparison to average costs for programs in this strategy area. Relative to other programs in the Young Adult Reentry & Employment strategy, the average cost per client for America Works was lower than the average for this strategy area. This was likely due to the performance based nature of America Works programming, where the program only gets compensated for each time it places a client in employment and for certain retention benchmarks, which incentivizes the program to focus on job placement. In addition, while some individual services are provided, most are provided in a group context, which further reduces the overall cost of programming.

	Average Cost per Client <sup>3</sup>
Workfirst Foundation	\$2,938
Young Adult Reentry and Employment	\$3,751

### III. IMPACT OF SERVICE

This evaluation analyzed service data recorded in the CitySpan database in relation to employment outcomes achieved by the program. A matched data analysis was conducted between client data entered into the CitySpan data system and Alameda County Adult Probation to determine whether participation in programming was associated with a decrease in violations.<sup>4</sup> Client milestones and exit criteria were not completed for America Works clients.<sup>5</sup> This

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> CDCR Parolee data were not available for 2009-10. As a result, a matched data analysis was not possible.

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable.

is due to the way the program and the City have agreed to track deliverables on the data system. In addition, the program did not conduct a sufficient number of post-tests to conduct a before and after analysis of intermediate client changes. While the program has expressed a commitment to improving its data collection procedures going forward, there are limited data on program impact reported here.

### CitySpan Employment Outcomes

Data on deliverables and employment placement from CitySpan were analyzed to assess the program's progress in relation to employment outcomes. An analysis of deliverables, service information, and case notes was conducted to determine employment-related outcomes for clients served through America Works. Data reported by America Works was analyzed for employment outcomes. As noted in the limitations section, these figures only reflect the employment outcomes recorded in CitySpan; actual employment outcomes may in fact be higher given the factors described above. America Works, did not track outcomes for clients who were not paid a living wage, even though they had successfully retained a job for 180 days. The program also reported that they record employment placement benchmarks based on their contracted deliverables with the City of Oakland and that the number of clients actually placed exceeded the number recorded in the CitySpan database.

- America Works enrolled 237 clients in the program, which included an intake assessment and job readiness training.
- America works exceeded their goal

As a result, client information may not be entered completely or consistently.

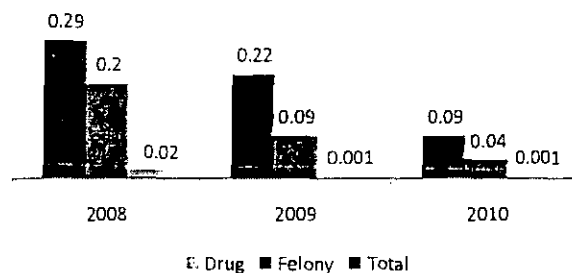
# Workfirst Foundation (America Works)

## Reentry Employment

of placing 85 clients in employment, successfully placing 108 clients in employment. The program met its goals of placing about half of clients in employment (46%).

Workfirst Foundation	
Placements	Number
Placed in Employment	108
Employed for 30 days	105
Employed for 90 days	76
Employed for 180 days	24

Adult Probation Violations 2008-2010



### Criminal Justice Outcomes

Alameda County Adult Probation data were analyzed to determine whether there was a decrease in probation violations after program participation. The average total violation rates were compared for 2008, 2009, and 2010 for those America Works adult probationers who were served between January to June 2009. The results show a steady decrease from 2008 in the number of total violations, felony violations, and drug violations. A regressions analysis was conducted comparing 2010 violations to 2008 violations for WorkFirst participants compared to the general adult probationer sample. This analysis found that WorkFirst participants had a more significant drop in total violations, felony violations and drug violations compared to the sample in general across this time period.<sup>6</sup> There was no significant difference between groups in violent or weapon violations.

The following chart depicts the decrease in felony, drug and total violations for America Works participants.

<sup>6</sup> Results were significant at a 95% confidence level.

# Youth Employment Partnership

## Reentry Employment

### I. INTRODUCTION

Youth Employment Partnership's mission is to enhance the employment and educational opportunities of underserved Oakland young adults by providing training, job placement, access to education, and comprehensive support services. YEP operates from the core belief that moving young adults into stable, high-demand, living wage jobs is most effective when education and work experience are provided simultaneously. YEP's Reentry Employment program provides job readiness training, education, vocational training, support services, and unsubsidized job placement to youth recruited from parole and probation referrals. As a provision of Measure Y funding, the Reentry Employment Program serves 38 young adults through their employment training services per year and recruits 40 per month to complete orientations and initial eligibility screenings.

### II. SERVICES PROVIDED

YEP Reentry Employment seeks to support the successful re-entry of young adults involved in the juvenile justice system through basic education training, life and vocational skills development, and work experience. During the 18-month reporting period, YEP served 143 clients, the majority of which were between the ages of 14 and 18 (81%), and identified as African American (70%), Latino (14%), or Asian (11%).<sup>1</sup> Fifty-three percent were female and 47% were male.

<sup>1</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

The following table depicts the services YEP clients received during the reporting period. YEP provided an average of 146 hours of individual service and 211 hours of group service per client.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	38	5527	146
Case Management	83	2210	27
Work Experience	80	9937	124
Group	26	5490	211

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. YEP clients received services for an average of 5 months. Compared to other programs in the Young Adult Reentry and Employment strategy, YEP provided more hours per client.

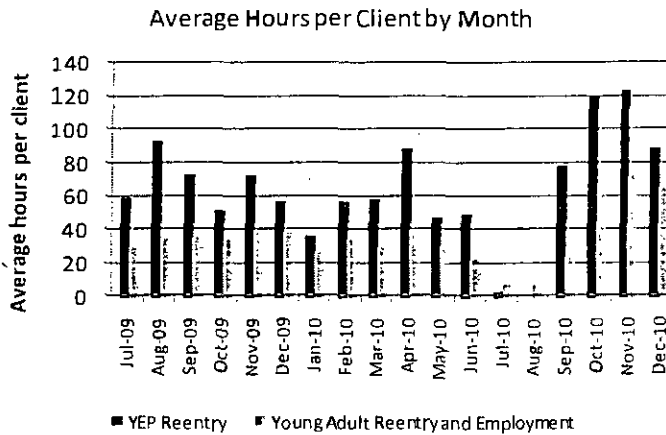
Average per Client	YEP Reentry	Young Adult Reentry & Employment
Months of engagement	5.2	3.4
Service hours per client	357.7	141.5
Service hours per client per month	64.8	35.6

The graph on the following page depicts the average number of hours per client by month. Because YEP provides intensive vocational training and work experience, their service hours were consistently higher than other programs in the strategy area. There was a decline in service hours in July and August of 2010.

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Youth Employment Partnership

## Reentry Employment



### Efficiency of Service

The following table outlines the average cost per client for YEP Reentry Employment and provides a comparison to average costs for programs in this strategy area. YEP's cost per client and cost per hour were lower than average. Cost differences may be due in part to YEP's ability to successfully leverage funds.

The following table provides reasons for client exit. Sixty-five percent of clients with exit information successfully completed the program.

Reason for Exit	YEP Reentry (n=31)	Young Adult Reentry and Employment (n=260)
Successful completion of program	65%	34%
Program inactivity	29%	28%

### Deliverables

The program met 7 of the 11 deliverables for 2009-10. They did not meet expected deliverables in relation to clients retained in employment for 30 or 90 days, job skills or vocational training hours, and completed client surveys. YEP faced several challenges in 2009/10 related to the poor economic climate. Young adults on probation or parole often lack the skills of their peers, making it hard to find sustained employment in a competitive job market.

The program met and far exceeded almost all of their deliverables for 2010-11 thus far.

	Average Cost per Client <sup>3</sup>	Average Cost per Hour
YEP Reentry Employment	\$3,630	\$10
Young Adult Reentry & Employment	\$3,751	\$22

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan data on client milestones,<sup>4</sup> employment data and pre/post test survey results. Pre/post test surveys were analyzed for 15 YEP clients, 15% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# Youth Employment Partnership

## Reentry Employment

change. An insufficient sample size meant that an analysis of school enrollment, attendance, and suspension was not possible for this program. Similarly, an analysis of probation violations was not possible due to an insufficient sample size. The sample contained 5 consented YEP clients, representing a match of 33%.<sup>5</sup> Results are reported by outcome area.

### CitySpan Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Information on milestones was recorded in CitySpan for 31 YEP clients. Compared to other programs in the Young Adult Reentry and Employment strategy, YEP clients achieved greater outcomes related to educational attainment and employment. Sixty-one percent of clients were re-enrolled in school or obtained their GED. Almost 40% of clients were reported advancing to the next grade level and/or getting a job.

Milestones While in Program*	Program (n=31)	YAR (n=260)
Re-enrolled in school/GED program	61%	12%
No re-arrests	39%	36%
Got a job	39%	23%
Advanced to the next grade level	35%	5%
Accessed external/internal supportive services	29%	23%
Obtained a GED	23%	5%

\*Only milestones with at least a 10% achievement rate are included in the table.

Three percent of the participants reported challenges with being rearrested, violating

<sup>5</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

the terms of their probation and some other type of life challenge while in the program.

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. YEP provided employment training for 99 young adults, and work experience for 70. Approximately a quarter were placed in non-subsidized employment. Of those, 7 retained employment for 30 days and 4 retained employment for up to three months. YEP aids clients in finding employment as they transition out of paid work experience. To accurately document reaching employment benchmarks, YEP offers a \$25 incentive for clients to bring in pay stubs as proof of employment. It is likely that not all choose to share this information. The actual number of clients who retained jobs may be higher.

YEP Reentry Employment	# of Clients
Receiving Employment Training	99
Receiving Work Experience	70
Placed in Employment	25
Employed for 30 Days	7
Employed for 90 Days	4

### Pre/Post Employment Outcomes

Employment related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in job readiness and employment before and after program participation.

The following chart shows the self-reported employment status of YEP reentry clients compared to all Young Adult and Reentry

# Youth Employment Partnership

## Reentry Employment

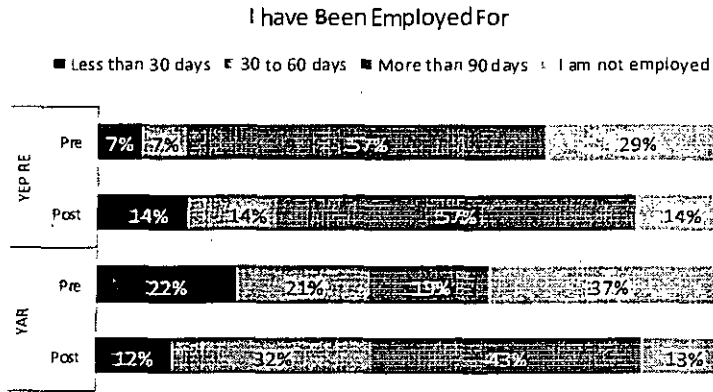
programs before and after participation in the program.

### Pre/Post School/Education Related Outcomes

Pre/post tests included items on educational indicators related to educational attainment, attitudes towards school, attendance and behavior.

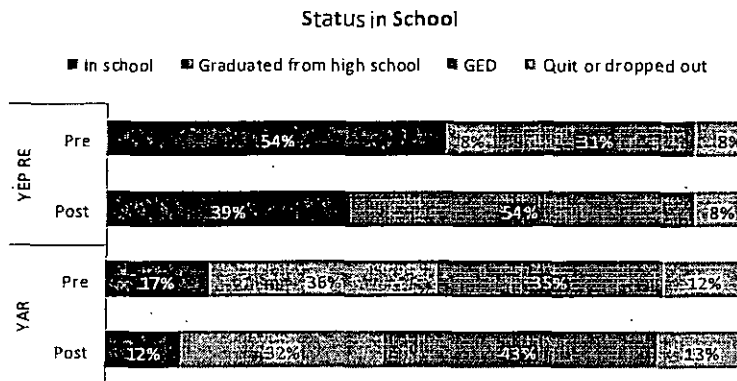
The following chart provides a comparison between YEP client's school status and the status of all clients in the Young Adult Reentry and Employment strategy.

While initially 19% of YEP clients reported having quit or dropped out at enrollment, the percentage reporting negative enrollment outcomes increased by 5%, almost 10% higher than the average Young Adult Reentry participant.



On average, fewer YEP clients (15%) reported being unemployed after receiving services. Another 57% reported retaining their jobs for more than 90 days. The actual percentage achieving that benchmark is likely smaller, as clients may not differentiate between work experience provided by the program and placement in non-subsidized employment.

The table on the following page shows employment outcomes for YEP participants compared to all participants in the strategy area. On average, YEP clients reported less positive change in their job preparation and readiness and their ability to get and retain jobs than other Young Adult Reentry and Employment clients. However, they did report more positive outcomes for job referrals compared to other Young Adult Reentry and Employment strategies.





# Youth Employment Partnership

## Reentry Employment

EMPLOYMENT						
Outcome Area	YEP: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I know what job or career I might want to pursue.	4.21	3.86	-8%	3.95	4.16	+5%
I am aware of the education and skills required for my desired career.	4.15	3.93	-13%	3.91	4.32	+10%
I am aware of the requirements needed to complete school or obtain my GED.	4.14	4.15	0%	4.16	4.32	+4%
I would need a lot of help to prepare a competitive resume.	3.43	3.07	-10%	3.32	2.77	-17%
I would need a lot of help to conduct a job search.	3.15	3.47	+1%	3.21	2.96	-8%
I have practiced questions on an application or in a job interview.	3.87	3.18	-2%	3.81	3.98	+4%
<b>Referrals for Job Placement</b>						
I have received a job referral(s) for a position(s) I am qualified for.	3.1	3.58	+19%	3.21	3.66	+14%
I have received a job referral(s) for a position(s) I am interested in.	3.07	3.54	+15%	3.04	3.65	+20%
The referral(s) I received resulted in an interview.	3.08	3.91	+27%	3.14	3.87	+23%
<b>Confidence in Ability to Succeed at Jobs</b>						
I am confident in my ability to get a job.	4.64	4.15	-23%	4.36	4.45	+2%
I am confident in my ability to dress appropriately for a job.	4.4	4.36	-1%	4.45	4.48	+1%
When I am at work I am confident I will act in a way that does not upset or offend anyone.	4.14	4.21	+4%	4.16	4.16	0%
I am confident in my ability to keep a job.	4.36	4.14	-1%	4.64	4.71	+12%

### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

The graph on the following page summarizes YEP clients' criminal justice involvement before and after program participation. A larger proportion of YEP

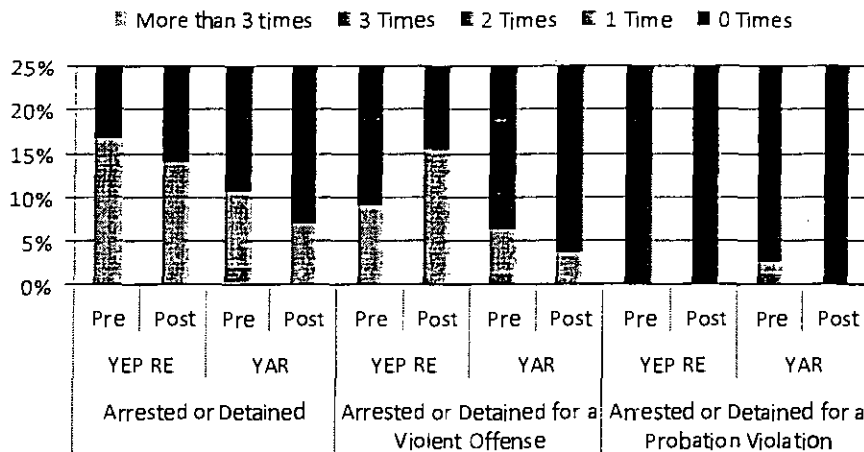
clients reported getting arrested or detained at enrollment than average. Though the proportion reporting arrests was still higher than for the strategy overall, fewer YEP clients reported law or probation violations after participating in the program.

The table on the following page demonstrates that consistent with other clients enrolled in Young Adult Reentry and Employment programs, YEP clients showed

# Youth Employment Partnership

## Reentry Employment

Law and Probation Violations  
During the last two months I have been...



slight improvement in their confidence in being able to complete the terms of their probation or parole (6%), and in their ability to stay away from situations that might compromise the terms of their probation or parole (1%).

emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth

development, which focuses on strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming.

The table on the following page shows the changes in resiliency reported by clients after participation in the YEP

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	YEP: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
Compliance with Terms of Probation or Parole						
I am confident in my ability to complete the terms of my probation/parole	4,211	4,153	-8%	4,411	4,156	-3%
I try to stay away from situations that compromise the terms of my probation/parole	4,45	4,47	-1%	4,151	4,161	2%

### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre-post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and

Reentry Employment program. The program strengthened clients' ability to manage their anger and resolve conflicts, their peer group, and their awareness of community resources.

# Youth Employment Partnership

## Reentry Employment

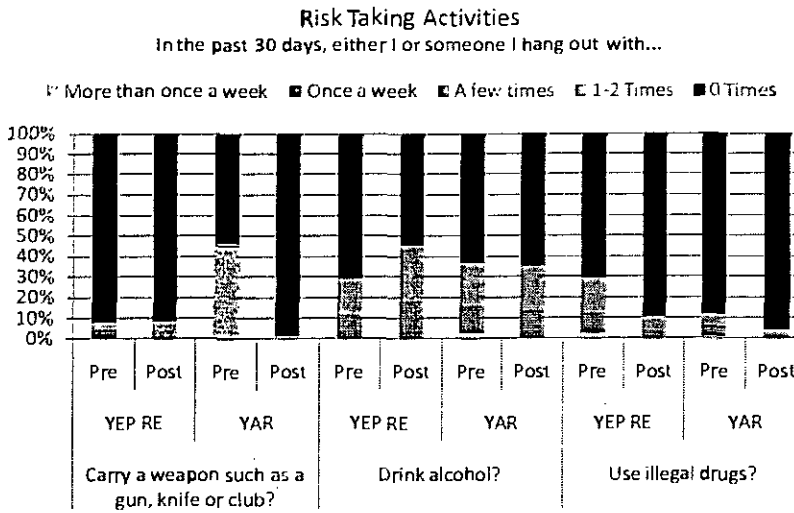
### RESILIENCY AND PROTECTIVE FACTORS OUTCOMES

Outcome Area	YEP: Reentry Employment			Young Adult Reentry		
	Pre	Post	% Change	Pre	Post	% Change
<b>Anger Management Skills</b>						
Allot of times I don't think about the consequences before I react to a situation.	2:19	2:16	-10%↓	2:59	2:51	-3%↑
When I am upset, it is very difficult for me to relax and calm myself down.	2:23	2:27	+4%↑	3:15	2:59	-26%↑
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence.	3:14	3:73	-7%↓	4:12	4:09	-1%↓
In the past 30 days I have used conflict resolution skills.	3:35	3:62	+3%↑	3:59	3:73	-4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble.	2:17	2:33	+16%↑	2:49	2:25	-10%↑
Most of the people I hang out with aren't very responsible about school or their jobs.	2:32	2:53	+13%↑	2:47	2:43	-2%↑
The people I hang out with help me when I'm having a hard time.	4:21	3:73	-11%↓	3:94	3:97	+1%↑
<b>Stable Housing</b>						
I have a stable living situation.	3:14	4:07	+2%↑	3:65	3:44	-6%↓
I don't always feel safe living in my room/home.	2:08	2:13	-2%↓	2:51	2:36	-12%↑
<b>Resiliency</b>						
I don't always feel optimistic about my future.	2:46	3:07	+25%↓	2:69	2:74	+2%↑
I'm not always able to stay calm when life gets stressful.	3:42	2:93	-14%↑	2:94	2:7	-8%↑
I am able to walk away when friends or associates are pushing me towards trouble.	4:15	3:18	-8%↓	4:13	4:04	-1%↑
<b>Awareness of Community Resources</b>						
<b>I know about the services that are offered in my neighborhood and in Oakland:</b>						
Health	3:91	3:86	-1%↓	3:38	3:4	+8%↑
Employment	4:08	4:07	-10%↓	3:35	3:97	+19%↑
Financial	3:67	3:85	+5%↑	2:81	3:84	+37%↑
Legal	4:1	3:79	+5%↓	2:87	3:74	+30%↑
Costs prevent me from accessing these services, even when I need them.	4:36	3:82	-12%↓	3:57	3:87	+8%↑

# Youth Employment Partnership

## Reentry Employment

The following chart describes clients' risk taking behavior before and after program participation. Compared to other programs in the Young Adult Reentry and Employment strategy area, YEP clients were more likely to carry a weapon, and reported higher levels of substance abuse before and after receiving services.



# California Youth Outreach

## JJC/OUSD Wrap Around Services

### I. INTRODUCTION

California Youth Outreach (CYO) is dedicated to reaching out to gang impacted youth, families and their communities with education services, intervention programs and resource opportunities that support a positive and healthy lifestyle. CYO works with a multi-disciplinary team to deliver school re-engagement, family support, and employment related services to youth leaving the Juvenile Justice Center and re-entering their communities. CYO also provides wraparound case management services to promote school/vocational placement and retention, as well as successful probation compliance and completion.

### II. SERVICES PROVIDED

CYO works to connect youth referred through the Juvenile Justice Center with the appropriate community services and support systems needed to promote successful re-entry into the community. CYO staff primarily provide case management, peer and social support, and family involvement through group trainings and events. During the 18-month reporting period, CYO JJC/OUSD served 61 clients. The majority were male (77%), and between 14 and 18 years old. Almost all clients identified as Latino (71%) and African American (23%).<sup>1</sup> On average, clients received 38 hours of individual service and 25 hours of group service.

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average Hours per Client
Case Management	52	1909	37
Intensive Outreach	29	82	2.8
Group	61	1525	25

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. CYO clients received services for an average of 6 months. Compared to other Juvenile Justice Center/OUSD Wrap Around programs, CYO provided fewer service hours per month, but clients were engaged in the program for a longer period of time. The JJC/OUSD program model mandates that youth receive a total of 40 hours of case management. As such, an average of 50 hours of service per client is reasonable.

Average per Client	CYO JJC/OU SD	All JJC/OUSD <sup>3</sup>	YCS
Months of Client Engagement	5.9	4.8	3.5
Service Hours	49.6	45.5	59.7
Service Hours per Client per Month	8.6	15.7	24

The following graph depicts the average number of hours per client by month. Though in general CYO provided slightly less service hours per client than other JJC programs, the number of hours clients

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>3</sup> Because JJC/OUSD programs follow a unique service model, a service and cost comparison across all JJC/OUSD programs has been included in addition to the strategy-level comparison where available.

# California Youth Outreach

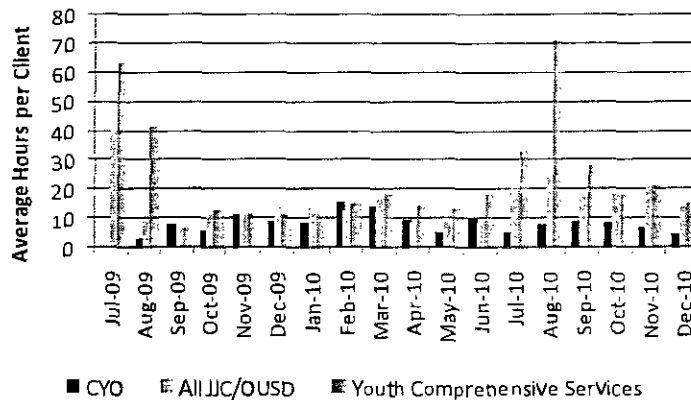
## JJC/OUSD Wrap Around Services

received services remained relatively steady throughout the 18-month period. As July 2009 marks the beginning of the JJC/OUSD Wrap Around strategy, the low number of service hours is expected.

Relative to other programs in the Youth Comprehensive Services Strategy and all JJC programs, CYO's cost per client was higher and cost per hour were lower than average. The higher cost per client may be due to the

broad array of group support services offered by the program, and the comparatively low number of service hours provided to each client.

Average Service Hours per Client by Month



### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes, matched data comparing

client service records to OUSD and juvenile justice data, and pre/post survey results. Pre/post test surveys were completed for 6 clients. Because of the small sample size, an analysis of pre/post test surveys was not feasible. Milestones were completed but for too few clients to generate reliable results.<sup>5</sup> Results are reported by outcome area.

#### Deliverables

CYO met or exceeded all deliverables related to case management, conducting group events, and connecting youth to employment opportunities.

#### Efficiency of Service

The following table outlines the average cost per client for CYO JJC/OUSD and provides a comparison to average costs for programs in this strategy area.

	Average Cost per Client <sup>4</sup>	Average Cost per Hour
CYO	\$2,667	\$57
All JJC/OUSD	\$2,568	\$80
Youth Comprehensive Services	\$2,168	\$77

#### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. While CYO's primary goal is to support clients as they work towards educational goals, staff also provide referrals to employment when appropriate.

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# California Youth Outreach

## JJC/OU SD Wrap Around Services

Six clients received referrals to employment during the reporting period.

### School/Education Related Outcomes

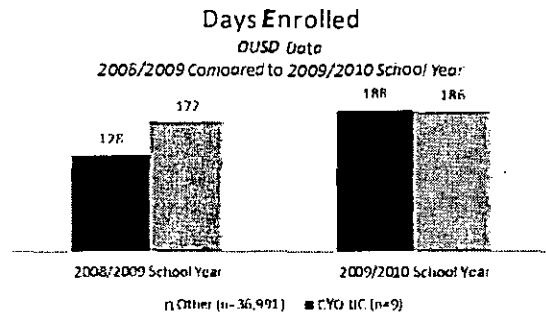
School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension in CYO JJC/OU SD and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OU SD data on program participants enrolled in the district. The sample contained 9 consented clients with a match rate between CYO JJC/OU SD participant data of 43%. Statistical tests were conducted to determine whether observed changes were statistically significant and likely due to participation in Measure Y.<sup>6</sup> Participating in CYO JJC/OU SD was found to have a positive impact on both the number of days clients were enrolled and the number of days clients attended school.

#### Enrollment

The following chart provides a comparison of days enrolled between the 2008-09 school year and the 2009-10 school year for CYO participants and all other OU SD students.

- CYO participants were enrolled in school fewer days in 2008/09 than the average student. This is to be expected as CYO targets higher risk youth.
- The number of days enrolled for CYO participants increased in 2009/10. On average, CYO participants were enrolled in school

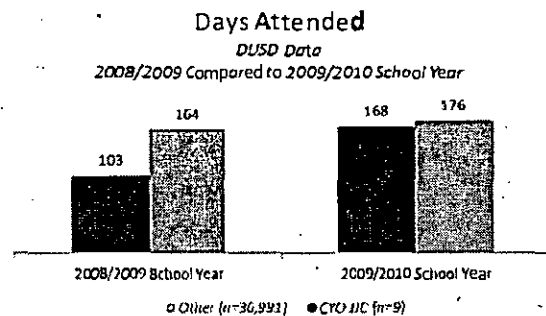
close to the same number of days as other OU SD students after participating in the program.



#### Attendance

The following chart shows a comparison between the number of days CYO JJC/OU SD students and other OU SD students attended school during 2008/09 and 2009/10.

- Similar to enrollment, CYO participants attended fewer days than the average student in 2008/09.
- After participating in the program, the number of days CYO students attended school increased to almost the same level as other OU SD students.



#### Suspensions

The following chart provides a comparison between the number of days suspended for CYO youth and the general OU SD student population during 2009/10.

<sup>6</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

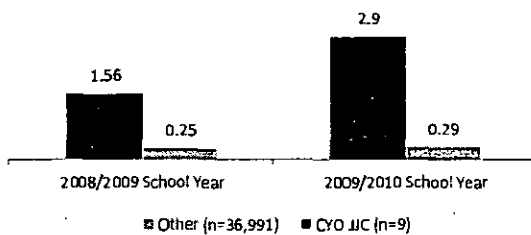
# California Youth Outreach

## JJC/OUSD Wrap Around Services

- On average, the number of days CYO participants were suspended was significantly higher in both 2008/09 and 2009/10. This is to be expected because CYO works with higher risk youth with a history of juvenile justice involvement.
- The number of days CYO youth were suspended increased from 2008/09 to 2009/10. The number of days other OUSD students were suspended also increased, though on average they got in trouble significantly less than CYO participants. This may reflect the fact that youth with a history of behavior issues at school tend to be suspended more frequently than students with few or no infractions on their record.

### Days Suspended

OUSD Data  
2008/2009 Compared to 2009/2010 School Year



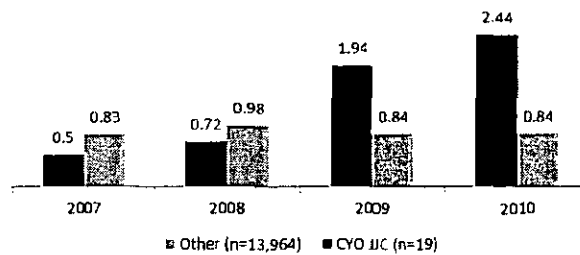
### Criminal Justice Outcomes

Juvenile probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by CYO in the 09/10 FY compared to the general probation population. The sample contained 19 consented CYO clients, representing a match of 90%.<sup>7</sup> The following graph provides a comparison of total violations

between CYO clients and all other probationers. Though CYO clients initially had lower violation rates than average, their violation rates increased dramatically during 2009 and 2010 while the average probationer's violation rate remained relatively stable. This trend was consistent across all violation types including violent, non-violent weapon-related, drug and

### Total Violations

JCPSS Data 2007-2010



felony violations.

Juvenile probation data was used to analyze each client's change in violations after the first date of service. Using their first date of service, the evaluation examined the number of violations for 32 months before contact and 16 months after contact. Results were aggregated and are presented in the following chart.

The criminal justice outcomes analysis demonstrates that CYO has a strong, positive impact on individual participants.

- Among youth served by CYO in FY 09/10, the majority exhibited growing involvement with the justice system prior to their first contact with CYO services. While no CYO clients committed a justice violation more than 32 months before their involvement with CYO, around 13%

<sup>7</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

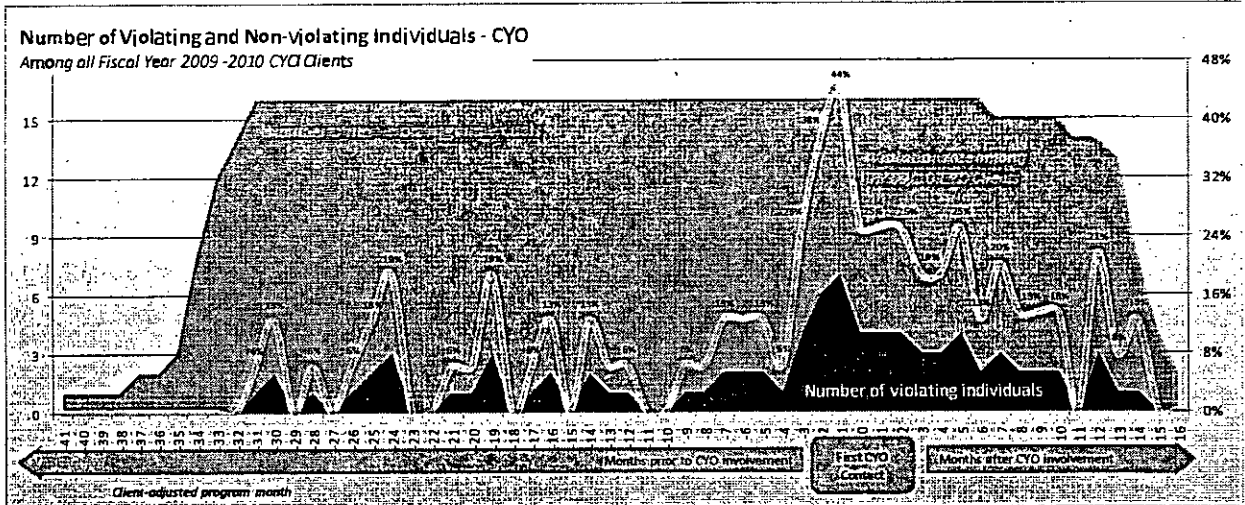


# California Youth Outreach

## JJC/OUSD Wrap Around Services

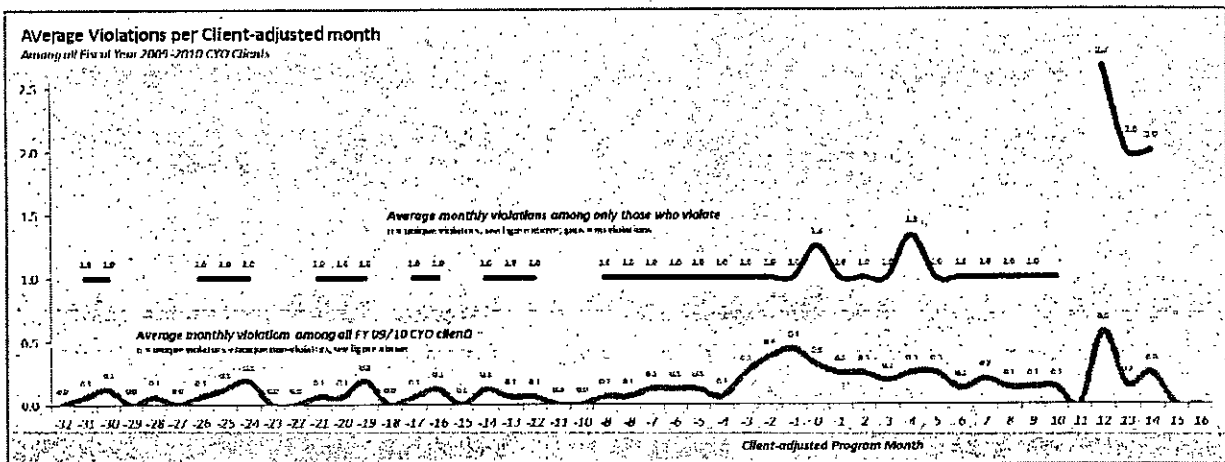
of youth violated 6 months prior to their involvement, and 44% violated in the same month as their first contact with CYO (presumably engendering their referral to services).

- *Following youth engagement with CYO, juvenile justice system involvement declines.* While 38% of CYO clients violated parole / probation in the month prior to their involvement with programming, this number decreased by nearly two-thirds to 13% six months after their first contact. Only one of the 14 individuals for whom more than 14 months of post-involvement data is available committed a violation after that point, bringing the total client violation rate to 0% for client-adjusted program months 15 and 16.



Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the CYO client population overall (orange line).

- Total monthly violations committed by CYO's FY 09/10 clients increase consistently and peak prior to client's initial contact, before gradually reducing thereafter as a result of service engagement.
- Among those that do continue to violate after their first date of service, their rate continues to increase for several months, but then eventually declines.



# Community Initiatives

## Restorative Justice for Oakland Youth (RJOY)

### I. INTRODUCTION

Restorative Justice for Oakland Youth (RJOY) is a project of Community Initiatives (Ci). Through fiscal sponsorship services, Ci enables individuals and groups, working together, to create and invest in projects that benefit the public. Measure Y funding supports RJOY programs at two high schools, Street Academy and Excel High School (on the former McClymonds campus). RJOY's mission is to interrupt cycles of youth violence, incarceration, and wasted lives by promoting a cultural shift away from punitive responses that cause more harm to restorative approaches that heal harm. RJOY fulfills its mission through advocacy, training and education, and by launching demonstration programs with its partners. Over time, the goal is to build a school and community commitment to restorative approaches rather than retributive approaches. Each school site is staffed by one RJOY coordinator who is responsible for facilitating peacemaking, re-entry, community-building, academic, talking, and healing circles, as well as training adults and students in restorative practices.

### II. SERVICES PROVIDED

RJOY's approach is based upon the premise that training youth and adults to implement restorative justice to resolve and prevent conflict can help school communities become safer, more peaceful, more nurturing, and less reliant on punitive discipline. RJOY works to affect change at both an individual and school site level. In their work with students, families and teachers, RJOY facilitates pre-circle conferences and healing circles for individuals or groups experiencing conflict.

The purpose of this work is to resolve conflicts, develop individual and institutional capacity to implement restorative justice, and facilitate greater commitment to restorative justice throughout the school community. In addition, RJOY School Coordinators teach restorative justice classes (including one class offered at Street Academy this year).

One of RJOY's key goals is to become an integral partner in a site-wide effort to improve school climate so that all members of the school community may participate fully and productively. At the school site level, RJOY provides trainings to administrators, teachers, janitors, other school staff, as well as students. In addition, RJOY works closely with school leadership to develop and support a shared commitment to improve school climate. RJOY envisions a three-year timeline to achieve full implementation of the restorative justice whole school approach and to generate significant shifts in school climate. Over time, reductions in suspensions and truancy should be observed not only for youth directly participating in RJOY, but for all youth school-wide.

This evaluation examined RJOY's programming for an 18-month period spanning 07/01/09 through 12/31/10. During this time, RJOY worked at Street Academy and Excel High School. The chart on the following page provides a summary of the key activities provided by the program. The program served 386 individuals during this time period, the majority of whom were students who attended the two high schools (73%). Of those touched by RJOY, 68% were African or African America, 20% were Latino and

# Community Initiatives

## Restorative Justice for Oakland Youth (RJOY)

6% were Asian.<sup>1</sup> During the time period covered in this report, RJOY provided 3,272 hours of service to 370 clients. On average, clients received 9 hours of group service.

RJOY also facilitated 430 peacemaking circles and 82 other community events, such as Restorative Justice Task Force meetings, meetings with community-based partner agencies, and other community training events.

	# of Events	# of Clients	# of Event Hours
Peacemaking Circles	430	356	561
Other Events	82	2416	261

### Client Engagement

The chart below depicts the average months of client engagement based on service data entered into the CitySpan database. Clients were engaged in RJOY services for an average of 2.5 months and received about 9 hours of service each. It is important to note that RJOY works with a large number of students at the school sites through classes, conferencing, and healing circles. They work with a smaller cohort of students more intensively.

Average per Client	RJOY	Youth Comprehensive Services
Months of Client Engagement	2.5	3.5
Service Hours	8.9	59.7

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Service Hours per Client per Month	7	24
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### Deliverables

CitySpan service data was analyzed to determine RJOY's progress in meeting program benchmarks and deliverables. The program met all deliverables for both 2009-10 and 2010-11.

### Efficiency of Service

The table below outlines the average cost per client for RJOY and provides a comparison to average costs for programs in this strategy area.<sup>2</sup>

	Average Cost per Client	Average Cost per Hour
RJOY	\$402	\$220
Youth Comprehensive Services	\$2,168	\$77

## III. IMPACT OF SERVICE

RJOY's work in Oakland schools is based upon on the premise that by developing a shared capacity and school-wide commitment to implementing restorative justice approaches to addressing youthful wrongdoing, schools will become safer, less violent, and more effective in engaging students as productive members of the school community. Because of the unique nature of RJOY's programming, a special evaluation strategy was developed to assess their progress towards implementing

<sup>2</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10 and the first two quarters of 2010-11, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

# Community Initiatives

## Restorative Justice for Oakland Youth (RJOY)

restorative justice approaches at the two school sites where they provided services. An interview was conducted with RJOY staff; in addition the program provided client success stories. The evaluation also analyzed truancy and suspension rates to determine the program's progress towards improving school climate.

**Suspension:** It is important to contextualize this analysis with an understanding of the myriad factors that can influence suspension and truancy rates at a school site. While suspension has not been proven to be an effective means of modifying student behavior, suspending students continues to serve as the primary disciplinary tool utilized in most Oakland schools. Further, suspension rates are an important proxy for measuring changes in student behavior and school climate over time. Factors such as changes in administrative leadership, classroom management approaches by individual teachers, and the adoption of zero tolerance policies can all significantly impact school suspension rates and are usually outside the control or purview of an external agency that provides interventions at the site. On the other hand, a school site may also adopt an alternative to suspension disciplinary approach; in these cases, student behavior may remain unchanged, but the school uses alternatives to suspension to address the behavior. These factors point to significant limitations to analyzing suspension rates as an indicator of program impact and should be considered when interpreting suspension data.

The suspension rate is calculated as follows: the total number of incidences divided by the total enrollment. The suspension rate accounts for fluctuations in student enrollment. California Department of

Education data was used to calculate this rate. The proportion of suspensions due to fighting was provided by Oakland Unified School District. A matched data analysis was also conducted examining changes in suspension rates among RJOY clients compared to individuals at the school who were not enrolled in programming. This analysis was only conducted for clients at Excel High School because Street Academy data were not available.

**Truancy:** RJOY aims to support a positive and non-violent school climate. When students feel safe and develop positive relationships with adults and peers, they are more likely to come to school. Better school engagement is a secondary outcome that should improve alongside school climate improvements. For the purposes of this evaluation, truancy rates were analyzed to determine whether or not student engagement with school improved as a result of RJOY services. Truancy refers to an unexcused absence not verified by the parent or guardian. When a student has three or more unexcused absences, he/she is deemed truant.<sup>3</sup> Truancy rates are calculated as the proportion of students enrolled who have three or more unexcused absences. While they can serve as an important indicator of student engagement, they are also impacted by factors such as administrative/front office procedures at the school site and parent/guardian actions. For example, if a parent does not call the school site when a student is sick, the absence is recorded as

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<sup>3</sup> California Education Code defines truant as: any pupil subject to compulsory full-time education or compulsory continuation education who is absent from school without a valid excuse three full days or tardy or absent more than any 30-minute period during the school day without a valid excuse on three occasions in one school year, or any combination thereof.

# Community Initiatives

## Restorative Justice for Oakland Youth (RJOY)

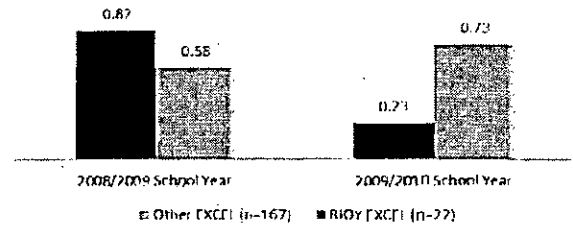
an “unexcused absence.” Truancy rate data were provided by the California Department of Education.

### IV. FINDINGS

1. *Students who were enrolled as clients in RJOY programming at Excel High School experienced statistically significant decreases in suspensions after program participation.*

A matched data analysis was conducted between RJOY clients enrolled at Excel High School and OUSD suspension data to determine whether students experienced a statistically significant improvement in behavior. A pre/post analysis was conducted, examining changes in suspension rates among those that participated in RJOY compared to Excel High School students who did not receive services. Changes were also compared to OUSD high school students in general. The analysis found that RJOY clients experienced statistically significant reductions in suspension in 2009-10 after participating in RJOY when compared to other Excel High School students, as well as OUSD.<sup>4</sup> Suspension rates for RJOY clients fell by almost two-thirds from 2008-2009 to 2009-2010, while the rate increased slightly for the rest of the student body. The chart below provides a comparison of suspension rates between RJOY students and other Excel High School students.

Days Suspended  
OUSD Data Comparing EXCEL HS Students  
2008/2009 Compared to 2009/2010 School Year



These data indicate that RJOY is having a positive impact on behavior outcomes for students enrolled in RJOY.

2. *The focus of RJOY’s work at Excel and Street Academy during the 18-month evaluation period was building relationships with students, teachers, and administrators, providing training and classes on restorative justice, and facilitating conferences and healing circles with students, teachers, and families. RJOY reported successes in peacefully resolving conflict, preventing escalation of conflict, and empowering young people to use restorative justice independently.*

The decrease in suspension rates among RJOY clients at Excel High School points to quantitative evidence of the program’s impact on behavior related outcomes among the individuals touched by the program. RJOY also provided several client stories to highlight the impact of their program on the clients they served.

*Alternatives to Suspension: “Jason” a 16 year-old student, stole a classmate’s cell phone.<sup>5</sup> The program staff explained that*

<sup>4</sup> Statistical tests of significance found these results to be significant at a 95% confidence level.

<sup>5</sup> All names have been changed to preserve client confidentiality.

# Community Initiatives

## Restorative Justice for Oakland Youth (RJOY)

he could opt for a restorative justice Circle instead of punishment. Jason initially worried that the Circle would be too embarrassing. But after staff explained more about the approach, he chose to participate in the Circle. During the Circle, Jason accepted responsibility for his actions and personally returned the stolen phone, which contained photos of the classmate's grandmother. Seeing the classmate's reaction, he noted that he had realized the pain he had caused. "He said it felt good to make it right," reported the Restorative Justice Coordinator at Excel, adding, "When young people are given a chance to repair harm instead of being punished, they begin to understand that the choices they make really matter."

*Facilitating Teacher, Student and Parent Conferences to Resolve Conflict:* "Tommy", a 14 year-old student was cursing out a teacher in the hallway. It started in class when he called his teacher a "b\_\_" after she told him to sit up straight in his seat. The heated exchange moved out into the hallway. The RJOY Coordinator's initial efforts to calm the youth were met with resistance. Tommy even took a swing at him that missed. The principal was ready to call security to escort him off campus. Tommy's anger only got worse when he learned his mother was being contacted. The Coordinator then asked, "Is everything OK? What's wrong?" Finally, Tommy shared that his mom, who had been receiving substance use treatment had recently relapsed. This 14 year old had been going home every night to an empty house without his mother and or any food. The RJOY coordinator tracked down Tommy's mother and facilitated a Circle with her, the student, the teacher and the principal. In the Circle, Tommy told his story, apologized and agreed to make amends by helping the

teacher with chores after class. He was able to get the help he needed. The mother was referred to the campus drug rehabilitation counselor. Now at another school, he is doing well in school. His family life has also improved. Suspending Tommy in these circumstances would not have addressed the family issues that were contributing to Tommy's behavior at school.

*Resolving Conflict between Peers:* "Kisha" and "Patricia" had been fighting with one another for some months. Virtually every time one of the girls saw the other, they would become verbally abusive and fight. The RJOY Coordinator held a Circle. Through the Circle sharing everyone learned that Kisha's father had passed away. Unaware of this, Patricia had been making repeated offensive remarks about Kisha's father. Each time Kisha saw Patricia, it brought back the painful insults, enraging her. In Circle, as soon as Kisha told everyone her father had passed, Patricia made a heartfelt apology. The sense of relief was palpable. What initially began as an accountability Circle, became a grief Circle around the losses the girls had experienced. The Coordinator facilitated a simple ceremony where each participant calls on and invites into the Circle an ancestor or living person whose shoulders they stand on. They began to share about all the people they had lost, which deepened the connection even more. Ever since the Circle, the two girls who persistently fought are not only no longer fighting, they are inseparable. The Coordinator explains, "This is why we have Circles, these intentional conversations. You don't like her – well, why not? What happened between you two? What can we do to make it better?"

# Community Initiatives

## Restorative Justice for Oakland Youth (RJOY)

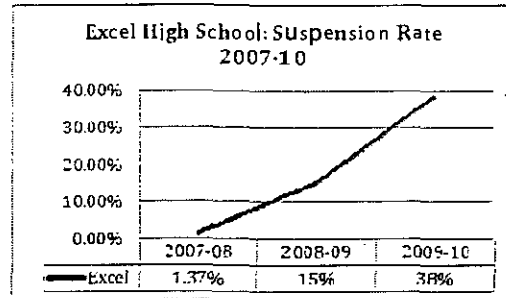
3. The suspension rate increased at Excel High School from 1% in 2007-08 to 38% in 2009-10. No suspension data on Street Academy were available.<sup>6</sup> The proportion of suspensions due to fighting at Excel increased from 10% in 2008-09 to 22% in 2009-10. The proportion of suspensions due to fighting at Excel High School was higher than the OUSD High School average in 2009-10.<sup>7</sup> Because 2009-10 was the first year of program implementation, these trends are likely related to factors outside the purview of RJOY.

Suspension rates as a whole at Excel appear to be moving independently of RJOY interventions. These trends are likely the result of factors outside RJOY's purview. Provided successful implementation of RJOY's school-wide approach, the program anticipates observing a change in school climate indicators by the second or third year of program implementation. 2009-10 was the first year that RJOY worked at both school sites, which means that the program did not expect to see significant changes in school climate until 2010-11 or 2011-12. Further, the program reported that during the 18-month evaluation period, Excel experienced a turnover of the principal, as well as the exodus of a significant number of teachers. These changes impacted overall school climate, as well as RJOY's ability to build school-wide capacity to implement restorative justice.

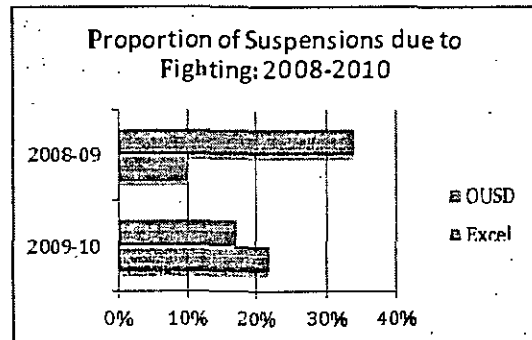
<sup>6</sup> Street Academy suspension data were not available in the California Department of Education or OUSD reports examined for this evaluation.

<sup>7</sup> Source: Oakland Unified School District "Suspensions Comparison: 2008-10 Sorted by School Type." These data present proportion of students suspended for the first semester of the past three years.

The following chart shows the suspension rate at Excel High School from 2007 to 2010. Relative to other Oakland high schools, the suspension rate at Excel was notably lower in 2007-08. The rate more than doubled between 2008-09 and 2009-10.



The proportion of suspensions due to fighting at Excel High School more than doubled from 2008-09 to 2009-10, while it decreased significantly at high schools across the district (depicted in the following chart). RJOY services did not appear to be associated with a school-wide decrease in suspensions due to fighting at Excel High School during the time period examined by this evaluation.



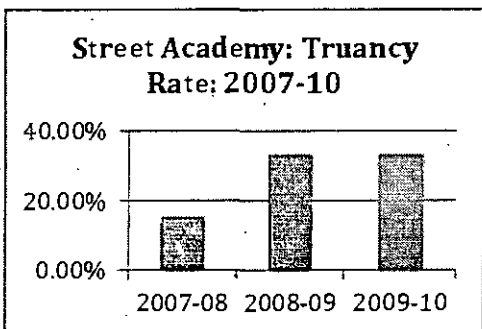
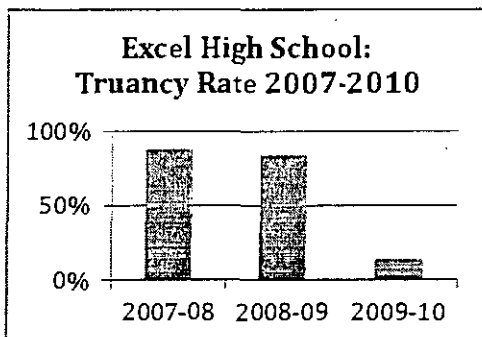
4. Truancy increased at Street Academy since 2007, but has remained steady the past two years. Truancy decreased markedly at Excel High School in 2009-10 to 14%, after a high of 88% in 2007. Consistent with trends in suspension,

# Community Initiatives

## Restorative Justice for Oakland Youth (RJOY)

*these changes are likely due to factors outside the purview of RJOY.*

The following tables depict the trends in truancy rates at Street Academy and Excel High School over the past three years. Excel High School experienced a dramatic decrease from over 80% in 2008-09 to 14% in 2009-10. Street Academy's rate held constant, with about a third of students truant in 2008-09 and 2009-10. As noted above, the trends in attendance are likely related to factors outside the purview of RJOY.



5. *Transitions in school administration and teachers impacted RJOY's ability to build school site capacity to implement restorative justice principles. During the 18-month evaluation period, RJOY was in the first year start-up phase of building support for and capacity to integrate restorative justice approaches. If the program is successful in generating and supporting*

*a school-wide effort to improve school climate, shifts in school climate should be observed in the next year or two.*

RJOY has demonstrated evidence of successfully improving school climate at other school sites, most notably Cole Middle School in 2007-08, where suspension rates decreased by 85%.<sup>8</sup> In this setting, RJOY developed a shared commitment from administrators, teachers, students, and their families to integrate restorative justice as a core strategy in improving school climate. In its study of RJOY's approach at West Oakland, UC Berkeley Law's Henderson Center for Social Justice highlighted this commitment as a key factor in the program's success, stating:

*"School-based restorative justice must be grounded in the norms, values, and culture of the students, school, and surrounding community"*<sup>9</sup>

Program staff cited administrative and RJOY staff turnover as factors which limited the program's success in generating a shared commitment among all stakeholders to restorative justice approaches. In addition, the process of shifting a school disciplinary approach is one that requires time and effort to take root. An area for future study is an exploration of the extent to which RJOY has replicated the essential elements of its previously successful efforts at the school sites funded through Measure Y. RJOY's work with individual students shows promise in decreasing the frequency of behaviors likely to lead to suspensions. Over the next year or two, overall decreases in truancy and suspensions, and in the

<sup>8</sup> "School Based Restorative Justice as an Alternative to Zero Tolerance Policies: Lessons from West Oakland." University of California, Berkeley Boalt School of Law, 2010.

<sup>9</sup> Ibid



# Community Initiatives

## Restorative Justice for Oakland Youth (RJOY)

proportion of suspensions due to violence or fighting should be observed across school sites.

# East Bay Agency for Children

## JJC/OUUSD Wrap Around Services

### I. INTRODUCTION

The East Bay Agency for Children (EBAC) is dedicated to assuring the health and educational well-being of children and families through specialized therapeutic, educational and peer support interventions for 30 at-risk youth between the ages of 14-18 per year. As part of the Juvenile Justice Center and Oakland Unified School District Wrap Around Strategy, EBAC provides case management services to youth leaving the Juvenile Justice Center. Services include: case management, intensive outreach and mental health.

### II. SERVICES PROVIDED

EBAC works to connect youth referred through the Juvenile Justice Center with the appropriate community services and support systems needed to promote successful re-entry into the community. EBAC staff primarily provide case management, mental health, and intensive outreach services. Case management for all EBAC clients is conducted by a single clinician. During the 18-month reporting period, EBAC JJC/OUUSD served 67 individuals. The majority of whom were male (81%), between the ages of 14 and 18 (89%), and identified as African American (97%).<sup>1</sup> Clients received an average of 30 hours of individual service. Intensive outreach was added as a deliverable in the third quarter of the 2009/10 FY. The number of total intensive outreach hours and the number of clients receiving that service type are likely higher than reported here.

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Case Management	60	1356	23
Intensive Outreach	32	65	2
Mental Health Services	28	393	14

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. EBAC clients received services for an average of 5 months. Compared to other programs in the Youth Comprehensive Services strategy and all Juvenile Justice Center/OUUSD Wrap Around Services programs, EBAC provided fewer service hours per client and per client per month.

Average per Client	EBAC JJC/OUUSD	All JJC/OUUSD <sup>3</sup>	YCS
Months of Client Engagement	5	4.8	3.5
Service Hours	29.7	45.5	59.7
Service Hours per Client per Month	5.6	15.7	24

The following graph depicts the average number of hours per client by month. Though in general EBAC provided less service hours per client, the number of hours clients received services remained relatively steady throughout the 18-month period. As July 2009 marks the beginning of the JJC/OUUSD Wrap Around strategy, the low number of service hours is expected.

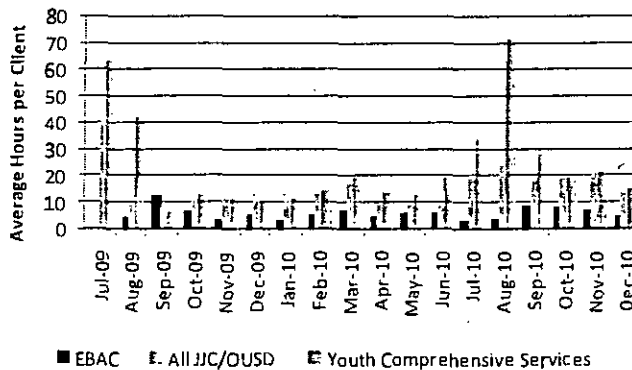
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>3</sup> Because JJC/OUUSD programs follow a unique service model, a service and cost comparison across all JJC/OUUSD programs has been included in addition to the strategy-level comparison where available.

# East Bay Agency for Children

## JJC/OUSD Wrap Around Services

Average Service Hours per Client by Month



number of clients served, while utilizing a single case manager. Costs differences may also reflect the programs ability to successfully leverage funding.

	Average Cost per Client <sup>4</sup>	Average Cost per Hour
EBAC	\$1,635	\$71
All JJC/OUSD	\$2,568	\$80
Youth Comprehensive Services	\$2,168	\$77

The following table provides reasons for client exit. Twenty-one EBAC clients were exited from the program. Almost 50% of clients were exited because of program inactivity.

Exit Criteria	EBAC (n=21)	YCS (n=189)
Reason for Exit		
Successful completion of program	10%	25%
Program inactivity	48%	32%
Other	43%	22%

### Deliverables

EBAC met or exceeded all deliverables related to case management, mental health services, and referrals to Measure Y employment.

### Efficiency of Service

The following table outlines the average cost per client for EBAC JJC/OUSD and provides a comparison to average costs for programs in this strategy area. Relative to other programs in the Youth Comprehensive Services Strategy and other JJC/OUSD programs, EBAC's cost per client and cost per hour was lower than average. The lower cost is likely due to the program regularly surpassing goals related to the

## III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes, matched data comparing client service records to OUSD and juvenile justice data, and pre/post survey results. Pre/post test surveys were analyzed for 23 EBAC JJC/OUSD clients, 18% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Client milestones were only completed for three of EBAC's participants.<sup>5</sup> Results are reported by outcome area.

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# East Bay Agency for Children

## JJC/OUSD Wrap Around Services

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. While EBAC's primary goal is to support clients as they work towards educational goals, staff also provide referrals to employment when appropriate. Sixteen clients received referrals to employment during the reporting period.

### Pre/Post Employment Outcomes

Employment related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in job readiness and employment before and after program participation.

The following chart shows the employment outcomes achieved by EBAC JJC/OUSD in comparison to all Youth Comprehensive Service programs. EBAC clients reported that they would need less help preparing a competitive resume and conducting a job search after participating in the program. However, after participating in the program, EBAC clients reported a decrease in their awareness of the requirements needed to complete school or obtain their GED and a decrease in practicing questions for job applications and interviews.

EMPLOYMENT						
Outcome Area	EBAC: JJC/OUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
I am aware of the requirements needed to complete school or obtain my GED.	3:83	3:567	-7%↓	3:97	4:13	4%↑
I would need a lot of help to prepare a competitive resume.	3:71	3:39	9%↑	3:82	3:53	8%↑
I would need a lot of help to conduct a job search.	4:24	3:61	15%↑	3:74	3:57	5%↑
I have practiced questions on an application or in a job interview.	3:35	3:23	-10%↓	3:38	3:56	5%↑

### School/Education Related Outcomes

School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension for EBAC JJC/OUSD and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OUSD data on program participants enrolled in the district. The sample contained 15 consented clients with a match rate between EBAC JJC/OUSD participant data of 33%. Statistical tests were conducted to determine whether observed changes were statistically significant and likely due to participation in Measure Y.<sup>6</sup> Participating in EBAC JJC/OUSD was found to have a statistically significant impact on both the number of days clients were enrolled and the number of days they were suspended.

<sup>6</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

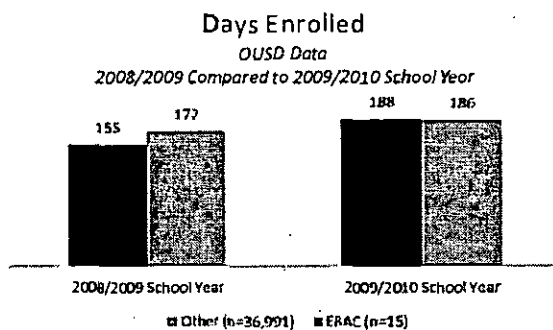
# East Bay Agency for Children

## JJC/OUSD Wrap Around Services

### Enrollment

The following chart provides a comparison of days enrolled between the 2008-09 school year and the 2009-10 school year for EBAC participants and all other OUSD students.

- EBAC participants were enrolled in school slightly fewer days in 2008/09 than the average student. This is to be expected as EBAC targets higher risk youth.
- The number of days enrolled for EBAC participants increased significantly in 2009/10. On average, EBAC participants were enrolled in school the same number of days as other OUSD students after participating in the program.



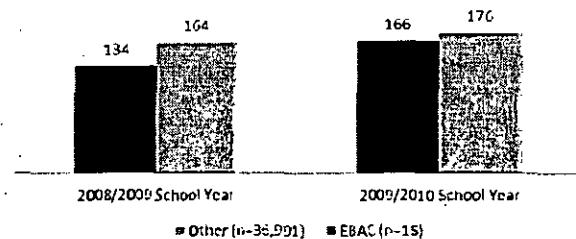
### Attendance

The following chart shows a comparison between the number of days EBAC JJC/OUSD students and other OUSD students attended school during 2008/09 and 2009/10.

- Similar to enrollment, EBAC participants attended fewer days than the average student in 2008/09.
- After participating in the program, the number of days EBAC students attended school increased to close to the same level as other OUSD students.

### Days Attended

OUSD Data  
2008/2009 Compared to 2009/2010 School Year



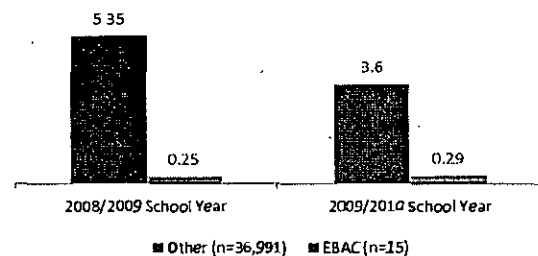
### Suspensions

The following chart provides a comparison between the number of days suspended for EBAC youth and the general OUSD student population during 2009/10.

- On average, the number of days EBAC participants were suspended was significantly higher in both 2008/09 and 2009/10. This is to be expected because EBAC works with higher risk youth with a history of juvenile justice involvement.
- In 2009/10, the number of days EBAC youth were suspended significantly decreased. The number of days other OUSD students were suspended slightly increased, though on average they got in trouble significantly less than EBAC participants. This may reflect the fact that youth with a history of behavior issues at school tend to be suspended more frequently than students with few or no infractions on their record.

### Days Suspended

OUSD Data  
2008/2009 Compared to 2009/2010 School Year



# East Bay Agency for Children

## JJC/OUSD Wrap Around Services

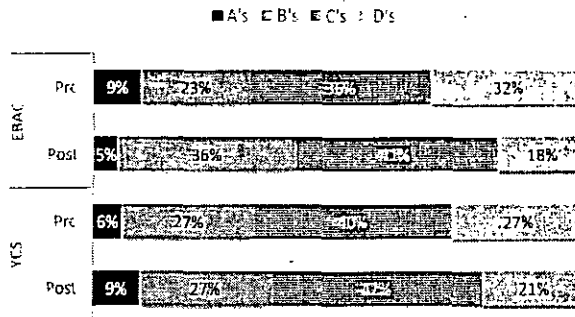
### Pre/Post School/Education Related Outcomes

Pre/post tests included items on educational indicators related to educational attainment, attitudes towards school, attendance and behavior.

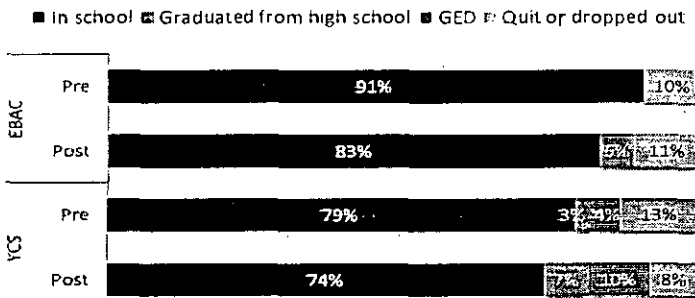
The chart below illustrates the educational attainment of EBAC participants compared to all participants in the Youth Comprehensive Services strategy.

As and Bs was consistent with other Youth Comprehensive Services programs pre and post participation.

My Grades Are Mostly...



Status in School

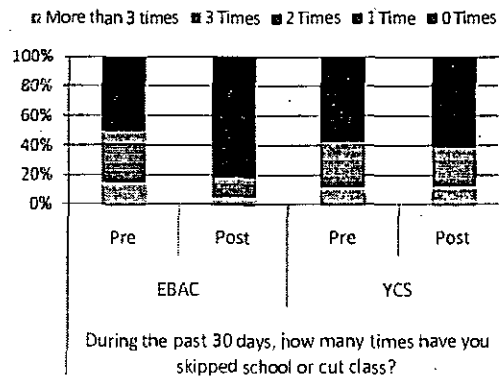


Ninety-one percent of EBAC clients were enrolled in school before participating in the program, a higher average than other Youth Comprehensive Service programs. Moreover, after participating in the program 83% remained enrolled in school and another 6% graduated from high school.

The following chart depicts the grades that students enrolled in school reported before and after receiving services. The proportion of EBAC students earning D's was slightly higher than all other Youth Comprehensive Service participants prior to receiving program services but decreased to slightly below average for the strategy area after participating in the program. The number of EBAC participants who received mostly

Survey respondents were also asked about the number of times they skipped or cut class during the past two months. Compared to other youth in the strategy, EBAC clients reported about the same amount of truant behavior as other strategy participants at enrollment. However, EBAC clients had a lower rate for skipping or cutting class after completing the program.

Truancy and Disruptive Behavior at School



During the past 30 days, how many times have you skipped school or cut class?

# East Bay Agency for Children

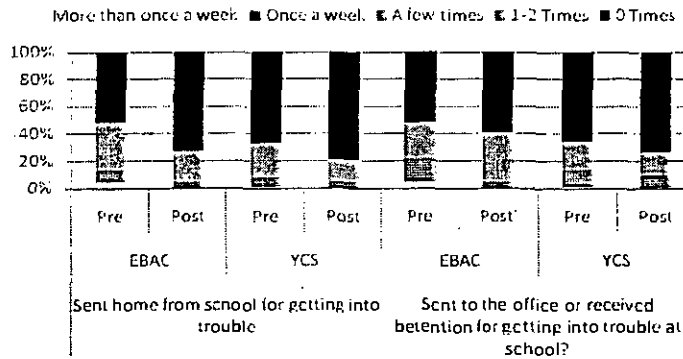
## JJC/OUSS Wrap Around Services

Youth were also asked to share the number of times they were truant or disruptive at school. On average, EBAC participants reported a higher number of times of getting into trouble at school.

Mean scores on school/education related survey items are presented in the table below.

Compared to other programs in the strategy area, clients in EBAC reported an increase in making plans to go to college or continue their education. However, EBAC clients reported a decline in their attitude towards school after program participation, while the average Youth Comprehensive client reported an improvement in their level of agreement.

**Truancy and Disruptive Behavior at School**  
During the past two months, how many times have you been...?



### Criminal Justice Outcomes

Juvenile Probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by EBAC in the 09/10 FY compared to the general probation population. The sample contained 43 consented EBAC clients,

representing a match of 96%.<sup>7</sup> The following graph provides a comparison of total violations between EBAC participants and the general juvenile probationer population. EBAC clients had higher rates of violation in 2009 and 2010. This was consistent across all violation types including violent, non-violent weapon-related, drug and felony violations.

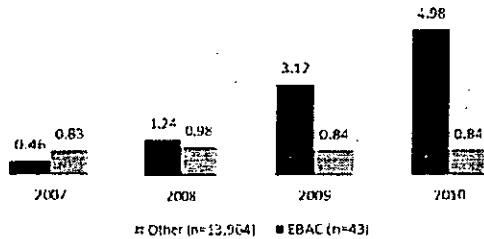
SCHOOL/EDUCATIONAL OUTCOMES						
Outcome Area	EBAC/JJC/OUSS			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Educational Attainment</b>						
I am aware of the requirements needed to complete school or obtain my GED.	383	357	-7%	397	413	4%
All plan to graduate from high school or get my GED.	426	413	-3%	419	446	6%
All plan to go to college or continue my education.	378	437	10%	396	419	6%
<b>Attitude Toward School</b>						
I think education is important.	426	418	-2%	418	432	3%
In general I like school.	365	357	-2%	338	367	9%
Getting good grades is important to me.	443	409	-7%	394	408	4%
During the past month I always completed my homework.	343	219	-36%	332	344	4%

<sup>7</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

# East Bay Agency for Children

## JJC/OUSD Wrap Around Services

Total Violations  
JCPSS Data 2007-2010



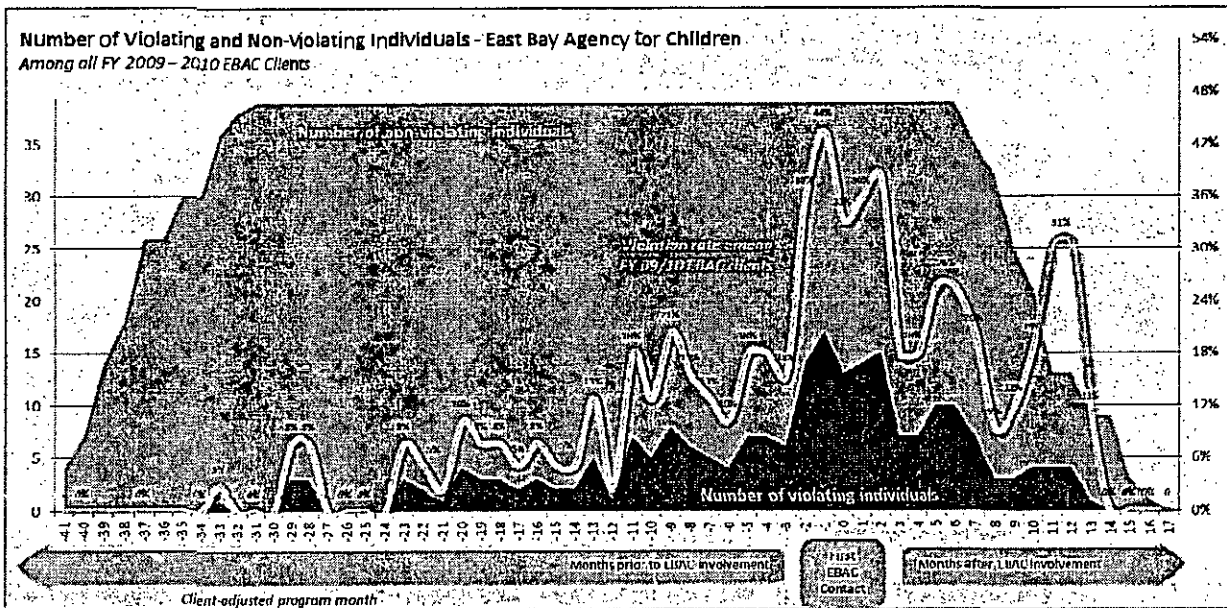
Juvenile probation data were analyzed to examine each client's change in violations after their first date of service. Using their first date of service, the evaluation examined the number of violations for 41 months before contact and 17 months after contact. Results were aggregated and are presented in the chart below.

The criminal justice outcomes analysis demonstrates that EBAC has a strong, positive impact on individual participants.

- Among youth served by EBAC in FY 09/10, the majority exhibited growing involvement with the justice system prior to their first contact with EBAC services. While no EBAC clients had committed a

justice violation 34 months prior to their first service contact with EBAC, around 10% of youth violated in the period 6 months prior to their involvement, 44% of clients violated one month prior to their involvement and 33% of youth violated in the same month as their first contact with EBAC (presumably engendering their referral to services).

- Following youth engagement with EBAC, juvenile justice system involvement declines. While 44% of EBAC clients violated in the month prior to their involvement with EBAC, this number decreased by more than half to 18% three months after their first service contact. Despite a resurgence in violations following this initial decline (see months 8-12), by month 14, 0% of FY 09/10 EBAC clients were violating parole / probation.



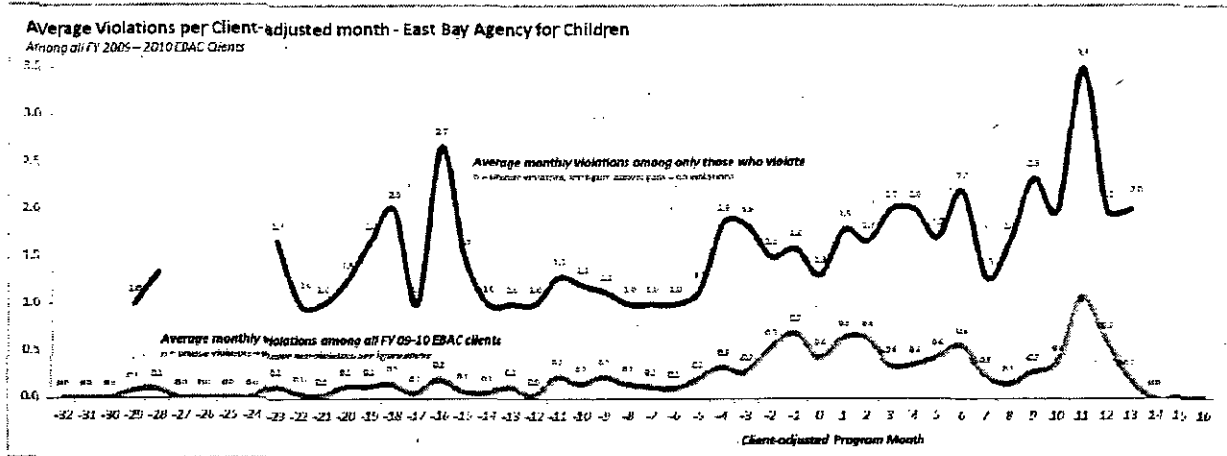


# East Bay Agency for Children

## JJC/OUUSD Wrap Around Services

Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the EBAC client population overall (orange line).

- As illustrated above, the proportion of clients violating decreases after their first date of service in EBAC.
- Among those that do continue to violate after their first date of service, their rate continues to increase for several months, but then eventually declines, as evidenced by the 0% violation rate among EBAC clients months 14-16.



### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

The following table shows a comparison of criminal justice-related

outcomes between EBAC and all Youth Comprehensive Services participants. After receiving services, EBAC participants reported no change in their confidence in

their ability to complete the terms of their parole or probation, and felt that they were slightly less able to stay away from situations that might compromise the terms of their probation or parole.

The graph on the following page summarizes EBAC clients' criminal justice involvement before and after program participation. Consistent with other participants in the Youth Comprehensive

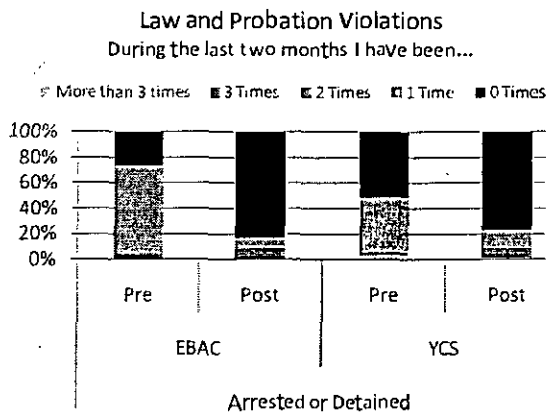
INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	EBAC: JJC/OUUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Compliance with terms of Probation or Parole</b>						
I am confident in my ability to complete the terms of my parole/probation:	4	4	0%↓	4.17	4.11	-1%↓
I try to stay away from situations that will compromise the terms of my parole/probation:	4.24	4	-6%↓	4.17	4.12	-1%↓

# East Bay Agency for Children

## JJC/OUSD Wrap Around Services

Services strategy, at least 60% of EBAC clients reported being arrested within the past two months on the pre test. As all EBAC clients are referred through the Juvenile Justice Center, this may indicate that youth are reticent to share information about their criminal justice history. The results may also reflect the timeline of when the survey was administered. However, EBAC clients reported fewer arrests than average after participating in the program.

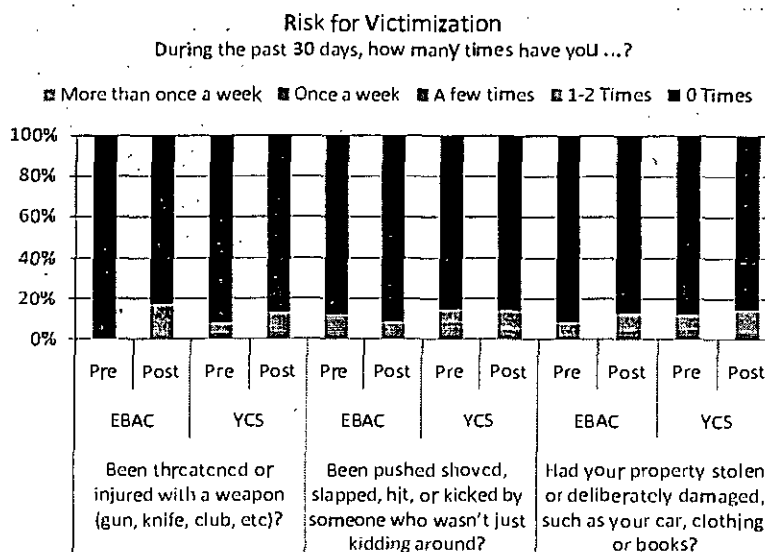
factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming.



The following chart depicts client victimization before and after program participation. Compared to other Youth Comprehensive Service clients, EBAC clients reported fewer incidents of being threatened with a weapon, physically assaulted, or having their property stolen at enrollment than average. However, the proportion of clients that reported being threatened with a weapon increased by nearly 15% after receiving services. Similarly, 5% more clients indicated that their property had been stolen within the past month post program participation.

### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre/post tests included items designed to measure changes in protective

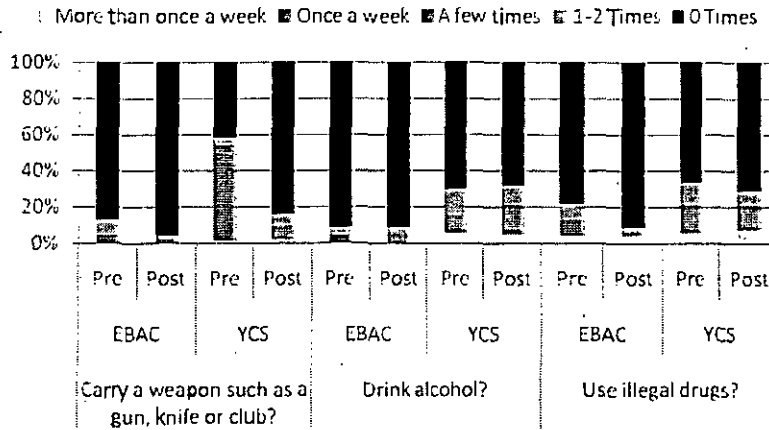


# East Bay Agency for Children

## JJC/OUUSD Wrap Around Services

Items on the pre/post test surveys measured client's risk taking activities during the 30 days before and after program participation. Clients were asked to self-report whether they had engaged in activities such as carrying a weapon, drinking alcohol, and using illegal drugs. Compared to other Youth Comprehensive strategy participants, the majority of EBAC participants reported that they did not engage in these activities after completing the program.

**Risk Taking Activities**  
In the past 30 days, either I or someone I hang out with...



The following table shows the changes in resiliency reported by clients after participation in EBAC JJC/OUUSD. The program strengthened clients' ability to manage their anger and stress, and increased clients' resiliency and their awareness of community resources.

RESILIENCY AND PROTECTIVE FACTOR OUTCOMES						
Outcome Area	EBAC: JJC/OUUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Anger Management Skills</b>						
A lot of times I don't really think about the consequences before I react to a situation.	3:78	3:17	-16%↓	3:38	3:04	-10%↓
When I am upset, it is very difficult for me to relax and calm myself down.	3:05	3:17	4%↑	3:36	3:18	-5%↓
<b>Conflict Resolution Skills</b>						
I'll know how to get myself out of dangerous situations without violence.	3:4	3:74	-6%↓	3:69	3:87	+5%↑
In the past 30 days I have used conflict resolution skills.	2:33	2:7	-16%↓	3:07	3:2	4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble.	2:91	2:57	-12%↓	2:82	2:83	0%±
Most of the people I hang out with aren't very responsible about school or their jobs.	3:39	3:45	+2%↑	3:06	3:07	0%±

# East Bay Agency for Children

## JJC/USD Wrap Around Services

The people I hang out with help me when I'm having a hard time.	3:22	3:57	11%↑	3:43	3:61	5%↑
<b>Relationship with Caregivers and Supportive Adults</b>						
I receive help or support from at least one adult.	4:39	4:26	-3%↓	4:08	4:34	6%↑
There is an adult in my life who believes I will be a success.	4:3	4:3	0%→	4:14	4:35	5%↑
In my home there is a parent/guardian or other adult figure who expects me to follow the rules.	4:3	4:3	0%→	4:16	4:28	3%↑
<b>Homelessness</b>						
I have a stable living situation.	3:96	3:7	-7%↓	3:64	3:73	7%↑
I don't always feel safe living in my own home.	3:91	2:7	-31%↑	2:71	2:41	11%↑
<b>Resilience</b>						
I don't always feel optimistic about my future.	3:96	3:26	-18%↑	3:29	3:09	6%↑
I'm not always able to stay calm when life gets stressful.	3:3	3:13	-5%↑	3:42	3:21	6%↑
I am able to walk away when friends or associates are pushing me towards trouble.	3:91	4:04	3%↑	3:65	3:81	4%↑
<b>Awareness of Community Resources</b>						
<b>I know about the services that are offered in my neighborhood and in Oakland:</b>						
Health	3:39	3:57	5%↑	3:57	3:95	11%↑
Employment	3:27	3:17	-3%↓	3:43	3:83	12%↑
Financial	3:16	3:2	1%↑	3:08	3:65	19%↑
Legal	3:45	3:61	5%↑	3:22	3:8	18%↑
Costs prevent me from accessing these services even when I need them.	3:05	3:09	1%↓	2:94	3:01	2%↓

# East Bay Asian Youth Center

## JJC/OUUSD Wrap Around Services

### I. INTRODUCTION

The East Bay Asian Youth Center (EBAYC) is dedicated to inspiring young people to be life-long builders of a just and compassionate multi-cultural society. EBAYC serves youth in the greater San Antonio district and has served as an integral partner in developing after-school learning centers that deliver long-term and culturally appropriate support to neighborhood youth. Additionally, EBAYC provides case management services to youth in Central and East Oakland, including assessments, individual development plans, and meetings with parents/guardians to support school re-engagement and success. Through Measure Y funding, EBAYC provides community referrals, academic support, and intensive case management to young people who are leaving the Juvenile Justice Center.

### II. SERVICES PROVIDED

EBAYC works to connect youth referred through the Juvenile Justice Center with the appropriate community services and support systems needed to promote successful re-entry into the community. EBAYC staff primarily provide case management, intensive outreach, peer support and counseling, and anger management services. During the 18-month reporting period, the program served 178 people, of which 75% were male, 86% were between the ages of 14 and 18, 39% were African or African American, 36% were Latino, and 24% were Asian.<sup>1</sup>

<sup>1</sup> Demographic information was obtained from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	178	540	3.03
Case Management	144	5400	37.5
Intensive Outreach	95	451	4.75
Group	17	127	7.47

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. EBAYC clients received services for an average of 6 months. Compared to other JJC/OUUSD programs, EBAYC provided more service hours per month and clients were engaged in the program for a longer period of time.

Average per Client	EBAYC JJC/OUUSD	All JJC/OUUSD <sup>3</sup>	YCS
Months of Client Engagement	5.16	4.18	3.5
Service Hours	1607	455	597
Services Hours per Month per Client	227	157	124

The following graph depicts the average number of hours per client by month. Although EBAYC provided slightly more service hours per client, the number of hours clients received peaked and dropped at various times throughout the 18-month period.

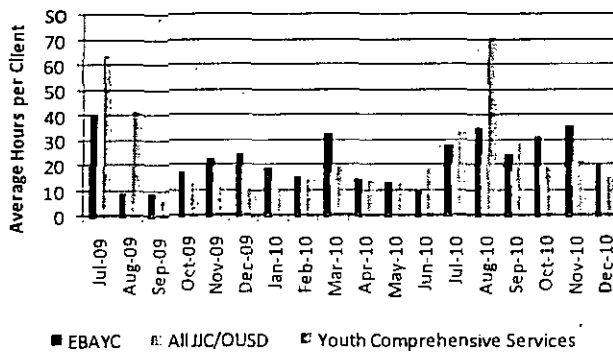
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>3</sup> Because JJC/OUUSD programs follow a unique service model, a service and cost comparison across all JJC/OUUSD programs has been included in addition to the strategy-level comparison where available.

# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

Average Service Hours per Client by Month



programs in the Youth Comprehensive Services Strategy, EBAYC's cost per client and cost per hour were higher than average. The higher cost per client may be due to the broad array of group support services offered by the program, and the comparatively longer period of client engagement.

	Average Cost per Client <sup>4</sup>	Average Cost per Hour
EBAYC	\$2,558	\$80
All JJC/OUSD	\$2,568	\$80
YCS	\$2,168	\$77

The following table provides reasons for client exit. Sixty EBAYC clients were exited from the program. EBAYC Clients had higher rates of program completion compared to other programs in the Youth Comprehensive Services strategy area.

Exit Criteria	EBAYC (n=60)	YCS (n=189)
Reason for Exit		
Successful completion of program	29%	25%
Program Inactivity	14%	32%
Program Expulsion	0%	2%
Other	19%	22%

### Deliverables

EBAYC met or exceeded all deliverables for both 2009-10 and 2010-11 despite several challenges related to the number of client referrals received and changes in key program leadership.

### Efficiency of Service

The following table outlines the average cost per client for EBAYC JJC/OUSD and provides a comparison to average costs for programs in this strategy area. EBAYC's costs were average for other Juvenile Justice Center/OUSD Wrap Around Service programs. However, relative to other

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and client milestones<sup>5</sup>, matched data analysis comparing client service records to OUSD and juvenile justice data, and pre/post survey results. Results are reported by outcome area. Pre/post test surveys were analyzed for 33 EBAYC clients, 26% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

change. Results are reported by outcome area.

### CitySpan Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Sixty clients had information on milestones recorded in CitySpan.

Milestones While in Program*	EBAYC (n=60)	YCS (n=189)
Completed terms of probation/parole	23%	19%
No re-arrests	28%	25%
Got a job	16%	17%
Accessed external/internal supportive services	12%	12%
Re-enrolled in school/GED program	23%	20%
Advanced to the next grade level	15%	13%
Stable housing placement	18%	11%

\*Only milestones with at least a 10% achievement rate are included in the table

Compared to participants in other Youth Comprehensive Services programs, EBAYC clients were more likely to avoid re-arrest, access stable housing, complete the terms of probation/parole, get re-enrolled in school or a GED program, and advance to the next grade level. As milestones are generally entered only when a client exits the program, the actual number of clients to achieve benchmarks may be higher than indicated here.

Reported challenges experienced by program participants included: violating the terms of their probation (13%), experiencing a violent or traumatic event (10%), being rearrested (7%), and experiencing other life challenges such as a family death or serious illness (7%).

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted

to determine employment related outcomes for clients served through the program. While EBAYC's primary goal is to support clients as they work towards educational goals, staff also provide referrals to employment when appropriate. Fifty-three clients received referrals to employment placement services through other Measure Y funded programs during the reporting period.

### Pre/Post Employment Outcomes

Employment related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in job readiness and employment before and after program participation. The table on the following page provides a comparison between the average responses for EBAYC clients before and after receiving service to the average response for all Youth Comprehensive Services clients. EBAYC clients reported a greater increase in their awareness of the requirements needed to complete their education or obtain a GED, and more practice answering questions that might be on a job application or interview than average for the strategy area after participating in the program. However, EBAYC clients also reported that they would need more help preparing a competitive resume and conducting a job search after receiving service.

# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

EMPLOYMENT						
Outcome Area	EBAYC JJC/OUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
I would need a lot of help to prepare a competitive resume	3:97	4:17	-5%↓	3:82	3:53	8%↑
I would need a lot of help to conduct a job search	3:94	4:19	-6%↓	3:74	3:57	5%↑
I have practiced questions on an application or in a job interview	3:03	4:03	33%↑	3:38	3:56	5%↑

### Enrollment

The following chart provides a comparison of days enrolled between the 2008-09 school year and the 2009-10 school year for EBAYC participants and all other OUSD students.

- EBAYC participants were enrolled in

school fewer days in 2008/09 than the average student. This is to be expected as EBAYC targets higher risk youth.

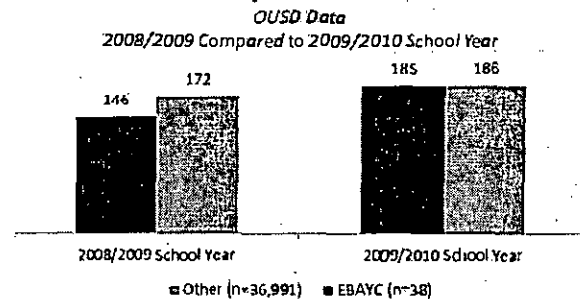
- The number of days enrolled for EBAYC participants increased significantly in 2009/10. On average, EBAYC participants were enrolled in school the same number of days as other OUSD students after participating in the program.

### School/Education Related Outcomes

School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension in EBAYC JJC/OUSD and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OUSD data on program participants enrolled in the district. The sample contained 38 consented clients with a match rate between EBAYC JJC/OUSD participant data of 36%. Statistical tests were conducted to determine whether observed changes were statistically significant and likely due to participation in Measure Y.<sup>6</sup> Participating in EBAYC JJC/OUSD was found to have a statistically significant impact on the number of days clients were enrolled.

<sup>6</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

### Days Enrolled



### Attendance

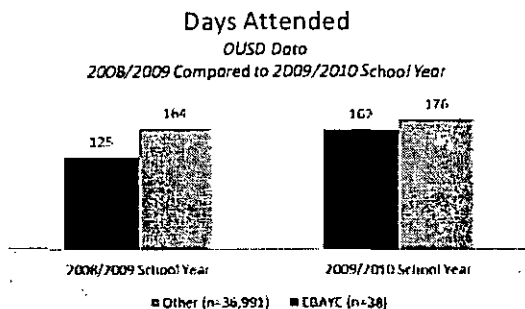
The following chart shows a comparison between the number of days EBAYC JJC/OUSD students and other OUSD students attended school during 2008/09 and 2009/10.



# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

- EBAYC participants attended fewer days than the average student in 2008/09.
- After participating in the program, the number of days EBAYC students attended school increased to close to the same level as other OUSD students.

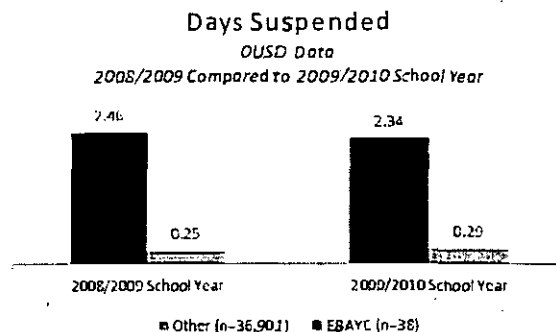


### Suspensions

The following chart provides a comparison between the number of days suspended for EBAYC youth and the general OUSD student population during 2009/10.

- On average, the number of days EBAYC participants were suspended was significantly higher in both 2008/09 and 2009/10. This is to be expected because EBAYC works with higher risk youth with a history of juvenile justice involvement.
- In 2009/10, the number of days EBAYC youth were suspended slightly decreased. The number of days other OUSD students were suspended slightly increased, though on average they got in trouble significantly less than EBAYC participants. This may reflect the fact that youth with a history of

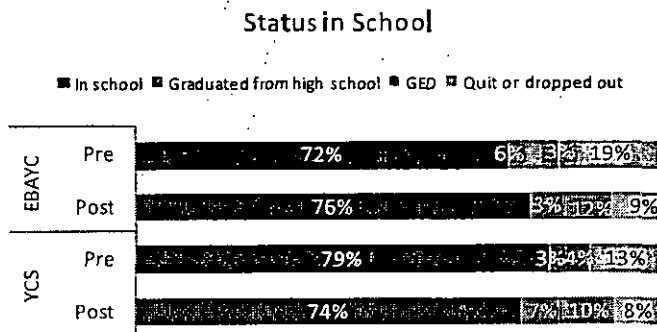
behavior issues at school tend to be suspended more frequently than students with few or no infractions on their record.



### Pre/Post School/Education Related Outcomes

Pre/post tests included items on educational indicators related to educational attainment, attitudes towards school, attendance and behavior.

The following chart illustrates the educational attainment of EBAYC participants compared to all participants in the Youth Comprehensive Services strategy. The proportion of EBAYC clients who had quit or dropped out of school declined.



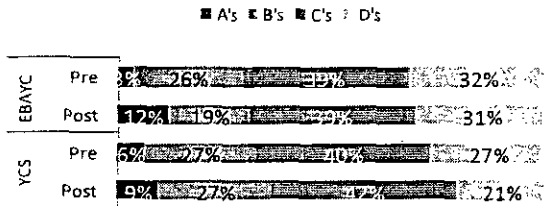
# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

The following chart depicts the grades that students enrolled in school reported before and after receiving services.

proportion of EBAYC participants who had skipped school more than one time increased after program participation, and was higher compared to the strategy area.

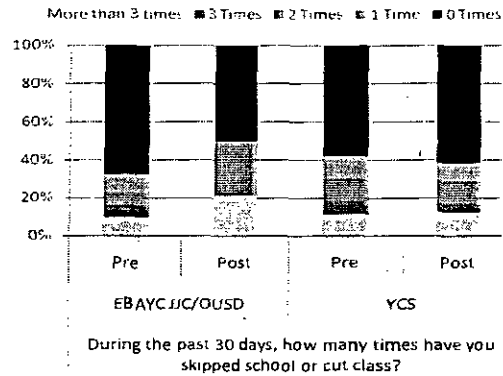
My Grades Are Mostly...



Clients reported a decrease in receiving Cs and Ds and an increase in receiving As and Bs.

Youth were also asked to share the number of times they were truant or disruptive at school. EBAYC participants reported a decrease in both the number of times they were disciplined at school for getting in trouble and the number of times they were sent home.

Truancy and Disruptive Behavior at School



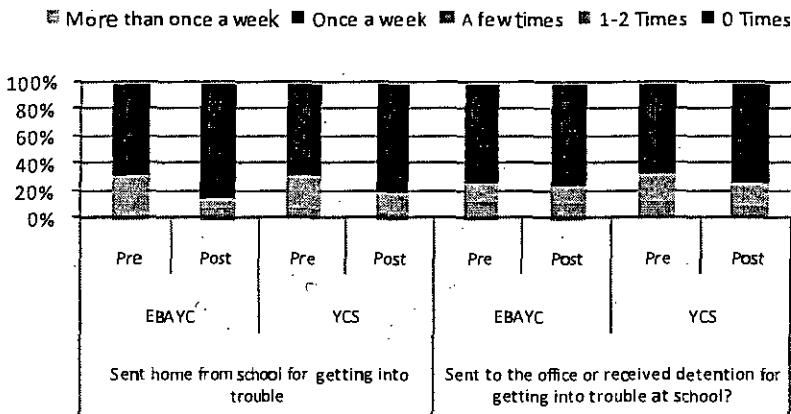
Mean scores on school/education related survey items are presented in the table below. EBAYC participants reported greater changes in pursuing educational goals, awareness of GED/school requirements, and attitude towards education and

homework compared to the strategy area.

Compared to other Youth Comprehensive Service clients, EBAYC clients reported slightly larger increases in their level of agreement on survey items related to educational attainment and attitude towards school than average after program participation. Coupled with the results from the OUSD analysis, this indicates that EBAYC is

Truancy and Disruptive Behavior at School

During the past two months, how many times have you been...?



Survey respondents were also asked about the number of times they skipped or cut class during the past two months. The

successfully re-engaging clients in school.

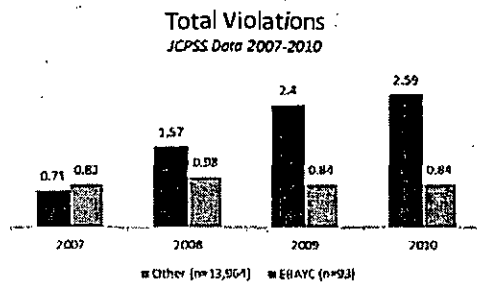
# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

SCHOOL/EDUCATION RELATED OUTCOMES						
Outcome Area	EBAYC: JJC/OUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
I am aware of the requirements needed to complete school or obtain my GED.	4:09	4:48	10%↑	3:97	4:13	4%↑
I plan to graduate from high school or get my GED.	4:43	4:68	9%↑	4:19	4:46	6%↑
I plan to go to college or continue my education.	3:81	3:92	3%↑	3:96	4:19	6%↑
I think education is important.	4:43	4:56	6%↑	4:18	4:32	3%↑
In general I like school.	3:52	3:75	7%↑	3:38	3:67	9%↑
Getting good grades is important to me.	4:47	4:09	10%↓	3:94	4:08	4%↑
During the past month I always completed my homework.	3:57	3:52	1%↑	3:32	3:44	4%↑

### Criminal Justice Outcomes

Juvenile probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by EBAYC in the 09/10 FY compared to the general probation population. The sample contained 93 consented EBAYC clients, representing a match of 83%.<sup>7</sup> The following graph provides a comparison of total violations between EBAYC and the general juvenile probationer population. EBAYC clients had higher rates of violation. This was consistent across all violation types including violent, non-violent weapon-related, drug and felony violations.



<sup>7</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

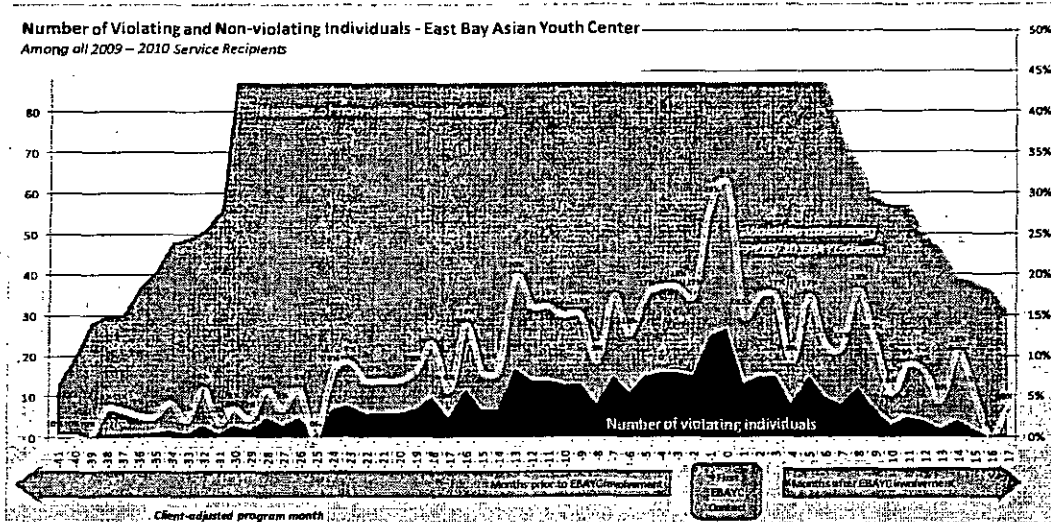
Juvenile probation data were analyzed to examine each client's change in violations after their first date of service. Using their first date of service, the evaluation examined the number of violations for 41 months before contact and 17 months after contact. Results were aggregated and are presented in the chart on the following page. The criminal justice outcomes analysis demonstrates that EBAYC has a strong, positive impact on individual participants.

- Among youth served by EBAYC, the majority exhibited growing involvement with the justice system prior to their first contact with EBAYC services. While only 3% of EBAYC clients committed a violation in the two and a half years prior to their involvement with EBAYC, around 15% of youth violated in the period 6 months prior to their involvement, 29% of clients violated one month prior to their involvement and 31% of youth violated in the same month as their first contact with EBAYC (presumably engendering their referral to services).
- Following youth engagement with EBAYC, juvenile justice system

# East Bay Asian Youth Center

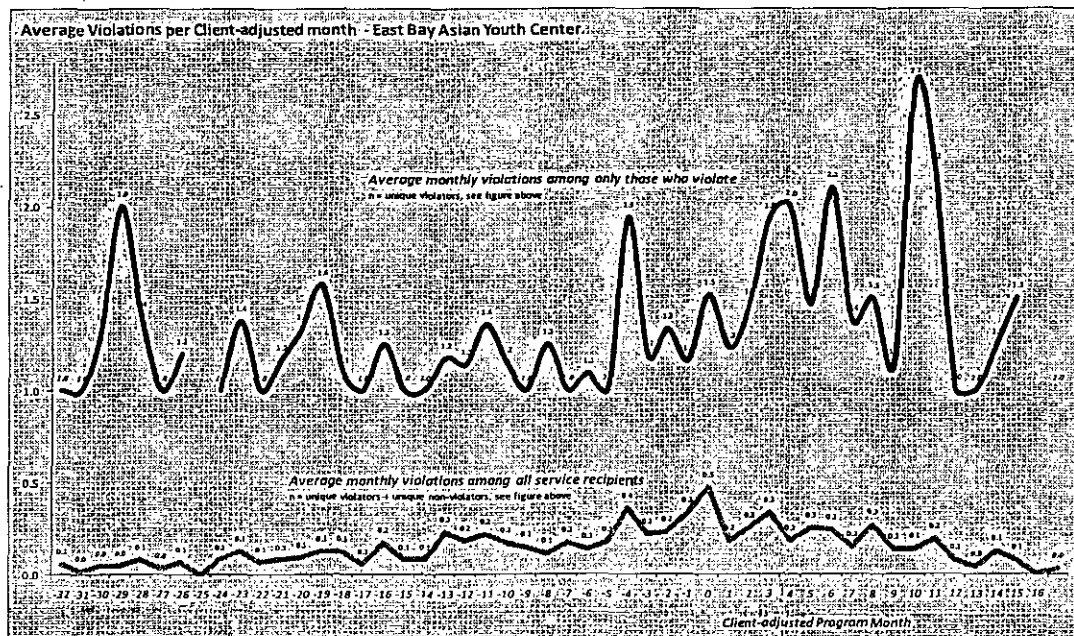
## JJC/OUSD Wrap Around Services

involvement declines. While 29% of EBAYC clients violated parole / probation in the month prior to their involvement with EBAYC, this number decreased by nearly half to 15% one month after their first contact. Only 5% of clients violated parole in the 10<sup>th</sup> month following service and among the 67 clients for whom we have data for more than 16 months following initial contact, only one individual violated parole / probation.



Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the EBAYC client population overall (orange line).

- Total monthly violations committed by EBAYC's clients increase consistently and peak prior to client's initial contact, before gradually declining thereafter as a result of their services.



# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

- Among those that do continue to violate after their first date of service, their rate continues to increase for several months, but then eventually declines.

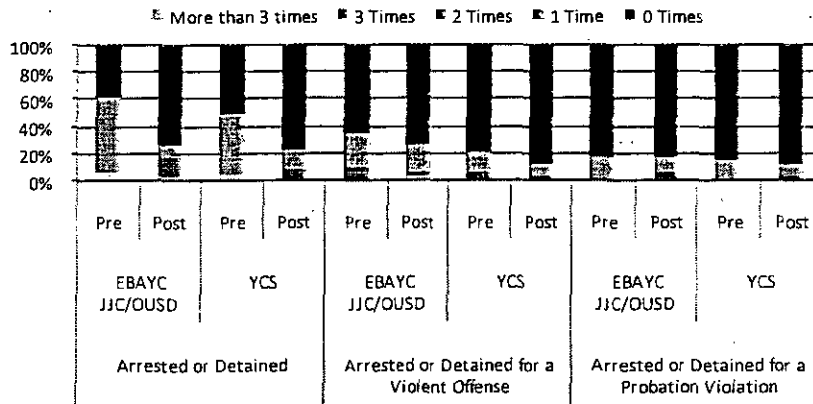
### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

The following graph summarizes EBAYC clients' criminal justice involvement before and after program participation. EBAYC clients reported reductions in being arrested or detained, being arrested or detained for a violent offense, and being arrested or detained for a probation violation in the past two months. This was consistent with other participants in the Youth Comprehensive Services strategy.

The following table shows a comparison of criminal justice related outcomes between

Law and Probation Violations  
During the last two months I have been...



EBAYC and all Youth Comprehensive Services participants.

After receiving services, EBAYC participants reported increased confidence in their ability to complete the terms of their parole or probation.

### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre/post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development, which focuses on

strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	EBAYC JJC/OUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Compliance with terms of Probation or Parole</b>						
I am confident in my ability to complete the terms of my parole/probation.	4:16	4:38	+5%↑	4:17	4:15	-1%↓
I try to stay away from situations that will compromise the terms of my parole/probation.	4:13	4:33	+5%↑	4:17	4:12	-1%↓

# East Bay Asian Youth Center

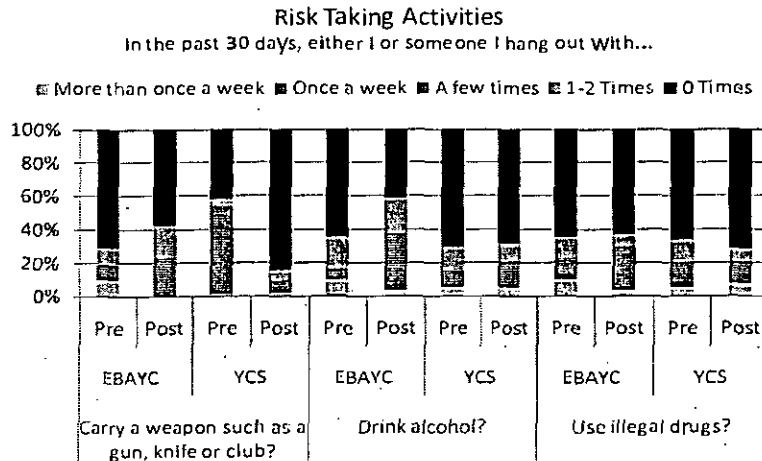
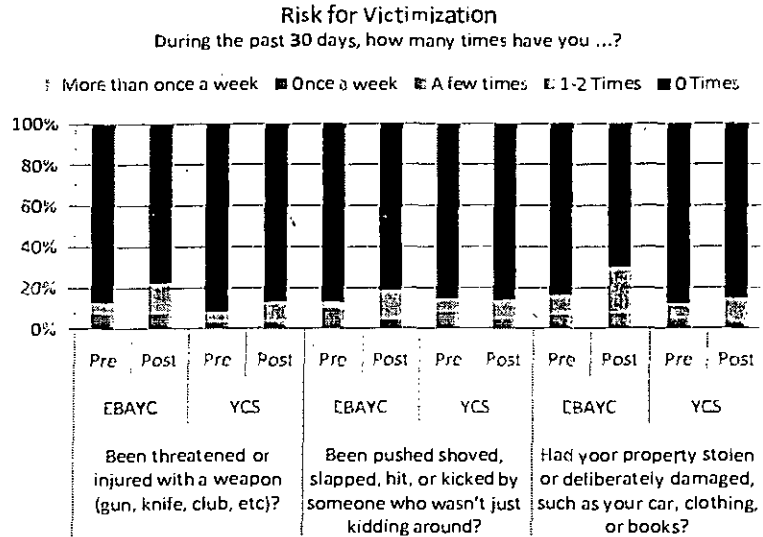
## JJC/OUSD Wrap Around Services

violence prevention programming.

The following chart depicts client victimization before and after program participation. Compared to other Youth Comprehensive Service clients, EBAYC clients reported more incidents of being threatened with a weapon, physically assaulted, or having their property stolen at enrollment than average.

Items on the pre/post test surveys measured client's risk taking activities during the 30 days before and after program participation. Clients were asked to self-report whether they had engaged in activities such as carrying a weapon, drinking alcohol, and using illegal drugs. Compared to other Youth Comprehensive strategy participants, the majority of EBAC participants reported participating in less risky behavior than average.

The table on the following page shows the changes in resiliency reported by clients after participation in the EBAYC JJC/OUSD program. The program strengthened clients' ability to manage their anger and resolve conflicts, their feelings of support from adults, and their awareness of community resources.



# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

RESILIENCY AND PROTECTIVE FACTORS OUTCOMES						
Outcome Areas	EBAYC: JJC/OUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Anger Management Skills</b>						
All of times I don't really think about the consequences before I react to a situation	3:62	3:19	-12%↑	3:38	3:04	-10%↑
When I am upset, it is very difficult for me to relax and calm myself down	3:58	3:41	-5%↑	3:36	3:18	-5%↑
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence	3:69	3:7	0%→	3:69	3:87	-5%↑
In the past 30 days I have used conflict resolution skills	2:9	3:15	-8%↑	3:07	3:2	-4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble	2:94	2:93	0%→	2:82	2:83	0%→
Most of the people I hang out with aren't very responsible about school or their jobs	2:94	3:13	-6%→	3:06	3:07	0%→
The people I hang out with help me when I'm having a hard time	3:91	3:83	-2%→	3:43	3:61	-5%↑
<b>Relationship with a Caring and Supportive Adult</b>						
I receive help or support from at least one adult	4:36	4:77	9%↑	4:08	4:34	-6%↑
There is an adult in my life who believes I will be a success	4:41	4:61	-5%↑	4:14	4:35	-5%↑
In my home there is a parent/guardian or other adult figure who expects me to follow their rules	4:41	4:53	-3%↑	4:16	4:28	-3%↑
<b>Stable Housing</b>						
I have a stable living situation	3:71	3:84	-4%↑	3:64	3:75	-2%↑
I don't always feel safe living in my own home	2:23	2:23	0%→	2:71	2:41	-11%↑
<b>Resiliency</b>						
I don't always feel optimistic about my future	3:23	3:23	0%→	3:29	3:09	-6%↑
I'm not always able to stay calm when life gets stressful	3:62	3:65	-1%→	3:42	3:21	-6%↑

# East Bay Asian Youth Center

## JJC/OUSD Wrap Around Services

Not liable to walk away when friends or associates are pushing me towards trouble.	3:68	3:67	10%	3:65	3:81	4%↑
Awareness of Community Resources						
I know about the services that are offered in my neighborhood and in Oakland:						
Health	3:81	3:93	13%↑	3:57	3:95	11%↑
Employment	3:39	3:19	15%↑	3:43	3:83	12%↑
Financial	3:17	3:69	16%↑	3:08	3:65	19%↑
Legal	3:35	3:91	16%↑	3:22	3:18	18%↑
Costs prevent me from accessing these services even when I need them.	3:08	3:57	16%↓	2:94	3:01	2%↓



# The Mentoring Center

## JJC/OUSD Wrap Around Services

### I. INTRODUCTION

The Mentoring Center's mission is to improve the quality and effectiveness of mentoring programs and to provide a direct service mentoring program model designed to transform the lives of the most highly at-risk youth. The Mentoring Center also provides case management services, assessments, and individual development plans to Oakland youth, with a focus on older, out-of-school youth, who live in West Oakland. Through Measure Y funding, the program provides case management and Transformative Mentoring services to 40 youth who have recently left the Juvenile Justice Center.

### II. SERVICES PROVIDED

The Mentoring Center works to connect youth referred through the Juvenile Justice Center with the appropriate community services and support systems needed to promote successful re-entry into the community. The Mentoring Center staff primarily provide case management, intensive outreach and peer support and counseling. The Mentoring Center JJC/OUSD served 54 clients, of which 92% were between the ages of 14 and 18, 88% were male, and 100% were African American.<sup>1</sup> On average, clients received 32 hours of individual service and 9 hours of group service.

<sup>1</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	41	1,304	32
Case Management	38	1,272	33
Intensive Outreach	20	32	2
Group Service	3	28	9

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. The Mentoring Center clients received services for an average of 3 months. Compared to other programs in the Youth Comprehensive Services strategy and other Juvenile Justice Center/OUSD Wrap Around Services programs, The Mentoring Center provided fewer service hours per month and engaged clients for fewer months. The JJC/OUSD program model mandates that youth receive a total of 40 hours of case management. As such, an average of 33 hours of service per client is reasonable.

Average per Client	TMC JJC/OUSD	All JJC/OUSD <sup>3</sup>	YCS
Months of Engagement	3.4	4.8	3.5
Service Hours	32.5	45.5	59.7
Service Hours per Client per Month	10	15.7	24

The following graph depicts the average number of hours per client by month. Although in general The Mentoring Center provided slightly less service hours per client, the number of hours clients received services remained relatively steady

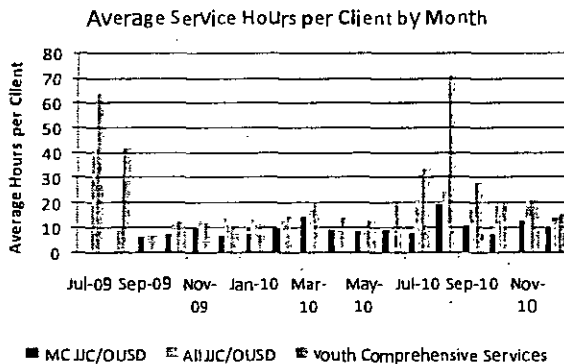
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>3</sup> Because JJC/OUSD programs follow a unique service model, a service and cost comparison across all JJC/OUSD programs has been included in addition to the strategy-level comparison where available.

# The Mentoring Center

## JJC/OUSD Wrap Around Services

throughout the 18-month period. As July 2009 marks the beginning of the JJC/OUSD Wrap Around strategy, the low number of service hours is expected.



### Deliverables

Due to challenges related to the referral process, The Mentoring Center met only a few of their deliverables for 2009-10 and 2010-11. Because, youth leaving the Juvenile Justice Center generally experience many transitions upon reentry, it is expected that not all referrals to JJC/OUSD programs will be successful. During the reporting period, the Mentoring Center received fewer referrals than anticipated. Furthermore, some youth referred to the program did not meet eligibility requirements or did not engage in the program once enrolled. To address these challenges, The Mentoring Center has been working with the JJC/OUSD Services Enrollment Specialist to ensure that there are enough appropriately referred youth to meet program benchmarks.

The program also experienced challenges related to administering pre/post test surveys. The Mentoring Center operates two Measure Y funded programs, the JJC/OUSD program, and Project Choice, a program that provides case management,

life skills and vocational training to incarcerated and formerly incarcerated young adults. The programs provide different interventions, and consequently clients receive two different surveys. Confusion about which survey was appropriate for the JJC/OUSD program resulted in a sample size that was too small to provide meaningful data.

### Efficiency of Service

The table below outlines the average cost per client for The Mentoring Center JJC/OUSD and provides a comparison to average costs for programs in this strategy area.<sup>4</sup> Relative to other programs in the Youth Comprehensive Services

Strategy, The Mentoring Center's cost per client and cost per hour were both lower than average. The Mentoring Center's cost per client and cost per hour were also slightly lower than other JJC/OUSD programs.

	Average Cost per Client	Average Cost per Hour
The Mentoring Center JJC	\$2,160	\$71
All JJC/OUSD	\$2,568	\$80
Youth Comprehensive Services	\$2,168	\$77

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and client milestones,<sup>5</sup> matched data comparing

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require

# The Mentoring Center

## JJC/OUSD Wrap Around Services

client service records to OUSD and juvenile justice data, and pre/post survey results. The Mentoring Center experienced several challenges related to client pre/post surveys that negatively impacted the number of clients with both surveys complete. Because of this, a pre/post analysis was not feasible. In addition, The Mentoring Center did not enter any participant milestones or reasons for exiting the program. Available results are reported by outcome area.

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program: While The Mentoring Center's primary goal is to support clients as they work towards educational goals, staff also provide referrals to employment when appropriate. Four clients received referrals to employment during the reporting period.

### School/Education Related Outcomes

School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension in The Mentoring Center JJC/OUSD and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OUSD data on program participants enrolled in the district. The sample contained 7 consented clients with a match rate between The Mentoring Center JJC/OUSD participant data of 35%. Statistical tests were conducted to determine whether observed changes were statistically significant and

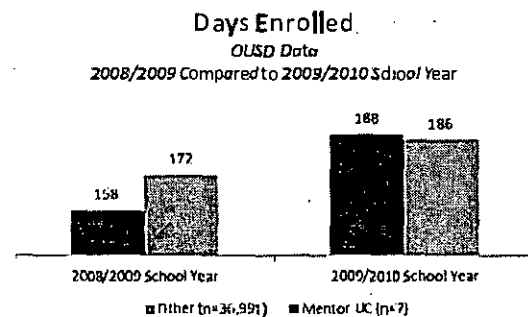
programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

likely due to participation in Measure Y.<sup>6</sup> Participating in The Mentoring Center JJC/OUSD was found to have a negative impact on the number of days participants were suspended. The analysis found no statistically significant relationship between the number of days Mentoring Center participants were enrolled or attended school and participating in the program.

### Enrollment

The following chart provides a comparison of days enrolled between the 2008/09 school year and the 2009/10 school year for The Mentoring Center participants and all other OUSD students.

- The Mentoring Center participants were enrolled in school fewer days in 2008/09 than the average student. This is to be expected as The Mentoring Center targets higher risk youth.
- The number of days enrolled for The Mentoring Center participants increased in 2009/10. On average, The Mentoring Center participants were enrolled in school the same number of days as other OUSD students after participating in the program.



<sup>6</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

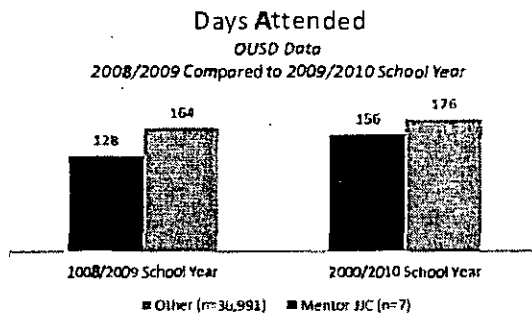
# The Mentoring Center

## JJC/OUSD Wrap Around Services

### Attendance

The following chart shows a comparison between the number of days. The Mentoring Center JJC/OUSD students and other OUSD students attended school during 2008/09 and 2009/10.

- Similar to enrollment, The Mentoring Center participants attended fewer days than the average student in 2008/09.
- After participating in the program, the number of days The Mentoring Center students attended school increased but not to the same level as other OUSD students.



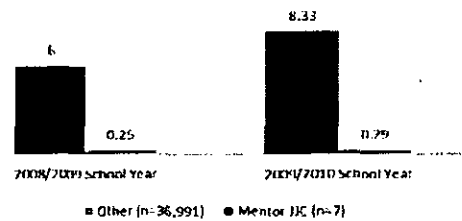
### Suspensions

The following chart provides a comparison between the number of days suspended for The Mentoring Center youth and the general OUSD student population during 2009/10.

- On average, the number of days The Mentoring Center participants were suspended was significantly higher in both 2008/09 and 2009/10. This is to be expected because The Mentoring Center works with higher risk youth with a history of juvenile justice involvement.
- In 2009/10, the number of days The Mentoring Center youth were suspended increased. The number of days other OUSD students were

suspended remained the same from 2008/09 to 2009/10. This may reflect the fact that youth with a history of behavior issues at school tend to be suspended more frequently than students with few or no infractions on their record.

**Days Suspended**  
OUSD Data  
2008/2009 Compared to 2009/2010 School Year



### Criminal Justice Outcomes

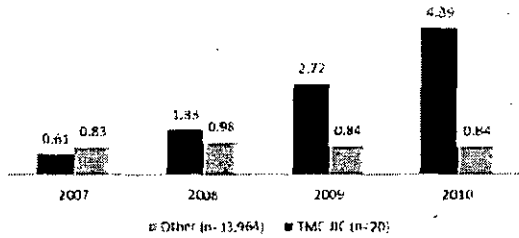
Juvenile Probation data was analyzed to determine whether clients experienced decreases in violations during and after program participation. Evaluators compared the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by The Mentoring Center in the 09/10 FY. The sample contained 20 consented The Mentoring Center clients, representing a match of 100%.<sup>7</sup> The following graph provides a comparison of total violations between The Mentoring Center and the general juvenile probationer population. The Mentoring Center clients had higher rates of violation. This was consistent across all violation types including violent, non-violent weapon-related, drug and felony violations.

<sup>7</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

# The Mentoring Center

## JJC/OUSD Wrap Around Services

Total Violations  
JCPSS Data 2007-2010



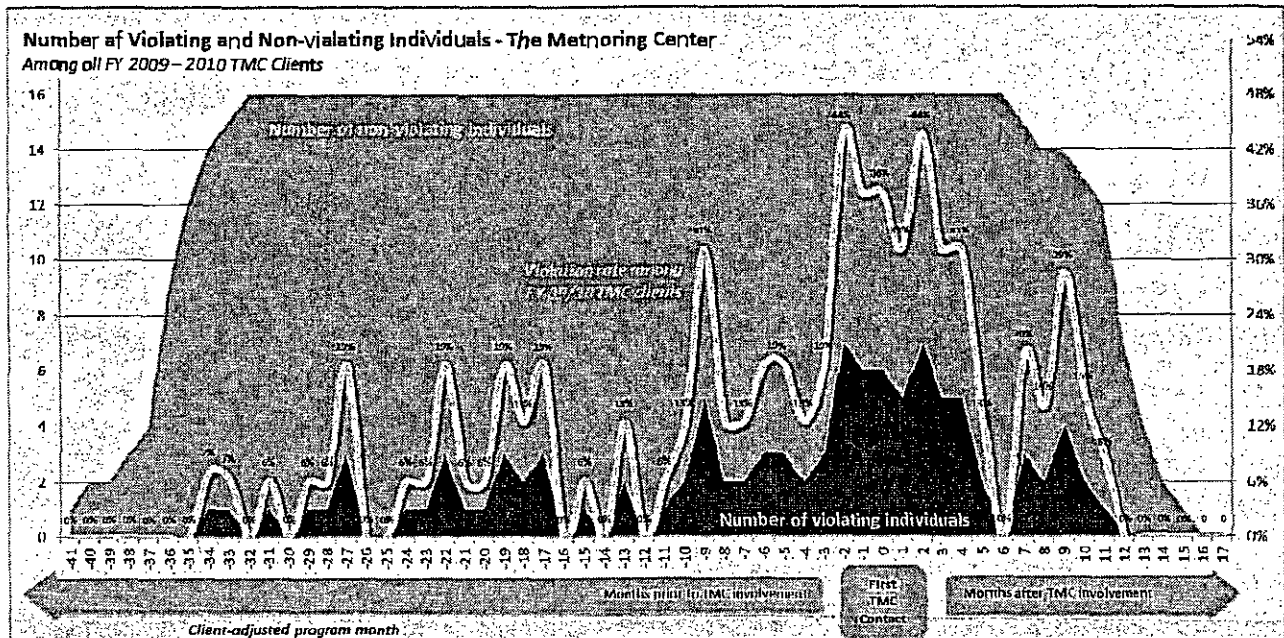
Juvenile probation data were analyzed to examine each client's change in violations after their first date of service. Using their first date of service, the evaluation examined the number of violations for 41 months before contact and 17 months after contact. Results were aggregated and are presented in the chart below.

The criminal justice outcomes analysis demonstrates that The Mentoring Center has a strong, positive impact on individual participants.

- Among youth served by The Mentoring Center in FY 09/10, the majority exhibited growing involvement with the justice

system prior to their first contact with The Mentoring Center services. While no clients had committed a justice violation 36 months prior to their involvement with The Mentoring Center, around 30% of youth violated in the period 6 months prior to their involvement, 44% of clients violated two months prior to their involvement and 38% of youth violated in the same month as their first contact with The Mentoring Center (presumably engendering their referral to services).

- Following youth engagement with The Mentoring Center, juvenile justice system involvement declined. While 44% of The Mentoring Center clients violated in the second-to-last month prior to their involvement with The Mentoring Center, this number decreased by more than three-fold to 13% five months after their first service contact. Despite a



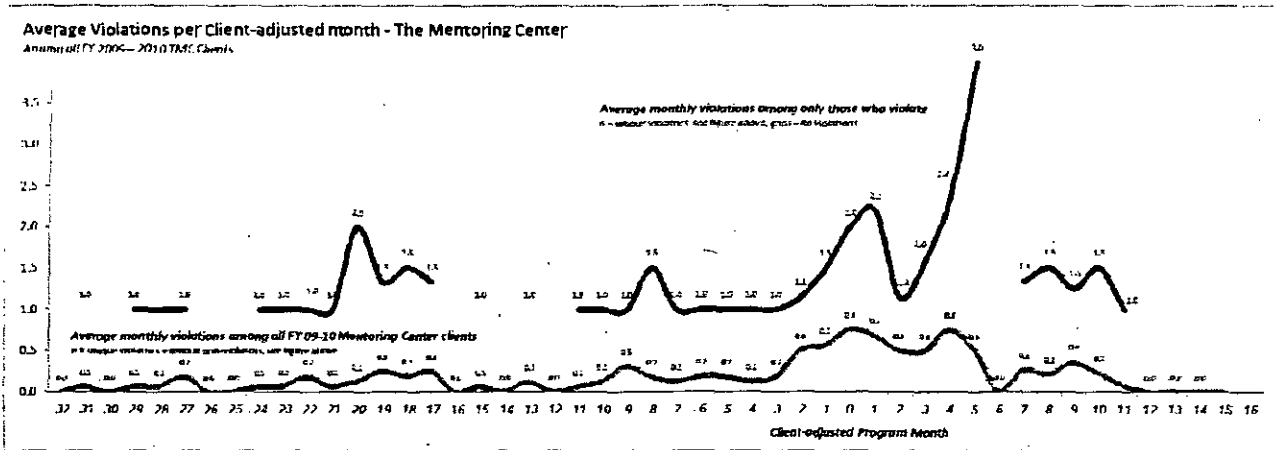
# The Mentoring Center

## JJC/OUSD Wrap Around Services

resurgence in violations following this initial decline (see months 8-11 above), by month 12, 0% of The Mentoring Center's FY 09/10 clients are violating parole / probation.

Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the The Mentoring Center's client population overall (orange line).

- As illustrated above, the proportion of clients violating decreases after their first date of service in The Mentoring Center.
- Among those that do continue to violate after their first date of service, their rate continues to increase for several months, but then eventually declines.



# Youth Employment Partnership

## After School Employment

### I. INTRODUCTION

Youth Employment Partnership's mission is to enhance the employment and educational opportunities of underserved Oakland young adults by providing training, job placement, access to education, and comprehensive support services. Youth Employment Partnership (YEP) operates from the core belief that moving young adults into stable, high-demand, living wage jobs is most effective when education and work experience are provided simultaneously. During the school year, YEP's After School Employment program offers school training and employment to high-risk young adults through paid internships and job readiness workshops. Measure Y funds ensure that at least 60 at-risk, in-school young adults participate in the After School Jobs Training program per funding year.

### II. SERVICES PROVIDED

YEP's After School Job training program aims to provide young adults on parole or probation with vocational training and subsidized work experience so that they gain valuable skills, become more engaged in educational opportunities and are better equipped to secure a job. During the eighteen month reporting period, YEP served 155 individuals. The majority were male (81%), were between the ages of 14 and 18 (95%), and self-identified as African American (74%), Latino (13%), or Asian (10%).<sup>1</sup> While work experience comprised the bulk of service hours, many clients also

<sup>1</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

received case management, life skills, job skills, and basic education training. On average, clients received 109 hours of individual service and 22 hours of group service.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	139	15157	109
Work Experience	139	14204	102
Case Management	47	947	20
Group Services	16	351	22

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. YEP clients received services for an average of 4 months. Compared to other programs in the Youth Comprehensive Services strategy, YEP provided more service hours per client per month. This is likely due to the work experience component of the program.

Average per Client	YEP After School Jobs	Youth Comprehensive Services
Months of Engagement	3.9	3.5
Service Hours	218.6	59.7
Service Hours per client per Month	50.4	17.2

The following graph depicts the average number of hours per client by month. YEP services peaked in July and November of 2009 and again in August of 2010. Almost no service hours were recorded in

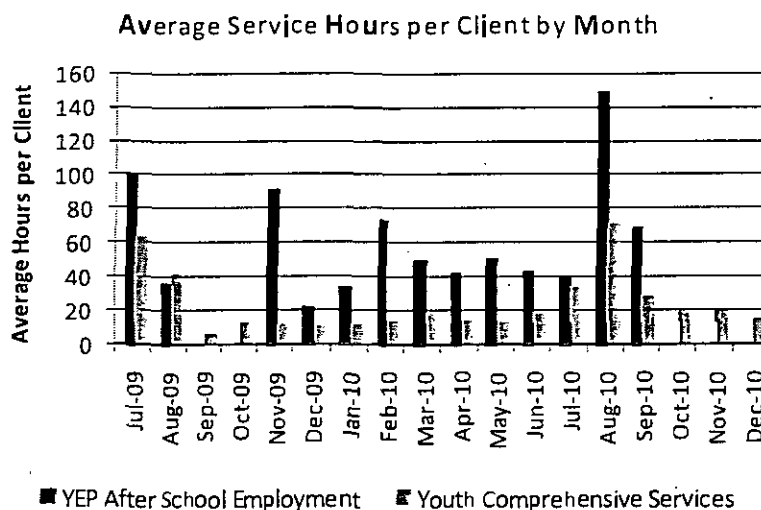
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Youth Employment Partnership

## After School Employment

September and October of 2010. This decline is primarily due to a change in the referral process during that time period. At the start of the 2009/10 funding year, program enrollment was restricted to youth referred by other Measure Y programs working directly with the Juvenile Justice Center. The change in policy resulted in very few successful client referrals.

meet expected deliverables in relation to education hours, life and pre-employment skills hours, and number of clients co-enrolled in another Measure Y programs. This may be due to the fact that YEP has rolling admissions and accepts clients throughout the year. Mid-year service goals may not accurately reflect annual achievement levels.



### Efficiency of Service

The table below outlines the average cost per client for YEP and provides a comparison to average costs for programs in this strategy area.

Relative to other programs in the Youth Comprehensive Services Strategy, YEP's cost per

client and cost per hour were significantly lower than average. Cost differences may be due in part to YEP's ability to successfully leverage program funds.

The CitySpan data system also captures information on why clients stop receiving services. Because only three YEP After School clients were exited from the program during 09/10, a comparison of exit reasons was not included in this report.

### Deliverables

As noted previously, YEP experienced significant challenges related to client enrollment at the beginning of the 2009/10 FY. Because of this, many deliverables were not met.

Changes in the referral policy have increased YEP's ability to meet service goals. So far, the program has met 4 of their 9 deliverables for 2010-11. They did not

	Average Cost per Client <sup>3</sup>	Average Cost per Hour
YEP After School Employment	\$1,749	\$32
Youth Comprehensive Services	\$2,168	\$77

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.



# Youth Employment Partnership

## After School Employment

### III. IMPACT OF SERVICE

This evaluation analyzed service data recorded in the CitySpan database in relation to employment outcomes achieved by the program. A matched data analysis was conducted between client data entered into the CitySpan data system and OUSD, and juvenile probation data. Client milestones and exit criteria were not completed for YEP's After School Employment program clients.<sup>4</sup> The program did not conduct a sufficient number of post-tests to conduct a before and after analysis of intermediate client changes. Staff have implemented a number of different techniques to ensure better completion rates, such as encouraging counselors to administer them during client visits or collecting them when clients bring proof of employment. While the program has expressed a commitment to improving its data collection procedures going forward, there are limited data on program impact reported here. Available results are reported by outcome area.

#### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. Sixty-seven participants received employment training and 65 participants received work experience through the YEP program.

YEP After School Employment	# of Clients
Receiving Employment Training	67
Receiving Work Experience	65

#### School/Education Related Outcomes

School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension in YEP's After School Employment program and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OUSD data on program participants enrolled in the district. The sample contained 9 consented clients with a match rate between YEP participant data of 41%. Statistical tests were conducted to determine whether observed changes were statistically significant and likely due to participation in Measure Y.<sup>5</sup> Participating in YEP After School Employment was found to have a positive impact on days suspended.

##### Enrollment

The following chart provides a comparison of days enrolled between the 2005/09 school year and the 2009/10 school year for YEP participants and all other OUSD students.

- YEP participants were enrolled in school slightly fewer days in 2008/09 than the average student. This is to be expected as YEP targets higher risk youth.

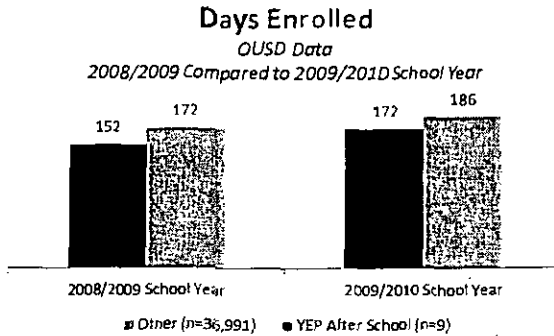
<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

<sup>5</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

# Youth Employment Partnership

## After School Employment

- The number of days enrolled for YEP participants increased in 2009/10 but remained lower than all other OUSD students.



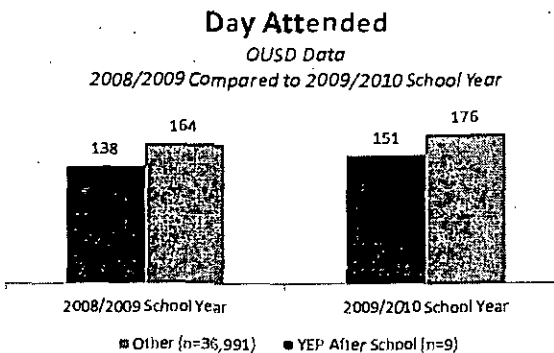
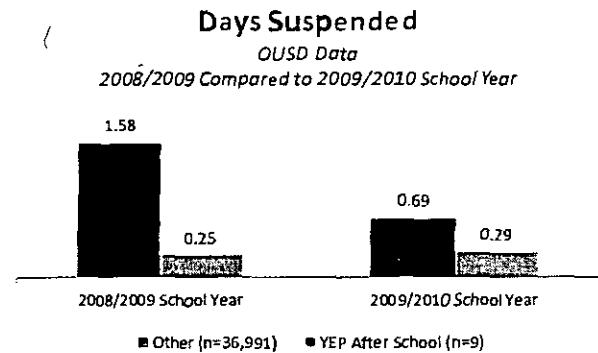
YEP youth and the general OUSD student population during 2009/10.

- On average, the number of days YEP participants were suspended was significantly higher in 2008/09. This is to be expected because YEP works with higher risk youth with a history of juvenile justice involvement.
- The number of days YEP youth were suspended decreased in 2009/10. The number of days other OUSD students were suspended slightly increased.

### Attendance

The following chart shows a comparison between the number of days YEP students and other OUSD students attended school during 2008/09 and 2009/10.

- Similar to enrollment, YEP participants attended fewer days than the average student in 2008/09.
- After participating in the program, the number of days YEP students attended school increased but remained lower than all other OUSD students.



### Suspensions

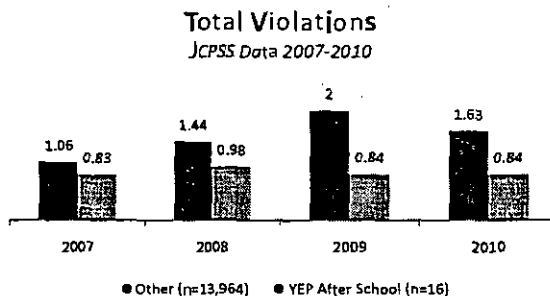
The following chart provides a comparison between the number of days suspended for

# Youth Employment Partnership

## After School Employment

### Criminal Justice Outcomes

Juvenile probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by YEP After School Employment in the 09/10 FY compared to the general probation population. The sample contained 16 consented YEP After School clients, representing a match of 73%.<sup>6</sup> The following graph provides a comparison of total violations between YEP After School youth and the general juvenile probationer population. YEP clients had consistently higher rates of violation. This was consistent across all violation types including violent, non-violent weapon-related, drug and felony violations; especially for violent violations.



In addition, juvenile probation data were analyzed to examine each client's change in violations after their first date of service.

Using their first date of service, the evaluation examined the number of violations for 36 months before contact and 17 months after contact. Results were aggregated and are presented in the chart on the following page.

This analysis demonstrates that while certain individuals may exhibit positive

juvenile justice outcomes after first contact with YEP After School Employment services, there is no typical client experience – positive or negative.

- Among YEP's After School clients, the proportion of unduplicated individuals violating per month oscillated from 8% - 15% in the two years prior to their initial engagement with YEP; the proportion of clients violating in the same month as their initial YEP engagement was 15%.
- Although client violations decrease somewhat from the first month after contact to the second month following first contact, violation rates for YEP After School clients did not considerably improve as a result of services; 15% of all clients violated in both months five and seven, and 14% of clients violated in month 10.

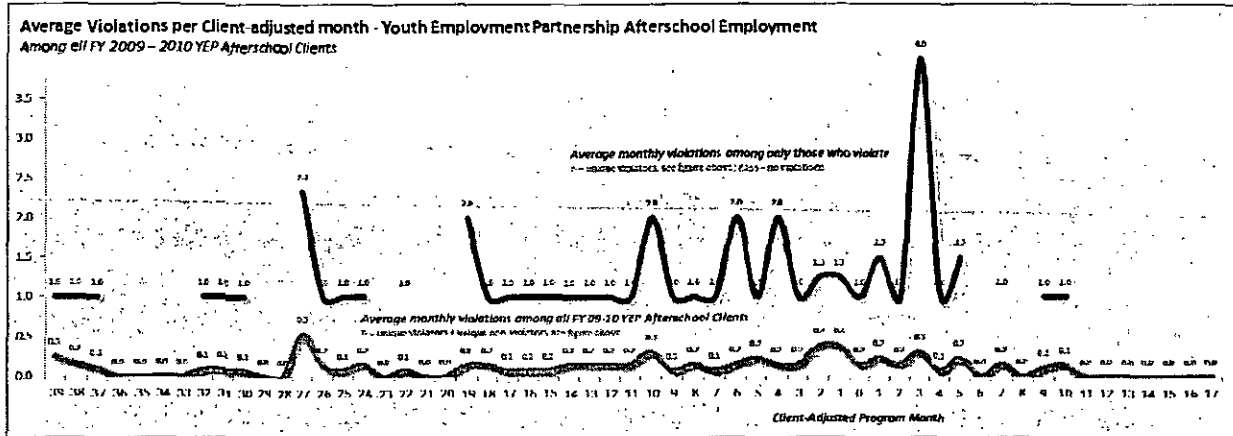
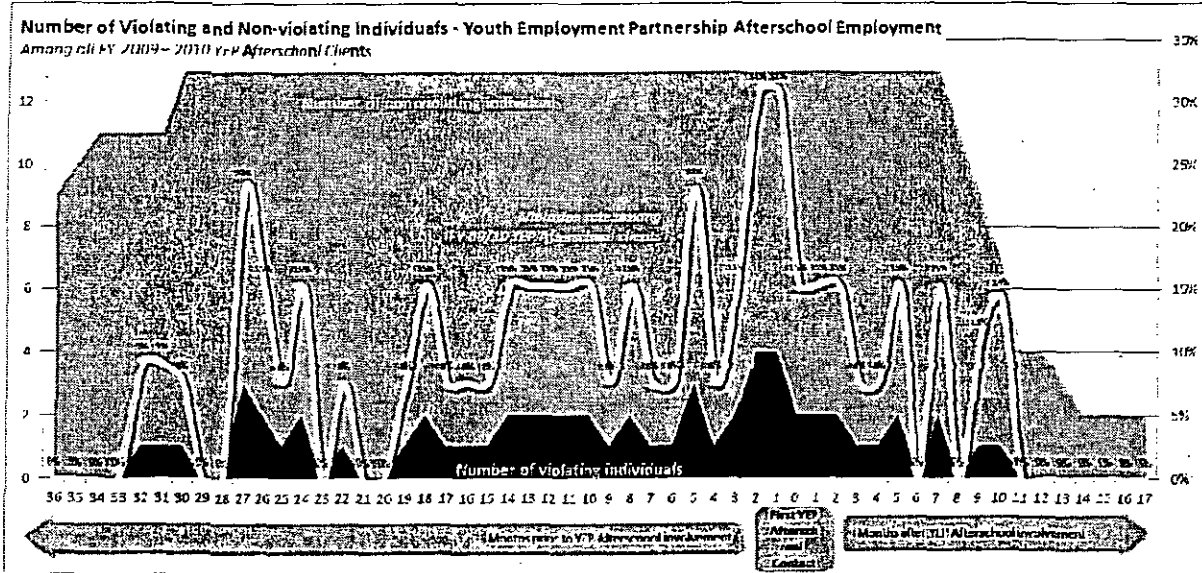
Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the YEP After School client population overall (orange line).

- Although average monthly violation frequency among the overall client population did reduce consistently in the first six program months, the low number of individuals represented in the data set problematizes any long-term impact service may have on violation frequency.

<sup>6</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

# Youth Employment Partnership

## After School Employment



# Youth Employment Partnership

## Summer Youth Employment

### I. INTRODUCTION

Youth Employment Partnership's (YEP) mission is to enhance the employment and educational opportunities of underserved Oakland youth and young adults by providing training, job placement, access to education, and comprehensive support services. YEP operates from the core belief that moving teens and young adults into stable, high-demand, living wage jobs is most effective when education and work experience are provided simultaneously. Located in the lower San Antonio/Fruitvale District, YEP provides summer employment training and paid internships to high-risk youth. As a provision of Measure Y funding, YEP Summer Youth Employment program provides training and paid internships to 140 court involved youth or youth referred by Measure Y Oakland Street Outreach programs and CCNI.

### II. SERVICES PROVIDED

YEP Summer Youth Employment provides after-school job training and employment to high-risk youth through paid internships and job readiness workshops. YEP Summer Youth Employment staff primarily provided case management, work experience, job skills and vocational training, and mental health services. During the 18-month reporting period, the program served 139 clients, 81% were between the ages of 14 and 18, 53% were female, 70% were African or African American, 14% were Latino, and 11% were Asian.<sup>1</sup>

<sup>1</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	139	14,205	102
Work Experience	139	14,205	
Group Services	139	14,205	

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. YEP Summer Employment clients received services for an average of 2 months, which makes sense given that clients are served during the summer months. Compared to other programs in the Youth Comprehensive Services strategy, YEP Summer Youth Employment provided more service hours per month.

Average per Client	YEP Summer Youth Employment	Youth Comprehensive Services
Months of Client Engagement	2.2	3.5
Service Hours	130.7	59.7
Service Hours per Client per Month	55.4	24

The graph on the following page depicts the average number of hours per client by month, depicting that services were higher than average during the summer months.

### Deliverables

The program met and exceeded all deliverables for 2009-10.

### Efficiency of Service

The table on the next page outlines the average cost per client for YEP Summer

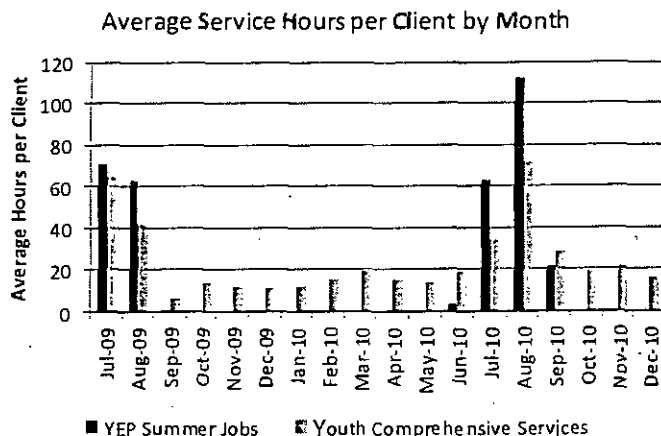
<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Youth Employment Partnership

## Summer Youth Employment

Youth Employment and provides a comparison to

and juvenile justice data. Client milestones and exit criteria were not completed for



YEP's Summer Youth Employment program clients due to the short duration of the program.<sup>4</sup> In addition, the program did not conduct a sufficient number of post-tests to conduct a before and after analysis of intermediate client changes. Staff have implemented a number of different techniques to ensure better completion rates, such as encouraging counselors to administer them during client visits or

collecting them when clients bring proof of employment. While the program has expressed a commitment to improving its data collection procedures going forward, there are limited data on program impact reported here. Available results are reported by outcome area.

average costs for programs in this strategy area. Relative to other programs in the Youth Comprehensive Services Strategy, YEP's cost per client and cost per hour was lower than average.

	Average Cost per Client <sup>3</sup>	Average Cost per Hour
YEP Summer Youth Employment	\$1,833	\$15
Youth Comprehensive Services	\$2,168	\$77

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. The table below shows how many clients received case management, job training, and work experience through the YEP Summer Youth Employment program.

YEP Summer Jobs	# of Clients
Case Managed	143
Receiving Employment Training	142
Receiving Work Experience	143

### III. IMPACT OF SERVICE

This evaluation analyzed service data recorded in the CitySpan database in relation to employment outcomes achieved by the program. A matched data analysis was conducted between client data entered into the CitySpan data system and OUSD

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

# Youth Employment Partnership

## Summer Youth Employment

### School/Education Related Outcomes

School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension in YEP Summer Youth Employment and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OUSD data on program participants enrolled in the district. The sample contained 37 consented clients with a match rate between YEP Summer Youth Employment participant data of 38%. Statistical tests were conducted to determine whether observed changes were statistically significant and likely due to participation in Measure Y.<sup>5</sup> Participating in YEP Summer Youth Employment was found to have a statistically significant impact on the number of days clients were suspended.

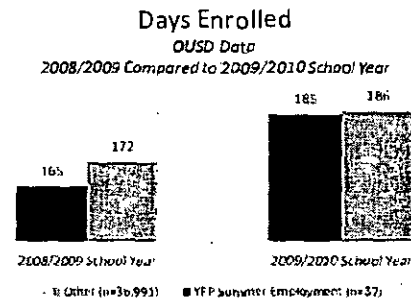
#### Enrollment

The following chart provides a comparison of days enrolled between the 2008/09 school year and the 2009/10 school year for CYO participants and all other OUSD students.

- YEP Summer Youth Employment participants were enrolled in school fewer days in 2008/09 than the average student. This is to be expected as YEP Summer Youth Employment targets higher risk youth.
- The number of days enrolled for YEP Summer Youth Employment participants increased in 2009/10. On average, YEP Summer Youth Employment participants were enrolled

<sup>5</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

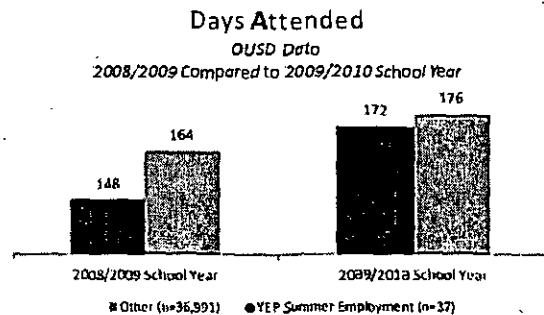
in school the same number of days as other OUSD students after participating in the program.



#### Attendance

The following chart shows a comparison between the number of days YEP Summer Youth Employment students and other OUSD students attended school during 2008/09 and 2009/10.

- Similar to enrollment, YEP Summer Youth Employment participants attended fewer days than the average student in 2008/09.
- After participating in the program, the number of days YEP Summer Youth Employment students attended school increased to almost the same level as other OUSD students.



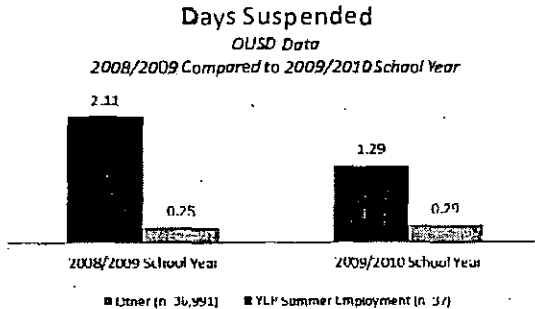
#### Suspensions

The following chart provides a comparison between the number of days suspended for YEP Summer Youth Employment participants and the general OUSD student population during 2009/10.

# Youth Employment Partnership

## Summer Youth Employment

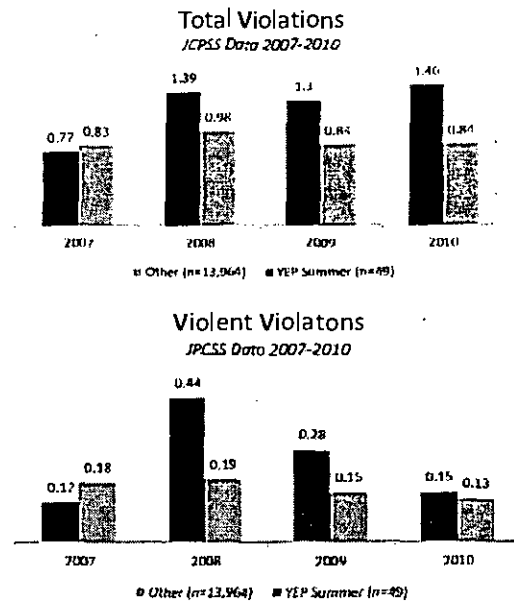
- On average, the number of days YEP Summer Youth Employment participants were suspended was significantly higher in both 2008/09 and 2009/10. This is to be expected because YEP Summer Youth Employment works with higher risk youth with a history of juvenile justice involvement.
- The number of days YEP Summer Youth Employment youth were suspended significantly decreased in 2009/10. Although the number of days other OUSD students were suspended increased, on average they got in trouble significantly less than YEP Summer Youth Employment participants. This may reflect the fact that youth with a history of behavior issues at school tend to be suspended more frequently than students with few or no infractions on their record.



### Criminal Justice Outcomes

Juvenile probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by YEP Summer Employment in the 09/10 FY compared to the general probation population. The sample contained 49 consented YEP Summer Employment clients, representing a match of 51%.<sup>6</sup> The following graph

provides a comparison of total violations between YEP Summer Employment youth and the general juvenile probationer population. YEP Summer Employment clients had consistently higher rates of violation than the general population, although this group's violent violation rate declined consistently through 2010.



In addition, juvenile probation data were analyzed to examine each client's change in violations after their first date of service:

Using their first date of service, the evaluation examined the number of violations for 36 months before contact and 17 months after contact. Results were aggregated and are presented in the chart on the following page.

This analysis demonstrates that while certain individuals may exhibit positive juvenile justice outcomes after first contact with YEP Summer Employment services, there is no typical client experience – positive or negative.

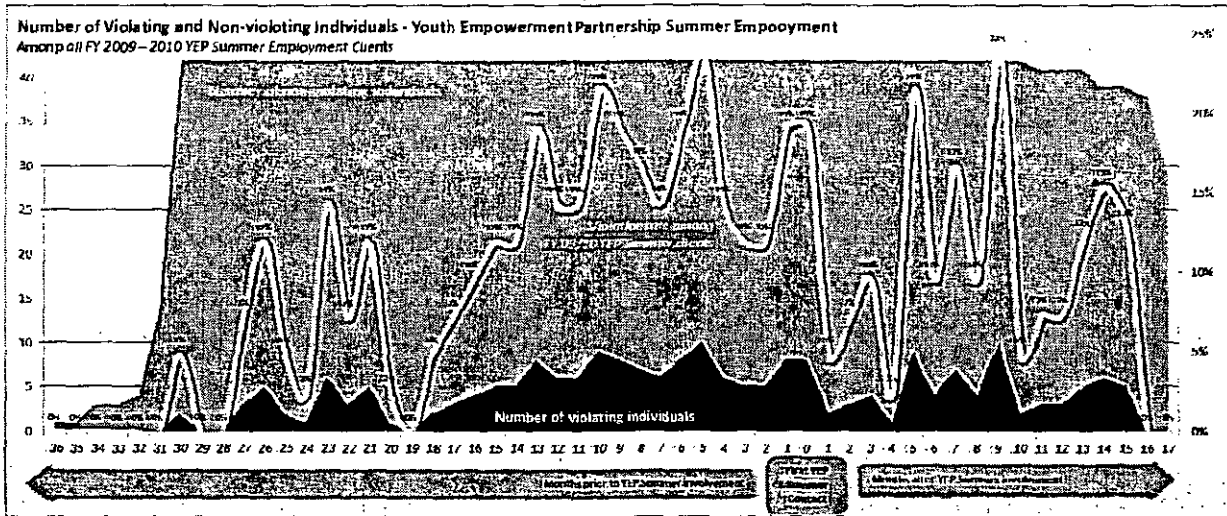
<sup>6</sup> Sample includes only those consented participants who were under the age of 18 in 2006.



# Youth Employment Partnership

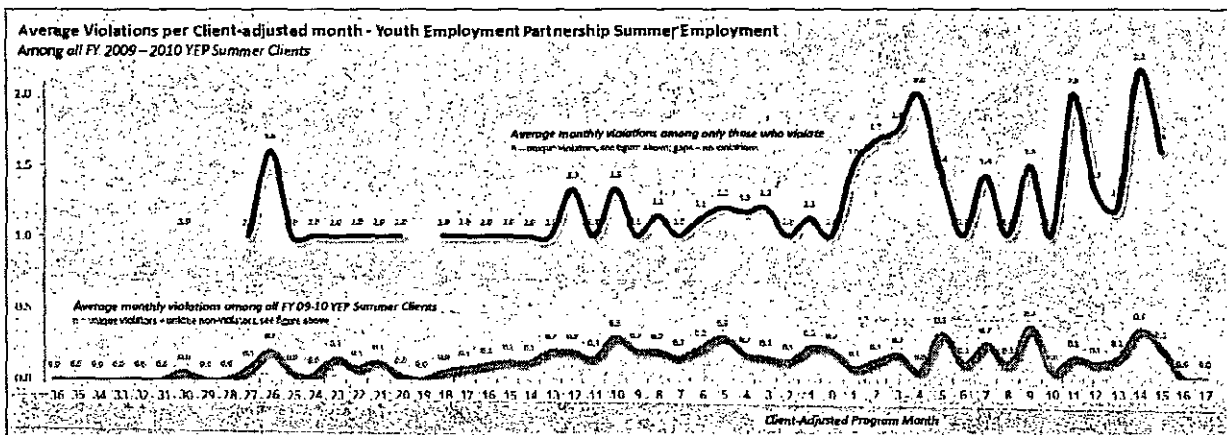
## Summer Youth Employment

- YEP Summer Employment clients exhibited high violation rates in the months preceding their initial contact with YEP; more than one-fifth of all clients violated in the fifth-to-last month preceding their first contact, while 19% violated in each of the months immediately preceding contact and their month of first contact.
- Although client violations decrease during clients' first month of service, there is no clear pattern of reduced violating that stems from youths' interaction with YEP services. In the entire four years of juvenile probation examined, the highest monthly violation total occurred nine months after client's first contact with YEP Summer Employment Services, with nearly a quarter of all clients violating.



Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the YEP Summer Employment client population overall (orange line).

- YEP Summer Employment services have little observable impact on the frequency of monthly violations committed by its client population overall.
- Among those clients who continue to violate in the early months of their program involvement, their frequency of violation increases substantially, doubling over the average four-month YEP Summer Employment service period.



# Youth Radio

## After School Job Training

### I. INTRODUCTION

Youth Radio promotes young people's intellectual, creative, and professional growth through education and access to media. Youth Radio's media education, broadcast journalism, technical training and production activities provide unique opportunities in social, professional and leadership development for youth, ages 14-24. Youth Radio aims to cultivate the natural resilience and strength of young people by connecting them with their communities through media literacy, professional development, and civic engagement. During the school year, Youth Radio provides job training and stipend work experience for youth through the After School Job Training program. Through hands on media production workshops, the After School Job Training program emphasizes asset-based skill-building and professional development for youth who currently and historically experience inequalities across multiple institutional platforms; including educational and financial under-resourcing and disproportionate incarceration rates. Because Youth Radio's Measure Y client base is drawn entirely from the aforementioned communities, Youth Radio is committed to implementing youth empowerment models for all training, case management and academic advising services provided. As a provision of Measure Y funding, Youth Radio engages young people between 14-18 years of age to participate in their media production training workshops annually. Ten youth participants who complete the training process are hired as Community Health Advocacy Interns to provide services to other youth through community outreach (health fairs), health advocacy to other

students, and to create media asset content and social media specifically around teen dating violence. Wrap around services case management and academic counseling are mandatory services.

### II. SERVICES PROVIDED

Youth Radio provides after-school job training to help high-risk youth acquire skills necessary for building and maintaining strong work habits. Youth Radio staff facilitated asset-based youth development through hands-on media production, written and oral communication skill building, and workshops emphasizing analysis and critical reflection. All professional skill-building is supplemented by case management and academic advising services. Furthermore, all clients received work experience, various trainings in basic education, life and vocational skills, as well as anger management. During the 18-month reporting period, the program served 53 individuals, of which 66% were between the ages of 14 and 18, 62% were male, 64% were African or African American, 20% were Latino, and 7% were White.<sup>1</sup> Clients received an average of 7 hours of individual service and 81 hours of group service.

Type of Service	# of Clients <sup>2</sup>	# of Hours	Average hours per client
Individual	46	316	7
Case Management	46	316	7
Group Services	45	3470	81

<sup>1</sup> Demographic information was obtained from the City of Oakland's *Youth Services Management Information System*, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

<sup>2</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

# Youth Radio

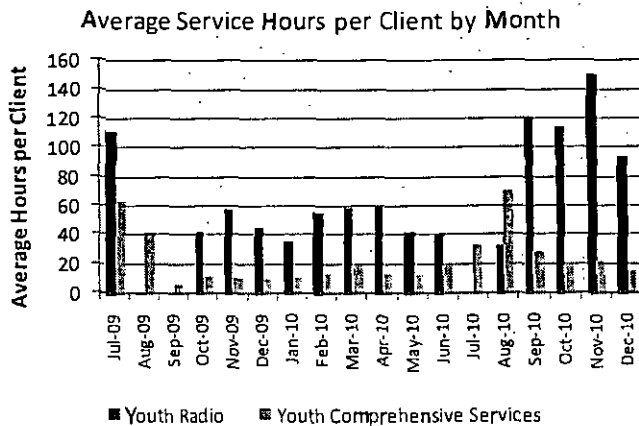
## After School Job Training

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. Youth Radio clients received services for an average of about 4 months. Compared to other programs in the Youth Comprehensive Services strategy, Youth Radio provided more service hours per client and per client per month.

Average per Client	Youth Radio	Youth Comprehensive Services
Months of Client Engagement	3.7	3.5
Service Hours	72.8	59.7
Service Hours per Client per Month	19.8	17.4

The following graph depicts the average number of hours per client by month. From October 2009 to June 2010, Youth Radio was able to provide relatively consistent amounts of service hours for clients. Moreover, from September 2010 to December 2010, Youth Radio's average amount of service hours per client was significantly higher than other programs in the same strategy. Declines in service in the fall of 2009 and July of 2010 likely correspond to transitions due to the



program year coming to a close, and changes in funding.

The following table provides reasons for client exit. Sixteen Youth Radio clients were exited from the program during 09/10. Ninety-four percent of clients were exited due to program inactivity, indicating that staff may not be entering data for clients that successfully complete the program.

Exit Criteria	Youth Radio (n=16)	YCS (n=189)
Program Inactivity	94%	32%
Other	6%	22%

### Deliverables

The program did not meet all deliverables for 2009-10. They did not meet expected deliverables in relation to the number of clients with health department internships, the number of client hours of life skills and pre-employment skills, and the number of clients receiving at least 100 hours of work experience. This is likely due in part to the relatively small number of clients Youth Radio serves. If as few as one or two clients do not complete their expected hours then deliverables are not met.

### Efficiency of Service

The table below outlines the average cost per client for Youth Radio and provides a comparison to average costs for programs in this strategy area. Relative to other programs in the Youth Comprehensive Services Strategy, Youth Radio's cost per client was higher and cost per hour were lower than average. The higher cost per client may be due to the broad array of group support services offered

# Youth Radio

## After School Job Training

by the program, recording and production equipment expenses such as software licenses, and the individual stipends participants receive.

	Average Cost per Client <sup>3</sup>	Average Cost per Hour
Youth Radio	\$2,698	\$30
Youth Comprehensive Services	\$2,168	\$77

### III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and client milestones<sup>4</sup>, matched data comparing client service records to OUSD and juvenile justice data, and pre/post survey results. Pre/post test surveys were analyzed for 13 Youth Radio clients, 10% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Results are reported by outcome area.

#### CitySpan Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Sixteen clients had information on milestones recorded in CitySpan. Fifty percent of clients stayed out of trouble with

<sup>3</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>4</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.

the law while in the program. Another 44% got jobs, and a third were able to complete the terms of their probation or parole.

Milestones While in Program*	Youth Radio (n=16)	YCS (n=189)
No re-arrests	50%	25%
Got a job	44%	17%
Completed terms of probation/parole	31%	19%
Accessed external/internal supportive services	25%	12%
Re-enrolled in school/GED program	19%	20%
Successfully engaged in mental health services	13%	7%

\*Only milestones with at least a 10% achievement rate are included in the table

Reported challenges experienced by program participants included: experiencing a violent or traumatic event (69%); experiencing other life challenges such as a family death or serious illness (44%); violating the terms of their probation (19%); being rearrested (13%); and dropping out of school/GED (6%).

#### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. The following table shows how many clients received case management, job training, and work experience through Youth Radio.

# Youth Radio

## After School Job Training

Youth Radio After School Employment	# of Clients
Enrolled	35
Case Managed	34
Receiving Employment Training	33
Receiving Work Experience	33
Co-enrolled in another Measure Y Program	10

### Pre/Post Employment Outcomes

Employment related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in job readiness and employment before and after program participation.

The following chart shows the employment outcomes achieved by Youth Radio in comparison to all Youth Comprehensive Service programs.

Outcome Area	EMPLOYMENT					
	Youth Radio After School Job Training			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I am aware of the requirements needed to complete school or obtain my GED.	4:51	4:08	-5%	3:97	4:15	4%↑
I would need a lot of help to prepare a competitive resume.	3:77	3:77	0%	3:82	3:53	3%↑
I would need a lot of help to conduct a job search.	3:62	3:63	1%	3:74	3:57	5%↑
I have practiced questions on an application or in a job interview.	4:15	3:92	-6%↓	3:38	3:56	5%↑

On average, Youth Radio clients reported less positive change than other clients in the strategy area.

### School/Education Related Outcomes

School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension in Youth Radio and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OUSD data on program participants enrolled in the district. The sample contained 10 consented clients with a match rate between Youth Radio participant data of 23%. Statistical tests were conducted to determine whether observed changes were statistically significant and likely due to participation in Measure Y.<sup>5</sup> Participating in Youth Radio was found to have a positive impact on the number of days clients were enrolled in school.

#### Enrollment

The chart on the following page provides a comparison of days enrolled between the 2008/09 school year and the 2009/10 school year for Youth Radio participants and all other OUSD students.

- Youth Radio participants were enrolled in school fewer days in 2008/09 than the average student. This is to be expected

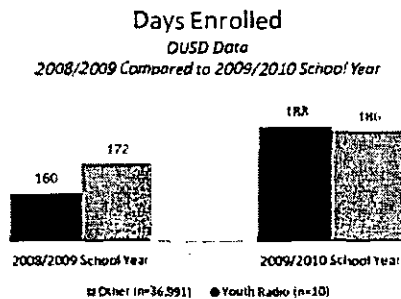
<sup>5</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

# Youth Radio

## After School Job Training

as Youth Radio targets higher risk youth.

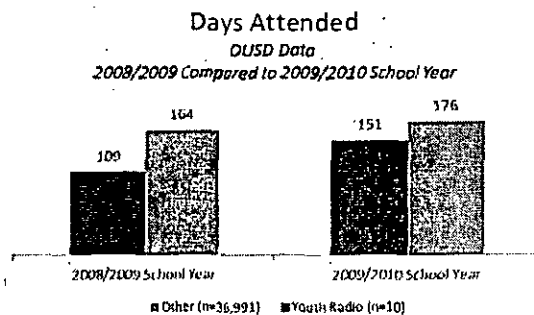
- The number of days enrolled for Youth Radio participants increased significantly in 2009/10. On average, Youth Radio participants were enrolled in school the same number of days as other OUSD students after participating in the program.



### Attendance

The following chart shows a comparison between the number of days Youth Radio students and other OUSD students attended school during 2008/09 and 2009/10.

- Similar to enrollment, Youth Radio participants attended fewer days than the average student in 2008/09.
- After participating in the program, the number of days Youth Radio students attended school increased, but not to the same level as other OUSD students.

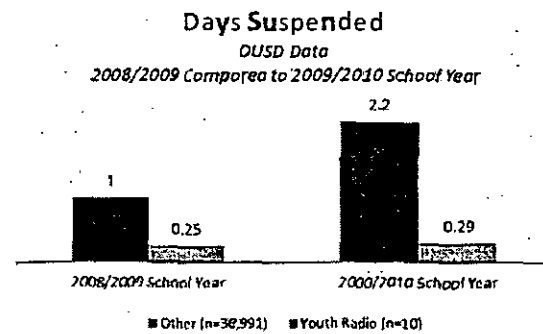


### Suspensions

The following chart provides a comparison between the number of days suspended for Youth Radio participants and the general OUSD student population during 2009/10.

- On average, the number of days Youth Radio participants were suspended was significantly higher in both 2008/09 and 2009/10. This is to be expected because Youth Radio works with higher risk youth with a history of juvenile justice involvement.

- The number of days Youth Radio participants were suspended increased from 2009-10. The number of days other OUSD students were suspended also increased, though on average they got in trouble significantly less than Youth Radio participants. This may reflect the fact that youth with a history of behavior issues at school tend to be suspended more frequently than students with few or no infractions on their record.



# Youth Radio

## After School Job Training

### Pre/Post School/Education Related Outcomes

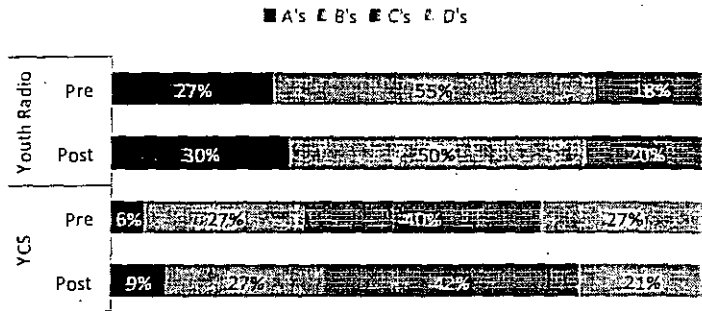
Pre/post tests included items on educational indicators related to educational attainment; attitudes towards school, attendance and behavior.

The following chart illustrates the educational attainment of Youth Radio participants compared to all participants in the Youth Comprehensive Services strategy. On average, Youth Radio participants were more likely to be enrolled in school than other Youth Comprehensive Services strategy participants. Moreover, 15% more Youth Radio participants reported graduating from high school after participating in the program.

clients reported slightly fewer instances of skipping or cutting class than other Youth Comprehensive Service clients.

The graph on the following page shows that

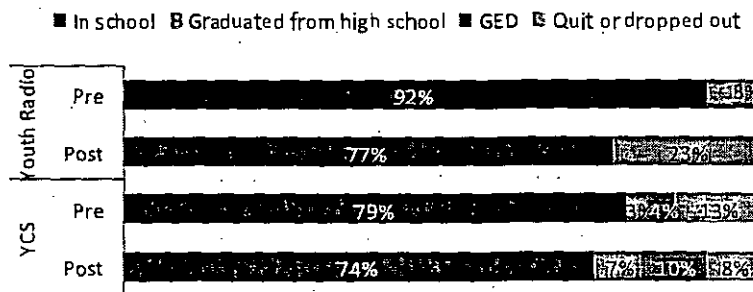
### My Grades Are Mostly...



Youth Radio participants reported a slight increase in the number of times they were disciplined and the number of times they were sent home for getting in trouble.

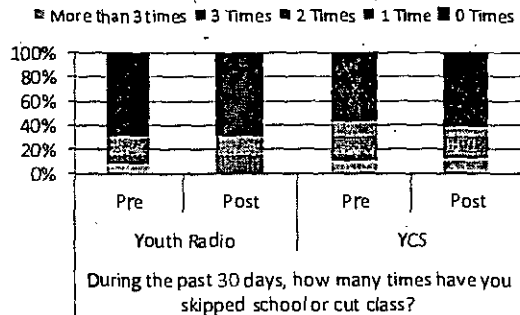
Conversely, the average Youth Comprehensive Service client reported a decrease in both areas after receiving service.

### Status in School



The following chart depicts the grades that students enrolled in school reported before and after receiving services. Compared to other participants of the same strategy, Youth Radio students were more likely to receive mostly A's and B's. Additionally, the number of Youth Radio students who reported earning A's and B's increased after receiving services. Youth were also asked to share the number of times they were truant or disruptive at school. The graph on the following page shows that Youth Radio

### Truancy and Disruptive Behavior at School

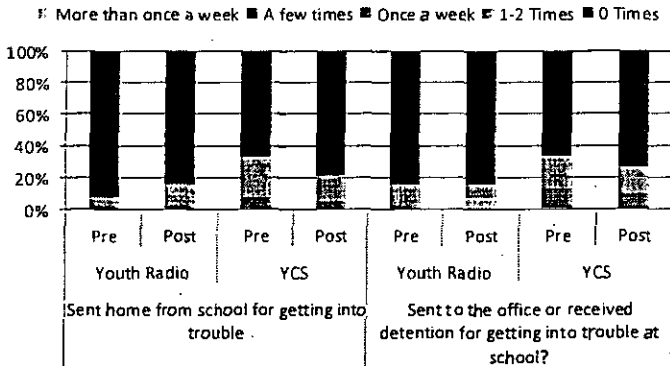


During the past 30 days, how many times have you skipped school or cut class?

# Youth Radio

## After School Job Training

**Truancy and Disruptive Behavior at School**  
 During the past two months, how many times have you been...?



Mean scores on school/education related survey items are presented in the table to the right. Compared to other programs in the strategy area, clients in Youth Radio reported an increase in planning to go to college or continue their education and better attitudes about school and their academic performance.

SCHOOL/EDUCATIONAL OUTCOMES						
Outcome Area	Youth Radio After School Job Training			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Educational Attainment</b>						
I am aware of the requirements needed to complete school or obtain my GED.	4.31	4.08	-5%	3.97	4.13	4%
I plan to graduate from high school or get my GED.	4.38	4.36	0%	4.19	4.46	6%
I plan to go to college or continue my education.	3.92	4.46	14%	3.96	4.19	6%
<b>Attitude Toward School</b>						
I think education is important.	3.62	4	10%	3.38	3.67	9%
In general, I like school.	4.08	4.33	6%	3.94	4.08	4%
Getting good grades is important to me.	4.08	3.5	-14%	3.32	3.44	4%
During the past month, I always completed my homework.	3.62	4	10%	3.38	3.67	9%

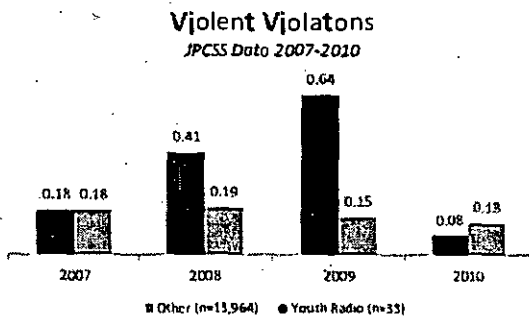
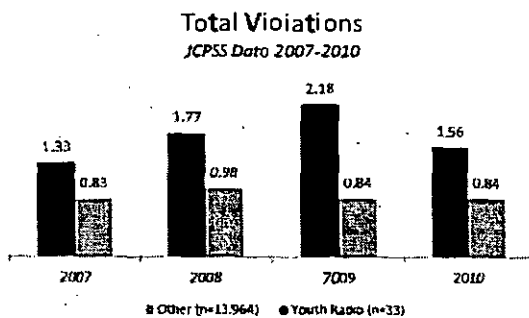


# Youth Radio

## After School Job Training

### Criminal Justice Outcomes

Juvenile probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by Youth Radio in the 09/10 FY compared to the general probation population. The sample contained 33 consented Youth Radio clients, representing a match of 77%.<sup>6</sup> The following graph provides a comparison of total violations between Youth Radio and the general juvenile probationer population. Youth Radio clients had higher rates of violation overall, despite a significant reduction in violent violations from 2009 to 2010.



In addition, juvenile probation data were analyzed to examine each client's change in violations after their first date of service.

Using their first date of service, the evaluation examined the number of

violations for 36 months before contact and 17 months after contact. Results were aggregated and are presented in the chart on page 9.

This analysis demonstrates that while certain individuals may exhibit positive juvenile justice outcomes after first contact with Youth Radio services, there is no typical client experience – positive or negative.

- Among Youth Radio's clients, the proportion of unduplicated individuals violating per month oscillated widely in the months prior to Youth Radio contact, reaching a high in the sixth-to-last month before services, when nearly a quarter of all clients violated.
- There is no consistent, observable impact of Youth Radio service on youth justice outcomes. Although only 3% of the client population violated during the month of first contact, more than 13% violated in the first month after contact; client violation is sporadic afterward, with no sign of an apparent, marked trend of reduction.

Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the Youth Radio client population overall (orange line).

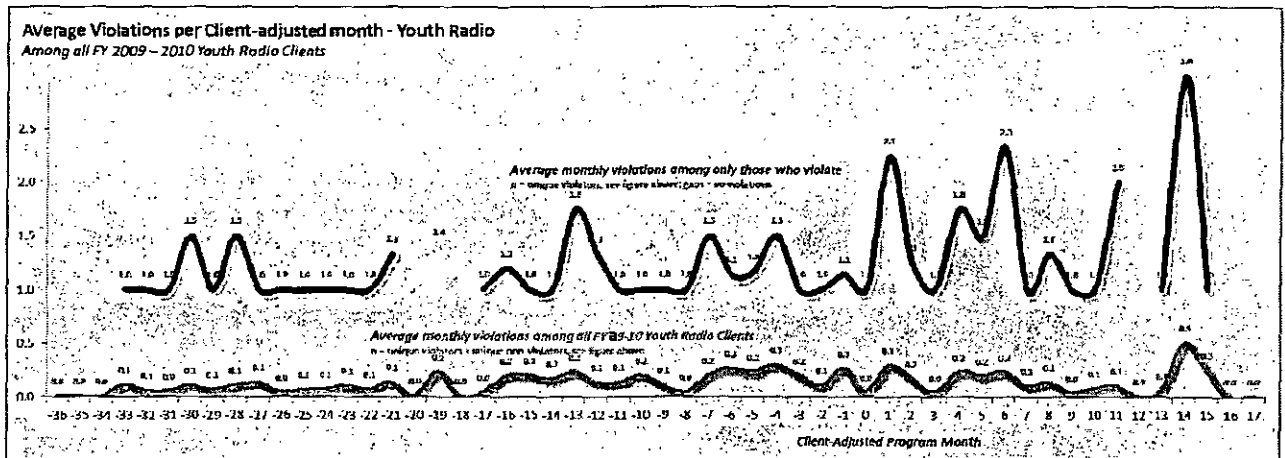
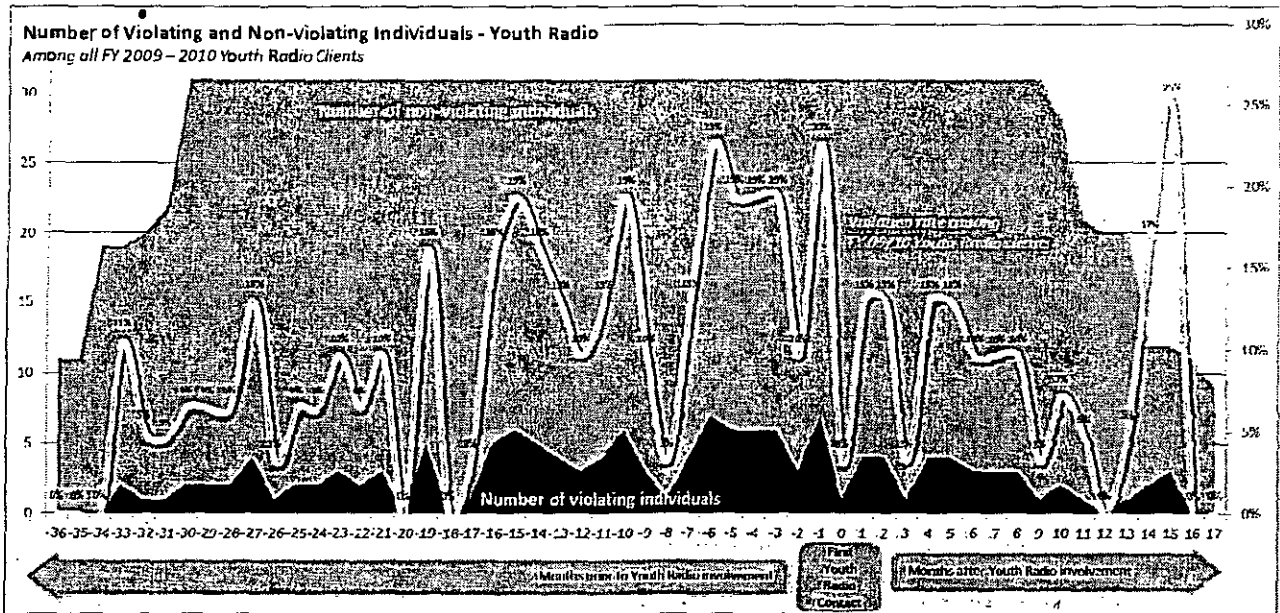
- There is no long-term relationship between client interaction and the frequency of monthly violations.

<sup>6</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

# Youth Radio

## After School Job Training

- Among those who do violate in the first months of service, the frequency of their violations increased substantially; although a numerically smaller population, this group continued to violate more times per month after their first Youth Radio contact than they ever had in the three years preceding contact.



# Youth Radio

## After School Job Training

### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

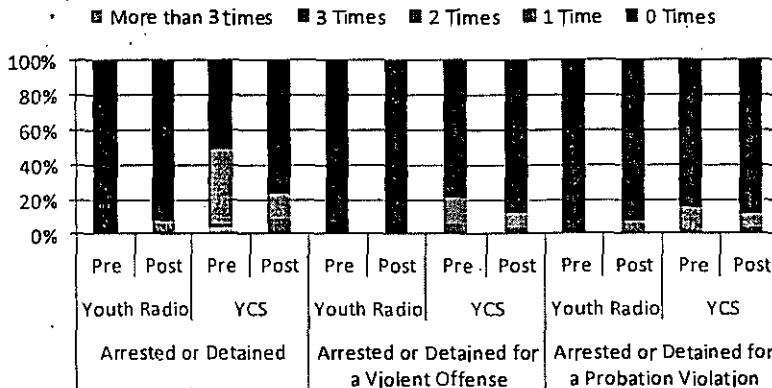
The following graph summarizes Youth Radio clients' criminal justice involvement before and after program participation.

Compared with other participants in the Youth Comprehensive Services strategy, Youth Radio participants were less likely to have been arrested or detained during the two months before and after program participation. As all Youth Radio clients are referred through the Juvenile Justice Center, this may indicate that youth are reticent to share information about their criminal justice history. The results may also reflect the timeline of when the survey was administered.

The table below shows a comparison of criminal justice related outcomes between Youth Radio and all Youth Comprehensive Services participants. After receiving services, Youth Radio participants reported increased confidence in their ability to complete the terms of their parole or probation.

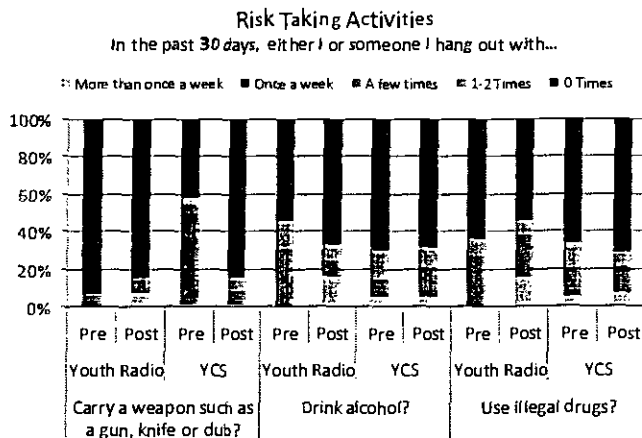
INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Outcome Area	Youth Radio After School Job Training			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
Compliance with terms of probation and parole						
I am confident in my ability to complete the terms of my parole/probation.	4:25	4:44	+4%	4:17	4:11	-1%
I try to stay away from situations that will compromise the terms of my parole/probation.	4:38	4:27	-3%	4:17	4:12	-1%

Law and Probation Violations  
During the last two months I have been...



# Youth Radio

## After School Job Training



the 30 days before and after program participation. The chart below shows how clients self-reported about whether they had engaged in activities such as carrying a weapon, drinking alcohol, and using illegal drugs. Compared to other Youth Comprehensive strategy participants, a greater proportion of Youth Radio participants reported using alcohol and illegal drugs more than average before program participation. While there was a decrease after

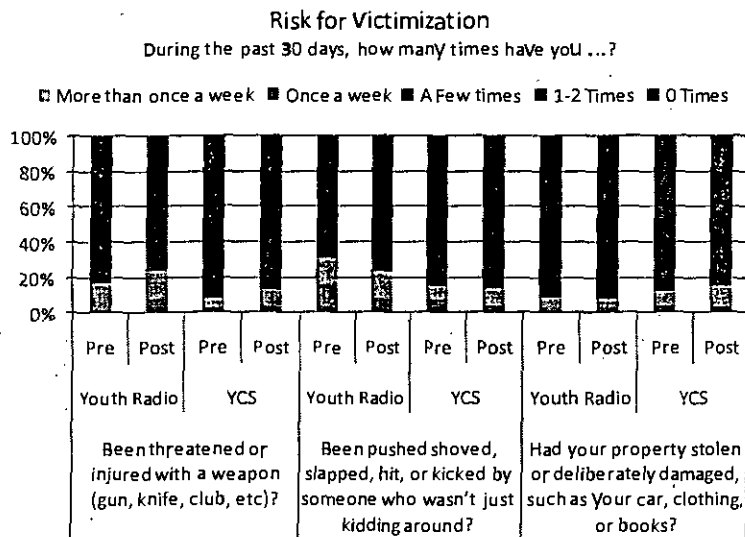
### Pre/Post Test Resiliency and Protective Factors Outcomes

Pre/post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development, which focuses on strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after participation in violence prevention programming.

Items on the pre/post test surveys measured client's risk taking activities during. The following table shows the changes in resiliency reported by clients after participation in the Youth Radio After

receiving services, self-reported risk taking among Youth Radio clients remained higher than average for the strategy area.

Additionally, clients were asked to self-report on whether they had been at risk for victimization. A slightly greater proportion of Youth Radio participants reported being exposed to victimizing incidents than average for all participants in the Youth Comprehensive Service strategy area.



# Youth Radio

## After School Job Training

The following table shows the changes in resiliency reported by clients after participation in the Youth Radio After School Job Training program. Compared to other programs in the strategy area, the program strengthened clients' ability to manage their anger and resolve conflicts, their feelings of support from adults and their peers, and their awareness of community resources. Youth Radio clients reported the greatest improvement in being able to relax and calm down when upset, having a stable living situation, and feeling that costs do not prevent them from accessing services in the community. Youth Radio clients reported the most negative change in having friends who were responsible about school and their jobs, and not feeling optimistic about the future.

RESILIENCY AND PROTECTIVE FACTORS OUTCOMES						
Outcome Area	Youth Radio After School Job Training			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Anger Management Skills</b>						
A lot of times I don't really think about the consequences before I react to a situation.	2.92	3.08	5%↑	3.38	3.04	10%↓
When I am upset, it is very difficult for me to relax and calm myself down.	3.46	2.83	18%↓	3.36	3.18	5%↓
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence.	3.62	3.74	10%↑	3.69	3.87	5%↑
In the past 30 days I have used conflict resolution skills.	3.14	3.51	15%↑	3.07	3.32	4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble.	2.92	3.0	3%↓	2.82	2.83	0%↓
Most of the people I hang out with aren't very responsible about school or their jobs.	3.08	3.23	5%↑	3.06	3.07	0%↑
The people I hang out with help me when I'm having a hard time.	3.62	3.77	4%↑	3.43	3.61	5%↑
<b>Relationship with a Caring and Supportive Adult</b>						
I receive help or support from at least one adult.	3.85	4.15	8%↑	4.08	4.34	6%↑
There is an adult in my life who believes I will be a success.	4.31	4.15	4%↓	4.14	4.35	5%↑
In my home there is a parent/guardian or other adult figure who expects me to follow the rules.	4.31	4.42	3%↑	4.16	4.28	3%↑
<b>Stable Housing</b>						
I have a stable living situation.	3.38	4.31	28%↑	3.64	3.73	2%↑
I don't always feel safe living in my own home.	2.46	2.25	9%↓	2.71	2.41	11%↓
<b>Resiliency</b>						
I don't always feel optimistic about my future.	3.15	3.31	5%↓	3.29	3.09	6%↓
I'm not always able to stay calm when life gets stressful.	3.38	3.31	2%↓	3.42	3.21	6%↓

# Youth Radio

## After School Job Training

Statement	2010	2011	% Change	2012	2013	% Change
I am able to walk away when friends or associates are pushing me towards trouble.	3.85	4.08	6%↑	3.65	3.81	5.4%↑
I know about the services that are offered in my neighborhood and in Oakland:						
Health	3.4	4.08	2%↑	3.57	3.95	11%↑
Employment	3.58	3.92	9%↑	3.43	3.83	12%↑
Financial	3.18	3.67	15%↑	3.08	3.55	19%↑
Legal	3.08	3.5	14%↑	3.22	3.8	18%↑
Costs prevent me from accessing these services even when I need them.	3.3	2.64	20%↑	2.94	3.01	2%↓

# Youth UpRising

## JJC/OUUSD Wrap Around Services

### I. INTRODUCTION

Youth UpRising envisions a healthy and economically robust community powered by the leadership of youth and young adults. Youth UpRising is dedicated to fostering youth leadership development and utilizing it as a means of transforming the community. Through the JJC/OUUSD program, Youth UpRising provides case management services, assessments, individual development plans, and follow-up services for youth in East Oakland. Additionally, Youth UpRising's comprehensive mix of services includes art and expression and health and wellness services. Measure Y is funding Youth UpRising to provide 70 high-risk youth referred through the Juvenile Justice Center with intensive case management and wraparound services annually.

### II. SERVICES PROVIDED

Youth UpRising JJC/OUUSD aims to ensure that youth involved in the juvenile justice system are re-engaged in school and connected to the appropriate services to support successful re-entry into the community. The program primarily provides intensive outreach and case management. During the 18-month reporting period, Youth UpRising served 124 individuals. The majority of clients were male (68%), were between the ages of 14 and 18 (94%), and identified as African American (95%).<sup>2</sup>

<sup>1</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

<sup>2</sup> Demographic information was obtained from 2009-10 Fourth Quarter and 2010-11 Second Quarter Progress Reports generated from the City of Oakland's Youth Services Management Information System, also known as CitySpan. Due to missing and/or duplicate data, demographic information is an approximation.

The chart below illustrates the service hours clients received during 2009/10. On average, clients were provided with 34 hours of case management and 3 hours of intensive outreach.

	# of Clients <sup>1</sup>	# of Hours	Average hours per client
Individuals	98	304	3
Case Management	95	3196	34
Intensive Outreach	82	213	3

### Client Engagement

CitySpan data were analyzed to determine how long clients were engaged in services. Youth UpRising JJC/OUUSD clients received services for an average of 4 months. Compared to other JJC/OUUSD programs, Youth UpRising provided fewer service hours per client and engaged clients for slightly fewer months. The JJC/OUUSD program model mandates that youth receive a total of 40 hours of case management. As such, an average of 35 hours of service per client is reasonable.

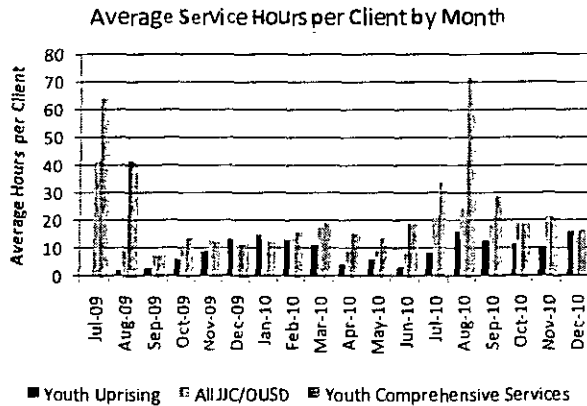
Average per Client	Youth UpRising	All JJC/OUUSD <sup>3</sup>	YCS
Months of client engagement	3.6	4.8	3.5
Service hours per client	34.9	45.9	59.7
Service hours per client per month	8.9	15.7	24

<sup>3</sup> Because JJC/OUUSD programs follow a unique service model, a service and cost comparison across all JJC/OUUSD programs has been included in addition to the strategy-level comparison where available.

# Youth UpRising

## JJC/OUSD Wrap Around Services

The following graph depicts the average number of hours per client by month. Compared to all JJC/OUSD programs, Youth UpRising provided an average amount of service per client per month and the services remained relatively steady throughout the 18-month period. As July



2009 marks the beginning of the JJC/OUSD Wrap Around strategy, the low number of service hours is expected. The slight decline in service hours in summer of 2010 is likely due to program and client transition at the start of the new funding year.

The following table provides reasons for client exit. Exit information was documented for 48 clients. Compared to all programs in the Youth Comprehensive Services strategy, Youth UpRising clients were slightly more likely to exit because of program inactivity.

Reason for Exit	YU (n=48)	YCS (n=189)
Program inactivity	42%	32%
Successful completion of program	31%	25%
Other	21%	22%

### Deliverables

Youth UpRising met or exceeded all deliverables for both FY 2009-10 and the first half of FY 2010-11.

### Efficiency of Service

The following table outlines the average cost per client for Youth UpRising JJC/OUSD and provides a comparison to average costs for programs in this strategy area. Relative to other programs in the Youth

Comprehensive Services Strategy and other JJC/OUSD programs, Youth UpRising's cost per client and cost per hour were lower than average.

	Average Cost per Client <sup>4</sup>	Average Cost per Hour
Youth UpRising JJC/OUSD	\$2,160	\$71
All JJC/OUSD	\$2,568	\$80
Youth Comprehensive Services	\$2,168	\$77

## III. IMPACT OF SERVICE

The evaluation analyzed program impact through an analysis of CitySpan service data on employment outcomes and client milestones<sup>5</sup>, a matched data comparing client service records to OUSD and juvenile justice data, and pre/post survey results. Pre/post test surveys were analyzed for 46 Youth UpRising JJC/OUSD clients, 36% of the overall strategy area. For negative items (i.e. needing a lot of assistance in preparing a resume), a lower score is an indication of client strength. Survey items marked with a blue up arrow denote a

<sup>4</sup> This analysis includes all service hours entered into the CitySpan database by programs during 2009-10, regardless of whether or not they are a required program deliverable. Evaluation calculations may not align with DHS figures.

<sup>5</sup> Client milestones and exit criteria were added to the CitySpan database during 2009-10. DHS does not require programs to complete these fields as a program deliverable. As a result, client information may not be entered completely or consistently.



# Youth UpRising

## JJC/OUSD Wrap Around Services

positive change. A red down arrow denotes a negative change and a horizontal orange arrow denotes no change. Results are reported by outcome area.

### Client Milestones

Programs entered milestones achieved by the client while they were enrolled in the program. Forty-eight clients had information on milestones recorded in CitySpan. A quarter of clients stayed out of trouble with the law while in the program. Around 20% of clients were re-enrolled in school, got a job, and advanced to the next grade level. Thirteen percent of clients were reported as completing the terms of their probation or parole. Because of the referral pathway, most Youth UpRising clients are just beginning their probationary period when they enroll in the program. Probation periods generally extend past the program's normal length of service. Therefore, the number of clients for whom it is possible to achieve this benchmark is relatively low.

Milestones While in Program*	Program (n=48)	YCS (n=189)
No re-arrests	25%	25%
Re-enrolled in school/GED program	21%	20%
Got a job	19%	17%
Advanced to the next grade level	19%	13%
Accessed external/internal supportive services	13%	12%
Completed terms of probation/parole	13%	19%

\*Only milestones with at least a 10% achievement rate are included in the table

Clients also experienced several challenges while participating in Youth UpRising, including being re-arrested (23%); dropping out of school/GED (17%); violating the terms of their probation (17%); and experiencing other life challenges such as a family death or serious illness (15%).

Program staff noted that milestones are added when a client is exited from the program. In many cases, a client exited at the end of the funding year, when they become inactive, when they are transferred out of the County, or when they leave the program. Because of this, it is likely clients achieve more milestones than are presented here.

### CitySpan Employment Outcomes

An analysis of deliverables, service information, and case notes was conducted to determine employment related outcomes for clients served through the program. While Youth UpRising's primary goal is to support clients as they work towards educational goals, staff also provide referrals to employment when appropriate. Thirty-five clients received referrals to employment during the reporting period.

### Pre/Post Employment Outcomes

Employment related outcomes were also measured through an analysis of client self-report on pre/post tests. Pre/post tests included items related to employment and measured changes in job readiness and employment before and after program participation.

The following chart shows the employment outcomes achieved by Youth UpRising JJC/OUSD in comparison to all Youth Comprehensive Service programs. On average, Youth UpRising clients reported the same positive changes related to job preparation and readiness as other Youth Comprehensive Service clients after receiving services.

# Youth UpRising

## JJC/OUSD Wrap Around Services

Outcome Area	EMPLOYMENT					
	Youth UpRising			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Job Preparation and Readiness</b>						
I am aware of the requirements needed to complete school or obtain my GED.	3:69	4:13	12%↑	3:97	4:13	4%↑
I would need a lot of help to prepare a competitive resume.	3:72	2:97	20%↑	3:82	3:53	8%↑
I would need a lot of help to conduct a job search.	3:27	3:3	8%↑	3:74	3:57	5%↑
I have practiced questions on an application or in a job interview.	3:34	3:19	4%↓	3:38	3:56	5%↑

found no statistically significant impact on the number of days students were suspended.

### Enrollment

The following chart provides a comparison of days enrolled between the 2008/09 school year and the 2009/10 school year for Youth UpRising participants and all other OUSD

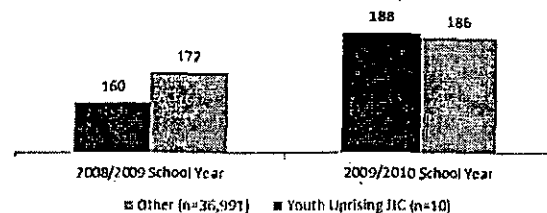
### School/Education Related Outcomes

School-related outcomes were measured through analyzing patterns in enrollment, attendance, and suspension in Youth UpRising JJC/OUSD and non-Measure Y participants, as well as individual client self-report. Outcomes related to attendance and behavior were evaluated through a matched analysis of OUSD data on program participants enrolled in the district. The sample contained 10 consented clients with a match rate between Youth UpRising JJC/OUSD participant data of 38%. Statistical tests were conducted to determine whether observed changes were statistically significant and likely due to participation in Measure Y.<sup>6</sup> Participating in Youth UpRising was found to have a positive impact on both the number of days clients were enrolled and the number of days clients attended school. The analysis

students.

- Youth UpRising participants were enrolled in school fewer days in 2008/09 than the average student. This is to be expected as Youth UpRising targets higher risk youth with histories of juvenile justice involvement.
- The number of days enrolled for Youth UpRising participants increased significantly in 2009/10. On average, Youth UpRising participants were enrolled in school the same number of days as other OUSD students after participating in the program.

Days Enrolled  
OUSD Data  
2008/2009 Compared to 2009/2010 School Year



<sup>6</sup> A sample size equation was used to see if consented clients represented a sufficiently large proportion of total clients to provide valid representation. All programs were representative at the 90% confidence level. That is, individuals are likely to be representative of the total program population at a 90% confidence level.

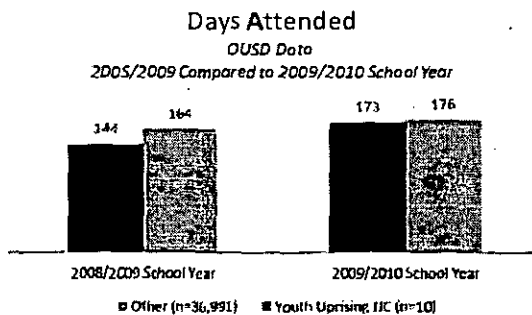
# Youth UpRising

## JJC/OUSD Wrap Around Services

### Attendance

The following chart shows a comparison between the number of days Youth UpRising JJC/OUSD students and other OUSD students attended school during 2008/09 and 2009/10.

- Similar to enrollment, Youth UpRising participants attended fewer days than the average student in 2008/09.
- After participating in the program, the number of days Youth UpRising students attended school increased to almost the same level as other OUSD students.

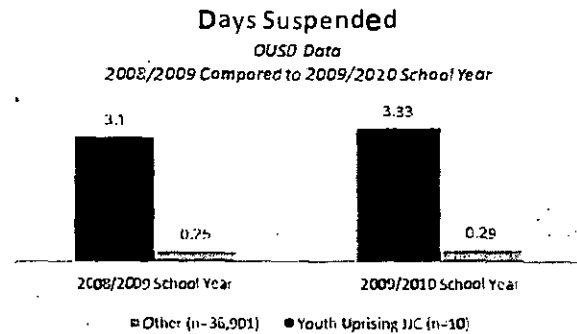


### Suspensions

The following chart provides a comparison between the number of days suspended for Youth UpRising students and the general OUSD student population during 2009/10.

- On average, the number of days Youth UpRising participants were suspended was significantly higher in both 2008/09 and 2009/10.
- The number of days Youth UpRising students were suspended increased from 2009-10. The number of days other OUSD students were suspended also increased, though on average they got in trouble significantly less than Youth UpRising participants. This may reflect the fact that youth with a history of behavior issues at school

tend to be suspended more readily than students with few or no infractions on their record.



### Pre/Post School/Education Related Outcomes

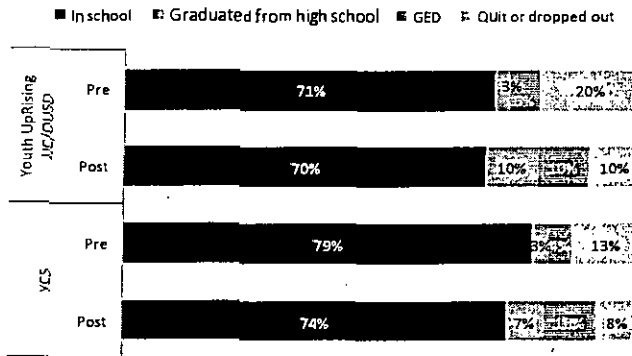
Pre/post tests included items on educational indicators related to educational attainment, attitudes towards school, attendance and behavior. Pre/post test surveys were analyzed for 43 Youth UpRising JJC/OUSD clients.

The following chart illustrates the educational attainment of Youth UpRising participants compared to all participants in the Youth Comprehensive Services strategy. While initially 7% more Youth UpRising clients reported having quit or dropped out at enrollment, the percentage reporting negative enrollment outcomes decreased by 10% for Youth UpRising clients after participating in the program. Additionally, 7% more clients reported having graduated, and 6% more clients reported having obtained their GED after receiving services.

# Youth UpRising

## JJC/OUSD Wrap Around Services

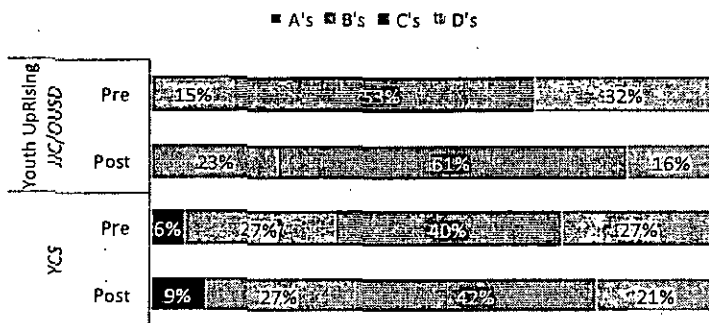
Status in School



The following chart depicts the grades that students reported achieving before and after receiving services. While no Youth UpRising participants reported earning mostly A's, the proportion earning B's and C's increased after participation in the program.

Youth were also asked to share the number

My Grades Are Mostly...

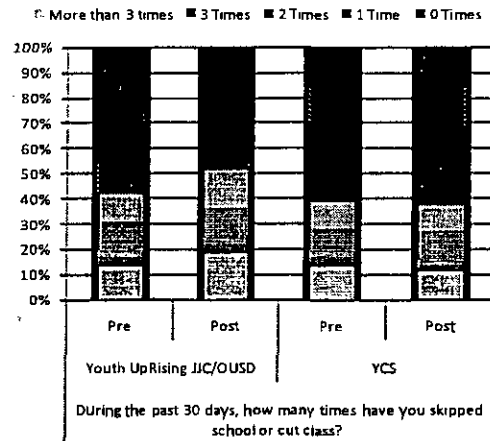


of times they were truant or disruptive at school. Nine percent more Youth UpRising participants reported skipping school or cutting class after participating in the program, which aligns with the OUSD data presented above.

Mean scores on school/education related survey items are presented in the table on page 11. Compared to other programs in the strategy area, clients reported a greater increase in completing homework (18% and

5%, respectively), liking school (17% and 10%), and being aware of the requirements needed to complete school or get a GED (10% and 4%) after participating in the program.

Truancy and Disruptive Behavior at School



### Criminal Justice Outcomes

Juvenile probation data was analyzed to examine the number of juvenile justice violations during 2007, 2008, 2009 and 2010 for clients served by Youth UpRising in the 09/10 FY compared to the general probation population. The sample

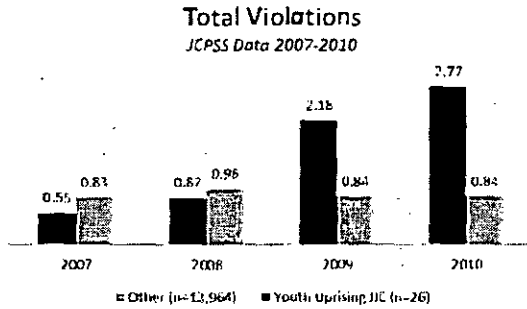
contained 26 consented Youth UpRising clients, representing a match of 100%.<sup>7</sup> The following graph provides a comparison of total violations between Youth UpRising participants and the general juvenile probationer population. Youth UpRising clients had higher rates of violation in 2009 and 2010. This was consistent across all violation types including violent, non-

<sup>7</sup> Sample includes only those consented participants who were under the age of 18 in 2006.

# Youth UpRising

## JJC/OUSD Wrap Around Services

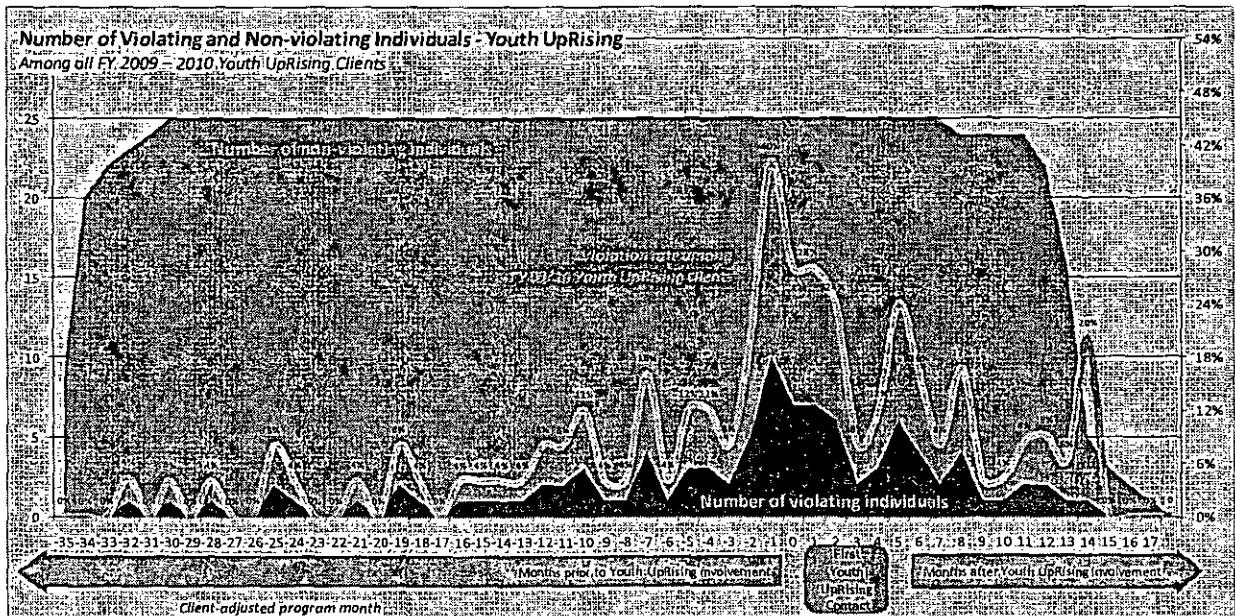
violent weapon-related, drug and felony violations.



Juvenile probation data were analyzed to examine each client's change in violations after their first date of service. Using their first date of service, the evaluation examined the number of violations for 41 months before contact and 17 months after contact. Results were aggregated and are presented in the chart below.

The criminal justice outcomes analysis demonstrates that Youth UpRising has a strong, positive impact on individual participants.

- Among youth served by Youth UpRising in FY 09/10, the majority exhibited growing involvement with the justice system prior to their first contact with Youth UpRising services. While no Youth UpRising clients had committed a justice violation 34 months prior to their involvement with Youth UpRising, around 15% of youth violated in the period 7 months prior to their involvement, 40% of clients violated one month prior to their involvement and 28% of youth violated in the same month as their first contact with Youth UpRising (presumably engendering their referral to services).
- Following youth engagement with Youth UpRising, juvenile justice system involvement declines. While 40% of clients violated parole / probation in the last month prior to their involvement with Youth UpRising, only 8% violated three months post first contact. Despite a



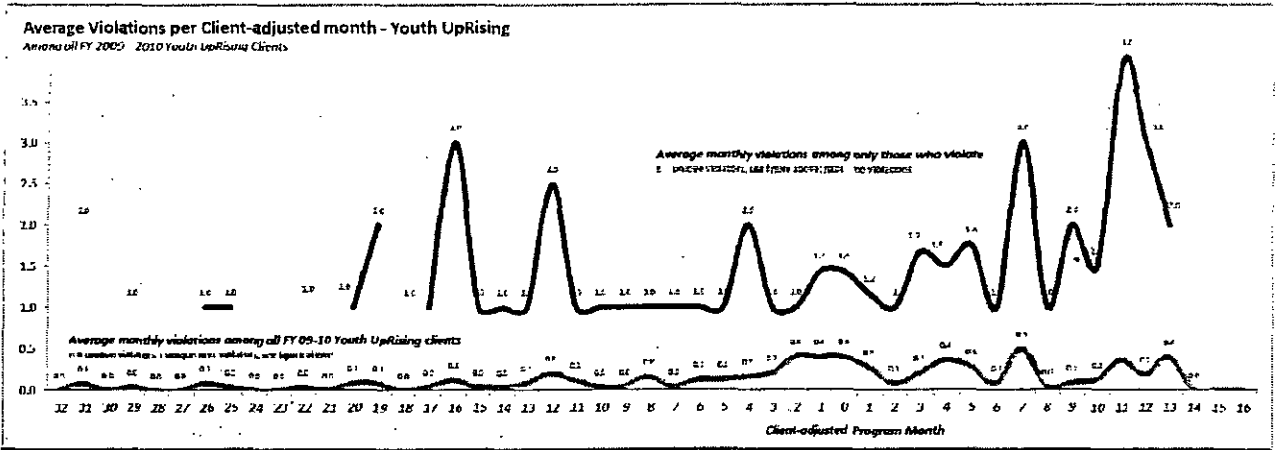
# Youth UpRising

## JJC/OUUSD Wrap Around Services

resurgence in violations following this initial decline, 14 months after the first service contact 0% of Youth UpRising clients violated.

Program evaluators also examined the frequency of monthly violations among those who do continue to violate (blue line), and across the Youth UpRising client population overall (orange line).

- As illustrated above, the proportion of clients violating decreases after their first date of service in Youth UpRising.
- Among those that do continue to violate after their first date of service, their rate continues to increase for several months, but then eventually declines.



# Youth UpRising

## JJC/OUSD Wrap Around Services

### Pre/Post Test Criminal Justice Outcomes

Items on the pre/post test surveys measured client's involvement with the criminal justice system via self-report upon enrollment and again after services were provided.

The following graph summarizes Youth UpRising clients' criminal justice involvement before and after program participation. On average, Youth UpRising clients were arrested more frequently in the two months prior to taking the survey than other Measure Y clients in the strategy area. Though the overall percentage of arrests among Youth UpRising respondents remained higher than average, 18% fewer reported being arrested after receiving services.

INVOLVEMENT IN THE CRIMINAL JUSTICE SYSTEM						
Youth UpRising: JJC/OUSD				Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
Compliance with Terms of Probation/Parole						
I am confident in my ability to complete the terms of my parole/probation	4:29	3:83	-11%	4:17	4:11	-1%
I try to stay away from situations that will compromise the terms of my parole/probation	4:26	3:97	-7%	4:17	4:12	-1%

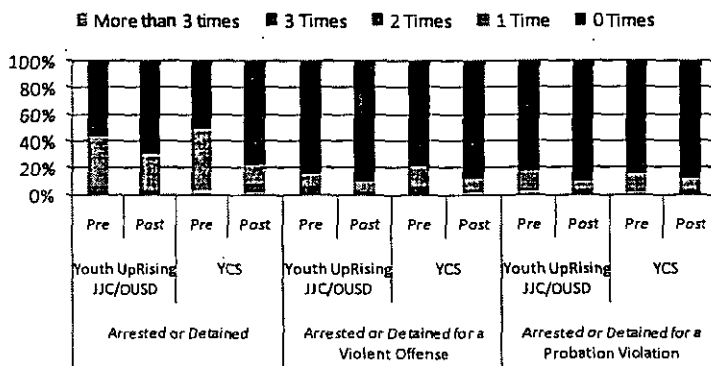
receiving services, Youth UpRising participants reported decreased confidence in their ability to complete the terms of their parole or probation, and stay away from situations that would compromise the terms of their parole/probation.

### Pre Post Test Resiliency and Protective Factors Outcomes

Pre-post tests included items designed to measure changes in protective factors and resiliency. Factors such as relationships with caring adults, ability to manage anger and emotions effectively, and risk taking behavior can prevent, protect, and reduce the harm associated with violence. Measure Y programming incorporates the principles and approaches of youth development,

which focuses on strengthening young people's resiliency and protective factors. Improved resiliency and protective factors are outcomes that should improve after

Law and Probation Violations  
During the last two months I have been...



The following table shows a comparison of criminal justice related outcomes between Youth UpRising and all Youth Comprehensive Services participants. After

# Youth UpRising

## JJC/OUSD Wrap Around Services

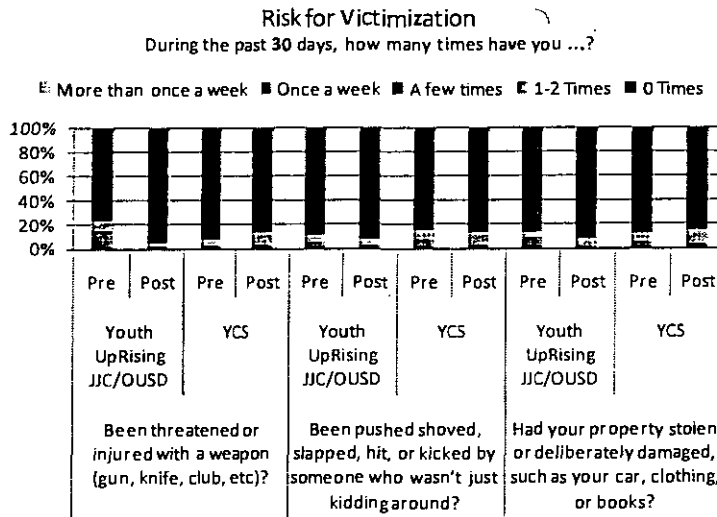
participation in violence prevention programming.

The following chart depicts client victimization before and after program participation.

drugs after participating in the program.

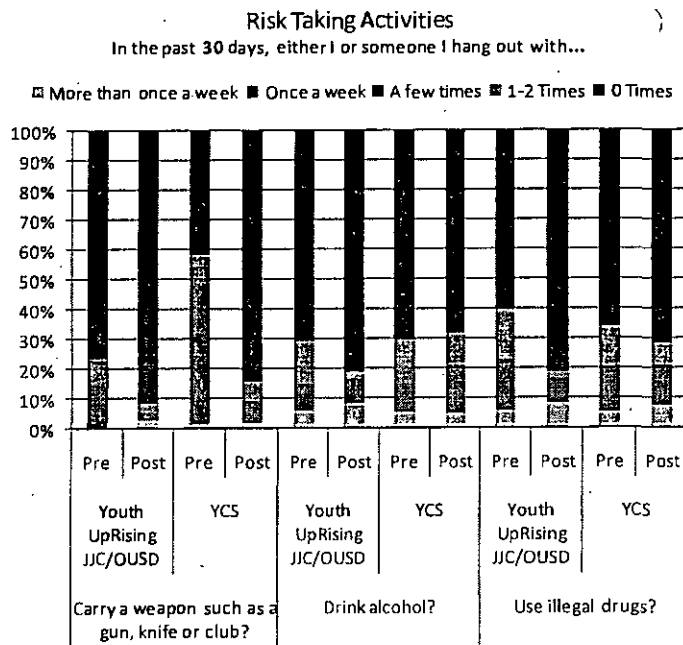
The table on the following page shows the changes in resiliency reported by clients after participation in the Youth UpRising JJC/OUSD program. The program

strengthened clients' ability to manage anger and conflict resolution, establish supportive relationships with peers, and be more aware of community resources



Compared to other Youth Comprehensive Service clients, Youth UpRising clients reported being threatened or injured with a weapon, being physically assaulted, and having their property stolen an average number of times. The percentage of Youth UpRising clients that reported being victimized declined slightly for all three incident types after program participation.

The chart on the right describes clients' risk taking behavior before and after program participation. Compared to other programs in the Youth Comprehensive Services strategy area, Youth UpRising clients were slightly less likely to carry a weapon, drink alcohol, and use illegal





# Youth UpRising

## JJC/OUSD Wrap Around Services

### SCHOOL/EDUCATIONAL OUTCOMES

Outcome Area	Youth UpRising: JJC/OUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Educational Attainment</b>						
I am aware of the requirements needed to complete school or obtain my GED.	3:69	4:13	12%↑	3:97	4:13	4%↑
I plan to graduate from high school or get my GED.	3:97	4:37	10%↑	4:19	4:46	6%↑
I plan to go to college or continue my education.	4:08	4:18	2%↑	3:96	4:19	6%↑
<b>Attitude toward School</b>						
I think education is important.	3:86	4:1	6%↑	4:18	4:32	3%↑
In general I like school.	2:81	3:59	28%↑	3:38	3:67	9%↑
Getting good grades is important to me.	3:47	3:97	14%↑	3:94	4:08	14%↑
During the past month I always completed my homework.	3:14	3:63	18%↑	3:32	3:44	4%↑

### RESILIENCY AND PROTECTIVE FACTORS OUTCOMES

	Youth UpRising: JJC/OUSD			Youth Comprehensive Services		
	Pre	Post	% Change	Pre	Post	% Change
<b>Anger Management Skills</b>						
A lot of times I don't really think about the consequences before I react to a situation.	3:24	4:21	20%↑	3:38	3:04	-10%↓
When I am upset, it is very difficult for me to relax and calm myself down.	3:32	4:19	13%↑	3:36	3:18	-5%↓
<b>Conflict Resolution Skills</b>						
I know how to get myself out of dangerous situations without violence.	3:56	4:05	14%↑	3:69	3:87	5%↑
In the past 30 days I have used conflict resolution skills.	3:28	3:42	4%↑	3:07	3:32	4%↑
<b>Peer and Social Support</b>						
The people I hang out with get into a lot of trouble.	2:62	2:73	4%↑	2:82	2:83	0%→
Most of the people I hang out with aren't very responsible about school or their jobs.	2:77	2:68	-3%↓	3:06	3:07	0%→
The people I hang out with help me when I'm having a hard time.	3:25	3:28	1%↑	3:43	3:61	15%↑

# Youth UpRising

## JJC/OUSD Wrap Around Services

Relationship with a Caring and Supportive Adult						
I receive help or support from at least one adult.	3,722	4,411	10%↑	4,008	4,344	6%↑
There is an adult in my life who believes I will be a success.	3,357	4,118	13%↑	4,114	4,355	5%↑
In my home there is a parent/guardian or other adult figure who expects me to follow the rules.	3,724	4,003	8%↑	4,116	4,728	13%↑
Stable Housing						
I have a stable living situation.	3,554	3,411	-4%↓	3,644	3,731	2%↑
I don't always feel safe living in my own home.	2,331	2,291	0%→	2,741	2,411	-11%↓
Personal Resiliency						
I don't always feel optimistic about my future.	2,977	2,277	-9%↓	3,229	3,109	-6%↓
I'm not always able to stay calm when I feel stressed.	3,466	2,277	-22%↓	3,422	3,721	6%↑
I'm able to walk away when friends or associates are pushing me towards trouble.	3,314	3,844	13%↑	3,655	3,881	4%↑
Awareness of Community Resources						
I know about the services that are offered in my neighborhood and in Oakland.						
Health	3,722	4,403	25%↑	3,577	3,955	11%↑
Employment	3,129	4,105	23%↑	3,445	3,883	12%↑
Financial	2,991	3,766	29%↑	3,008	3,655	19%↑
Legal	2,189	3,722	29%↑	3,222	3,318	18%↑
Costs prevent me from accessing these services, even when I need them.	2,175	2,455	12%↑	2,944	3,101	2%↓

# Oakland Measure Y 2009-10

## Measure Y-Funded Positions

### I. MAYOR'S REENTRY EMPLOYMENT SPECIALIST

The Mayor's Reentry Employment Specialist provides assistance to formerly incarcerated adults in completing the application process for employment with the City of Oakland. Clients participate in four-hour workshops on the process and receive guidance with completing each phase of the application. The Employment Specialist also networks with other city agencies, programs, and NCPCs to publicize employment resources available to the reentry population.

The table below shows the number of clients served during the 18-month evaluation period. Fifty clients participated in a four-hour workshop.

Type of Service	# of Clients <sup>1</sup>	# of Hours	Average hours per client
Group Service	50	200	4
Life Skills and Pre-Employment Skills	50	200	4

Average per Client	Reentry Specialist
Months of Engagement	1
Service Hours	4*

\*All clients received 4 hours of service (enrolled in one 4-hour group event)

### II. OUSD ENROLLMENT SPECIALIST

The goal of the Juvenile Justice Center/OUSD Wrap Around Services

<sup>1</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.

Strategy (JJC) is to identify and return juvenile probationers to school. The Family & Community Office houses the OUSD Enrollment Specialist (Juvenile Justice Center Program Manager), who is responsible for identifying and returning students to school as they re-enter the community. The Enrollment Specialist coordinates with students, families, Juvenile Probation, school sites, and case managers employed by community-based organizations to support appropriate school placement, retention, and academic advancement. The long-term goal is for students to graduate from high school.

### Program Outcomes & Measures

The key outcomes of the Enrollment Specialist position are described below. It is important to note that some outcomes such as school retention are the shared responsibility of the school site, community based organizations that provide case management, the student and his/her family, and are not solely within the purview of the Enrollment Specialist.

Activity	Outcome
Collaborate with Juvenile Probation to identify juvenile probationers who reside in Oakland before they reenter the community and secure an appropriate school placement based on student and family needs and interests.	<p>a. Increase number of juvenile probationers enrolled in school.</p> <p>b. Decrease number of days between release and re-enrollment.</p>
Strengthen school district and school site capacity to address the needs of juvenile probationers, particularly those who qualify for Special Education through technical assistance.	<p>a. Decrease number of students with more than one school placement during the year.</p> <p>b. Increase number of policies and procedures adopted.</p> <p>c. Increase number of trainings provided.</p>

# Oakland Measure Y 2009-10

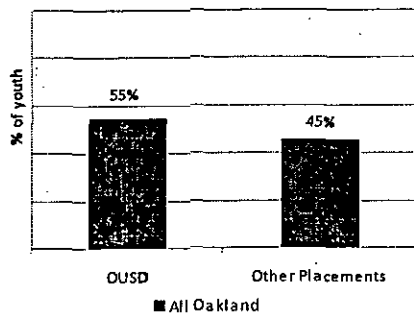
## Measure Y-Funded Positions

During the 18 month evaluation period spanning 7/1/09 through 12/31/2010, the OUSD Enrollment Specialist provided consultations regarding school placement to 1900 juvenile probationers exiting Juvenile Hall. Eighty-three percent of juvenile probationers served during the reporting period were male, and between the ages of 14 and 17. Ages of juvenile probationers are presented in the following table.

Age (at time of release)	N	%
11	6	<1%
12	26	1%
13	90	5%
14	240	13%
15	380	20%
16	524	28%
17	509	27%
18	96	5%
Unknown	21	1%
<b>Total Releases</b>	<b>1892</b>	<b>100%</b>

As illustrated in the chart below, the OUSD Enrollment Specialist placed 1035 in Oakland Unified School District high schools.<sup>2</sup>

Releases to OUSD



Of the 45% of juvenile probationers who were not released to OUSD, the majority were placed in schools outside of the Oakland Unified School District (55%), or released to Camp Sweeney (20%). Alternative placements and reasons for placement outside of OUSD are presented in the table below.

Alternative Placement Reason	N	%
18 years old	16	1%
DJI	11	2%
Camp Sweeney	97	20%
In Juvenile Hall	16	1%
Other	24	5%
Placement Out of District	26	5%
Santa Rita	20	4%
Transfer to Another County	49	10%
<b>Total Other Placements</b>	<b>161</b>	<b>36%</b>

The following table presents the number of days after release that it took for juvenile probationers to be successfully enrolled in OUSD. Ninety-eight percent of youth were enrolled in school within three days of their release.

Time to Enroll	N	%
Enrolled within 3 days	689	98%
Enrolled after 3 days	16	2%
<b>Total Enrolled</b>	<b>705</b>	<b>100%</b>

The chart on the following page shows the number of days juvenile probationers were in custody prior to receiving enrollment support from the Enrollment Specialist. Almost a quarter of the juvenile probationers served received enrollment support after being in custody five or fewer days.

<sup>2</sup> Data provided by OUSD Enrollment Specialist.

# Oakland Measure Y 2009-10

## Measure Y-Funded Positions

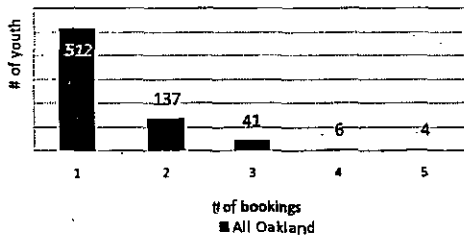
Days in Custody	N	%
< 5	456	24%
6 to 10	206	11%
11 to 20	320	17%
21 to 30	330	17%
31 to 40	174	9%
41 to 50	121	6%
> 50	283	15%
Unknown	2	0%
<b>Total Releases</b>	<b>1892</b>	<b>100%</b>

Networks Coordinated conducted almost 250 outreach events and touched almost 4,000 individuals.

# of Events	# of Clients <sup>3</sup>	# of Event Hours
247	3,943	494

Of the 1900 clients served by the Enrollment Specialist, 37% were recidivated during the reporting period. The chart below shows the number of bookings among juvenile probationers receiving re-enrollment support from the Enrollment Specialist that recidivated.

Recidivism Rates



### III. VIOLENCE PREVENTION NETWORKS COORDINATOR

The Violence Prevention Networks Coordinator provides training, oversight, and technical assistance to the Oakland Street Outreach (OSO) strategy, in addition to conducting street outreach events. The Coordinator is also responsible for networking with the Oakland Police Department, NCPs, and other violence prevention partners. During the 18-month reporting period, the Violence Prevention

<sup>3</sup> Data was obtained through a download from CitySpan in February 2011 and may not align with figures from DHS and provider generated reports.



measure  
**Y**  
for a safe  
Oakland

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# Measure Y Community Policing

## April 15, 2011 Quarterly Report

### I. INTRODUCTION

Measure Y is a voter-approved initiative designed to prevent and reduce violence by providing funding for violence prevention programming and community policing. Measure Y funding to the Oakland Police Department covers the personnel costs of 63 officers, as well as related training and equipment costs. Problem Solving Officers (PSOs) are the key agents of the Department's community policing program. Their primary role is to solve problems of concern to residents in their assigned neighborhood beat. Crime Reduction Team (CRT) officers are responsible for proactively addressing sources of criminal activity in their police service area through law enforcement techniques.

An interruption in Measure Y funding in 2010 resulted in a six-month break in the community policing effort during the second half of 2010. The program was re-launched in January 2011 after the passage of Measure BB restored funding. This year's evaluation of the Measure Y-funded community policing component will be reported in two quarterly reports. The purpose of this first quarterly report is to provide stakeholders with updated and timely information regarding the Oakland Police Department's progress in re-launching the Community Policing effort. This report covers the first three months of 2011 and examines whether adequate staffing levels have been achieved, the overall quality of PSO training, and the extent to which the necessary management and programmatic elements are in place for the PSO program to be implemented successfully.

### II. METHODS

Evaluation activities were designed to answer the following question: what progress has the Oakland Police Department made in re-launching the Measure Y funded community policing program? A number of qualitative and quantitative methods were used in this evaluation, including key informant interviews, analysis and audits of the problem solving database (SARA), site observations, and analysis of Oakland Police Department documents and reports.

#### SARA Database Audit and Analysis

SARA is the process that problem solving officers (PSOs) use to address issues and concerns in their beat. The SARA database is the primary source of information about problem solving. A web-based system, the SARA database was developed in 2005 in order to track problem solving activity. PSOs enter information on each problem they are working to solve (known as projects) and the steps they have taken to solve them. A supervisor must review and sign-off on each solved project in order for it to be registered as "closed." The SARA database provides the evaluation with information about problem identification, the nature of problems, comparisons across beats, and the level of overall PSO efficiency in relation to problem solving. During the first three months of 2011, evaluators conducted monthly audits of the SARA database to assess usage by PSOs and to document trends in problem solving. Results of audits were shared with the Police Department leadership to facilitate more consistent usage across the Department. Problem solving data were analyzed to understand the number and type of problems opened and closed,

# Measure Y Community Policing

## April 15, 2011 Quarterly Report

problem solving trends across the city, and the sources of problem origin/identification.

### Observations

Evaluators observed the Problem Solving Officer School offered in February and March 2011 for incoming PSOs to understand the type of preparation officers received to do their jobs. In addition, an NCPC meeting and police line up were observed.

### Key Informant Interviews

Evaluators conducted eleven key informant interviews with police services staff from the Department, including seven PSOs, one sergeant, one Lieutenant, one Captain and the Deputy Chief of the Bureau of Field Operations. Interviews addressed topics such as management and accountability, progress in re-launching the program, problem solving strategies, PSO duties and responsibilities, PSO training and supervision, and SARA database usage.

### Review of OPD Documents & Data

Relevant OPD personnel, planning, and operational documents were reviewed to determine staffing levels and assess Department progress in developing a standardized PSO program. The following documents were reviewed:

- Personnel and assignment data
- Fiscal information related to Measure Y expenditures
- PSO Training materials
- PSO Draft Policy
- Other PSO operational materials and policies

## III. FINDINGS

Findings are described below.

*Finding 1* The Department achieved adequate staffing levels to implement the Measure Y funded community policing program. As of January 2011, the Oakland Police Department (OPD) re-launched the program by re-assigning 63 Measure Y funded officers to Problem Solving Officer and Crime Reduction Team Officer positions. All positions were filled with officers who had requested a transfer into the position.<sup>1</sup>

The interruption in Measure Y funding in June 2010 resulted in the re-assignment and, in some cases, termination of all officers whose positions were funded through Measure Y in June 2010. Upon passage of Measure BB, which restored Measure Y funding, OPD began planning for staffing the Community Policing program. Officers were given the opportunity to request re-assignment to a PSO position. By the time the program was launched in January 2011, each position was filled by an officer who had requested re-assignment into a PSO or CRT position, (termed a "voluntary transfer"). Fifty-seven problem solving officers and six Crime Reduction Team officer positions were filled on January 8, 2011. No positions were vacant during the first quarter of 2011. During the first quarter 2011, the Oakland Police Department expended \$2,010, 537 in Measure Y funds, with the bulk of funding going towards personnel costs.<sup>2</sup>

*Finding 2* A significant majority of Measure Y funded officers were assigned and reported regularly to their

<sup>1</sup> OPD may complete an involuntary transfer to fill positions if no officer requests placement in the open position(s).

<sup>2</sup> \$30,240 were expended on supplies and equipment. The remaining funds were expended on salaries, benefits and other personnel costs. Source: Oakland Police Department, Fiscal Services, report on Measure Y/BB Expenditures 3/31/11.



# Measure Y Community Policing

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reports provided to the evaluation include more reliable and consistent information on Measure Y funded officer assignments than the data provided in previous years.

*Finding 3* OPD has made significant progress in strengthening the quality and content of the PSO School compared to previous years. This year's training covered topics relevant to PSO duties and responsibilities, addressing the SARA process, administrative and law enforcement problem solving strategies, collaboration with the public and community stakeholders, and the overall history of community policing. In addition, the training approach effectively incorporated principles of adult learning theory.

At the end of February, OPD offered a PSO training (termed PSO School) to all incoming officers who had not previously been assigned to a PSO position. Twenty-six officers attended the three-day training. The training covered the following topics: the history and core elements of community policing, the expectations and duties of PSOs, the SARA problem solving process, administrative and law enforcement problem solving strategies, and collaboration with city agencies, residents, other Measure Y funded services, and neighborhood groups. Presentations were made by OPD officers, sergeants, and lieutenants, other city agency partners, community members, representatives of community based organizations, and specialists in Community Policing. The table below provides specific information on each of the areas addressed in the training and the agencies and individuals that facilitated each topic area.

2011 PSO School Topics & Resources	
Highlights	Agency/Individual
<b>Community Policing in Oakland's PSO Program</b>	
Overview of how PSO program integrates with OPD's vision and organizational priorities.	OPD- Deputy Chief
History of community policing.	UC Berkeley Law Professor specializing in Community Policing
<b>PSO Role &amp; Responsibilities</b>	
Presentation of PSO role, stakeholders, objectives.	OPD- Special Resource Lieutenants & Captain
<b>SARA and Problem Solving Approaches</b>	
In depth curriculum on how to use the SARA process. Training on how to use administrative and law enforcement techniques to solve problems. Practice of SARA process and project presentation.	OPD- Special Resource Lieutenants, Sergeants, Officers, Vice/Child Exploitation Unit Oakland NCPC Chair City Attorney's Office City Administrator's Office Nuisance Abatement Neighborhood Services Division Code Compliance
<b>Collaboration with Residents, NCPCs, City Agencies &amp; Community based Organizations</b>	
Overview of stakeholders invested in community policing, as well as resources and potential partners. Information on collaboration with NCPCs, other Measure Y funded services, and other community stakeholders. Training & practice on public speaking techniques, as well as information management.	OPD- Special Resource Lieutenant, Sergeants, Neighborhood Services Division Department of Human Services Street Outreach Non-Profit Organization

# Measure Y Community Policing

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PSO or CRT duties during the first three months of 2011. While three beats experienced an extended PSO absence due to Medical Leave, OPD has made progress in instituting personnel protocols to ensure that each beat has coverage during a PSO absence.

Staffing reports generated through the Telestaff software program were provided to evaluation by the Oakland Police Department documenting assignments, loans and absences. These reports indicate that most PSOs were assigned and reported to regular duty during the first three months of 2011. On average, Measure Y officers were assigned to regular duty 85% of the time, with most of the remaining time spent on Special Assignment training (mandatory training required of all officers). Less than 3% of officer time was spent on vacation or sick leave.<sup>3</sup>

One PSO was on medical leave and was absent from the position during the entire quarter, two PSOs and one CRT were on medical leave for a portion of the quarter, but have returned from leave and one PSO was on administrative leave for a portion of the quarter. While one PSO was technically on loan, she was acting as a Sergeant to her squad and was part of a team of PSOs assigned to one beat.

Leaves and Loans	
Administrative	1
Loan	1
Medical	4
<b>Total</b>	<b>6</b>

The Department has made progress in instituting personnel protocols to better

<sup>3</sup> Source: Oakland Police Department, Telestaff Report on Measure Y funded officers, March 31, 2011.

provide coverage on each beat should a PSO leave occur. Coverage was provided for each of the beats that experienced an extended absence during the first three months of the year, which represents significant progress over previous years. Personnel protocols are described below:

**Reorganization of Beats:** OPD transitioned from a 57 beat structure to a 35 community policing beat structure when the PSO program was re-launched in January 2011. The purpose of this re-organization was to align patrol and community policing beats, to more strategically deploy officers based on crime levels and nature of problem solving efforts, and to ensure that the Department complied with Measure Y mandates regarding the assignment of a PSO to each beat. Each NCPC continues to have a PSO assigned to it. This new beat structure resulted in the assignment of two officers in those beats with higher crime levels (primarily Measure Y stressor beats) and has allowed the Department greater flexibility in providing coverage when a leave occurs. This was the case in four of the five beats that experienced an extended PSO leave; each was assigned a team of PSOs and the remaining team member provided coverage during the other's absence.

**Loan:** In those instances where an individual PSO, as opposed to a team of officers, is assigned to a beat, the Department borrows an officer from another unit to cover an extended PSO absence. In the beat where the PSO was absent during the entire quarter, an officer from another unit (Patrol) was placed in the position on loan.

**Telestaff Software Program:** The Telestaff software program was instituted in 2010 to track all OPD personnel assignments and provides information on absences, leaves, and special assignment. The Telestaff

# Measure Y Community Policing

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The training on the SARA process as the method for problem solving was particularly strong, articulating a clear definition of a "problem", providing detailed information regarding each phase of the process, and identifying

Department, community and online resources for identifying effective problem solving strategies for different types of problems.

The importance of analyzing multiple sources of data, including crime statistics, calls for services, and resident reports; as well as identifying measures of effectiveness (quantifiable evidence that the problem has been addressed) were also emphasized in the training.

*"A problem is two or more incidents similar in one or more ways that is of concern to the police or the public."*—OPD Definition of a Problem

**Training Approach:** In addition to presentations from experts and specialists in each of the topic areas, the training provided PSO opportunities to practice and apply the skills and methods relevant to their duties in whole group, small group, and individual contexts. The Department has made significant progress integrating principles and techniques of adult learning theory into the instructional approach employed during the training. When practitioners have the opportunity to practice skills, engage in conversation about the information they have heard, and apply skills to situations they are likely to encounter on the job, they are more likely to integrate the skills into their daily work. The first day of the training, PSOs

developed and prioritized the qualities of an effective PSO. This activity resulted in an authentic conversation about the values that each officer should uphold in their work with the community on a daily basis.

The Qualities of an Effective PSO				
Organizational Skills	Character	Experience & Capacity	Integrity	Communication
Organized, efficient, flexible, multitasking, problem solving, managing time effectively	Tenacious, adaptable, patient, motivated, dedicated, determined	Knowledge of the beat, resourceful, knowledgeable, innovative, creative, resourceful	Passion, compassionate, honesty, approachable,	Good Communication, communication skills, articulate, open line of Communication

The training culminated in team presentations of proposals to address a problem in each of the three command areas. In Area I, the team developed a proposal to address illicit activity at a hotel in Jack London square; Area II developed a plan to decrease loitering and illicit activity at a liquor store on Foothill Blvd.; Area III developed a proposal to resolve a loitering/narcotics problem on 88<sup>th</sup> avenue. In the second quarterly report, the evaluation will provide an update on progress with each of these problems.

**Finding 4** While the Department is operating under constrained fiscal and human resources, opportunities to strengthen training and professional development include: offering the training closer to the date of PSO assignment and integrating ongoing professional development activities into the PSO program.

While the first three months of the year represent a start-up phase for the re-launch of the PSO program, officers were assigned to their respective beats for more than six weeks before receiving in depth training on their roles and responsibilities. Experienced

# Measure Y Community Policing

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PSOs and supervisors served as the primary source of information for newly assigned PSOs during this time period. In the future, the PSO School should be scheduled closer to the time new officers are assigned to the beat.

The work of a Problem Solving Officer differs significantly from that of a traditional police officer and requires skills, capacities, and orientations that must be learned and applied on an ongoing basis. While the PSO School laid an important foundation in preparing PSOs for their job, ongoing professional development is needed to ensure that PSOs are implementing evidence based practices in relation to problem solving, community policing and community relations. In terms of problem solving, there is a need to strengthen PSO capacity to identify problems that most likely contribute to crime levels on their beat, in addition to addressing NCPC priorities.

PSOs would benefit from the opportunity to learn and practice the analysis and response phases of the SARA process and explore evidence-based problem solving approaches to address the range of problems facing neighborhood beats in Oakland in a peer-learning environment.

Finally, PSOs have the greatest opportunity of all Department staff to foster positive community/police relationships with Oakland's diverse communities. Effective approaches for interacting with and engaging residents who may be mistrustful towards police, in addition to those who are supportive, is also an area for future training.

*Finding 5 Problem Solving Officers are opening problems of concern to residents in their assigned beat and recording progress on the SARA*

*database as anticipated. Despite system limitations, all beats had a problem opened on them during the past three months, with an average of five problems opened per beat during the first quarter. Narcotics-related problems constituted the greatest proportion of opened projects in the SARA database, followed by "other" and blight/abandoned properties.*

The SARA database tracks PSO progress in solving problems and provides information related to the number of problems opened per beat and by officer, project origin, the type of problem opened, and whether or not a project has been closed. The Oakland Police Department uses the SARA model as its process for solving problems, which includes the following steps:

1. *Scanning:* Identification and investigation of the nature of the problem.
1. *Analysis:* Analysis of potential options and strategies for resolving the problem; identification of measures to assess effectiveness of response.
2. *Response:* Implementation of a response strategy.
3. *Assessment:* Evaluation of the effectiveness of response and identification of steps for maintaining successful resolution.

Data from the SARA database were analyzed to determine whether PSOs were opening projects and utilizing the system. Results are reported below.

### *Problems Opened*

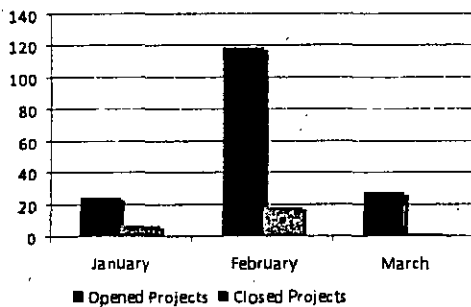
During the first three months of the year, PSOs opened 170 problems or an average

# Measure Y Community Policing

## April 15, 2011 Quarterly Report

of five problems per beat.<sup>4</sup> Every community policing and NCPC beat had at least one open problem by the end of the quarter, which represents an improvement over previous years.

Opened and Closed Projects 2011



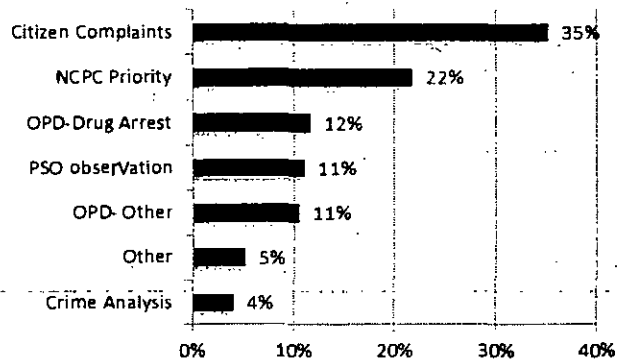
The data regarding the number of opened and closed projects were in line with anticipated results for the first three months of the re-launch of the PSO program.

As expected, the number of problems opened rose markedly as officers identified problems through collaboration with their NCPCs, crime data analysis, and/or PSO knowledge/observation of the beat. During the second quarter of the re-launch, the number of problems opened should plateau or decline slightly, as PSOs dedicate most of their efforts to problem solving activities. Because most problems take several months to solve, the closure rate was relatively low during the first quarter, also as expected. The closure rate should rise steadily from the second quarter onward.

### Problem Origin

These data suggest that residents are identifying problems of concern in their beats, through attendance at NCPC meetings, direct communication with their PSOs or Neighborhood Services Coordinators, and/or through calls to OPD. The chart below depicts the origin of projects opened in the SARA database during the first three months of 2011. Over half of problems were identified as an NCPC priority or a citizen complaint. Twelve percent of problems originated with an OPD Drug Arrest; problems may be opened after an arrest if narcotics sales appear to be part of a recurring issue at a particular location. Problems identified through crime analysis comprised 4% of opened projects. This proportion should increase over time as PSOs begin to use data to identify sources of criminal activity and community problems.

Project Origin: 2011



### Nature of Problems

The table below provides information regarding the nature of opened projects. A third of opened projects were associated with narcotics during the first quarter, followed by "other" and blight/abandoned properties. OPD reported that PSO opened projects under the "other" category for those issues that did not fit into the other

<sup>4</sup> Five problems were opened per beat based on the 35 beat re-configuration. Based on NCPC beats (which remain unchanged at 57), the average number of problems opened per beat was 3.

# Measure Y Community Policing

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available categories. While qualitative data on the specifics of each project were not available, the majority of opened projects appear to be types of problems that are likely to cause significant concern to residents and police.

	# Opened	%
Narcotics	49	29%
Other	30	18%
Abandoned house	19	11%
Blight	19	11%
Suspicious person	14	8%
Traffic	8	5%
Prostitution	7	4%
Disturbing the peace	6	4%
Robbery	5	3%
Burglary	4	2%
Alcohol	3	2%
Assault	2	1%
Abandoned auto	1	1%
ABC violations	1	1%
Theft	1	1%
Vandalism	1	1%

### The SARA Database

While the evaluation is working with the City Administrator's Office and the Oakland Police Department to address some of the limitations of the current SARA database system, these limitations will impact the usability of the system over the long term and compromise the ultimate quality of data on problem solving efforts. The system was built to address the lack of data on problem solving efforts and was not fully constructed with reporting and search functions due to a lack of funding. As a result, PSOs can only use the SARA database to input information. Further, while qualitative data regarding the nature of each project were inputted, they were not available for analysis. There are also several

usability issues that need to be upgraded in order for officers to use the system efficiently. Finally, the system was designed to align with the previous organization of beats, with one officer assigned to each beat. As a result, multiple officers cannot make entries on the same problem. This is an issue for those beats where teams of PSOs are assigned and will likely compromise the reliability of problem solving data. Without upgrades, officers who are working on the same problem either enter the problem twice, or assign the data entry associated with a problem to one officer on the team. These limitations point to the need for additional system upgrades in order to accurately track problem solving activities.

*Finding 6 Interviews with PSOs and Department leadership point to a strengthened organizational commitment to Community Policing. However, a more constrained fiscal environment and less resourced Department represent potential barriers to full implementation of an effective community policing program.*

Interviews with PSOs and Department leadership, as well as observations of trainings, PSO line ups, and an NCPC meeting produced evidence of a greater organizational commitment to community policing and an improved focus on implementing an effective PSO program. OPD staff from different levels of the organization articulated a consistent message regarding the overall purpose of community policing, expectations regarding PSO duties, activities, and outcomes, and a shared understanding regarding the potential impact of community policing efforts. The key priorities reported by OPD staff were a focus on building

# Measure Y Community Policing

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community/police relations and delivering high quality customer service, maintaining a consistent presence on the beat, and monitoring progress of problem solving efforts. Consistent messaging across levels and police command areas was not observed in previous evaluations of the Community Policing program and these findings are evidence of progress in this area.

*"Things are going well with the PSO program. Command is integrated, there is more consistent direction and they are very supportive of problem solving approaches. We are more business like now- we are using both administrative and law enforcement tools to solve problems now and we are doing a better job at tracking what we are doing in the SARA database."—Problem Solving Officer*

The Department has also made progress in laying the groundwork for improved management and accountability systems. PSOs are using the SARA database consistently; the Department has developed a PSO policy and is working on a Community Policing manual with the Neighborhood Services Department. A PowerPoint template for PSOs to use to make community and Department presentations on their projects has also been distributed to PSOs. In addition, the Department recently articulated expectations for all officers in relation to attending community meetings; this memo emphasized greater coordination between PSOs and Patrol officers and meaningful attendance at community meetings. PSOs have been trained in the LEAP software program, a product of Forensic Logic, which analyzes crime trends in a specific geographic area. The Department also purchased computers that can run this and other software programs more efficiently.

Despite these advances, the Department is limited by shifting fiscal and organizational conditions. A constrained fiscal climate has resulted in reductions in Department staff and programs available to support problem solving and community policing efforts. It has also created a climate where human resources are being shifted, re-organized and re-deployed to respond to ever changing fiscal conditions. In order for any program, including the PSO program, to be implemented successfully, there must be stability in staffing, deployment, and program management systems.

The loss of other units such as the Crime Reduction Teams and Traffic Enforcement means that there are fewer Department resources available to support problem-solving efforts, particularly those that require a law enforcement response. In the past, the PSO was viewed as a project manager, responsible for developing a plan of action, bringing in Department and city/community resources, and managing problem solving activities. Department resources are particularly critical to solving problems related to narcotics, gangs, and weapons because they require a greater number of officers to implement law enforcement responses, such as surveillance and buy/bust operations. In a less resourced organization, the role of the PSO as a project manager securing and coordinating resources to solve problems is compromised. The ability of PSOs to solve problems individually and in pairs without these resources is an area of study for future reports.

*"We are a much tighter program now. The only issue is a lack of resources, such as CRTs, to solve problems. it is very tough."—Problem Solving Officer*

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*Finding 7 Interviews with Department staff and the NCPC meeting observation suggested strong resident support for the PSO Program.*

Interviews with Department leadership and PSOs, as well as the NCPC meeting observation pointed to resident support for the PSO program. The seven Problem Solving Officers interviewed for this report had all attended the NCPC meeting in their beat and reported that residents were pleased to have the program reinstated and were looking forward to working with their PSO to solve problems. Very positive interactions between the PSO and residents were noted at the NCPC meeting observed for this evaluation. The PSO established positive rapport with residents, recorded resident input on key problems, and shared observations about community assets and challenges.

### IV. RECOMMENDATIONS AND CONCLUSIONS

The purpose of this quarterly report was to provide information on the Oakland Police Department's progress in re-launching the Measure Y-funded community policing program during the first three months of 2011. The evaluation found evidence of significant progress:

- All beats are staffed with a Problem Solving Officer. The Department has instituted procedures to provide coverage for beats should an extended PSO absence occur.
- The PSO School provided newly assigned PSOs with important information and preparation to fulfill the duties and responsibilities associated with their position.
- All beats had at least one opened project, with an average of 5

opened projects per beat. During the first three months of the program, PSOs used the SARA database consistently to track their open projects.

- Department staff from different levels of the organization articulated a shared understanding about the purpose and priorities of Community Policing. The Department has instituted policies and procedures designed to standardize the PSO program.

These findings indicate that the necessary elements are in place to move the PSO program out of a start up phase and into full implementation during the next quarter. The evaluation also makes the following recommendations:

1. The Department should identify a plan for ongoing professional development for Problem Solving Officers and their supervisors, focused on strengthening PSO capacity to implement the SARA process and other evidence-based problem solving strategies.
2. The Department should continue to monitor the evenness of program implementation across Police Service Areas and neighborhood beats. While OPD has developed protocols and procedures to standardize the PSO program and improve accountability, it will be important to monitor their integration into the Department as the program moves into implementation.

Given the reduction in resources, the Department should continue to ensure that problem-solving resources are being



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deployed in a manner that is likely to result in reductions in crime and improvements in public safety. The re-organization of beats has resulted in a more strategic deployment of resources towards those beats that experience higher crime rates, while continuing to ensure that each beat and NCPC has PSO coverage. In addition, the Department should develop mechanisms to examine whether selected problems contribute significantly to crime in the beat and whether problem-solving strategies are likely to result in problem resolution.